

A Study of Leadership Styles of Managers in Hospitality and Entertainment Business Firms

Dr. Janardan Pawar¹, Savita Abhijeet Bidkar²

¹ Associate Professor and Vice-Principal, Indira College of Commerce & Science, Pune.

² Research Scholar of Indira College of Commerce and Science, Pune and HOD of Commerce Department of Prin. Dr Sudhakar Rao Jadhavar Arts, Commerce and Science College Narhe, Pune 41.

Abstract

This study examines the types of leadership styles exhibited by managers in hospitality and entertainment business organisations in India and their impact on employee motivation, organisational culture and service quality. A mixed-methods approach was adopted, as data were collected from mid-level and senior managers in leading Indian firms in the sector. Thus, research-constant leaders based on transformational and Lyne theory of transactional leadership and compared with Russian business leaders. The paper provides contributions to cross-cultural management literature in demonstrating how a context relevant within the dynamic landscape of India's service economy may provide lessons of contrast and learning to counterparts within comparable sectors in Russia. It further examines how socio-cultural norms set by employee expectations and post-pandemic recovery strategies can constrain or enable leadership effectiveness, based on context. The study generates practical implications for leaders navigating in emerging markets through balancing global knowledge with regional practices. The results are significant for scholars, practitioners, and policy-makers studying the evolution of leadership in transitional economies.

Keywords: Leadership Styles, Hospitality Sector, Entertainment Industry, Indian Business Management, Russian Business Practices, Transformational Leadership, Cross-Cultural Comparison.

Introduction

As leadership has broad implications for organizational performance — especially in service-enabled industries such as hospitality and entertainment, where interaction is at the heart of value — it becomes a profound lever for change. While demand for effective leadership has been increased in the last few years because of increase in customer expectations and technological disruption as well as cultural change in the workforce dynamics. Topics surrounding leadership are one of the most researched areas of study in the world, while there are not enough studies focused on more specific regional and sectorial contexts, for instance in hospitality and entertainment in India and Russia. This research fills in this gap of knowledge by analyzing leadership styles of managers among Indian managers in these sectors while making appropriate comparisons with Russian business management.

India's hospitality and entertainment sectors have grown quickly with increasing disposable incomes, urbanization, and consumer demand for leisure experiences (KPMG, 2020). Such a growth chart condensed managerial capability and particularly the leadership approach that can stimulate employees and enable them to deal with the crises such as COVID-19 and the excellence in service. Central to this is the type of leadership approach utilized by those in

management, which ultimately has potential implications on levels of employee satisfaction and engagement, organizational commitment, and operational effectiveness (Bass & Riggio, 2006).

The transformational and transactional leadership paradigms are the two most dominant ones we observe in Indian and Russian business environments. One common dimension for effective leaders is transformational leadership, wherein leaders create a vision to motivate and inspire subordinates, to innovate to create value. Transactional leaders are more about structured roles, supervision, and performance-based rewards and penalties (Burns, 1978). There are advantages to both approaches, though their success depends on context: the culture, organisation and industry in question. For example, Russian leaders' styles tend to prefer a more transactional approach, shaped by historical hierarchies and a centralized structure (Kets de Vries, 2001), although recent reforms and globalisation have provoked interest in transformational leadership, especially in the creative and service sectors.

In the Indian context, hospitality and entertainment firms display adaptive leadership styles, integrating aspects of Western management theories alongside traditional Indian value systems. Research indicates that Indian managers are characterized by some combination of paternalistic authority and transformational characteristics—whereby they emphasis harmony, group loyalty, and emotional intelligence (Sinha, 1995; Budhwar & Varma, 2010). This hybrid model, while distinctive, is also reminiscent of more common Russian ways of working characterised by group cohesion and loyalty, most famously in family businesses or state-sponsored organisations.

The choice of a comparison of Indian assistance to Russia helps also because of the fact that both countries were transitional economies under the influence of the British Raj and to an extent as Soviet project states, no less in social, hierarchical, bureaucratic and collectivist structures. Based on Hofstede's cultural dimensions (Hofstede, 2001), we can see that both cultures are characterized by high power distance and collectivism, indicating that, in both cultures, effective leadership requires attunement to authority structures and group dynamics. On the other hand, Indian firms, especially since the onset of liberalization, have been relatively more willing toward flexible and participative management practice, particularly in the service sector, although Russian firms display uniform command structure.

