

Boosting Hospitality's Dynamic Capabilities through Responsible Leadership and Agility

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Abstract

This master thesis explores responsible leadership and strategic agility within the hospitality sector, investigating their antecedents and implications. Responsible leadership in this context emphasizes traits like empathy, integrity, and inclusivity, creating a positive workplace culture that promotes employee well-being and organizational sustainability. Strategic agility is crucial for managing dynamic challenges, such as the COVID-19 pandemic, by enabling leaders to adapt quickly to changing environments and stakeholder needs. Based on qualitative interviews with leaders in the hospitality industry, the study identifies individual and organizational factors shaping responsible leadership practices. Personal qualities such as empathy and adaptability are found to significantly influence leadership behavior, while organizational elements like training programs and culture play a crucial part in supporting these behaviors. The research underscores that responsible leadership acts as dynamic capabilities essential for organizational resilience and long-term success. The findings contribute to existing literature by providing insights specific to the hospitality industry, highlighting the intersection of personal values, organizational culture, and leadership agility in fostering effective leadership practices. Ultimately, this thesis advocates for a holistic approach that combines individual qualities and organizational support to enhance leadership effectiveness and adaptability in dynamic business environments.

Keywords: responsible leadership; strategic agility; dynamic capabilities; hospitality industry

Table of contents

Abstract.....	2
1. Introduction.....	5
2. Theoretic framework.....	9
2.1 Responsible leadership.....	9
2.2 Agility.....	10
2.3 Dynamic Capabilities Theory.....	10
2.4 Multi-level factors.....	11
2.5 Antecedents.....	12
2.6 Conceptual model.....	13
3. Methods.....	14
3.1 Research design and method.....	14
3.2 Data samples.....	14
3.3 Data analysis.....	15
3.4 Validity.....	16
3.5 Ethics.....	16
4. Results.....	17
4.1 Responsible leadership results.....	17
4.2 Strategic agility results.....	18
4.3 Antecedents results.....	20
5. Discussion.....	24
5.1 Summary of findings.....	24
5.2 Comparison with theoretic framework.....	25
5.3 Synthesis.....	26
5.4 Broader debate.....	27
6. Conclusion.....	29
6.1 Summary.....	29
6.2 Answer on research question.....	29
6.3 Limitations.....	31
6.4 Suggestion for further research.....	31
7. References.....	32
8. Appendix.....	35
8.1 Interview questions.....	35

8.2 Jobs and industries interviewees.....	38
8.3 Quotes	38

1. Introduction

Embracing responsible leadership (RL) is not just a choice; it is an urgent necessity for companies to shape a sustainable future. Companies that follow responsible principles will be the only ones that survive the increasing demand for social and environmental responsibility (Zhang et al., 2022). RL is an ethical, social-relational phenomenon that takes place in social interaction processes (Maak & Pless, 2006). This involves acting responsibly towards all stakeholders, including employees, and providing them with the necessary support and resources (Coulson-Thomas, 2019). RL is crucial in companies for addressing key challenges such as diversity, ethics, trust, and stakeholder management (Maak & Pless, 2006). It is also linked to corporate social responsibility (CSR) and the success of socially responsible companies (Ishee, 2021). A responsibility orientation for leaders, which includes making informed ethical judgments, engaging stakeholders, and encouraging participative decision making, is essential. This is because leaders can engage every employee in the decision making ensuring that the best possible solution is chosen (Voegtlin, 2016). Furthermore, COVID-19 and its global impact have increased the interest in social and environmental responsibility, which triggered the conversation on RL (Zhang et al., 2022). Adopting a RL approach is essential for businesses to successfully navigate the complex landscape of social and environmental issues, ensuring long-term viability in a rapidly changing environment.

In today's world, unexpected crises test organizations, requiring them to respond with strong values and clear strategies. A responsible society is inevitably discussed when discussing a responsible organization (Mitroff, 2022). Because social crises can occur, a responsible organization needs to have a suitable coping strategy that is consistent with its core values (Israels, 2024). Issue managers can also try to control the terms that are used to explain company actions by using crisis management techniques. *“In this sense, a crisis can be seen as an opportunity to demonstrate the organization's commitment to responsible behavior and to outline the steps being taken to eliminate the problem.”* (Martinelli & Briggs, 1988, p.443). The company can prevent itself from being compelled to comply with external demands by taking responsible action on its own.

In a rapidly changing world, the ability of organizations to be agile has never been more crucial. Strategic agility is the capacity of organizations to continuously adjust to a changing environment

by implementing the required strategic actions (Weber & Tarba, 2014). It is more than just responding to a particular crisis; it also involves being able to adapt to change in order to maintain its competitive advantage (Weber & Tarba, 2014). The focus on strategic agility in the literature has grown significantly in recent years, especially in light of the COVID-19 pandemic (de Diego & Almodóvar, 2022). This crisis is an interesting example since it has created a huge amount of uncertainty for businesses and put agility and leadership under harsh tests, confronting a complex stakeholder reality (Chang et al., 2023). It is necessary to continuously adapt to changing environments beyond crisis response to maintain competitive advantage and navigate complex stakeholder dynamics effectively.

Responsible leadership and strategic agility are complex concepts influenced by a variety of factors. Responsible leader behavior, which can be broadly classified into "do good" and "avoid harm" behaviors, is influenced by various variables, including individual, situational, organizational, institutional, and above-national factors (Stahl & De Luque, 2014). The necessity of paradoxical leadership is crucial for fostering strategic agility, especially when handling conflicts between commitment, change, stability, and flexibility (Lewis et al., 2014). In a multidimensional measure of RL, such as sustainable growth focus, multistakeholder consideration, moral person, and moral manager, Agarwal & Bhal (2020) integrates ethical and strategic perspectives. Additionally, in order to create agile organizations—which include operational, strategic, and leadership agility—the importance of leadership agility is emphasized (Joiner, 2019). These multi-level factors that shape the relationship between RL and strategic agility underscore the need for a comprehensive understanding of their complexity.

Research on the characteristics of responsible leaders has already been done, but it is still unclear what exactly causes responsible leadership. While the analysis of the Taiwanese hospitality industry during the COVID-19 pandemic provides insightful information (Chang et al., 2023), there is a lack of research that particularly looks at RL and strategic agility in the Dutch hospitality industry. The sustainability and resilience of the Dutch hospitality sector depend on an understanding of how strategic agility and responsible leadership are exhibited in this sector. The COVID-19 pandemic has highlighted the importance of these concepts in navigating through crises. By studying their application in the Netherlands, practical insights can be provided that can

help businesses adapt and thrive in challenging times. Additionally, by identifying the antecedents of RL and strategic agility in the Dutch hospitality sector, this research can offer feasible suggestions for industry leaders and policymakers. The Dutch hospitality industry can benefit from this by developing strategies that are effective in creating agile and sustainable businesses.

