The Impact of Misuse of Supervision on Leadership Member Communication in the Hotel Industry——Taking the Guangdong Hong Kong Macao Greater Bay Area as an Example

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Abstract: The abuse of supervision in leadership member communication in the hotel industry has a significant impact on the development of the hotel industry and the work efficiency of employees. Especially in the Guangdong Hong Kong Macao Greater Bay Area, an economically prosperous region with a developed hotel industry, the abuse of supervision is even more prominent. This study takes the hotel industry in the Guangdong Hong Kong Macao Greater Bay Area as an example to explore the impact of abusive supervision on leadership member communication in the hotel industry. Firstly, the development of the Guangdong Hong Kong Macao Greater Bay Area and the importance of the hotel industry were introduced. Then, the definition and role of supervision were elaborated, as well as the manifestations of abuse of supervision. Subsequently, the negative impact of abusive supervision on leader member communication was analysed, including threatening employee motivation and innovation ability, damaging trust and cooperative relationships, increasing work pressure and employee turnover rate, and limiting information flow and knowledge sharing. Finally, strategies were proposed to address and prevent abuse of supervision, including enhancing the literacy and abilities of leaders, establishing a good communication mechanism and atmosphere, and strengthening training and education.

Keywords: Abuse supervision; Hotel industry; Leadership member communication; Guangdong-Hong Kong-Macao Greater Bay Area

1. Introduction

The abuse of supervision refers to the inappropriate, unfair and even harmful management behaviors of leaders to their subordinates. These improper management practices can not only affect employees' work performance, but also have a lasting adverse impact on their quality of life and career prospects. Situational factors can affect the role expectations and behaviors of employees [1], and leadership is one of the most important factors affecting the attitudes and behaviors of employees in an organization [2]. Some scholars have pointed out that the interaction between the two has a more significant impact on employees' work attitudes and behaviors [3]. Compared with other leadership styles, leader-member exchange can better reflect the quality of interpersonal interaction between superiors and subordinates [4]. Leader-member exchange means that due to the limitation of time and resources, leaders will adopt different management strategies to treat different employees, and employees in a high leader-member exchange relationship will obtain more trust, authorization and resources than other employees.

In the vibrant and dynamic Guangdong-Hong Kong-Macao Greater Bay Area, the prosperity of the hotel industry is closely linked to the socio-economic development of the region. Therefore, studying the impact of regulatory abuse on leader-member exchanges is of great significance for understanding key issues in the hospitality industry and developing effective management strategies. This study aims to provide valuable insights for hospitality managers and policy makers to improve the work environment, foster enthusiasm, and improve performance and employee satisfaction.

2. Overview of the Guangdong Hong Kong Macao Greater Bay Area

2.1 Development of the Guangdong Hong Kong Macao Greater Bay Area

The Guangdong-Hong Kong-Macao Greater Bay Area is one of the most dynamic and economically promising regions in southern China. Spanning Guangdong, Hong Kong, and Macau, it encompasses nine cities and forms a closely connected urban cluster. Since the national policy explicitly supported the construction of the Greater Bay Area in 2017, the region has experienced rapid economic development and urban construction, making it one of the most promising regions in China since the reform and opening up.

The development of the Guangdong Hong Kong Macao Greater Bay Area benefits from its unique geographical location, located between Chinese mainland and international markets, facilitating cross-border trade and cooperation, making it a key gateway between China and the rest of the world. Furthermore, government policies aimed at fostering innovation, entrepreneurship, and cross-border collaboration have played a pivotal role in stimulating the growth of the Greater Bay Area. Initiatives promoting scientific research, technology innovation, and talent exchange [5]have attracted a pool of skilled professionals, fostering a conducive environment for businesses to thrive and expand. The Chinese government aims to establish the Guangdong-Hong Kong-Macau Greater Bay Area (GBA) as a vital catalyst for Chinese progress. [6]Significant investments in infrastructure, particularly in transportation networks such as high-speed rail, bridges, and ports, have complemented this endeavor. These developments have enhanced connectivity within the Greater Bay Area and facilitated the seamless flow of goods, services, and people, thereby strengthening the economic interdependence among the cities in the cluster. This region unique blend of diverse cultures and economies, integrating the distinct characteristics of Hong Kong's financial prowess, Macau's tourism and entertainment sector, and Guangdong's manufacturing strength, has created a synergistic environment for innovation, entrepreneurship, and collaboration.

