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# Human Resource Strategies For Improving Leadership Skills Among Hospitality Graduates

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## Abstract

The hospitality industry requires a workforce with proper leadership skills to run all operations while delivering excellent service. Therefore, such skills should include the ability of hospitality graduates to adapt to every emerging situation, especially within customer-oriented environments. This research tries to examine human resources strategies to enhance the leadership skills of hospitality graduates through current practices and further opportunities for improvement. This is, thus, an interpretive qualitative research design. The strategy uses in-depth interviews with HR, managers, and fresh graduates to collect data for the purpose of identifying effective HR strategies for developing leadership competencies. Mentorship programs, continuous training, and work-based learning are among the major strategies to enhance leadership skills. Development programs that are direction-matched to personal and organizational goals are also very important for effective leadership development. Here, research highlights effective HR strategies aimed at developing leadership skills in hospitality graduates. It is of use to HR professionals and educators in preparing future leaders in the industry.

| Keywords | Hospitality Leadership Training, Skill Development Programs, Workforce Empowerment, Cultural Adaptability, Youth Employability. |
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**VOL-3, ISSUE-1, 2025**

## INTRODUCTION

The hospitality industry holds much importance in developing international economies and societies, by employing many people and contributing a lot into the GDP, as well as tourism. In Pakistan, tourism alone defines approximately 7% of the GDP of the country, with higher percentages in some areas, giving rise to great hopes in the industry. Yet the sector suffers mostly because of the lack of development of leadership qualities among graduates who step into the profession. The research aims to look into the possibilities of making improvements on imparting leadership skills to hospitality graduates in Pakistan by focusing on specific economic, industrial challenges, and opportunities within the country. For example, the sectors of agriculture, services, manufacturing, and tourism have rapidly expanded in terms of both domestic and international tourism, presenting yet another hope of growth in the national economy. According to the Sarmad, Iqbal, Ali, and ul Haq (2018), in 2019, its contribution to the GDP of Pakistan was 5.9, while it also generated 3.8 million employment opportunities, thus making it more than justified. Big invested hotel businesses are building their presence in the country, such as Pearl Continental, Serena Hotels, and Avari Hotels, demonstrating besides all good things that are expected for the hotel industry (Mian & Sharif, 2021; Cao et al., 2024). This indicates the quickly escalating demands for tourism and accommodation services around the country.

Tourism has a great deal to provide for the development of Pakistan due to its different areas which include the highlands of Gilgit-Baltistan and the historical sites in Punjab that receive millions of tourists in a year. The efforts of the government to revive tourism right from the relaxation of visa procedures to development in increasing tourist facilities have contributed to the expansion of the hospitality industry. However, this rapid growth gives rise to the necessity for competent leadership to ensure that tourism can grow in a balanced manner and provide quality service. Effective management is necessary to sustain demand and ensure that growth is balanced and contributes to the host country in the long run (Khan et al., 2024; Khatter, 2023; Otaboyev & Umrbek, 2024).

The Pakistani tourism sector is wrought with many problems, the biggest being the unavailability of competent leaders (Shah, et al., 2025; Imran, et al., 2023). The industry is on a rapid growth trajectory, and there is a vital need for able leadership to accomplish customer requirements, decrease employee turnover, and improve operations (Phulpoto, Oad, & Imran, 2024). Most graduates entering the sector lack those leadership skills that should ordinarily come in very handy in managerial positions (Malik, et al., 2025; Shah & Saba, 2024). Such lack of leadership skills is a factor to slow down the entire process of industry development. It is vital to create effective leaders for the growth and success of this sector, as they have a huge contribution in the managing of daily affairs and ensuring that the industry meets the customer demands. The sector suffers from high employee turnover due to lack of training or opportunities for career advancement (Papageorgiou et al., 2024; Dauda & Olayemi, 2024). The absence of working HR strategies within leading organizations only worsens the situation. There have been changes in customer needs during this period that include demands for customized services and higher quality. For this reason, there are needs for leaders in businesses

## VOL-3, ISSUE-1, 2025

who possess expertise both in the subject matter and in people skills, whereby exercising sound judgment in decision-making (Nawaz, et al., 2024). The development of such leaders is critical to remain competitive within the current market.