The main objective of the research is twofold: (1) to identify the antecedents that shape the relationship between responsible leadership and strategic agility; and (2) to explore the integration of multi-level factors that capture the complexity of responsible leadership and strategic agility. More specifically, the following research question will be tested:

How do individual and organization-level antecedents shape the relationship between responsible leadership and strategic agility, particularly when integrating multi-level factors?

To help answer this research question, the following sub-questions are formulated:

Sub-question 1: What individual-level antecedents influence responsible leadership behavior the most, and how do they contribute to the development of dynamic capabilities within organizations?

Sub-question 2: How do organizational-level antecedents shape responsible leadership practices and their impact on strategic agility?

Sub-question 3: What role does leadership agility play in encouraging responsible leadership behavior and facilitating the integration of multi-level factors?

What these concepts entail is clarified in the next chapter. The steps in this research are as follows: background information on key concepts is explained in the theoretic framework and closed with the conceptual model. The third chapter, 'Methods', focuses on the research design, the data sample, analysis, and ethics of the study. The fourth chapter focuses on the results which are divided between the concepts of the conceptual model for a clear overview. The fifth chapter is the discussion where the same outline is used as the previous chapter, added with a comparison to

the theoretic framework and a broader debate. Lastly, the sixth chapter gives a conclusion of the research, followed with limitations and suggestions for further research.

2. Theoretic framework

2.1 Responsible leadership

Responsible leadership is emerging as a new leadership perspective that goes beyond traditional management concepts of shareholder preference. It targets a wide range of stakeholders and aims to effectively address the challenges of all sectors of society (Shi & Ye, 2016). It is assumed that a leader is someone who has been given the authority by their followers to guide, act honorably, and take responsibility for their actions. He or she would be held to a higher moral standard since they would be ethical, possess strong moral judgment, and have a positive reputation (Koh, 2014). A responsible leader has all these traits and a commitment to social and environmental responsibility when making decisions. To describe a responsible leader, Agarwal & Bhal (2020) described four dimensions of RL: multi-stakeholder consideration (leaders building healthy relationships with stakeholders); sustainable growth focus (leaders committing to long-term goals); moral manager (leaders acting as role models in moral conduct); and moral person (leaders acting morally). RL is also defined as an ethical, social-relational phenomenon that takes place in social interaction processes (Maak & Pless, 2006). In order to manage complicated stakeholder relationships, maintain organizational integrity, and promote social well-being, responsible leadership embodies ethical ideals, social responsibility, and sustainable practices.

With the increasing focus on sustainability, understanding the elements that affect socially conscious businesses is crucial. The future of business specifically depends on knowing what kind of leadership can encourage companies to participate in the social impact of CSR programs (Ishee, 2021). There are different ways a leader can implement this in their day-to-day business. It is suggested that more experienced leaders can effectively address stakeholder concerns through CSR initiatives. In order to achieve sustainability goals, businesses must consider the roles that CSR and managerial discretion play, as well as develop business models that support triple bottom line performance (people, planet, profit) (Amir et al., 2022). A responsible leadership style focused on CSR can help achieve the targeted objectives.

The hospitality industry is known for its cultural diversity among employees (Lacalle, 2021). This results in a complex stakeholder environment because every culture has its own way of communicating. Furthermore, hospitality firms have always been motivated to use CSR activities

for their organizational identity (Martínez et al., 2014). They will use this as a competitive advantage. RL and CSR are therefore important factors for this industry.

2.2 Agility

Today's business world is constantly nourished by unforeseen change. This makes it very difficult for organizations to accurately predict possible future opportunities and threats. To overcome this scenario, organizations need to fully embrace and implement agility in their operations (Attar & Abdul-Kareem, 2020). Strategic agility is the capacity of organizations to continuously adjust to a changing environment by implementing the required strategic actions (Weber & Tarba, 2014). The right leadership style is needed to react to the current environment. It is argued that agile leaders possess the necessary skills to triumph this. Agile leaders can establish the guidelines, create plans of action, and construct the systems necessary for a smooth transition to organizational agility (Attar & Abdul-Kareem, 2020). Adopting strategic agility is essential for navigating the turbulent environment of the modern business world. Since the COVID-19 pandemic, the focus on strategic agility in literature has grown much more (de Diego & Almodóvar, 2022). Businesses have been forced to face a complex stakeholder reality during this crisis, which has put agility and leadership to the test (Chang et al., 2023). The agility required in response to the challenges posed by the COVID-19 pandemic has been crucial to the survival of firms. This highlights how essential strategic agility is to an organization's ability to foresee and respond to swift changes in the external environment, rethink its strategies, and modify its operations in order to maintain resilience and value generation (de Diego & Almodóvar, 2022). The COVID-19 pandemic has once again highlighted how important agility is for businesses. The hospitality industry is very dynamic, which increases the need for organizational agility (Khairy et al., 2023). If the sector is already very dynamic by itself, the need for a structured way to organize it is a whole lot greater.

2.3 Dynamic Capabilities Theory

In the competitive world of business, leveraging the right capabilities can be the key to long-term success and innovation. Dynamic Capabilities Theory (DCT) is a theoretical framework in strategic management that focuses on a firm's ability to adapt, innovate, and reconfigure its resources and capabilities in response to changing market conditions and competitive pressures (Teece, 2017). It suggests that businesses that use dynamic, relevant capabilities have the potential

to maintain a competitive edge over time, especially in turbulent environments (Breznik & Lahovnik, 2016). Thus, it has a strong influence on the agility of a company. DCT provides insights into how organizations develop and leverage capabilities to navigate turbulent environments and seize opportunities. Specifically, responsible leadership practices can be seen as dynamic capabilities that enable organizations to recognize shifts in their surroundings, seize opportunities, and adapt their resources and operations accordingly (Teece, 2017). Important transformational capabilities are those that can potentially lead to dynamic capabilities like agile manufacturing and sustainable business performance. Examples of these capabilities are internal learning and reconfiguration (Mohaghegh et al., 2023). By applying DCT as a theoretical concept, researchers can analyze how RL practices contribute to the development of dynamic capabilities and, eventually, to strategic agility. This theoretical framework provides a comprehensive perspective on how organizations can build and leverage capabilities to thrive in dynamic and uncertain environments.