The hotel industry in the Greater Bay Area plays a crucial role in the region's tourism economy, providing significant support for economic growth and employment. Moreover, it continuously innovates and develops under the impetus of technological advancement. The digitization transformation, intelligent services, and regional integration have propelled the sustained prosperity of the hotel industry.

2.2 The status and importance of the hotel industry in the Guangdong Hong Kong Macao Greater Bay Area

The hotel industry in the Guangdong-Hong Kong-Macao Greater Bay Area plays a crucial role in driving economic vibrancy within the region. Not only does it provide substantial support for the flourishing tourism sector, but it also serves as a vital catalyst for economic expansion and employment opportunities. Through continuous technological innovation and digital transformation, the hotel industry consistently improves the quality of its services, attracting both domestic and international tourists.

Additionally, the hotel industry serves as an integral component of the regional integration process within the Greater Bay Area. It strengthens interconnections and fosters cooperation among cities, thereby promoting profound economic integration. With the combined support of government policies and market demand, the future prospects of the hotel industry in the Greater Bay Area appear promising. It will continue to play a significant role in propelling regional economic growth and advancing the process of regional integration.

3. The Abuse of Supervision in Leadership Member Communication in the Hotel Industry

3.1 Definition and role of supervision

Supervision is a management and leadership tool aimed at promoting employee development, improving work performance, and strengthening the achievement of organizational goals. In the hotel industry, leaders usually guide employees through supervision, monitor work progress, and provide feedback and support. The role of supervision includes but is not limited to: clarifying work goals and expectations, helping employees discover their potential, providing guidance and advice, evaluating performance, and improving work processes.

However, the phenomenon of abusing supervision means that improper behavior or practice may

occur during the execution of supervision. This abuse can manifest as excessive interference by leaders in employees' work, insufficient respect for their personal space and creativity, and the use of supervision as a means of abuse of power rather than opportunities for employee development. Abuse of supervision may also manifest as unfair evaluation and feedback, which may harm employees' career development and self-esteem.[7]

3.2 The impact of supervision on leader member communication

"The hotel industry is currently facing a range of significant challenges. Addressing these challenges requires the implementation of effective regulations and the adoption of appropriate leadership communication strategies. Leadership communication serves as a crucial tool for leaders to better understand and engage with their team members. Through leadership communication, leaders can articulate ideas, develop strategies, and solicit feedback. In the hospitality sector, strong leadership communication not only facilitates adaptation to changing environments and technological advancements but also ensures coherence within the sales team and effective communication with guests.

Moreover, there exists a substantial correlation between supervision and leadership communication. Effective managerial communication is essential for the development of hotel management, as it fosters interpersonal relationships, promotes collaboration among employees, and enhances the overall organizational culture. The role of supervision is to mitigate the misuse of authority by leaders, thereby preventing imbalances in execution within the organization. Leadership communication and supervision are mutually reinforcing and integral components of effective leadership in the hotel industry."

I made some modifications on it in enhancing its clarity, coherence, and readability while maintaining the original message and intent of the passage.

Abuse of regulation is evident in the hospitality industry, particularly through abusive supervision practices. Abusive supervision occurs when a supervisor engages in antagonistic verbal and nonverbal behaviors towards employees, without physical contact [8]. Such behaviors may include rude interactions, public ridicule, the silent treatment, and withholding vital information from employees [9].

The lack of proper leadership communication exacerbates the risk of abusive supervision, indirectly impacting employee creativity and job satisfaction. Abusive supervision has been shown to have a detrimental impact on service staff's proactive customer performance [10]. Additionally, employees with a collectivistic value orientation are particularly vulnerable to the negative effects of abusive supervision on corporate identity.

These findings have significant implications for management practices and theoretical frameworks, especially within the hospitality sector [11]. Addressing issues of abusive supervision and promoting effective leadership communication are crucial for fostering a positive work environment and enhancing organizational performance in the hospitality industry.

