

# **Guidelines for Effectively Studying the Behavior of Leaders in the Tourism Sector Using Interactionism Model from a Strategic Management Perspective**

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## **Abstract**

The interactionism model is strongly connected to the theory of leadership effectiveness as a secondary concept of psycho-behavioral science that is extensively used today to support leaders in various professions, including tourism management, implying that strategic leadership qualities are a behavior capable of adapting to change and guiding the organization to reach its highest goals. Hence, this article explains the theoretical relationship between the interactionism model, leadership effectiveness theory, and McKinsey 7s framework concepts in tourism management and proposes an integrated research framework as a guideline for Thai scholars to investigate leadership behavior in the future under the conditions of tourism management. This study suggests combining the two ideas using a structural model analysis (SEM) framework due to its findings. The situational leadership effectiveness is categorized as part of the interactionism model, which focuses on two dimensions of leadership behavior: LPC psychological element and situational governance. It has been augmented by leaders' circumstances or the working environment because of the study's context-specific situations, namely, tourist management. Consequently, a connection between leadership and strategic management was discovered.

**Keywords:** Leadership strategies, Tourism, Interactionism, Behavior of leaders

## **Introduction of leadership behavior in the tourism sector from a research perspective**

Tourism is acknowledged as a vehicle for social development, generating income and bringing prosperity to various sectors of the country (Spenceley & Meyer, 2012). Thailand has had a Ministry of Tourism and Sports for more than 19 years, since 2002, with a tourism development strategy to increase the Thai tourism industry's competitiveness constantly (Nantavisit & Sukpatch, 2020, 2021). However, today's human civilization is facing

tremendous changes in economic, social, and political dimensions, as well as the hazards of viral infections that emerge rapidly and consistently. Because of this instability, management is necessarily reliant on the interconnection of information systems. Consequently, many experts believe that the future world will eventually merge into one. All research disciplines will be merged to create an information-age network, which will profoundly affect human social systems at all levels and sectors, especially the tourism business, which relies on cooperation for many operations. As a result, it is inevitable to incorporate information from many fields (Arifin et al., 2019; Jenkins Carson, 2020; Nantavisit & Sukpatch, 2020). As a necessary consequence, when viewed as a sub-unit of operating as an organization in human society, encompassing the public sector, private sector, state businesses, independent organizations, and public organizations, it will be discovered that there will be a key mechanism under the operation that is the most significant and required cog to drive the task, that is, the leader (Latham, 2013; Laureani & Antony, 2021).

Tourism and hospitality business leaders confront various problems in today's competitive and rapidly changing world. Changing expectations from supervisors, budgetary constraints, and consumers, as well as any other difficulties that increase demands, all contribute to a stormy climate in which administrators must survive. The application of required leadership abilities is a key to becoming an influential leader. However, what are the necessary abilities for a tourist and hospitality administrator? What does it take to complete a task? (Kalargyrou, 2009; Sürücü & Harun, 2019; Sürücü & Sağbaş, 2021).

A leader can persuade or guide another person to do a task to achieve the objectives assigned efficiently and effectively, as well as the one who can assist an organization in developing and achieving its goals (Kozioł-Nadolna, 2020; Maxwell, 2002). There have been many leaders in the world by position from the past to the present, but not all of them will have characteristics of leadership that will lead the organization to the accomplishment of its goals. As a result, leadership is critical for any business in pushing an effort to achieve all sorts of missions (Hogan & Kaiser, 2005). It would be impossible to perform operations in an organization operating without a leader. Because of the high volume of individuals, there will be confusion and inconsistency in work, leading to conflict. Therefore, researchers, executives, scholars, and businesspersons believe that leadership at all levels of work is critical to the success of groups and organizations. Those studies have been conducted to discover the characteristics of leaders who can enhance the company's achievement.

Several theories are connected to leadership studies discovered. The theory is unique to the scholar's interests and aptitudes which might be divided into three categories: firstly, Trait Approach (Behr, 2020; Bryman, 1992; Northouse, 2016; Paul et al., 2002), Behavioral Approach (Bandura & Walters, 1963; Behrendt et al., 2017; Bhumika et al., 2021; Noam, 1959; Skinner, 1974), and Situational Approach (Agung Pratama et al., 2021; Goodson et al., 1989; Northouse, 2016). Several researchers have argued that a single point-of-view study of leadership approaches cannot depict the attributes of a genuine leader. Researchers believe that identifying actual leadership qualities necessitates a combination of all three factors listed

above to accurately anticipate leadership behavior (Addo & Dube, 2020; Bhanthumnavin, 2003; Echtenkamp, 2004; Fiedler, 1994; Sorod, 2001).