2.4 Multi-level factors

Responsible leadership is a complex concept. Various researchers have contributed to the subject from lots of different viewpoints. For example, Agarwal & Bhal (2020) developed a multidimensional measure of RL that integrates both ethical and strategic dimensions. The four dimensions identified are: moral person, moral manager, multistakeholder consideration and sustainable growth focus. There have also been findings about the social behavior of RL. A unifying framework has been proposed to explain leaders' tendency to engage in two types of socially responsible behavior: "doing good" and "avoiding harm". These two categories are conceptually different, with unique psychological bases and predictive models. In addition, they demonstrate how a combination of contextual and individual factors work together to shape RL behavior (Stahl & De Luque, 2014). The significance of paradoxical leadership has also been emphasized. Leaders who can effectively manage and exploit paradoxes are better equipped to navigate complex and competing demands (Lewis et al., 2014). Leaders of all levels, from middle managers to board members, can use innovative problem-solving techniques to resolve strategic conflicts. It is not limited to top managers. Also, several types of agility have been researched regarding RL. Organizational agility can be categorized into three main areas: leadership, operational, and strategic (Joiner, 2019). Leadership agility is essential for encouraging agility

within the organization. Operational agility concentrates on modifying structures and processes and, strategic agility entails adjusting strategies to changing conditions (Joiner, 2019). It highlights the significance of leadership agility in today’s competitive business environment. These findings combined illustrate the complexity of RL and that a better understanding is needed to comprehend it all.

2.5 Antecedents

Antecedents of responsible leadership behavior have been discussed in existing literature (Zhang et al., 2022). It is focused on the organizational and contextual elements that affect RL. Numerous antecedents are found, including individual-level elements like moral identity, empathy, values, and motivation for ethical behavior, in addition to cognitive and personality traits. Furthermore, it considers elements at the organizational level, including ownership, mass media, organizational strategy, crises, and local communities. Through the identification and examination of these antecedents, fundamental mechanisms and processes that influence the responsible behavior of leaders can be revealed. Furthermore, knowing the causes helps pinpoint the precise elements that support or obstruct RL. Elements can be discovered that might be missed or underemphasized in the current leadership development programs by looking at the antecedents. Figure 1 is a model constructed based on the antecedents of Zhang et al. (2022). These antecedents are kept into consideration when conducting the study.

Individual level	Organizational level
Cognition	Organizational culture
Personality	Organizational strategy
Ability	Human Resource management
Experience	Institutional context
Norms and Values	
Empathy	
Positivity	
Personal ambitions	
Workplace behavior	

Figure 1 Antecedents Responsible Leadership

2.6 Conceptual model

The following conceptual model (figure 2) can be built based on the main research question and its sub-questions. This model helps to examine the relationship between responsible leadership and its corresponding multi-level effects on strategic agility, with a moderator effect of the antecedents. This model will help conceptualize the research.

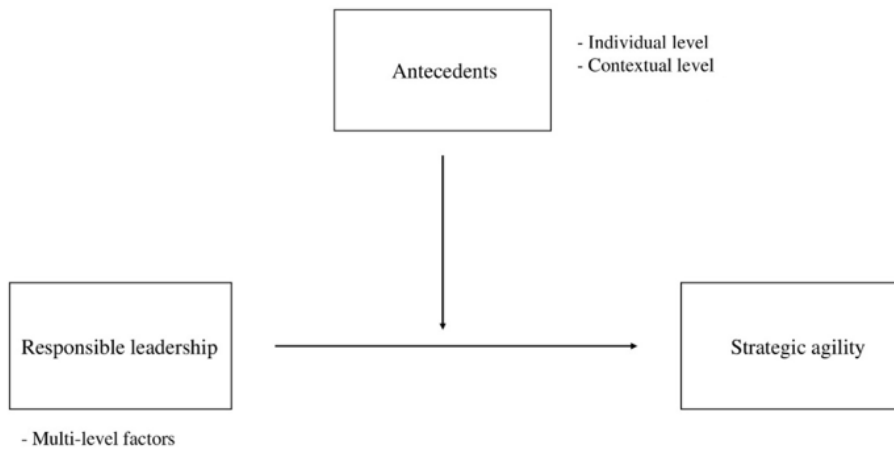


Figure 2 Conceptual Model

3. Methods

3.1 Research design and method

The aim of this research is to develop an understanding of how certain level antecedents shape the relationship between RL and strategic agility when integrating multi-level factors. A qualitative research method is chosen for this study. Qualitative research methods are designed to help researchers understand people and what they say and do. One of the key benefits of qualitative research is that it allows a researcher to see and understand the context within which decision and actions take place (Myers, 2020). To investigate how the relationship is shaped between RL and agility, it is necessary to understand how leaders operate. What choices they make and why are useful ways to gain a better understanding of this. Qualitative research methods can be used to identify these factors. In addition, it is also easier to explain certain topics when needed. Terms such as strategic agility may not be familiar. To conduct the research properly, it is helpful that this can still be explained.

The chosen research design is semi-structured interviews. This type of interview involves the use of some pre-formulated questions, but there is no strict adherence to them. Also, semi-structured interview takes the best of both structured and unstructured approaches (Myers, 2020). This type of interview is ideal because it is adaptable and give interviewees room to express their opinions (Bleijenbergh, 2015). This research method will help to answer the main and sub-questions because it helps identify how leaders see their own leadership style and how they implement this in their day-to-day activities. Additionally, it is also easier to understand how the leader wants to implement agility and how their leadership style influences this. During the interviews, the antecedents based on Zhang et al. (2022) will create the basis of the questions. The interview questions will serve as a guide for the researcher during data analysis, but they will not be given to the participant beforehand. The interview question can be found in appendix 1.

3.2 Data samples

As a sample, various leaders in the Dutch hospitality industry are interviewed. Hospitality is a broad concept, sectors that are considered in this industry are: food and beverage, accommodation, travel, tourism, and events. The hospitality sector in the Netherlands is quite big (Modor Intellegence, 2024), making it an interesting sample group. Furthermore, this industry has not been the subject of much research (de Diego & Almodóvar, 2022). For this reason, the focus of this

research is on the hospitality sector in the Netherlands. To ensure that the entire hospitality sector is covered, it is important that respondents work in different types of businesses within the sector. Another requirement is that the respondents must have a leadership position. Otherwise, they do not have the necessary knowledge and experience to answer the interview questions.

Respondents are found with the use of LinkedIn and through own connections. After the first respondent is found, new respondents are collected through connections of that respondent. The interviews are either held face-to-face or virtual with the use of Microsoft Teams, to accommodate respondent's busy schedules and locations. An interview guide was used to maintain consistency and explore themes related to responsible leadership and strategic agility. Ethical considerations were addressed through informed consent procedures and confidentiality assurances. Data saturation was achieved after seven interviews, where no new themes emerged. The study focused on understanding how leaders perceive and practice responsible leadership and strategic agility in response to dynamic challenges within the hospitality sector. A table can be found in appendix 2 with an overview of what the various sectors and jobs are of the interviewees.