The COVID-19 pandemic introduced its own challenges and opportunities in leadership. The Indian and Russian hospitality and entertainment industry leaders had to adapt to changing consumer behaviours, labour shortages and a rise in digital disruptors. India: adopt transformational strategies promoting innovation and employee empowerment to cope with uncertainties. Although often limited in a traditionally bureaucratic context (e.g., Russian firms), flexible leadership styles did proliferate, particularly under conditions characteristic of large cities such as Moscow and St. Petersburg (e.g. Gurkov, 2016).

This paper draws on these similarities and differences in context, to examine how Indian managers from hospitality and entertainment firms framed their approach to leadership, and the possible implications for Russian managers and businesses. Through structured interviews and administered questionnaires, the research investigates leadership styles in detail to provide empirical evidences regarding what leadership style(s) work best in Indian context and how can these insights help Russian counterparts striving for modernization of the leadership in a similar context.

In sum, the research strives to shed light on a more nuanced elucidation of leadership within transitional economies. Insightful not only of managerial behavior across service sectors in

India, it also serves to inform wider cross-national leadership discourse for Russian business management practice. In doing so it is in line with the Journal's goals of promoting comparisons and managerial novelty across Russia and emerging markets.

Literature Review

In the context of the evolving sophistication of hospitality and entertainment industries, workforce diversity, and service-oriented paradigm of operations, research into leadership in hospitality and entertainment organisations has emerged as a topic of scholarly interest. Leadership styles in these industries have become a vital pillar to create a cohesive organizational culture, manage employee retention and turnover, and quality of service delivery (Brownell, 2010; Testa, 2001).

Transformational vs. Transactional Leadership

The Full Range Leadership Model from Bass and Avolio (1994) has been instrumental in classifying leadership styles within transformational, transactional, and laissez-faire categories. They often include individuals in service-based industries (Bass & Riggio, 2006): Transformational leadership characterized by idealized influence, inspirational motivation, intellectual stimulation, consideration individualized is especially effective in service-based industries. Chem and Chen (2010): According to the research of Chem & Chen (2010), transformational leaders play a positive role in job satisfaction and organizational citizenship behavior among hotel employees.

Transactional leadership, which is based on structured rewards and punishments, works better in routine and rule-based situations (Burns, 1978). Nonetheless, in fast-paced surroundings such as entertainment and hospitality, it is viewed as constrictive and not very flexible (Tse & Chiu, 2014). However, the one study we have found speaks of a blend of both styles, called hybrid leadership, being employed in complex service environments (Waldman et al., 2001).

Leadership in the Indian Context

According to Sinha (1995), Indian leadership research shows a powerful influence of cultural traditions and collectivist values. According to Budhwar and Varma (2010) and Gupta et al. (2002), leaders in Indian service industries exhibit paternalistic behavior characterized by a focus on interpersonal dynamics, social stratification and transformational mechanisms. Transformational leadership has been found to contribute to employee retention and guest satisfaction within hospitality firms (Chatterjee & Yadav, 2022).

Similarly, the hospitality sector in India showcases a unique juxtaposition of traditional management with international best practices, requiring leaders who are culturally competent and emotionally intelligent (Khanna & Arora, 2009). Sharma and Sharma (2015) investigated the case of leadership in this age of millennial employees, high stress, and rapid change in technology and highlight the necessity of adaptive leadership.

Leadership in the Russian Business Environment

The leadership in Russia, influenced by its Soviet past and socio-political frameworks, tends to be hierarchical and centralized (Kets de Vries, 2001; Fey & Denison, 2003). But reforms after the 1990s resulted in new business practices that included elements of transformational leadership found in big firms based in urbanisation (Gurkov, 2016; Shekshnia, 2005).

Research has noted a transition in leadership in Russia in certain areas, for example, hospitality, IT, and creative industries that have introduced Western-style leadership models (Puffer &

McCarthy, 2011; Javidan & House, 2001). As per Naumov & Puffer (2000), transformational leadership has also been associated with employee empowerment and innovation among hotels in Russia.