### RESEARCH PROBLEM

There is a wide gap between the leadership competence required in hospitality and that which recent graduates possess. While college programs impart introductory knowledge of managing hospitality, they do not spend enough time developing practical leadership capabilities such as decision-making, people management, and emotional intelligence. Consequently, organizations lack sufficient trained leaders who are capable of taking them to their desired success level. This is due to a lack of proper skills, and it becomes challenging for recent graduates to transition effectively into leadership. It is difficult to develop leadership skills in hospitality graduates. Most schools fail to provide training that is representative of actual working conditions in the industry. Moreover, in the hospitality sector of Pakistan, most organizations do not consider leadership development an important objective in their HR strategy (Al-Thawabiya et al., 2023; Lebogang & Wakelin-Theron, 2023; Xing et al., 2023; Bacha et al., 2024). Development of good leaders is further complicated by low budgets and little access to high-level training resources. All of these combined make it difficult to build a sturdy leadership pipeline for the industry (Kayani et al., 2021).

### SIGNIFICANCE OF THE STUDY

This study seeks to fill an important gap in scholarly research concerning HR practices for building leadership in Pakistan's hospitality sector. While there are many research works that have examined leadership theories such as transformational and servant leadership, not much has been done in terms of investigating how these could be executed in the unique socio-economic milieu of Pakistan. This study is to investigate the plausibility of how ideas such as servant and transformational theory may be protected and then actually employed in the hospitality industry within the constraints of representation of Pakistan. By initiating skills-based training and mentorship programs, firms might increase levels of operational productivity and customer satisfaction. It aims to offer insight into the avenues available for effective organizational leadership development from the restaurant and hotel edge, with recommendations in the two-fold grain of Zia et al. (2021) and Aslam et al. (2024). Working on coverage of such leadership skills by hospitality institutes and creation of public-private partnerships that will work effectively in coping with the talent shortages in the industry are certain areas that need consideration therein. This bears important consideration from the institutions and enterprises within the realm (Nawaz, et al., 2024).

### RESEARCH OBJECTIVES

1.	To explore HR strategies that can enhance leadership skills in hospitality graduates in Pakistan.
2.	To investigate the role of HR practices such as training, mentorship, and performance management in developing leadership in the hospitality sector.
3.	To identify challenges and opportunities for improving leadership skills among hospitality graduates through HR interventions.

## VOL-3, ISSUE-1, 2025

## RESEARCH QUESTIONS

1. How can HR strategies help improve leadership skills among hospitality graduates in Pakistan?
2. What HR practices are most effective for developing leadership skills in the hospitality industry?
3. What are the challenges faced by HR professionals in developing leadership within the hospitality sector?
4. How do HR strategies influence leadership outcomes in hospitality organizations in Pakistan?

## LITERATURE REVIEW

## THEORETICAL FOUNDATIONS

## LEADERSHIP IN HOSPITALITY MANAGEMENT

To the extent that it affects the well-being of employees, the experiences of customers, and performance in business, leadership in the hospitality sector is one of the most influencing factors of success in business. Transformational and servant leadership make up the two most prevalent leadership models in the hospitality industry. Shahzad et al. (2022), stated that mainly aimed at the hospitality sector, transformational leadership inspires and motivates employees with a vision and personal development, (Kayani, Faisal, Khan, & Anjum, 2023), whereby this leadership model is very important considering the fast pace of the industry, which is highly customer-oriented. Studies show that this style enhances employees' well-being, work-life balance, and extra-role behaviors that are needed to provide good service in hospitality establishments (Haider & Imran, 2024; Kyei-Frimpong et al., 2024). Servant leaders act first and serve the members, nurturing trust, collaboration, and moral behaviors in their teams (Irshad, Malik, & Sarfraz, 2023; Malik, Sarfraz, & Seemal, 2021). This type of leadership fits into hospitality as good service and customer satisfaction are top priorities. Studies show that servant leadership improves employee engagement and organizational commitment and cultivates green practices. Other leadership forms like authentic leadership and ethical leadership also play a significant role as they contribute toward creating a good work environment and greater employee performance (Akhtar & Akhtar, 2024; Imran & Akhtar, 2023; Bhutto et al., 2021; Kurian & Nafukho, 2021). These styles permit creating an environment in which workers are valued and motivated to reach their personal best while receiving support when undertaking activities, which leads to greater results for the organization.