3.3 Data analysis

The data analysis process in this study follows a structured approach to qualitative research, beginning with the transcription of recorded interviews conducted with consent from participants. Once transcribed, the data is organized with the use of coding, a method crucial for organizing and interpreting the material (Bleijenbergh, 2015). Coding involves the categorization and definition of frequently occurring terms, expressions, and concepts gathered from the qualitative data, a process commonly referred to as content analysis (Bleijenbergh, 2015). A deductive approach is used during the coding process, aligning with the study's theoretical framework and research questions. Prior to coding, a codebook is developed outlining dimensions and indicators based on existing literature and the conceptual framework. These codes are applied to relevant segments of the transcripts, helping to recognize patterns, themes, and relationships within the data. The coding process enables a better understanding of how leaders in the hospitality industry perceive and implement responsible leadership and strategic agility in response to dynamic challenges. By using qualitative research methods, this study seeks to uncover meaningful insights that contribute to the existing body of knowledge on leadership practices within the hospitality sector.

As seen in the theoretic framework, four concepts are identified for this research: responsible leadership, strategic agility, dynamic capabilities, and multi-level factors. To grasp the concepts, they are divided into dimensions, as is done with deductive coding. The dimensions of RL are multistakeholder consideration, sustainable growth, moral manager, and moral person. The concept strategic agility has the dimensions responsiveness, implementation of actions and role leader in agility. Furthermore, attached to the concept dynamic capabilities are the dimensions changing capabilities organisation and role leader in developing capabilities. Lastly, multi-level factors have the dimensions individual antecedents, organisational antecedents, and dimensions of flexibility.

3.4 Validity

To ensure validity, the interview questions are checked by independent individuals beforehand. Other researchers looked at the questions without being biased or prejudged because of prior knowledge of the research. This way, it can be checked whether it is measured what the goal is to measure, which helps ensure the internal validity (Myers, 2020). Before conducting the actual interviews, a pilot interview is conducted to test the interview guide. With the feedback from this pilot, the questions are optimized so that they are relevant and clear for the actual interviewees. Because the interviews are semi-structured, the outcomes can differ from each other, however all the respondents are asked the same list of questions. This helps increase the reliability of the research (Bleijenbergh, 2015). The goal is to create a robust sampling group. To ensure this, the respondents consist of leaders from different sectors, as seen in appendix 2.

3.5 Ethics

This research follows the guidelines outlined in the Netherlands Code of Conduct for Research Integrity from 2018 (KNAW et al., 2018) to protect both the researcher's and the research's integrity. Prior to conducting interviews, the purpose of the research is explained, and consent is obtained to record the discussions and use the findings in this thesis. The data collected for this thesis is handled with strict confidentiality; that is, it will not be shared outside of this thesis or in this thesis without the respondent's consent. Furthermore, interviewees are guaranteed their anonymity, should they choose to remain anonymous, and no data is altered to conform to expectations or predictions.

4. Results

The results are outlined based on the factors of the conceptual model, namely responsible leadership, strategic agility, and individual and organizational antecedents of responsible leadership. These three main factors are used to organize the findings. The interviewees' perceptions of the various aspects of the concepts are explored, with quotes from the transcripts to enhance the findings. Every quote can be found in appendix 3 in their originality.

4.1 Responsible leadership results

Upon investigating the dynamics of responsible leadership in the hospitality sector, a number of themes come to light. Primarily, respondents identify a combination of personal qualities and practical skills as the foundation of responsible leadership. Empathy, integrity, and a people-focused mindset are essential qualities for leaders, which help to create a welcoming environment for employees and promote inclusivity and diversity within the company (interviews 4 and 6). Respondent 5 highlights the importance of these traits, stating,

"I think it's important that everyone feels at ease at work. That everyone has a good time"

Maintaining a careful balance between conflicting interests is another aspect of responsible leadership. Leaders often face ethical dilemmas and must resolve conflicts to balance the needs of employees, clients, and the organization as a whole (all interviews). Embracing diversity and demonstrating cultural sensitivity are also mentioned as crucial for creating an inclusive work environment. Rather than viewing diversity as a problem, leaders embrace and acknowledge the cultural differences that exist between their employees and clients (interviews 1 and 4).

Teamwork and the development of a positive work environment are also closely linked to responsible leadership (interviews 1, 3, 4, 5, and 7). Core values such as respect and empathy are often prioritized to build unity within teams and support a positive workplace culture (interviews 1, 2, 3, 4, and 5). Additionally, professionalism and ethical behavior are often together seen with responsible leadership. Leaders are expected to maintain high standards of honesty, integrity, and respect, setting an example for their teams, and establishing norms for ethical conduct within the organization (interviews 1, 3, and 4).

Finally, building a culture of responsible leadership requires a commitment to leadership development. Leaders value opportunities for training and career development provided by their organizations, recognizing the importance of continuous growth and improvement in their leadership roles (interviews 1 and 6).

The results indicate that responsible leadership in the hospitality sector is crucial for creating a supportive, inclusive, and ethical work environment. The combination of personal qualities such as empathy and integrity with practical skills leads to a positive organizational culture. Leaders who balance conflicting interests, embrace diversity, and prioritize teamwork and ethical behavior set the standard for responsible behavior. Moreover, the emphasis on continuous leadership development highlights the ongoing need for growth and adaptability. Ultimately, these elements not only enhance employee well-being and satisfaction but also drive the overall success and sustainability of the organization.

4.2 Strategic agility results

The interviews revealed that certain factors influence agility in leadership. Although personal norms and values are frequently mentioned in discussions about agility, they can also pose challenges. Leaders may cling too much to these norms and values, making it difficult for them to be agile. Leaders find it difficult to let go because they are so used to acting according to their own norms and values, as illustrated by respondent 1:

"In the beginning, I had quite a bit of trouble with it myself because suddenly everything you did before, no matter how well you wanted to do it, you secretly have to let go of it a bit."

Respondents believe that leadership has a substantial impact on the agility of a company. They claim that if executives are agile, the entire organization will follow (interviews 2, 3, 5, and 6). Being strategically agile makes it easier for managers to behave responsibly (interviews 4, 6 and 7). Strategic agility is linked to responsible behavior, particularly in handling conflicting demands. Agile leaders can more easily find solutions and consider the needs of all stakeholders when making decisions (interviews 1, 3, 4, and 5).

During the COVID-19 pandemic, respondents displayed agile leadership by quickly adapting to changing regulations and maintaining continuous communication with staff (interviews 6 and 7). Leaders acted responsibly by being transparent, providing timely information, and making decisions that prioritized the well-being of employees and the company (interviews 3 and 6). To navigate their organizations through such challenging times, leaders adapted quickly to changing conditions and created strong strategies (interviews 6 and 7). A culture of innovation is encouraged, for example, by promoting hybrid work models (interviews 2, and 6). But also, responsible behavior is encouraged, this is done by supporting continuous learning, adaptability, and openness to change within their teams (interviews 1, 4, 5, and 6).