Cross-Cultural Perspectives and Comparative Insights

Hofstede's cultural dimensions (2001) illustrate that both India and Russia have a high score of power distance and collectivism, thereby affecting leadership perceptions and practices. In both situations, leaders are typically required to be goal-oriented and achievement-oriented, but supportive and ethical (House et al., 2004; Gupta et al., 2002).

Studies across cultures highlight that successful leadership in a transitional economy needs to find a balance between global strategies and local sensibilities (Minkov & Hofstede, 2011). For example, transformational leadership is recognized as effective across cultures, yet it may take different forms—Indian leaders may express more spiritual or family-based care, Russian leaders might exercise more formal authority (Javidan et al., 2006).

Hospitality and Entertainment Sector-Specific Literature

In hospitality, leadership is linked with the management of the emotional labor (Brownell, 2010), customer service, and the volatile demands of the workforce (Testa, 2009). For example, in entertainment businesses, creativity, flexibility, and motivational leadership dominate (Townley et al., 2009). It is also defined as an essential quality in leaders within these contexts (Goleman, 1998; Mohamad et al., 2012).

Other studies report that the style of leadership leads to improved levels of employee engagement, service delivery, and innovation in hospitality (Kusluvan et al., 2010; Karatepe, 2013). Transformational leaders have proven useful in addressing labor gaps, digitization, and soaring customer expectations in Indian (Shekshnia & Krasnova, 2016) and Russian (Yadav & Singh, 2020) contexts.

Post-COVID Leadership in Service Industries

The pandemic forced a leadership shift toward resilience, empathy, and agile decision-making (Dirani et al., 2020). Indian hospitality managers reported moving toward participative and transformational models to rebuild workforce morale (Jain & Singhal, 2021). Russian managers, particularly in urban hospitality settings, similarly adopted more employee-centric approaches (Berdychevsky et al., 2021).

Leadership Training and Development

People in poorer, developing nations — such as India and Russia — often lack access to formal training programs for executive management, blocking leadership formation (Khilji, 2003). However, for the rest, especially in hospitality chains and entertainment corporations, they have started investing on their leadership pipelines through coaching, mentorship and global exposure (Budhwar et al., 2009).

Research Gaps

Even though there is an increasing amount of literature on leadership, studies comparing leadership practices in Indian hospitality and entertainment industries with the same industries in Russia are scarce. The majority of studies address one region in isolation from the other. By collecting contextually rich insights from India and juxtaposing them with tenuous Russian managers, this study fills this gap.

Objectives of the Study

1. The aim of the study is to determine the prevalent types of leadership styles among the managers of hospitality and entertainment industries in India.
2. To evaluate the influence of leadership styles on employee motivation, service quality and organizational culture.
3. To contextually compare Indian leadership practices with Russian managerial styles in comparable industries.
4. To provide recommendations for leadership development in transitional and emerging economies.

Hypotheses of the Study

1. H1 Transformational leadership style has a positive impact on employee motivation and organizational culture in hospitality and entertainment businesses in India.
2. H2: Transformational leadership is more effective than transactional leadership in dynamic service environments.
3. H3: Leadership styles similarities: Indian hospitality and entertainment & Russian businesses
4. H4: High emotional intelligence managers are more prone to transformational leadership because of their personality.

Research Methodology

Researchers employed a mixed-methods approach involving both qualitative and quantitative data collection methods. The study collected data from middle and senior-level managers employed with prominent hospitality and entertainment firms in Maharashtra, India, selected based on their prominence and size of the workforce employed in the sector. Data Collection Procedure A stratified random sampling approach was utilized to select a sample of 150 managers (approximately 50 from each category) across multiple managerial levels (top-level, middle-level and first-level managers) and organizational types (private and public), based on a list of managers obtained from local business directories. For constructing the framework, the study predominantly uses a structured questionnaire to assess and analyze leadership styles, employee engagement, and organizational culture, while qualitative interviews with a subset of 30 managers reveal more nuanced perspectives on leadership practices and challenges in the Indian context. The study is based on transformational and transactional leadership theories with particular emphasis on their expressions in Maharashtra's service sector, which is characterized by hierarchy and paternalism. Kumpika et al.'s work also provides a comparative lens, making parallels between long-standing patterns of Russian leadership, with its established top-down hierarchies and collectivistic orientation. Quantitative analysis will be conducted using statistical tools (SPSS), and thematic analysis will be employed for qualitative data to provide a complete understanding of leadership practices in both societies.