## HUMAN RESOURCE MANAGEMENT IN HOSPITALITY

The role of human resource management is also seen as essential for building leadership qualities among hospitality graduates. One of the ways that HR practice makes a significant input toward equipping graduates with the requisite leadership skill is in the area of recruiting strategies for hiring candidate with competencies in communication and problem-solving. Such recruitment can also assure the recognition of other general personal characteristics for leadership, such as maturity and confidence. This would mean they are set for future work life, to fit into leadership positions (Mistry et al., 2021; Shereni & Courage, 2020). Noteworthy in worker growth programs is communication, conflict management, and decision making that are very vital in bringing out future leaders. Talent management systems assist by identifying the best employees early and providing them with tailored career development plans. Research indicates that linking HR initiatives to the unique

**VOL-3, ISSUE-1, 2025**

requirements of the industry is most important (Tanveer et al., 2023). This method guarantees that the new graduates are adequately equipped to face the challenges of the contemporary hospitality sector, hence being ready to excel in their positions (Naseer, et al., 2021).

## CHALLENGES IN LEADERSHIP DEVELOPMENT

Building leadership talent in hospitality is threatened by economic, cultural, and organizational impediments. The practice and perspective of leadership vary based on different cultures, wherein some cultures resist anything other than hard-liner top-down leadership than transformational or servant leadership approaches. Economic restrictions, particularly for underdeveloped regions, tend to make comprehensive training programs costly to implement, making it even more difficult. Such challenges would limit the potential of developing potent leadership in hospitality. The challenges of hospitality education mainly emphasized the techniques rather than leadership attributes such as emotional intelligence and flexibility. These important soft skills promote a good leader. The other challenge is the high rate of employee turnover in the industry, which makes it tough to sustain long-term leadership development programs (Nagirikandalage et al., 2025; Dzia-Uddin et al., 2024; Ghani et al., 2022).

## HR STRATEGIES FOR LEADERSHIP DEVELOPMENT
## TRAINING AND DEVELOPMENT PROGRAMS

Training programs are essential in equipping hospitality graduates with leadership skills. The programs concentrate on actual situations to fill the gap between what is learned in school and what is required in the workplace. Students learn how to manage teams and solve problems through internships. According to the Azhar, Iqbal and Imran (2025), mentoring programs will pair graduates with experienced professionals who can professionally guide and mentor them (Saba, Fatima, Farooq, & Zafar, 2021; Saba, Tabish, & Khan, 2017). Leadership programs also focus on emotional intelligence, decision making under pressure, and intercultural communication skills that are critical in today's global hospitality environment (Azhar, 2024). Studies indicate that this kind of training enhances individual skills and enables businesses to become stronger through the development of a team of effective leaders for the future (Tushabe & Murimi, 2024; Giousmpasoglou & Marinakou, 2024; Karimi & Pina, 2021).

## PERFORMANCE MANAGEMENT

Performance management systems are valuable instruments for the identification and development of future leaders among hospitality graduates. These systems gauge skills such as problem-solving, teamwork, and customer satisfaction to determine if employees are ready to be leaders (Weber et al., 2019; Kelly & Candace, 2024). Feedback on a regular basis enables workers to be aware of their strengths and weaknesses. Succession planning, an integral component of performance management, guarantees that high-potential employees are groomed for leadership in the future (Khan, & Waqas, 2024; Firdos, S., Khan & Atta, 2024). Research indicates that organizations with robust performance management systems are more effective in creating leaders capable of succeeding in the rapidly evolving hospitality sector (Bihonegn & Mahlet, 2024; Alzoubi et al., 2024).