Dealing with conflicting interests, such as balancing the needs of different parties, is another aspect of agile leadership. Agile leaders manage these conflicts responsibly, ensuring that decisions align with the core mission and values while also exploring new revenue opportunities (interviews 1, 2, 5, 6, and 7).

Additionally, leaders emphasized the importance of internal communication and collaborative decision-making. Leaders involve various departments in strategic planning to help promote a sense of ownership and responsibility among staff, creating a more inclusive and engaged workplace (interviews 1, 2, 3, 5, and 6).

The results underscore the importance of agile leadership in the hospitality sector. They reveal that while personal norms and values can be both beneficial and limiting, true leadership agility requires a balance between these principles and the flexibility to adapt to changing circumstances. Agile leaders not only enhance their ability to manage ethical dilemmas and conflicting demands but also drive the organization towards innovation and resilience. The successful adaptation during the COVID-19 pandemic highlights the critical importance of strategic agility in ensuring organizational stability and employee well-being. Ultimately, the findings suggest that creating agility in leadership grows a more inclusive, dynamic, and resilient organization capable of sustaining long-term success.

4.3 Antecedents results

4.3.1 Organisational antecedents

During the interviews, various organizational antecedents were discussed, bringing several key topics to light. One major area of focus was training programs. Although organizations offer training programs, they currently do not concentrate on responsible leadership. As of right now, completing these courses is more of a mandatory requirement than a valuable learning experience (interview 1). The certification of completion of the course is seen as the most crucial aspect, creating a challenging environment for leaders who are eager to learn and do not view these programs merely as a required credential (interviews 1 and 6). The eagerness to learn is high among leaders, as illustrated by respondent 6:

''Personal ambitions are encouraged. So, training. We sometimes jokingly say lifelong learning.''

The organizational setting in which responsible leadership is practiced also emerged as a factor. The analysis revealed a culture focused on values such as inclusivity, sustainability, and connection, which contribute to a nurturing atmosphere. It was mentioned that this helped to grow in the responsible leadership style (interviews 5 and 6).

Additionally, strategic planning was highlighted, with an emphasis on aligning the organization's mission and identity with ethical leadership practices (interview 6). External factors, such as finances and regulatory requirements, were found to influence organizational antecedents (interview 6). The pandemic underscored the importance of resilience and adaptability in maintaining responsible leadership through a crisis management approach (interviews 3, 6, and 7). When analyzing the core values of the organization, it became clear that all team members are working towards the same goal because of these values (interviews 2, 3 and 6). Encouraging flexibility among staff members has been associated with their willingness to accept responsibility for their work and adapt to changes (interview 2). Although the respondents acknowledge that there is room for improvement, ongoing efforts to incorporate sustainability into organizational practices are noted (interviews 1, 2, and 6).

The hospitality sector is characterized by shifting customer preferences, which can vary daily (interview 4). Therefore, customer needs are closely monitored, with significant attention paid to trends to enable timely actions (interviews 2 and 6).

The findings indicate a key opportunity for the hospitality sector to improve its leadership standards towards responsible practices. Despite the current emphasis on certification and regulatory compliance in training programs, there is a growing aspiration among leaders for meaningful, lifelong learning in responsible leadership. The organizational focus on values like inclusivity and sustainability demonstrates a supportive environment that encourages developing responsible leadership styles. Moreover, strategic planning aligned with ethical principles and a willingness to adapt to external factors, highlights the sector's resilience and capacity for sustainable growth. By creating a culture that values continuous improvement and aligning organizational practices with responsible leadership principles, the hospitality industry can not only enhance employee engagement and organizational unity but also effectively manage dynamic customer preferences and industry challenges. This will ensure long-term success and relevance in a rapidly evolving market landscape.

4.3.2 Individual antecedents

It is highlighted how personal values are linked to effective leadership. Decision-making and professional behavior are influenced by personal values, which supports ethical behavior and fairness (interviews 1, 2, 3, 4, and 6). Another individual antecedent for responsible leaders is empathy. This holds true for both suppliers and customers. It can be hard for them to adjust to the change, as well as the leaders. Empathy is mentioned as an important quality for a leader (all interviews). Empathy can help to understand the impact of a dynamic change on staff. The organization can better use their dynamic capabilities when its understood how the staff perceive it, as indicated by the following quote of respondent 1:

"I think as a leader you just have to listen to people. Have to show empathy of yes, I understand the situation. And how you deal with that and how you can best guide someone through that."

Acknowledging and partially visualizing their experiences can provide them with support, enabling them to work together to guarantee the creation of dynamic capabilities (interview 1). When considering employee well-being, leaders typically rely on their empathy. This can relate to an employee's working environment as well as helping them feel at ease at work (interviews 1, 3, 4 and 5). Additionally, leaders rely on their empathy when collaborating with suppliers or clients. Interests of all stakeholders involved are protected by the leader (interviews 2 and 7). In addition, the company policy also frequently refers back this (interviews 4 and 6).

Another trait that responsible leaders frequently possess is an open mindset. By taking the other person's interests into consideration, they hope to keep this (interviews 1 and 4). Additionally, it is also mentioned that having an open mindset helps to gather more feedback which helps to develop personally (interview 1). Furthermore, keeping an open mind facilitates problem-solving during conflict resolution (interviews 1 and 4).

When things get personal, leaders place a significant importance on norms and values. For example, it facilitates better understanding between employees from different cultural backgrounds (interviews 1, 4 and 5). But if their own standards and beliefs diverge from what is expected of them in real life, it can be problematic. For instance, a leader may have stricter norms and values than what the organization requires of them (interviews 1, 3 and 7). Furthermore, positivity has been identified as an antecedent for hospitality. It is believed to be essential to stay employed in the hospitality industry (interviews 1 and 5).

Additionally, the approach to responsible leadership has been influenced by involvement in leadership training programs. That is why ongoing professional development is encouraged (interviews 1, 2, and 6). Furthermore, the ability to adapt to changing circumstances is another individual antecedent. The importance of managing major organizational changes is often emphasized (interviews 1, 6 and 7). One such example is the shift to hybrid work models following COVID-19 (interview 6). Innovation is actively encouraged to create new ideas and improvements (interview 1, 2, and 6).

Another individual component is the ability to deal with change resistance in an effective manner through careful planning and stakeholder engagement (interviews 1, 6 and 7). The importance of experience and specific knowledge in making responsible decisions is mentioned (all interviews). For instance, their familiarity with the operations of a specific client helped foresee practical issues (interview 2).

Lastly, the ability to think strategically was also highlighted, particularly in considering long-term implications and balancing various interests. Responsible leadership often requires a strategic perspective that goes beyond immediate gains (interview 2).