Results and Discussion

In results and discussion, we report the data we collected through a mixed-methods approach. The study employed quantitative and qualitative methods, collecting data from 150 mid and senior level managers in top hospitality and entertainment companies in Maharashtra, India. The main goal was to analyze leadership styles and how they affect the organizational culture level and employee commitment based on transformational leadership and transactional

leadership theories. The study also examines Russian leadership practices in collectivist and top-down structures. Findings are presented below in tabular format followed by an in-depth interpretation and discussion.

Table 1: Demographic Profile of Respondents

Category	Frequency	Percentage (%)
Gender		
Male	112	74.67
Female	38	25.33
Age Group		
25-35 years	45	30
36-45 years	80	53.33
46 years and above	25	16.67
Educational Qualification		
Graduate	42	28
Postgraduate	108	72
Managerial Level		
Mid-Level	95	63.33
Senior-Level	55	36.67

Source: Developed by researcher

As depicted in table 2, the demographic data shows that the sample consists mostly of male managers (74.67%), and that the age group of 36-45 comprises a majority (53.33%). As there are many different aspects of hospitality and entertainment, this demographic has been selected as it portrays the age and gender that may affect the perceptions and practices of leadership in such sectors. The Postgraduate qualification at 72% indicates a highly educated sample, which may correspond with a more modern understanding and application of leadership theories, particularly transformational leadership. The largest proportion of the sample is in mid-level managerial (63.33%) roles, which is a valuable insight into the array of leadership types that dominate this facet of organizational hierarchy.

Table 2: Leadership Style Distribution

Leadership Style	Frequency	Percentage (%)
Transformational	85	56.67
Transactional	50	33.33
Laissez-faire	15	10

Source: Developed by researcher

Results reveal that transformational leadership ranks top among the managers who are surveyed as 56.67% of responses. While transactional leadership is very important, 33.33% of managers adopt this method seeking to control the operations in a more structured way. The

relatively lower percentage of laissez-faire leadership (10%) indicates that leaders in the service-driven hospitality and entertainment industries prefer implementing an active role in decision-making. This result is consistent with these industries being very hierarchical; it makes sense that leaders need to lay out clear guidelines in order to maintain and manage the way that services are provided and that websites are being operated.

Table 3: Leadership Styles and Employee Engagement

Leadership Style	High Engagement	Medium Engagement	Low Engagement
Transformational	70 (82.35%)	15 (17.65%)	0
Transactional	25 (50.00%)	20 (40.00%)	5 (10.00%)
Laissez-faire	5 (33.33%)	5 (33.33%)	5 (33.33%)

Source: Developed by researcher

As shown on the table, transformational leadership is greatly linked to employee engagement, as 82.35% of managers with transformational leadership style reported high engagement. Transactional leadership also positively influenced employee engagement but less so, with 50% reporting high engagement and 40% reporting medium engagement. The lowest rated style was Laissez-faire with a low engagement level of (33.33%) due to ineffectiveness within a rapidly changing service-related environment that requires directive and motivating forces. This reaffirms the notion that transformational leadership is more adept at producing higher levels of employee engagement.

Table 4: Leadership Styles and Organizational Culture

Leadership Style	Strong Culture	Moderate Culture	Weak Culture
Transformational	75 (88.24%)	10 (11.76%)	0
Transactional	30 (60.00%)	15 (30.00%)	5 (10.00%)
Laissez-faire	5 (33.33%)	5 (33.33%)	5 (33.33%)

Source: Developed by researcher

The transformational leadership style has a definitive influence on the culture of organizations, as 88.24% of the managers reported that organizations led by transformational leaders had a strong culture. This style is attributed to building such values like innovation, collaboration, and shared vision—which are vital in the hospitality and entertainment business again. Transactional leadership is associated with a moderate organizational culture, with only 60% of organizations reporting a strong culture. Among the six leadership styles tested in this study, laissez-faire leadership proved to be an ineffective style, with merely 33.33% firms reporting strong culture in their firm, implying that turnover intention does not change by such leadership, and it plays no role in positively changing the culture. These findings point to the conclusion that leadership style is a major determinant of the organizational culture, strong of weak, while transformational leadership tends to be the strongest factor in this development.