The interactionism model is a relatively consistent concept from the three leadership education categories when considering the cognitive component because it studies behavioral expression using four conceptual frameworks using the conceptual framework of psycho-behavioral research and combining four causes of human behavior, namely, the first, the biological approach arising from previous experience and genetic inheritance (Harrington, 1938; Leger, 1992). Second, the behavioral approach considers the individual's environment (Mischel, 1968, 2003; Pavlov & Anrep, 1968; Watson, 1970). Third, personality and psychological factors (Personality Approach/Trait Approach) include motivation, attitude, intellect, psychopathology, and emotional quotient (Allport, 1960; Epstein, 1994; Matz et al., 2016). Eventually, the interaction approach was completed in 1965 and revealed that there are multiple reasons for a person's behavior, including the foundation of the original mind, the environment, the evolution of the mind in response to circumstances, and the cumulative effect of causative factors (Kanfer & Ackerman, 1989; Magnusson & Endler, 1977).

When analyzing tourism historically, it was determined that studies had stayed separately to convey a single feature per the thoughts of academics who identified an academic gap throughout the previous time of tourism. Nonetheless, few studies have examined leaders' behavioral displays about natural systematic business management viewpoints. For example, Ruanggoon and Namsao (2020) discovered that the leaders of successful cultural tourism groups in Thailand possessed the following seven competencies: community development, trust, vision, administrative ability, communication skills, marketing ability, and the capacity to create networks. Alternatively, Prommak (2011) observed that for subordinates to engage in tourist development at the Khaochaison Tambon Administration Organization in Phattalung Province, leaders must exhibit charisma, a grasp of variety, and the capacity to encourage and inspire. The two papers concluded that the characteristics of tourist industry leaders were not substantially different from those of leaders in other sectors. The findings indicate that sound characteristics are crucial for company operations' success. Nonetheless, as is the case with most tourist leadership research, these factors do not adequately capture the essence of such leadership. Thus, to reinforce the cause-and-effect idea of effective leadership, the interaction model is an intriguing approach for integrating information into a system and reflecting leaders' more natural expression.

While delving into concepts and theories that are aligned with situational leadership effectiveness theory and interactionism model, the McKinsey 7S Framework is a management framework that attempts to shape and enhance corporate operations to optimize growth, with the heart of management strategies to meet the circumstances comprising strategy, structural, system, skills, staff, style, and share valued which are consistent and relevant since the framework contains aspects of the situation or administration, as well as executives who are leaders in promoting tourism and service industries (Chareanporn et al., 2020; Gechkova & Kaleeva, 2020; Malivan & Thanakunwutthirot, 2019; Mehdi Ravanfar, 2015; Salvarli & Kayiskan, 2018). The aforementioned nature of the connection has led to the interest in this

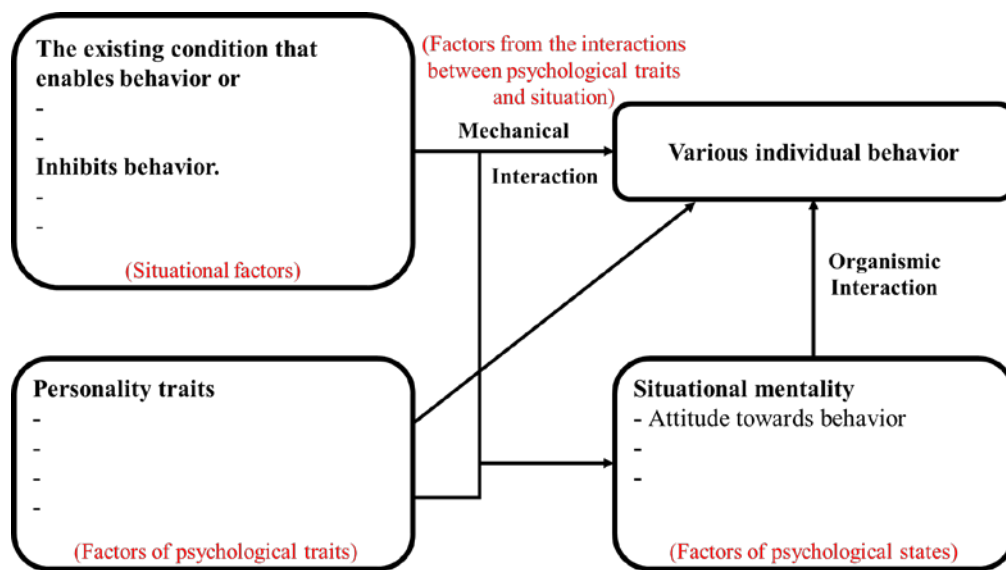
study, which explains the relationship between situational leadership effectiveness theory, interactionism model, and McKinsey's management theory in the context of tourism management, as well as to propose a research framework for Thai scholars to use as a guideline for future research on leadership behavior under tourism management conditions.