The results underscore the critical role of personal qualities and organizational practices in developing successful leadership within the hospitality sector. Leaders who show empathy and openness create environments that support employee well-being and organizational resilience, particularly in times of uncertainty such as the COVID-19 pandemic. Moreover, integrating responsible leadership with ongoing professional development and strategic planning enables leaders to manage challenges and drive sustainable growth. However, ensuring alignment between personal values and organizational expectations remains a challenge, influencing decision-making. Moving forward, these insights emphasize the need for building leadership cultures that prioritize empathy, adaptability, and strategic thinking. By doing so, organizations can better position themselves to succeed during dynamic industry shifts and changing customer expectations.

5. Discussion

5.1 Summary of findings

The research identified several key themes related to responsible leadership in the hospitality sector. These included the importance of personal qualities such as empathy and integrity, the need to balance conflicting interests, the importance of cultural awareness and diversity, and the role of teamwork and ethical behavior. Leadership development and the creation of a positive work environment were also emphasized. While still in its early stages, there is recognition of the need for leadership development and the promotion of ethical behavior. Discussions about the future and possible growth show a forward-thinking attitude that takes the long-term potential of the company's leadership into account. This includes making certain that new leaders respect the company's values and ethical standards.

Regarding trainings, leaders want higher levels of assistance from upper management. This demonstrates that the company's leaders bear greater responsibility than the entire organization. This indicates that there is little encouragement for leaders to act morally. Instead of being encouraged and required by the organization, it must originate more from within leaders themselves. Also, the emphasis on empathy and open-mindedness as key antecedents of responsible leadership underscores the human-centric approach adopted by leaders in the hospitality industry.

Furthermore, the study found that strategic agility is influenced by individual antecedents such as personal norms and values, as well as organizational antecedents like training programs and organizational culture. Leaders who are agile can better navigate conflicting demands and adapt to changing environments, as demonstrated during the COVID-19 pandemic. Agility facilitates responsible behavior, such as balancing stakeholder needs and promoting sustainability. The organization's ability to adapt to external changes, such as evolving customer preferences and regulatory requirements, is seen as a strength. This strategic adaptability is crucial in the hospitality sector, where trends and consumer expectations can shift rapidly. Adjusting practices in response to changing demands shows a commitment to staying relevant and competitive.

Additionally, the study identified various antecedents of responsible leadership and strategic agility, encompassing both organizational and individual factors. Organizational antecedents such as training programs, organizational culture, and strategic planning play a significant role. Individual antecedents, including personal values, empathy, and adaptability, were also found to be crucial. Leaders believe that if executives are agile, the company will also become agile. They

believe that they have a big influence in the agility of the company. Hence, organisational antecedents have a less severe effect on agility than individual ones.

Lastly, the results highlight the importance of a holistic approach to leadership development in the hospitality sector, emphasizing the need for a balance between individual qualities and organizational practices. By creating an environment that supports responsible leadership and strategic agility, organizations can achieve greater resilience, innovation, and long-term success.

5.2 Comparison with theoretic framework

The findings of this study demonstrate both similarities and differences from established theoretical frameworks in the areas of responsible leadership, strategic agility, and their antecedents. Starting with responsible leadership, the emphasis placed by leaders on empathy, integrity, and inclusivity matches strongly with the descriptions provided by Maak & Pless (2006) and the four dimensions sustainable growth focus, multistakeholder consideration, moral person, and moral manager (Agarwal & Bhal, 2020). This implies that, regardless of the industry, responsible leadership includes a variety of elements. However, this research helps us to better understand this by showing other aspects that are specific to the hospitality industry. For instance, the emphasis on diversity and cultural sensitivity points out the unique stakeholder environment of hospitality firms (Lacalle, 2021). Furthermore, even though earlier studies have acknowledged the impact of organizational factors on leadership behavior (Stahl & De Luque, 2014), the particular attention paid to sustainability programs and crisis management techniques in the hospitality industry adds even more perspective to our knowledge of how organizational context shapes responsible leadership.

Similarly, the study's findings on strategic agility align closely with existing literature. The definition of strategic agility as the ability to continuously adapt to a changing environment (Weber & Tarba, 2014) is clearly seen in the results. Moreover, the study supports the split of agility into operational, strategic, and leadership components (Joiner, 2019), emphasizing the importance of leadership agility, especially in dynamic environments like the hospitality sector. However, while agility is crucial for managing crises, such as the COVID-19 pandemic, the study reveals that agility in the hospitality sector goes beyond simply responding to external shocks. Leaders in this industry must balance the changing needs of stakeholders, innovate in response to these shifting preferences, and promote sustainability initiatives in the middle of uncertainty (Khairy et al.,

2023). This highlights the particular challenges faced by the hospitality sector and the need for a broad strategy to adapt.

Furthermore, the study's insights into the antecedents of responsible leadership and strategic agility complement existing theories. While individual factors such as personal values and empathy have been recognized as important predictors of responsible leadership behavior (Zhang et al., 2022), the research shows that organizational variables also have an effect, such as CSR initiatives and crisis management strategies. This suggests that organizational context has a significant impact on leadership behavior and organizational adaptability, emphasizing the importance of a multi-level approach to leadership development that guarantees that in order to promote effective leadership, both individual characteristics and organizational factors are taken into account. Also, the gathered data revealed a strong emphasis on empathy and open-mindedness as individual antecedents of responsible leadership, which were not extensively discussed in the literature.

Finally, the study's findings regarding the importance of responsible leadership practices as dynamic capabilities align with the Dynamic Capabilities Theory (DCT) (Teece, 2017). However, while DCT primarily focuses on organizational capabilities, the study highlights the importance of individual and organizational factors in shaping dynamic capabilities and encouraging strategic agility within the hospitality sector. This combined point of view offers a broad understanding of how organizations in the hospitality industry can navigate dynamic challenges and thrive in an ever-changing business environment.

5.3 Synthesis

The research underscores the critical role of individual qualities in creating responsible leadership. These traits, complemented by organizational practices, are essential for creating a supportive and ethical work environment. Both individual and organizational antecedents significantly influence leadership behavior and organizational adaptability.

Furthermore, strategic agility is identified as a key driver of organizational resilience, especially during crises like the COVID-19 pandemic. Agile leaders who balance personal norms with flexibility are better equipped to navigate conflicting demands and adapt to changing environments. The hospitality sector's ability to quickly respond to evolving customer preferences and regulatory requirements highlights how crucial it is to be flexible in order to remain

competitive and relevant. Maintaining strategic agility requires creating an environment that values innovation and constant development.

Also, the study supports the Dynamic Capabilities Theory, showing how responsible leadership practices enhance organizational adaptability and resilience. Responsible leadership boosts the organization's ability to manage dynamic challenges. This perspective emphasizes the importance of both individual and organizational factors in developing dynamic capabilities for long-term success.

Finally, the research confirms the relevance and impact of responsible leadership in the hospitality sector. By promoting ethical behavior, encouraging teamwork, and maintaining a positive work environment, responsible leadership improves company performance and employee well-being. These findings suggest that responsible leadership is crucial in shaping company culture and achieving sustainable growth.