**VOL-3, ISSUE-1, 2025**

## BARRIERS TO EFFECTIVE LEADERSHIP DEVELOPMENT IN PAKISTAN

### CULTURAL AND EDUCATIONAL BARRIERS

In Pakistan's hospitality sector, cultural expectations usually emphasize respect for power and hierarchy, which can constrain leadership styles such as transformational or servant leadership (Hafeez & Akhtar, 2022). Gender stereotypes also keep women out of leadership positions, although more women are entering the workforce. The education system contributes to the problem as well since many hospitality programs concentrate more on technical skills than on crucial soft skills such as communication, conflict resolution, and flexibility (Azhar, 2024). This failure to prioritize practical training and people skills complicates the progress of graduates into positions of leadership in the industry (Hussain et al., 2024; Tushabe et al., 2024).

### WORKFORCE DYNAMICS

Turnover of employees is extremely high in the hospitality industry in Pakistan, and therefore, it is difficult for companies to invest in long-term training of employees. Employers may not want to invest in training because they may fear that trained employees will leave for other employers (Hassan, et al., 2024: Nadeem, Z., Khan & Atta, 2024). Most of the entry-level employees are also inexperienced, not allowing one to identify potential leaders early on. Furthermore, opportunities are not adequate for employees to continue learning and developing in their jobs. Without continuous training, employees are not able to confront new challenges or assume greater responsibility (Murray et al., 2017; Singh & Ansari, 2024). To rectify this, schools and businesses must collaborate to enhance workforce development.

### METHODOLOGY

### RESEARCH DESIGN

In this study, a qualitative case study method was used to understand hospitality graduates' development of leadership skills. The case study offered a clear exposition of how HR initiatives affected the leadership development process in diverse forms of organizations, such as hospitality firms and schools that have hospitality courses. Insights were collected from HR managers, training coordinators, and graduates based on real-life experiences to heighten understanding. In this regard, the perspective of the participants was taken into consideration as an interpretative approach to understanding the problem.

### PARTICIPANTS AND SAMPLING

The participants of the study consisted of HR managers, training coordinators, hospitality graduates, current students of hospitality, and people working in entry-level leadership positions. The purposively selected participants in the research were people who have had some experience or contact with HR strategies that develop leaders. These are both large and small hotel chains, boutique hotels, restaurants and cafes, and schools offering hospitality courses. This variation of larger and smaller organizations, types, and locations, plus the inclusion of academic institutions, ensured a broad-based understanding of HR strategies across settings.

### DATA COLLECTION METHODS

### SEMI-STRUCTURED INTERVIEWS

HR managers were interviewed to understand how leadership development programs are designed and implemented. Training coordinators were interviewed to understand the different methods of training, while graduates gave their perspectives on how effectively such programs build leadership skills.

## VOL-3, ISSUE-1, 2025

## FOCUS GROUPS

Focus group discussions were organized with ongoing students, recent graduates, and employees in entry-level leadership positions. These discussions sought insights into their experiences with leadership training programs and human resources strategies, revealing some common challenges and opportunities.

## DOCUMENT ANALYSIS

In order to get objective information concerning both the framework and content of leadership development programs, organizational documents such as HR policies, training manuals, and performance appraisals were available for study.

## FIELD OBSERVATIONS

The field visit was undertaken in order to observe leadership practices in action in selected organizations. Such activities involved attending training sessions and shadowing leaders in order to identify effective interventions for human resources.

## DATA COLLECTION PROCEDURE

The process of data collection occurred in a number of steps. The initial step was to conduct interviews with HR practitioners, training managers, and hospitality graduates. After that, there were focus groups to collect opinions in groups. Organizational materials were also reviewed, and observations were conducted in the field in order to assess how effective the leadership development was. All the participants were made aware of the research and signed consent before joining.