3.3 Manifestations of Supervision Abuse

Supervision abuse in leader-member communication within the hotel industry may manifest as micromanagement, where leaders excessively control and scrutinize employees' actions, undermining their autonomy and confidence. It can also involve favoritism, where certain team members receive preferential treatment, leading to resentment and division within the team. Additionally, neglectful supervision, characterized by a lack of support and guidance, can result in disengagement and decreased performance among employees.

4. The Impact of Misuse of Supervision on Leadership Member Communication in the Hotel Industry

4.1 Threatening employee motivation and innovation ability

The misuse of supervision on leadership member communication would have negative impact on employee motivation. When employees feel that their leaders have overly intervened in their work or hold unfair expectations, they may feel a loss of autonomy and initiative. This can lead to employees losing interest in their work, reducing their willingness to engage in work, and reducing work quality and efficiency.

In an open and innovative work environment, employees are more likely to come up with new ideas and solutions, thereby driving the development of the hotel industry. However, abusing supervision may lead to employees being unwilling to share innovative ideas because they are afraid of criticism or aversion from leaders.[12] This may limit the innovation potential of the hotel industry, making it difficult to keep up with market competition.

4.2 Disrupting trust and cooperative relationships

Abuse of supervision by leaders can result in employees losing trust in both the leader and the organization. Employees typically look to their leaders as mentors and supporters they can rely on. However, when they perceive mistreatment or abuse, it severely damages their trust. The loss of trust may lead employees to question the leader's intentions and motives, causing them to become unwilling to cooperate. Furthermore, this reluctance to cooperate can create tension and conflict within the team, impeding the smooth progress of work, which would finally disrupt the cooperative relationship between leaders and employees.

4.3 Increase work pressure and employee turnover rate

Abusive supervision intensifies work pressure among employees. When leaders excessively monitor and demand, or impose unreasonable expectations, employees experience heightened anxiety and discomfort. This detrimentally impacts their mental well-being, subsequently undermining their work performance and overall quality of life. On the other hand, abusive supervision contributes to a rise in employee turnover rates. Employees naturally seek a supportive and fair work environment; however, when subjected to leadership abuse, they become dissatisfied and plan to leave. Elevated turnover rates result in substantial costs for employee replacement and training, as well as organizational instability.

4.4 Restriction of information flow and knowledge sharing

When supervision is misused, there is a tendency for information flow and knowledge sharing to be restricted. Employees may withhold important information or ideas out of fear of retribution or criticism from their supervisors. This lack of transparency and openness impedes effective communication within the team, hindering problem-solving efforts and preventing the sharing of best practices. Ultimately, it stifles innovation and hampers the organization's ability to adapt to changing market conditions and customer needs.

5. Strategies for Solving and Preventing Abuse Supervision

5.1 Improving Leaders' Literacy and Ability

It is arguably that provide leadership development programs could enhance supervisors' understanding of effective management practices, including communication, delegation, and empowerment. Encouraging leaders to develop emotional intelligence and empathy lead to better understand and support their team members. Additionally, by providing ongoing coaching and feedback, it will help supervisors refine their leadership skills and adapt to changing workplace dynamics.

Developing clear ethical guidelines, leadership, and communicative skills is paramount for managers to effectively guide their teams and navigate organizational complexities. Establishing transparent ethical principles and values fosters integrity and trust, encouraging ethical behavior and decision-making. Effective leadership entails inspiring team members, fostering collaboration, resolving conflicts,

nurturing collaboration, and strengthening team unity and promoting accountability through delegation and recognition. Strong communicative skills enable managers to articulate vision, goals, and expectations clearly, while also facilitating open dialogue and feedback. By prioritizing the cultivation of these competencies, managers can create an inclusive and empowering work environment, driving team cohesion and organizational success.

Developing effective decision-making frameworks and processes that incorporate both collective input and individual autonomy is crucial for establishing a just, accountable, and efficient decision-making system. It is essential to establish mechanisms that encourage open communication, foster transparency, and promote fairness in the decision-making process. Achieving a harmonious blend between group discussions and autonomous decision-making is key to ensuring that decisions are made in a manner that upholds ethical standards and maximizes the effectiveness of the overall decision-making process.