5.4 Broader debate

Other leadership styles than responsible leadership have been connected within the hospitality industry. Studies conducted in this industry have brought attention to the importance of transformational leadership. This style can improve organizational direction, subordinate satisfaction, and leadership effectiveness (Hinkin & Tracey, 1994). Transformational leadership, along with servant leadership, has been connected with positive employee outcomes such as job satisfaction and commitment (González-Torres et al., 2023). It is still debated how much the responsible leadership style is used in the hospitality industry, especially in family-owned businesses (Mousa & Arslan, 2023). It is clear that a leadership style can significantly impact employee job satisfaction, with transactional, transformational, and laissez-faire styles having a positive effect and autocratic leadership having a negative effect (Fouad, 2019). Therefore, while responsible leadership may have potential benefits, it is debated what its relevance is in the hospitality industry.

This research, however, does confirm the relevance of a responsible leadership style in the hospitality sector. The results imply that the hospitality sector does, in fact, apply responsible leadership practices. The findings have highlighted the importance of personal qualities as well as the need to balance conflicting interests and encourage sustainability initiatives. Additionally, this study has shown how responsible leadership influences company results such as maintaining a

positive work environment, supporting teamwork, and promoting ethical behavior. These findings align with the principles of responsible leadership and suggest that it plays a significant role in shaping the company culture and performance within the hospitality sector.

Therefore, it can be concluded that a responsible leadership style is relevant and impactful in the hospitality industry.

6. Conclusion

6.1 Summary

This study contributes to leadership studies, particularly in the hospitality industry, by exploring responsible leadership and strategic agility. The study makes the claim that RL practices function as dynamic capabilities that help organizations recognize, grasp, and transform opportunities in the face of uncertainty. It does this by drawing on insights from the Dynamic Capabilities Theory (Teece, 2017). It also aligns with existing frameworks like Maak & Pless (2006) and Agarwal & Bhal (2020) while additionally offering new insights specific to the hospitality sector. The identification of individual antecedents, such as personal norms and values, and organizational factors like training programs, sheds light on how leadership behaviors develop. Furthermore, the study explores how external factors like regulatory requirements impact leadership practices, adding to the knowledge of leadership dynamics in the hospitality industry.

6.2 Answer on research question

Sub-question 1: What individual-level antecedents influence responsible leadership behavior the most, and how do they contribute to the development of dynamic capabilities within organizations?

The individual-level antecedents that have the most influence are personal values, empathy, and the ability to adapt. These qualities contribute to the development of dynamic capabilities within organizations by enabling leaders to understand and address the needs and concerns of various stakeholders. Empathy allows leaders to build trust and create a positive work environment, adaptability ensures they can respond effectively to changes, and strong personal values guide ethical decision-making. Together, these traits help leaders to implement strategies that are flexible, inclusive, and aligned with the organization's long-term goals, thereby enhancing its dynamic capabilities.

Sub-question 2: How do organizational-level antecedents shape responsible leadership practices and their impact on strategic agility?

Organizational-level antecedents shape responsible leadership practices by providing the necessary structure and culture that supports ethical and adaptive leadership behaviors. One way to promote responsible leadership is through training programs. Organizational culture, with values like inclusivity and sustainability, creates an environment where responsible leadership can

thrive. Strategic planning that aligns with ethical practices ensures that leaders' actions are consistent with the organization's mission. These organizational antecedents enhance strategic agility by ensuring that leaders are well-prepared, supported, and aligned with the organization's goals, enabling them to manage and adapt to changing environments effectively.

Sub-question 3: What role does leadership agility play in encouraging responsible leadership behavior and facilitating the integration of multi-level factors?

Strategic agility plays a crucial role in encouraging responsible leadership behavior by enabling leaders to quickly and effectively respond to changing challenges and opportunities. Agile leaders can balance conflicting demands, prioritize stakeholder needs, and innovate in response to changes. This agility is particularly important in dynamic environments like the hospitality sector, where leaders must continuously adapt to shifting customer preferences. By facilitating open communication, collaboration, and continuous learning, leadership agility helps integrate individual and organizational factors, ensuring that responsible leadership practices are both flexible and resilient. This combination supports the development of dynamic capabilities, allowing organizations to remain competitive and sustainable.

How do individual and organization-level antecedents shape the relationship between responsible leadership and strategic agility, when integrating multi-level factors?

The relationship between responsible leadership and strategic agility is strongly influenced by individual and organization-level antecedents. Individual qualities such as empathy, integrity, and an open mindset are essential for responsible leadership, creating a supportive and inclusive work environment. This also helps leaders to respond to changing environments thoughtfully and ethically. Organizational practices, including effective training programs and a value driven culture, provide the structural and cultural support necessary for the individual qualities to thrive. Integrating multi-level factors, such as balancing conflicting interests and adapting to external changes, further supports this relationship. Agile leaders can navigate dynamic environments, manage ethical dilemmas, and drive innovation, ensuring long-term success and sustainability. Therefore, a holistic approach that considers both individual and organizational antecedents is crucial for developing responsible leadership and strategic agility in the complex and dynamic context of the hospitality sector.

6.3 Limitations

The study's reliance on qualitative methods, particularly interviews, introduces limitations in generalizability. Despite efforts to reduce biases through confidentiality and anonymity assurances, interviews are vulnerable to social desirability bias, where participants may respond in socially favorable ways. Additionally, while focusing on the hospitality industry provides deep insights into sector-specific challenges, these findings may not fully apply to other industries with different operational dynamics and stakeholder environments.

Although the sample size of interviewees was adequate for qualitative research, it may not fully capture the diversity of leadership perspectives within the hospitality sector. Future studies could benefit from including a larger and more diverse sample to bolster robustness. Moreover, the study provides a snapshot of leadership practices and agility within a dynamic environment. A longitudinal approach would offer deeper insights into how these practices evolve over time and their enduring impact.

6.4 Suggestion for further research

Future research should consider conducting longitudinal studies to track the development of responsible leadership and strategic agility over time, providing insights into the impact of training and professional development. Additionally, examining the influence of diversity and inclusion initiatives on leadership performance and studying responsible leadership and strategic agility in various crisis management scenarios beyond the COVID-19 pandemic, would broaden our understanding of these concepts. Finally, the complexities of responsible leadership can be further clarified by conducting cross-cultural studies on the adaptation of leadership practices, comparing, and contrasting various leadership styles, and conducting research on the relationship between ethical leadership and sustainability initiatives.

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8. Appendix

8.1 Interview questions

Algemeen:

- Wat is je functie binnen dit bedrijf?
- Wat zijn jouw dagelijkse handelingen?
- Heeft u wel eens eerder gehoord van verantwoordelijk leiderschap stijlen?