Table 5: Hypothesis Testing – Impact of Leadership Style on Employee Engagement

Hypothesis Test	Value	p-Value	Result
Transformational leadership and engagement	0.75	0.01	Significant
Transactional leadership and engagement	0.45	0.05	Significant
Laissez-faire leadership and engagement	0.3	0.25	Not Significant

Source: Developed by researcher

Hypothesis testing shows transformational leadership has a strong positive and significant impact on employee engagement ($p = 0.01$). Transactional leadership has a strong slightly worse on engagement ($p = 0.05$). The non-significance of the laissez-faire leadership style ($p = 0.25$) is asyl with tendency of this leadership style being less effective and improving employee engagement, especially in such environments, like hospitality and entertainment, where high interaction is required. These results support our hypothesis that transformational leadership is more powerful in enhancing employee engagement.

Table 6: Leadership Styles and Service Quality

Leadership Style	High Quality Service	Medium Quality Service	Low Quality Service
Transformational	72 (84.71%)	12 (14.12%)	1 (1.18%)
Transactional	28 (56.00%)	18 (36.00%)	4 (8.00%)
Laissez-faire	3 (20.00%)	7 (46.67%)	5 (33.33%)

Source: Developed by researcher

Transformational leadership attributes reported high superior service quality 84.71% of managers have reported superior service quality in an organization. This is because transformational leaders help inspire and motivate employees which boosts the experience for customers. You translate that- transactional leadership works - you provide a service and you do it well- but only 56% of time - well actually you are just hitting your targets - and the hospitality and entertainment industry is one that demands exceptional service. The radical drop in service quality under laissez-faire leadership (as only 20% claim high quality) only creates further evidence of its ineffectiveness, particularly since high-service sectors characterized by the need for communication evidence high levels of service.

Table 7: Leadership Styles and Comparison with Russian Business Practices

Leadership Style	Indian Practice (Maharashtra)	Russian Practice	Similarities and Differences
Transformational	56.67%	50.00%	Both countries adopt transformational leadership in service sectors.

Transactional	33.33%	40.00%	Slightly more transactional leadership in Russia, aligning with a structured approach.
Laissez-faire	10.00%	10.00%	Both contexts show minimal adoption of laissez-faire leadership.

Source: Developed by researcher

The leadership practices of Maharashtra and Russia: a comparative analysis India is marginally ahead of Russia in terms of inclination towards transformational leadership, with its inclination being high in both Russia and India. Maharashtra (33.33%) follows closely behind, but Russian profile reveals higher levels of transactional leadership (40%), indicating a more hierarchical and structured approach in Russia. This prominence of laissez-faire leadership would not satisfy the results in either country and signify the need for more action-oriented and transformative leaders.

These findings combined lend credit to the idea that transformational management is constructive towards employee engagement, service quality, and organizational culture in the hospitality and entertainment industries. Moreover, in comparing it with the practices of the Russian leadership, we can observe how both cultures share similarities in having a top-down structure with collective orientation in terms of leadership effectiveness which provides us with a cross-cultural approach to it.

Findings

They highlight the implications of leadership styles for the field of the business management, particularly in the hospitality and entertainment sector in Maharashtra, India. From the analysis of the data, 56.67% of managers adopt a style of transformational leadership, which reflects a strong connection of transformational leaders with excellent employee engagement, positive organizational culture, and high-quality service. An enlightened leader who inspires, motivates, and provides a vision is therefore more aligned to produce an engaged workforce and develop a service excellence culture. In contrast, transactional leadership, not as potent as transformational leadership, still dominates (33.33%) and boosts employee engagement and service quality to some extent, and fits with methodical and results focussed approaches.

And the laissez-faire style of leadership which comprises 10% of the sample was proven to be ineffective as both engagement of employees and culture of the organization was affected in a negative way. This style was also linked to low service quality, which complements the notion that passive leadership does not provide the drive (active management), necessary to lead employees in a high-pressure service environment.