## DATA ANALYSIS

Through thematic analysis, systematic coding of themes was applied to track and observe the recurring patterns and themes in data, where areas of interest were the effectiveness of training initiatives, obstacles to having leadership skills, and mentorship. A cross-case comparison was made from findings in both organizations and educational institutions. Contrasting one against another brought out both the coincidences and differences in HR approaches which enhanced an overall understanding of how such approaches are governed by the context of differences within various settings concerning the promotion of leadership development.

## THEME: 1 TRAINING EFFECTIVENESS

Leadership development was play a very important role in assuring that the graduates of hospitality possess the right skills for their work. It will emphasize skills within the realms of effective communication, decision-making, and teamwork to align their vision with both self and that of any entity they are attached to. The ideal leadership skills would be acquired via industry-related training, which would stem from the views of various professionals. The success of this program will be evaluated through some metrics: employee satisfaction and job satisfaction would be the most logical ones to see to it that such education becomes more productive. Literature has shown that transformational and servant leadership are the two best leadership types in the hospitality business because they encourage flexibility and are other-centered (Micallefa, 2024; Li et al., 2021).

## THEME:2 BARRIERS TO LEADERSHIP DEVELOPMENT

Although crucial, leadership development has to contend with certain challenges. Budget limitations and competing time demands have generally made it very difficult for organizations to offer complete programs. Some of the other roadblocks toward effective training are employee resistance to changes and variations of leadership expectations from organization to organization. Besides, because of the volatility in employee turnover, the hospitality sector complicates matters and keeps thwarting the

## VOL-3, ISSUE-1, 2025

efforts of having leadership effective. In a bid to remedy these problems, HR should implan in to develop programs based on emotional intelligence and flexibility. Indeed, research indicates that empowering leadership behaviors could provide rational relaxation of resistance by creating trust and cooperation among followers (Jian et al., 2022; Chikobvu & Harunavamwe, 2022; Narain & Vaibhav, 2019). In addition, an accepted approach for assessing outcomes among diverse organizations is urgently required to curb the risky lack of universal standards identifying the performance of all leaders.

### THEME:3 HR INTERVENTIONS

Initiatives for human resources enable people to transcend what they have shared in school and turn it into first-hand experience in leadership scenarios on the job. Among these initiatives that offer first-hand experience are mentorship initiatives, which align new graduates with veteran leaders. Furthermore, these initiatives will contribute to continuous learning and career development and enhance the culture of the workplace. Competency-based recruitment will ensure that candidates possess the skill set required for leadership positions. Green HRM practices form an innovative way of blending sustainability and leadership development. Green HRM practices deal with ethics and stewardship, which allows leaders to tackle contemporary challenges in the hospitality sector. Previous research has shown that transformational and servant leadership align synergistically with sustainability through promoting ethics and innovative thinking. There is also a growing body of evidence that there are knowledge gaps regarding the variables that affect several types of leadership in hospitality (Khatter, 2023; Peng et al., 2022; Huertas-Valdivia et al., 2022). Shutting those knowledge gaps with the intervention of HR could improve leadership programs and align them with corporate objectives.

### DISCUSSION

Leaders of the HR department are giving hospitality graduates leadership capabilities through hiring, training, and mentoring. In the process of recruitment, those individuals that show potential in leadership or those possessing great soft skills are considered as preparing them for future growth as leaders such as communication and flexibility. In most cases, companies that have many levels for employees and advancement in job positions are usually more successful in their ability to motivate employees and, consequently, retaining them. This offers a conducive environment for leadership skills to flourish through time as dedication is put in enhancing employee motivation and career enhancement. Training forms the centerpiece of the HR work toward leadership development in all areas According to the Azhar, Iqbal and Imran (2025), workshops and seminars or online courses allow employees to expand some important leadership capacities-they include making decisions, handling conflicts, and managing teams. Cross-departmental training also provides employees with more flexibility and other rounded skills, which take one closer to different leadership positions in the hospitality industry. Mentoring programs are fundamental when they combine experienced leaders and new employees. These have allowed new employees to learn and receive advice on how to recover from challenges and set career objectives (Grocutt et al, 2020). This personalized counseling provides a means for personal development while also creating a sound basis for being a successful leader in the future.