Verantwoordelijk leiderschap betekent leidinggeven op een manier die om meer geeft dan alleen maar geld verdienen. Het houdt in dat de behoeften van alle betrokkenen in overweging worden genomen. Een verantwoordelijke leider handelt eerlijk en rechtvaardig en neemt verantwoordelijkheid voor zijn daden. Bij het nemen van beslissingen houden ze ook rekening met het milieu en de maatschappij. Het betekent dan niet dat zij altijd de meest duurzame keuze maken maar wel dat dit in het achterhoofd wordt gehouden.

In gastvrijheidssector kan een verantwoordelijk leider ook rekening houden met culturele verschillen tussen werknemers.

- Begrijp je het concept?
- Denk je dat je zelf een verantwoordelijk leider bent?
- Kan je een voorbeeld noemen waaruit dat is gebleken?

Individuele level antecedents:

- Als je zou moeten kiezen, welke factoren hebben toen, op het voorbeeld wat je net hebt genoemd, de meeste invloed gehad?
 - Welke eigenschappen zijn volgens jou het meest belangrijk bij een verantwoordelijk leiderschap binnen de gastvrijheid sector?
 - Hoe zie je jouw rol als leider binnen de organisatie als het gaat om het afwegen van belangen, het bevorderen van duurzame groei en het handhaven van ethische normen?

De volgende vragen gaan over dynamic capabilities theorie. Ik zal het even kort voor je uitleggen.

De Dynamic Capabilities Theory probeert te verklaren hoe bedrijven concurrentievoordeel behouden en ontwikkelen in snel veranderende omgeving. Dynamische capaciteiten gaan over het vermogen om je aan te passen en met nieuwe ideeën te komen als het moeilijk wordt. Een bedrijf moet bijvoorbeeld nieuwe vaardigheden aanleren of haar manier van werken veranderen om in deze dynamische situatie in de markt bij te blijven.

- Begrijp je het concept?

- Heb je al een keer zo'n dynamische verandering meegemaakt?
 - Hoe is daarop gereageerd? (proces aangepast / technologie aangepast / samenwerking aangegaan)
 - Wat was jouw rol in deze verandering?
- Als je dit lijstje ziet met individuele factoren, welke denk jij dat het meeste hebben geholpen om te reageren op zo'n situatie?
- Stimuleer je verandering? (moedig innovatie aan / externe contacten voor kennisdeling / voorbeeldfunctie)

Dan komen we nu bij het volgende onderwerp aan en dat is verantwoordelijk leiderschap op organisatieniveau.

- Denk je dat jouw bedrijf veel verantwoordelijk leiderschap al heeft of dat ze dit misschien nog meer moeten ontwikkelen?
 - Zo ja, hoe geïmplementeerd?
 - Is dat op alle niveaus binnen het bedrijf? (operationeel en management)
- Zijn er bepaalde normen en waarden die er vanuit de organisatie worden gepromoot?
- Hoe zie je de relatie tussen jouw eigen normen en waarden en de manier van verantwoordelijk leiderschap van het bedrijf in het algemeen, zijn die sterk verbonden of staan die los van elkaar?
- Wordt verantwoordelijkheid en ethisch gedrag gestimuleerd en beloond door HR-beleid, zoals beloningssystemen, opleidingsprogramma's en loopbaanontwikkeling?
- Is er een moment geweest waarop leiderschap ooit invloed heeft gehad op hoe goed het bedrijf zich aanpaste aan veranderingen in de markt?
 - Kunt u voorbeelden geven van in de praktijk?

Dan komen we nu aan bij het volgende onderwerp, dit gaat over strategische wendbaarheid.

Strategische wendbaarheid is net zoiets als snel en flexibel zijn. Het gaat erom dat je je plannen en strategieën snel kunt aanpassen als de omgeving om je heen verandert. Leidinggevende die wendbaar zijn, kunnen hun team en zichzelf gemakkelijker aanpassen aan nieuwe situaties.

- Begrijp je het concept?
- Vind je jezelf strategisch wendbaar?
 - Kan je een voorbeeld geven?
- Vind je het bedrijf strategisch wendbaar?

- Vind je strategische wendbaarheid belangrijk in de gastvrijheidssector?
- Gebruik je bepaalde strategieën om flexibiliteit/wendbaarheid te benadrukken bij werknemers?
 - Zo ja, welke?
- Denk je dat als leidinggevende zich strategisch wendbaar opstellen de organisatie ook strategisch wendbaar wordt?
- Op welke manieren kunnen leidinggevendenden in de gastvrijheidssector hun leiderschapswendbaarheid verder ontwikkelen?

Het laatste onderwerp van dit interview gaat over multi-level factoren.

Multi-level factoren in verantwoordelijk leiderschap verwijzen naar de verschillende aspecten die beïnvloeden hoe leiders zich gedragen.

Verantwoord leiderschap houdt ook rekening met ethische en strategische aspecten, zoals een goed persoon zijn, rekening houden met de behoeften van mensen en focussen op groei op lange termijn. Een ander belangrijk aspect is hoe goed leiders kunnen omgaan met tegenstrijdige eisen.

- Gebruikt je multi-level factoren bij het nemen van beslissingen? Zo ja, hoe?
- Hoe wordt er binnen jouw organisatie omgegaan met tegenstrijdige eisen en belangen?
 - Hoe speelt leiderschapswendbaarheid hierbij een rol?
- Wat zijn de grootste uitdagingen bij het implementeren van verantwoordelijk leiderschap als er rekening gehouden wordt met de multi-level factoren?
 - Hoe kunnen deze overwonnen worden?

8.2 Jobs and industries interviewees

Interviewee 1	Restaurant Manager
Interviewee 2	Event planner
Interviewee 3	Marketing manager hotel group
Interviewee 4	Front Office manager (hotel)
Interviewee 5	Shift leader (restaurant)
Interviewee 6	Head of Hospitality & Sales
Interviewee 7	Catering manager

8.3 Quotes

Quote 1

"Ik vind het belangrijk dat iedereen zich goed voelt op werk. Dat iedereen het naar de zin heeft."

Interview 5, page number 2.

Quote 2

''Op het begin had ik er zelf best wel moeite mee... omdat je dan opeens toch alles wat je eerst deed... hoe goed je het wilde doen... moet je stiekem eigenlijk toch wel een beetje loslaten.''

Interview 1, page number 11.

Quote 3

''Persoonlijke ambities worden gestimuleerd. Dus opleiden. We zeggen weleens gekscherend levenslang leren. ''

Interview 6, page number 5.

Quote 4

'' Empathie moet tonen van ja, de situatie begrijp ik. En hoe je daar mee omgaat en hoe je iemand daar het beste mogelijk in kan begeleiden.''

Interview 1, page number 7.