### **Interactionism model: The big umbrella of management leadership studies**

Since its emergence in the social psychology field in 1965, the interactionism model has guided psycho-behavioral research (Pervin & John, 1999). The causative variables are divided into four categories, as follows. To begin, situational factors are contextual factors that promote or inhibit one's behavior. Second, psychological traits are a person's experiences because of socialization and genetics. Third, the situational mind or psychological states are the minds that vary depending on the circumstance a person is in. Finally, the combined impact of the original mind and situation is the current circumstances and the mind (Bhanthumnavin, 2003). Fiedler's (1967) theory of leadership effectiveness is one of the interactionism model leadership theories, emphasizing that it should be examined holistically (Holistic Perspective) to explain individual behavior (Magnusson, 2001).

According to behaviorist philosophers, the estimation of human behavior includes a group of researchers in Western countries offering opinions on human action due to 1) the psychopathic aspect, which arose from the trait approach (physical traits, ability traits, personality traits), 2) the circumstance aspect, based on behaviorist's concept or arose from the behavioral approach (Consider what leaders do and how leaders and followers impact one another.), and 3) the mental aspect, which varies depending on the situation or arose from the psychological approach (The study of the role of external and endogenous variables on the formation and manifestation of observable behavior or people is guided by impulses or drives that exist independently of their awareness.). Based on these concepts, the paradigm in the study of causal human behavior known as the interactionism model was created (Magnusson & Endler, 1977; Tett & Burnett, 2003; Walsh et al., 2000). In Thailand, Bhanthumnavin (1998), a Thai psycho-behavioral science scholar, used interactionism model to study a comprehensive-sample of demographics and circumstances by classifying the interactionism model's core concept into four groups causative factors, as illustrated in Figure 1.

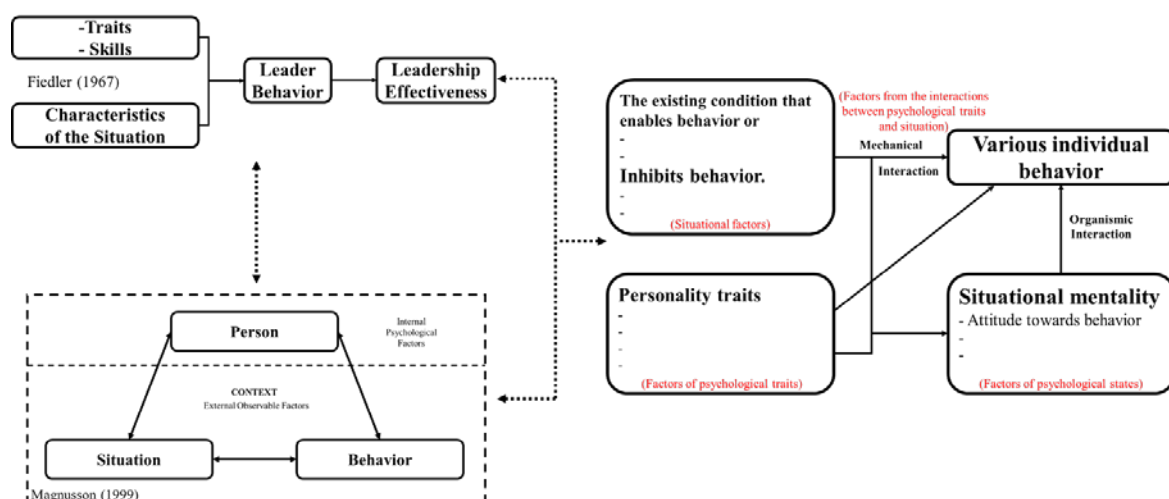
Duangduen Bhanthumnavin has extensively written on the interactionism paradigm and its application to different attributes. As shown in Figure 1, it may adapt variables or consistent components inside the resultant blank box as symbolic (-) if it determines that such elements are within the causal group of human behavior's causes. Additionally, Bhanthumnavin (1998, 2007) said that interactionism is a conceptual framework for categorizing causative factors in studying the causes of human behavior. Thus, it concludes that the four major factors of human behavior are as follows 1) Situational factors, 2) Factors of psychological traits, 3) Factors from the interactions between psychological traits and situation, and 4) Factors of psychological states.