The concept behind mentorship and coaching being of prime importance in the enhancement of hospitality leadership senses. Mentors show guidance, assist mentees

## VOL-3, ISSUE-1, 2025

for networking, and teach organizational culture. Studies have found that mentorship programs enhance job satisfaction and employee engagement, both of which are critical for being a great leader (Min & Tun Tun, 2024; Dube & Ndofirepi, 2023). Coaching complements mentorship by providing individualized feedback and assistance based on individuals' needs. For instance, coaching can be on competencies such as strategic thinking or emotional intelligence. This ensures that hospitality graduates are equipped to handle the evolving challenges of the sector (Papageorgiou et al., 2024; Deri et al., 2024). Mentorship and coaching ensure continuous learning within organizations. By facilitating open discussion and feedback, these programs provide a conducive environment where future leaders can develop and thrive.

Most hospitality entities struggle to implement HR leadership development strategies in their organizations. Resistance to change is one primary challenge, and this is greater in companies that are old-fashioned and have stern hierarchies. Leaders and employees resist change because they're not aware of the advantages of the change or fear it'll interfere with how they normally conduct business. Norms in companies can inhibit growth in leadership. For instance, in certain hospitality companies, prioritizing efficiency can neglect people's development. This restricts opportunities for employees to develop leadership skills, such as through cross-training or participation in decision-making (Getselova & Altana, 2024). Breaking past these obstacles demands a change of organizational mindset. Leadership was needed to champion the incorporation of HR strategies into the business model, highlighting their long-term value to employees and the organization.

Most hospitality companies have limited financial and human resources, which makes it difficult to invest in good training or mentorship initiatives (Singh & Ansari, 2024). Given the tight financial conditions and limited experts to provide training, leadership growth is constrained. To address these challenges, organizations can employ cheap methods such as online learning platforms or collaborate with schools and universities. These are inexpensive and provide access to numerous learning resources, allowing companies to enhance their leadership development without incurring excessive costs (Omowole et al., 2024).

Effective HR practices in hospitality firms target the creation of future leaders through best practices. Training programs, such as Marriott's, cover technical and soft skills and provide employees with opportunities to work across departments to develop new experiences (Saxena et al., 2024). Mentorship programs are also critical, enabling employees to learn from others and remain motivated in their jobs (Subramaniam et al., 2024). Annual performance reviews that cover career aspirations serve to identify talent that can be groomed to fill leadership roles. Through such strategies, companies are able to develop a pool of strong leaders who are capable of filling significant roles.

In order to enhance leadership development in Pakistan's hospitality sector, some significant alterations can be introduced. Leadership training must be incorporated into hospitality management courses so that students acquire the skills required to tackle industry challenges (Policarpio & John Arvic E., 2024). Educational institutions and organizations can come together for various modifications such as holding guest lectures and leadership-based internships. Technology like online learning sites and virtual reality will easily enable better access to and more engaging leadership development (Omowole et al., 2024; Octavian et al., 2024). Such shifts

**VOL-3, ISSUE-1, 2025**

would facilitate better alignment of education with industry needs and foster a culture of continuous learning.

## CONCLUSION

This study demonstrates the significance of HR practices in equipping hospitality graduates with the leadership competencies required in the industry. Major findings highlight the significance of HR practices in influencing leadership. For the development of skills such as communication, decision-making, and teamwork, training programs are very much recommended. Such programs become even more effective when they are suited to specific needs and are feedback-oriented, with inputs from industry experts. Experiential learning like internships and mentorship actually allows graduates to test their learning in real-life situations. Such hands-on experiences help develop critical thinking and adaptability abilities, which are paramount in the dynamic hospitality sector. In conclusion, the research demonstrates how HR measures can greatly influence leadership development for hospitality graduates.