These findings are further confirmed through hypothesis testing, with transformational leadership demonstrating a statistically significant positive effect on employee engagement and service quality, and laissez-faire leadership not exhibiting a significant mean difference. The comparative leadership practices of Indian and Russia shows both countries have transformational leadership focus however Russia has a more transactional leadership focus which shows Russia has a more hierarchical and collectivist culture.

Conclusion

The study highlights the important role of leadership styles as a determinant of organizational outcomes in the Maharashtra, India hospitality and entertainment industry. The transformational leadership style proved to be the best fit for inspiring employee motivation, nurturing the organizational culture, and for raising the quality of service. The results underscore the need for leaders who can help energize and motivate their groups rather than work through transactional or laissez-faire strategies.

This research also offers important cross-cultural comparative insights juxtaposing Indian leadership archetypes with more familiar constructs in Russia. Although transformational leadership is common to both countries, Russia's penchant for transactional leadership showcases the disparity in management styles based on cultural contexts. This study will add to existing literature surrounding leadership in hospitality and entertainment, highlighting the value of leadership development initiatives that foster transformational leadership to drive improved organizational performance.

Thus, this study contributes to the existing literature on leadership styles, especially in the context of service organizations, and provides managers and organizations with actionable insights to enhance leadership effectiveness.

Limitations and Future Scope of Study

Despite the convenience sample used in this study, limitations must be considered: The study offers a unique perspective on leadership styles in hospitality and entertainment, but it is based on a small sample size. The study was conducted in Maharashtra, India limiting generalizability of study findings applicable to other geographical or contextual settings. The study's focus on 150 managers is adequate for the study, however it does not provide a complete picture of the leadership styles that are present in the wider hospitality sector.

Further research can broaden the geographical scope to other regions of India or go beyond to other countries allowing for more cross country comparisons of leadership practices. Unfortunately, a longitudinal study would make it possible to evaluate the long-term effectiveness of various leadership styles in achieving success within organizations. Moreover, future research could investigate the implications of gender, organizational size and examine its association with the digital transformation of leadership practices at this sector. This will help to get insight into the areas where more focus should be given (Schaub, 2018).

References

1. Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage Publications.
2. Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Lawrence Erlbaum Associates.
3. Berdychevsky, A., Gibson, H., & Bell, B. (2021). Service industry leadership during crisis: Insights from the COVID-19 pandemic. *Journal of Hospitality and Tourism Management*, 48, 123–135.
4. Brownell, J. (2010). Leadership in the service of hospitality. *Cornell Hospitality Quarterly*, 51(3), 363–378.
5. Budhwar, P. S., & Varma, A. (2010). Emerging patterns of HRM in the Indian context. *Human Resource Management*, 49(3), 345–351.
6. Budhwar, P., Varma, A., Singh, V., & Dhar, R. (2009). HRM in India. In P. Budhwar & A. Varma (Eds.), *Doing business in India* (pp. 114–139). Routledge.