**Figure 1** Concepts of interactionism model

**Source:** Bhanthumnavin (1998); Magnusson and Endler (1977); Tett and Burnett (2003); Walsh et al. (2000)

The diagram shows the integration of a thorough study of human behavior by investigating the causes of the mind and the person's surroundings. It is based on the combined influence of psychiatric causes and conditions outlined in the book-entitled *Personality at the Crossroads* by academics Magnusson and Endler. Additionally, he built a framework for explaining human behavior (Magnusson, 1999) by using Fiedler's (1967) theory of leadership effectiveness to more clearly describe the process of leadership behavior, as shown in Figure 2.



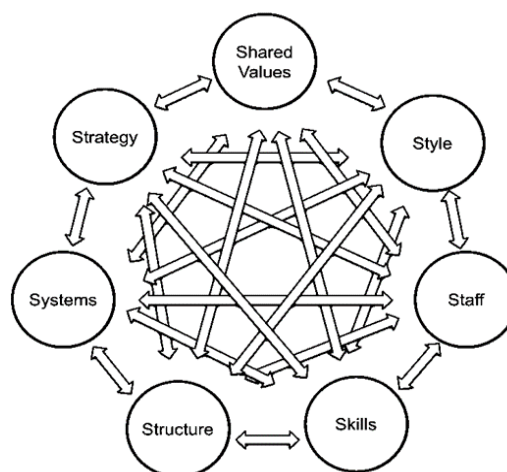
**Figure 2** Correlation between Leadership Concepts and Interactionism Model

**Source:** Fiedler (1967); Magnusson (1999); Bhanthumnavin (1998)

When synthesizing a conceptual framework, research relating to successful leadership performance is psycho-behavioral tasks that discover behavioral reasons or psychological and situational causal effects, a study under the theory of interactionism. Importantly, it displays the conceptual framework's capacity to integrate with leadership. As a result, the overall research in driving the organization's development to achieve maximum efficiency must also rely on the characteristics of highly effective leaders, as leaders set the guidelines for organizational development in all aspects, including setting the vision, mission, plans, and administrative structure. However, in today's era of organization management in the tourism industry, a highly competitive service sector, static management does not ensure that a company will overcome a dynamic circumstance with stability (Alseiari et al., 2019; Pathomsirikul, 2011).

The McKinsey 7s framework is a strategic management concept established in the 1980s by Robert Waterman, Tom Peter, and Julien Phillips, who proposed that successful organizational efficiency relies on seven components (Waterman et al., 1980). As shown in Figure 3, some criteria include strategy, structure, shared value, skill, system, style, and staff. Suesawatwanith (2015) discovered that the McKinsey 7s framework was used to investigate the successful management of agritourism in eastern Thailand. The management was well-matched with McKinsey's 7s framework, which many researchers have presented (Chareanporn et al., 2020; Khermkhan & Mankeb, 2018).

Accordingly, strategic leadership based on the McKinsey 7s is an excellent alternative for improving an organization's performance since strategic operations are adept at assessing issues that have substantial implications for the future of a tourist firm or administration. Strategic leadership is described as the promotion and support of the design and execution of activities inside an organization consistent with its mission, and it acts as a concrete guide for the members who adhere to it tenaciously (Elbaz & Haddoud, 2017; Rao & Zaidi, 2020; Sheehan et al., 2018; Suwanratchapoo et al., 2013).