5.2 Establish a good communication mechanism and atmosphere

In addition to fostering ethical guidelines, leadership, and communicative skills, implementing specific mechanisms can further enhance managerial effectiveness. Establishing a culture of open communication and transparency enables employees to express their thoughts, concerns, and ideas comfortably, without fearing retribution. Implementing regular team meetings, one-on-one sessions, and anonymous feedback channels facilitates dialogue between leaders and team members. Encouraging active listening and offering constructive feedback fosters mutual trust and respect within the organization.

Regular team meetings and discussions provide platforms for collaboration, brainstorming, and alignment on goals and strategies, fostering a sense of unity and purpose within the team. Transparency and information sharing ensure that employees have access to relevant information about organizational goals, decisions, and performance metrics, promoting trust and accountability across all levels of the organization. By integrating these mechanisms into the managerial framework, leaders can establish a culture of openness, collaboration, and mutual respect, driving organizational agility and resilience in the face of challenges.

5.3 Strengthen training and education

Providing training programs on effective supervision techniques, conflict resolution, and stress management to helps supervisors better understand their roles and responsibilities. Allocating resources and support for continuous learning and professional development could ensure that leaders have the skills and knowledge necessary to effectively manage their teams. Additionally, it is also necessary to educate employees about their rights and responsibilities in the workplace, including avenues for reporting misconduct or abuse.

Managers have the opportunity to enhance ethical guidelines and leadership skills through various training and education programs. Anti-abuse supervision education is designed to help managers identify and address potential instances of abuse or misconduct in the workplace effectively. Ethics training aims to provide employees with a thorough understanding of the organization's ethical standards, emphasizing the values of integrity, honesty, and accountability in decision-making. Regular employee training sessions cover a wide range of topics including communication, conflict resolution, teamwork, and problem-solving, contributing to individual and team development and fostering a culture of continuous learning. Through targeted training initiatives, managers can equip employees with the necessary knowledge, skills, and resources to uphold ethical standards, encourage collaboration, and drive organizational success.

5.4 Implementation of 360-degree feedback

Through the implementation of 360-degree feedback mechanism, feedback and opinions can be collected from different perspectives, including comments from direct reports, colleagues and superiors. This helps leaders more fully understand the impact of their management style and behavior on team members and provides opportunities for improvement and adjustment.[13]

Furthermore, organizations may opt to integrate 360-degree feedback for specific purposes or milestones, such as within performance evaluation cycles, leadership enhancement initiatives, or following significant organizational transformations. Customizing the timing and regularity of 360-

degree feedback to align with these occurrences enables leaders to receive feedback within contexts that are pertinent to their positions and duties.

6. Conclusions

Nowadays, the hotel industry within the Greater Bay Area remains exceedingly competitive. There are many shortcomings in hotel management, including the abuse of regulatory powers to limit the autonomy of employees or the display of favoritism towards certain personnel. These will lead to lack of enthusiasm of hotel staff, reduce the need for cooperation between staff and hotels, and increase the pressure of staff, which is not conducive to the development of the hotel industry in the Greater Bay Area.

The current research significantly contributes to understand the impact of regulatory abuse on the hospitality industry, offering valuable insights for hotel industry managers and policymakers in the Guangdong-Hong Kong-Macao Greater Bay Area. In summary, this study advances theoretical comprehension as well as providing practical insights that can be leveraged in the hotel management industry of the Greater Bay Area.

In the future development, the Greater Bay Area hotel industry should shift its focus to the internal management of the hotel, improve the communication between leaders and employees, managers can create an inclusive and empowering working environment, promote team cohesion and organizational success. At the same time, it is necessary to strengthen the openness and transparency of information and establish a good communication environment. Training and education are essential for the management industry of the future, providing training programs in effective management skills, conflict resolution and stress management to help managers better understand their roles and responsibilities. The continuous deepening and development of the hotel industry will eventually bring new opportunities and development space to the Greater Bay Area

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