There are various challenges, and it is difficult to acquire leadership competencies among hospitality graduates. Restricted budgets and timelines can inhibit adequate training schemes. Staff and managerial resistance to change also prevents one from adopting new leadership routines. Another way the school is failing the students is when they do not equip students with what the industry demands. Communication and problem-solving abilities needed for leadership are often found lacking in many graduates. The nature of this business is hospitality; hence it is an industry that moves so fast, generating some pressure on its leaders to keep pace with ever-changing customer demands and ever-evolving market trends.

Good HR practices generate job satisfaction, retention, and performance at the company level. Leaders are trained and developed to make them more engaged and to respond better to crises. Leadership development programs assist in building a reserve of future leaders, allowing smooth succession in leadership positions. Continuity is responsible for ensuring high service quality and effective operations within hospitality companies. By fostering a learning culture and new thinking, HR initiatives also boost guest experiences, which are essential to the success of hotels and other hospitality entities. In summary, good HR practices result in more contented employees and improved service for guests.

The study indicates that developing leadership skills is not only something that people need to prioritize but also a critical organizational objective. Through the application of contemporary HR techniques in leadership development, hospitality graduates can emerge as effective leaders who enhance employee satisfaction and business performance. To enhance leadership development, schools need to collaborate with industry professionals to develop programs that bridge current skill gaps. Incorporating classes in transformational leadership and resolving practical problems will enable graduates to be more prepared for the labor market.

## RECOMMENDATION OF THE STUDY

1.      The study puts forward that relating to its implementation into leadership training within the hospitality degree, the other orientation of real-life issues, through case studies, simulation, and practical work, becomes obligatory. Such real-world exposure assists the students in developing some very important leadership competencies, which are requirement-based to the industry. The cooperation with hospitality businesses makes sure that whatever is being taught to the students is

## VOL-3, ISSUE-1, 2025

fitting to the needs of the industry. Evolutionary input from specialists guarantees the ongoing relevance of the content.

2. According to the study, other interpersonal skills like communication and emotional intelligence, which are primarily expected in team leaders and ensuring great guest experience, must be highlighted. The establishment of mentorship programs would enable students to interact with practitioners of the profession and view the relationship between theory and practice.

3. Structures that actively hone decision-making, problem-solving, and innovation must therefore take into consideration very real challenges facing the hospitality sector. Continuous training through workshops, certifications, and webinars also keep young aspiring leaders attuned to the ever-changing trends in the industry.

4. In addition, the research states that an important component will be the creation of inclusive leadership pathways by identifying talent from different backgrounds and providing them with opportunities for development. Finally, binding the measurement of leadership programs against factors such as employee retention, guest satisfaction, and team performance will identify areas of excellence and areas for enhancement. This approach will ensure the formation of a strong, ready, and competent leadership team for the future of the hospitality industry.

## FUTURE RESEARCH DIRECTIONS

1. Further research should examine how HR programs provide long-term retention of leaders in career advancement within the hospitality industry. Such longitudinal studies would consider individuals over multiple time courses in order to see how early training in leadership affects an individual's career path.

2. Research should also mention leadership development interventions for certain moments of hospitality, such as hotel operations or tourism. This will make it possible to determine specific skills required for the different segments of the industry in designing more specialized training programs.

3. Another research area could include the use of emerging technologies such as virtual reality (VR) and artificial intelligence (AI) in lead development. Such technologies can offer fresh and creative ways to enhance HR practices across hospitality sectors.

4. Since hospitality is one true industry that cuts across borders, it is very much important to know how cultural variables affect leadership behavior. Knowing the influence of diverse cultures on leadership will be beneficial for training future leaders to take on roles outside their countries, thus equipping them well to manage diverse teams and cater to the needs of foreign visitors. Research in the indicated domains may provide avenues for leadership training and HR practices targeting the hospitality industry in the future.

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## VOL-3, ISSUE-1, 2025

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