**Figure 3** Concept of McKinsey 7s framework

**Source:** Tham (2012)

Under the concept of interactionism, integrating the leadership effectiveness concept and the McKinsey 7s framework allows researchers to use several theories or concepts for analysis to understand individual behavior in diverse settings. As a result, to evaluate the relationship between the McKinsey 7s framework and the theory of leadership effectiveness under the significant concept of the model of interactionism, the variables to research leadership in the context of tourist management may be synthesis into categories interactionism as follows.

### **Leadership in tourism management with psychological traits factors**

Fiedler (1994) studied psychotherapist efficacy by having psychotherapists provide information about themselves and the patients they care for. He discovered that psychotherapists had substantially different self-evaluations with patients and were less effective than competent psychologists, who saw them as embracing the patient and that their characteristics were not dissimilar to their own. He then developed and created a measuring instrument with an evaluation method used to evaluate the work of subordinates or colleagues with the help of a supervisor as an evaluator.

The Least Preferred Coworker (LPC) scale is a type of measurement tool. This scale is distinguished by interrogative phrases with opposing adjectives, such as friendly-unfriendly, distant-intimate, depressed-cheerful, and so on. The evaluation findings might reveal the connection between the supervisor, the subordinate, and the task.

If a positive connection means that leaders give high ratings to subordinates and colleagues, they will be categorized as relationship-oriented leaders. On the other hand, if a negative relationship is discovered, leaders poorly evaluate their employees and colleagues and categorize them as task-oriented leaders.-Therefore, the link between the situational leadership effectiveness theory, led by LPC trait variables, is strongly linked to the McKinsey 7s framework's management component, the style.

Leader's management is characterized by organizational settings such as command, control, and motivation is leadership style. Suesawatwanith (2015) stated that the leadership style of encouragement for employee growth might be achieved through welfare and compensation. It also encourages the involvement at all levels, which are a leader's strategies for allocating resources to enhance quality for successful services. Alternatively, leaders must have suitable motivating strategies based on individual traits, either inborn or learned behavior. Furthermore, the leader's command must be emphasized regularly and use two-way communication (Boulu-Reshef et al., 2020; Contino, 2004) Including, the ability to make predictions with a visionary viewpoint, retain flexibility, and be open-minded enough to empower or listen to others to innovate and make necessary strategic adjustments. This leader's attribute eventually leads to effective managerial behavior (Muzira et al., 2020; Patterson, 2003; Sorcher & Brant, 2002).

Presenza et al. (2020) reaffirm this idea by demonstrating personality traits or psychological factors in a recent tourism work. He found that certain personality traits

significantly influence tourism entrepreneurs' efficiency and innovative abilities through his research. Therefore, the consistent relationship network of style concepts in McKinsey 7s and psychological traits is suitable to complement the interactionism model in this piece's perspective of personality traits.

### **Leadership in tourism management with situational factors**

There is one crucial aspect under three elements in a contingency model of leadership effectiveness (Fiedler, 1967). From the three components listed below, situational control variables can be indications of governance in easy and challenging situations:

The first is the relationship that exists between the supervisor and staff who are subordinates. Within the organization, it was found that there existed a positive, supportive relationship between the supervisor and subordinates; love, harmony, and agreement in the same direction would result in excellent job efficiency. Such parallels were discovered among the aspects under McKinsey's concept of 7s, notably shared values, staff, and so on, where shared values relate to shared values in the organization and unity. That is, the connection between a leader and a follower must be harmonious. At the same time, staff refers to the selection of competent individuals to perform responsibilities and the continuous improvement of knowledge and abilities. Such characteristics are compatible with Suesawatwanith's (2015) study, which indicates that executives from government agencies are empowered to recruit highly efficient local employees and train and build knowledge for migrant workers to decrease labor shortages in the industry. Similarly, the service sector has similar ideals of leaders who model their subordinates using the royal-initiated approach to the King's everyday life, namely, “. . .doing things in a simple yet rewarding way.” The most significant benefit, which is the basic value of self-sufficiency in tourist management. . .” In this manner, the leader's work is highly efficient.

