


**AN INVESTIGATION OF THE
LEADER-FOLLOWER
RELATIONSHIP IN PROMOTING
EMPLOYEE AUTHENTICITY, THE
CASE OF THE RITZ-CARLTON
ORGANISATION.**

SARA, BSC

AN INVESTIGATION OF THE LEADER-FOLLOWER RELATIONSHIP IN PROMOTING EMPLOYEE AUTHENTICITY, THE CASE OF THE RITZ-CARLTON ORGANISATION.


RATIONALE

- Growing importance of Authenticity
 - Overview of the behavioral change linked to leader-member relationship
 - The leader-member relationship have not been assessed from authenticity perspective
 - Discovering the role of leader in promoting extra role behavior
- 

1.3 AIM AND OBJECTIVES

The aim of this study is to investigate the leader-follower relationship in promoting employee authenticity in the case of Ritz-Carlton Organisation.

To achieve the aim the following objectives were necessary:

1. To evaluate the current organisational practices from authenticity perspective in The Ritz-Carlton Organisation.
 2. Employees' perspective of organisational practices promoting behavioural change.
 1. To evaluate the benefits of employee authenticity.
- 

2.1

Behavioral change theories, Emotional Labor,
Emotional Intelligence
Leaders role: Authentic Leadership,
Transformational Leadership

2.2

Extra Role behaviors; OCB, commitment, well
being...

Guests' perspective

Perceived Authenticity (PEA):

- Greater satisfaction

Perceived Inauthenticity

- Dissatisfied guest and employee burn out

2.3

The Ritz Carlton Organization:

Service Design Framework:

Allows self-organization and promotes self
awareness

METHODOLOGY

Approach

Qualitative;

- Difficult phenomena

(emotional impact, own subjective perspective)

Data Collection

In depth Interview

(semi-structured interviews/ 12-15 “enable valid inferences to be made about the population” diversity in demographic and work occupation (position) aspects, audit trail)



LIMITATIONS

under-theorized

reducing his or her personal bias

Dishonest participants

generalizability of the findings Initially, geographical aspects

language barrier can result in misinterpreted question



SHOULD BE MIX METHOD USED?

Can I draw assumptions from any relational promotion?



REFERENCE LIST

- Penger, S. and Černe, M. (2014) Authentic leadership, employees' job satisfaction, and work engagement: a hierarchical linear modelling approach. *Economic Research-Ekonomska Istraživanja*, 27 (1), 508–526., Available from: <http://www.tandfonline.com/doi/abs/10.1080/1331677X.2014.974340> [Accessed 13 April 2017].
- Oreck, D. (2015) The concept of creating unique, memorable and personal experiences is timeless in legendary service. In: St. Meyer & Hubbard, 8 January 2005. Available from: <http://stmeyerandhubbard.com> [Accessed 1 January 2017].
- Solomon, M. (2015) Your Customer Service Is Your Branding: The Ritz-Carlton Case Study . New York: Forbes Magazine. Available from: <http://www.forbes.com> [Accessed 18 November 2016].
- Markland, R. E. and Sweigart, J. R. (1987) *Quantitative methods: applications to managerial decision making*. Toronto: John Wiley & Sons.
- Marshall, C. and Rossman, G. B. (1999). *Designing qualitative research*. 3rd ed. California: SAGE Publication
- Marshall, C. and Rossman, G. B. (2006) *Designing qualitative research*. 4th ed. California: SAGE Publications.