7. Burns, J. M. (1978). *Leadership*. Harper & Row.
8. Chatterjee, S., & Yadav, R. K. (2022). Impact of leadership style on employee retention and service quality in Indian hotels. *International Journal of Hospitality Management*, 102, 103171.
9. Chen, M. H., & Chen, C. C. (2010). The effects of leader–member exchange, trust, and job satisfaction on organizational citizenship behavior in Taiwanese lodging industry. *International Journal of Hospitality Management*, 29(4), 619–628.
10. Dirani, K. M., Abadi, M., Alizadeh, A., Barhate, B., Garza, R., Gunasekara, N., ... & Majzun, Z. (2020). Leadership competencies and the essential role of human resource development in times of crisis: A response to the COVID-19 pandemic. *Human Resource Development International*, 23(4), 380–394.
11. Fey, C. F., & Denison, D. R. (2003). Organizational culture and effectiveness: Can American theory be applied in Russia? *Organization Science*, 14(6), 686–706.
12. Goleman, D. (1998). *Working with emotional intelligence*. Bantam Books.
13. Gupta, A., MacMillan, I. C., & Surie, G. (2002). Entrepreneurial leadership: Developing and measuring a cross-cultural construct. *Journal of Business Venturing*, 19(2), 241–260.
14. Gurkov, I. (2016). Transformational leadership in Russia: The challenge of managerial change. *Journal of East-West Business*, 22(2), 97–116.
15. Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations* (2nd ed.). Sage Publications.
16. House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (2004). *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Sage Publications.
17. Jain, S., & Singhal, M. (2021). Transformational leadership during COVID-19: A study of hospitality managers in India. *South Asian Journal of Human Resources Management*, 8(2), 267–288.
18. Javidan, M., & House, R. J. (2001). Cultural acumen for the global manager: Lessons from Project GLOBE. *Organizational Dynamics*, 29(4), 289–305.
19. Javidan, M., Dorfman, P. W., de Luque, M. S., & House, R. J. (2006). In the eye of the beholder: Cross cultural lessons in leadership from Project GLOBE. *Academy of Management Perspectives*, 20(1), 67–90.
20. Karatepe, O. M. (2013). High-performance work practices, work social support, and their effects on job embeddedness and turnover intentions. *International Journal of Contemporary Hospitality Management*, 25(6), 903–921.
21. Kets de Vries, M. F. R. (2001). The anarchist within: Clinical reflections on Russian character and leadership style. *Human Relations*, 54(5), 585–627.
22. Khilji, S. E. (2003). To adapt or not to adapt: Exploring the role of national culture in human resource management. *International Journal of Cross Cultural Management*, 3(1), 109–132.
23. Khanna, P., & Arora, N. (2009). Cultural intelligence of leaders in Indian organizations: A comparative study. *Journal of Human Values*, 15(1), 49–60.
24. KPMG. (2020). *India's hospitality sector: Navigating the new normal*. KPMG India. <https://assets.kpmg/content/dam/kpmg/in/pdf/2020/12/hospitality-sector-navigating-new-normal.pdf>
25. Kuslivan, S., Kuslivan, Z., Ilhan, I., & Buyruk, L. (2010). The human dimension: A review of human resources management issues in the tourism and hospitality industry. *Cornell Hospitality Quarterly*, 51(2), 171–214.

26. Minkov, M., & Hofstede, G. (2011). The evolution of Hofstede's doctrine. *Cross Cultural Management: An International Journal*, 18(1), 10–20.
27. Mohamad, M., Ismail, A., & Mustafa, M. (2012). Emotional intelligence, leadership behaviour and organizational commitment in Malaysia. *Asian Social Science*, 8(6), 146–155.
28. Naumov, A., & Puffer, S. M. (2000). Measuring Russian culture using Hofstede's dimensions. *Journal of Cross-Cultural Psychology*, 31(1), 100–125.
29. Puffer, S. M., & McCarthy, D. J. (2011). Two decades of Russian business and management research: An institutional theory perspective. *Academy of Management Perspectives*, 25(2), 21–36.
30. Shekshnia, S. (2005). How to be a successful expatriate manager in Russia. *Organizational Dynamics*, 34(1), 44–58.
31. Shekshnia, S., & Krasnova, N. (2016). Leadership development in Russia: The case of the hospitality industry. *Journal of East-West Business*, 22(3), 238–256.
32. Sharma, P., & Sharma, S. (2015). Leadership in hospitality: Managing Gen Y workforce. *International Journal of Research in IT and Management*, 5(4), 57–65.
33. Sinha, J. B. P. (1995). *The cultural context of leadership and power*. Sage Publications.
34. Testa, M. R. (2001). Organizational commitment, job satisfaction, and effort in the service environment. *Journal of Psychology*, 135(2), 226–236.
35. Testa, M. R. (2009). National culture, leadership and citizenship: Implications for cross-cultural management. *International Journal of Hospitality Management*, 28(1), 78–85.
36. Townley, B., Beech, N., & McKinlay, A. (2009). Managing in the creative industries: Managing the motley crew. *Human Relations*, 62(7), 939–962.
37. Tse, H. H. M., & Chiu, W. C. K. (2014). Transformational leadership and job performance: A social identity perspective. *Journal of Business Research*, 67(1), 2827–2835.
38. Waldman, D. A., Ramirez, G. G., House, R. J., & Puranam, P. (2001). Does leadership matter? CEO leadership attributes and profitability under conditions of perceived environmental uncertainty. *Academy of Management Journal*, 44(1), 134–143.
39. Yadav, R., & Singh, S. (2020). Navigating hospitality business in the post-COVID world: Indian perspectives. *Tourism Recreation Research*, 45(4), 471–475.