The second is the work structure, which focuses on the systematic nature of the work plan, planning, defining the structure of duties, vision, operation manual, and concise performance measurement and evaluation. These factors play an essential role in enhancing the ability of supervisors with less experience to do their jobs. On the other side, when the work structure is complex and unsystematic, goal setting is vague, lacks vision, and lacks guidance, resulting in low productivity among leaders, especially if the supervisor's preparedness, competence, and experience are seen negatively. This condition is compatible with McKinsey's 7s system, which indicates that procedures and operational sequences are consistent at all levels. A similar pattern can be found in Pathomsirikul (2011) suggested that “...proper management system in terms of quality management system by allowing executives to participate in quality policy-making, certification of the management system, and continuously promoting the conduct of research regularly. . .” The leader's performance will also improve because of this technique.

The last thing to consider is the leader's power. It was found that an officially designated leader has the authority and legitimacy to reward or punish their staff as needed. If the contrary attribute is discovered, it indicates that the leader has less power. This was compatible with

McKinsey's 7s concept element, structure, suggesting that the organizational structure would allow leaders to wield their authority legitimately. Leaders are essential to arrange the job according to the functions, products, and clients to avoid complicated management (Chavananon, 2010), that are, "...leaders require fewer but effective personnel..." This will improve tourist and productivity management effectively (Suesawatwanith, 2015).

Therefore, the consistent relationship network of shared values, staff, system, and structure in McKinsey 7s and situational factors is a suitable choice to complement the interactionism model in this piece's perspective of the present circumstance.

### **Leadership in tourism management with psychological factors**

With the person's inherent psychic traits, situational traits are a form of dynamic mental attribute that may vary depending on the external environment or scenario. Changes can occur in both quantitative and qualitative terms. For example, leaders with high-stress personality traits will exhibit high-stress behavior when they encounter rapidly volatile situations, and it will be reduced accordingly when the situation returns to normal. (Kaewprathoomrussamee, 2005; Khunthong, 2006; Nontapa, 2016; Siripittayaroj, 2005; Tipkachaporn, 2016). However, leaders in the same circumstance may have various psychological qualities since their initial attitude influences them.

The scenario above is similar to an external environment that leaders must deal with political instability, which signifies a change in government policy actions or economic instability connected to inflation or deflation. These are strongly connected to organizational changes that must be effectively matched to external conditions. A leader's function must evolve in response to external circumstances. A strategic leader must allow a company to deal with this rapid change (Alseiari et al., 2019; Golensky & Hager, 2020; Sheehan et al., 2018).

According to Chavananon (2010), a highly effective tourist management approach necessitates leaders develop a network of enterprises that are directly and indirectly related to them and form partnerships with government organizations. Leaders, according to Suesawatwanith (2015), should encourage and promote community engagement in tourist management. Furthermore, the attraction must be driven to be more than a tourist attraction or a place of pleasure. It could be done by supporting the administration of a "living museum." It will also attract more diverse visitor groups, including those who wish to learn outside the classroom, by providing an eco-learning resource. This is a tourist management approach that enlists the help of educational institutions to run smoothly. As a result, these characteristics are strongly connected with the aspects of McKinsey's 7s concept: strategy and skill, which relates to a leader's strategic management in volatile situations. Hence, the consistent relationship network of strategy and skill in McKinsey 7s and psychological factors is a suitable choice to complement the interactionism model in this piece's perspective of situational mentality.

### **Formation for structural equation model analysis with interactionism model**

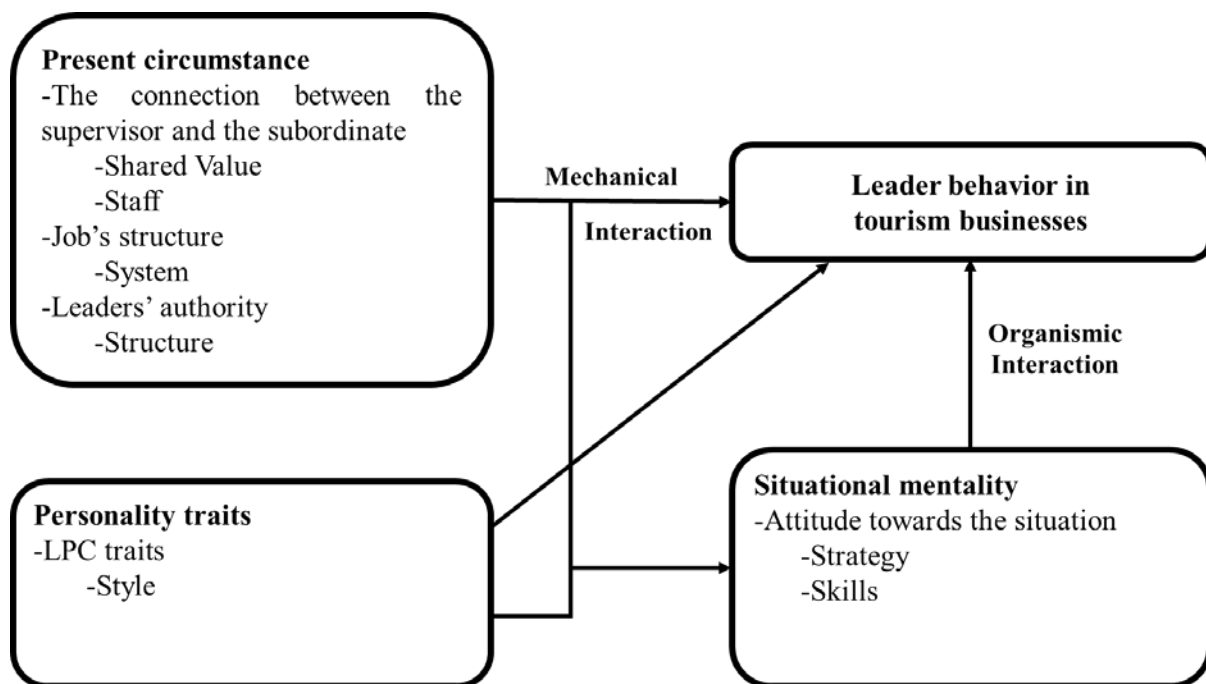
Structural Equation Modeling (SEM) analysis is a highly advanced statistical analysis model used in the social and behavioral sciences, which structural equation model is a

collection of statistical analyses from many areas, such as factor analysis, multi linear regression analysis, path analysis, etc. (Suksawang, 2014, 2018). It is currently a direct or indirect influence, or both, on the dependent variable. This type of analysis will give more in-depth information (Suksawang, 2018).

Determining the assumptions made in the study based on the interactionism model constitutes an agreement based on that belief “cause and effect”. In practice, independent variables affect dependent variables. Therefore, independent variables refer to a group of psychosocial and situational variables based on the interactionism model. Both variables directly influence the behavior of a person who is a dependent variable. Likewise, it indirectly influences situational psychopath variables. Furthermore, the interactionism model allows researchers to choose from several theories that investigate human behavior as part of the theories that comprise the umbrella framework for understanding human behavior (Bhanthumnavin, 2007). As previously stated, the researchers chose to apply Fiedler’s (1967) situational leadership effectiveness theory, which is a different theory in analyzing the behavior of leaders and generating conditions in a framework of managing tourism using the McKinsey 7s framework.

Thus, the integration of the significant apprehension is an interactionism model that attempts to examine any human behavior. The behavior described in this particular point is the behavior of a leader. The situational leadership effectiveness theory is classified under the interactionism model (Fiedler, 1967; Magnusson & Endler, 1977), which has two components for understanding leadership behavior: LPC psychological factor and situational governance. It has supplemented leader’s conditions or working environment through context-specific situations of what is studied, which is tourism management. As a result, it was found that the correlation between leadership and strategic management is closely aligned with the McKinsey 7s framework (Chareanporn et al., 2020; Chavananon, 2010; Kharmkhan & Mankeb, 2018; Pathomsirikul, 2011). Hence, the particular condition can be grouped the contextual relations according to the terms of the interactionism model appropriately.

Psychological and situational factors will directly influence the behavior of influential leaders in tourism management, which is called “Organismic Interaction.” In contrast, indirect influence arises from the combination of psychological factors to the situation; it became a psychological factor according to the situation. This type of relationship is called “Mechanical Interaction,” This relationship will change according to the original mentality and situation (Bhanthumnavin, 2007). Therefore, to understand the behavior of effective leaders in tourism management, the authors have proposed a conceptual framework for further study, as shown in Figure 4.



**Figure 4** Conceptual framework of tourism strategic leadership research model guided by Interactionism Model

### Summary and suggestions

Vital processes such as leadership are necessary to achieve the organization's goals in today's climate because of this apparent dynamic. It is challenging to manage a successful firm without a strong leader because of many people. This creates uncertainty at work, which eventually leads to conflict. Because of this, leadership cannot be ignored. As a result, today's researchers, academics, CEOs, and business leaders all share the same outlook. This led to numerous leadership traits that would help the company prosper at every functional level, which is critical for companies and groups.

However, prior research has shown that the study of leadership encompasses numerous concepts. Each theory has a distinct collection of researchers with distinct viewpoints, interests, and talents that may be categorized into three categories: trait, behavioral, and situational approaches. A single study group cannot possibly capture all the attributes of an exceptional leader. Combining the three perspectives outlined above is critical for adequately forecasting a leader's conduct. This study aimed to utilize a comprehensive umbrella framework of psycho-behavioral research, such as a contingency model of leadership effectiveness, as a guideline for the first analysis of the causes of human behavior.

Despite this, additional research revealed that only a few Thai studies had focused on tourist industry executives from the interactionism concept. The research relied heavily on the situational leadership effectiveness theory to make sense of leader behavior. Most tourism businesses are small to medium-sized businesses (SMEs) that create employment and help other related sectors succeed. They are a vital part of the economy. Therefore, these SMEs are

called high-growth companies, with many management points in charge of deciding the course of a successful operation. Another key part of helping a firm expand and become more stable and adaptable is a management philosophy.

The McKinsey 7s Framework was used to form and improve the company's operations to achieve maximum growth. It would be best to manage strategies depending on context and scenario to effectively manage processes such as strategy, structure, system, skills, staff, style, and shared value. Because the circumstance or management and the leader play a role in the organization's driving force, they are strongly related to the Situational leadership effectiveness Theory and Interactionism Model.

According to the assessment of the conceptual framework for structural equation model analysis using the Interactionism Model, founded on the belief in the cause and effect, independent factors impact dependent variables in practice. Therefore, while examining the Interactionism Model, independent variables relate to the original psychological variable and the collection of environmental factors. Both sets of factors will directly affect the behavior of the individual, the dependent variable. Similarly, it has an indirect effect on situational circumstances. Furthermore, the Interactionism Model is a model that enables researchers from various domains to choose from various theories on different aspects of human behavior as part of the conceptual framework. This enables Fiedler's Situational leadership effectiveness Theory to be used with the McKinsey 7s Framework as a supplemental theory for analyzing leadership behavior and establishing circumstances in tourist management scenarios.

As a result, the conceptual framework serves as a foundation for the study of efficient tourist management. The fundamental purpose is to integrate a crucial concept, notably the Interactionism Model, into examining of a leader's or boss's conduct using the theory of situational leadership effectiveness as a subset. In particular, there were components for comprehending two types of variables: the psychological aspect of the LPC and situational governance, which was augmented by the leaders' working environment or surroundings in the context of tourist management through unique scenarios. It established a link between leadership and strategic management similar to the McKinsey 7s Framework and has evolved into an appropriate contextual relationship based on the Interactionism Model and with the details that the person's psychological and situational factors vary depending on the situation. Both elements directly impact the conduct of successful tourist managers, a phenomenon called "Organismic Interaction." Simultaneously, the indirect effect results from integrating the individual's psychological element with the current situational factor. As shown in Figure 4, this kind of interaction is referred to as "Mechanical Interaction."

Thus, from the original conceptual framework demonstrating the causal relationship, which consists of psychological factors about the individual's actual characteristics, situational factors, and the current situation, leadership behavior in tourism management derived from the analysis and application of Interactionism's Model, Situational leadership effectiveness Theory, and The McKinsey 7s Framework. Academics and researchers interested in such issues can use this initial conceptual framework to extend the quantitative research process by analyzing Structural Equation Modeling (SEM), a highly advanced statistical analysis model

used in the social and behavioral sciences to demonstrate the coherence of familiar data in the tourism and hospitality industries. Additionally, the outcomes of this research may be used to develop future techniques for enhancing leadership behavior ineffective tourist management.

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