

# The Importance of Leadership Behavior and Motivation in Creating Employee Performance in Retail Sector (Nestle) in the Kingdom of Bahrain

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## ARTICLE DETAILS

### Article History

Published Online: 14 November 2020

### Keywords

Leadership behaviour, motivation, employees' performance, demographics.

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## ABSTRACT

*The leadership behaviour and motivation are considered to be a force that drives the employees toward attaining specific goals and objectives of the organization. In the current situation, every organization wants to make the best use of their financial and human resources. In order to investigate about the impact of leadership behaviour and motivation on employees' performance, this research was conducted. It was conducted in Nestle Company Bahrain, which is a multinational company. The aim of this research is to inquire about the effect of leadership behaviour and motivation on employees' performance. The study also focuses on the impact of demographics on the employees' performance. The data was collected through questionnaire from the employees working at Nestle Company in different sectors. The total of 176 questionnaires were subject to quantitative analysis. The data was analysed using SPSS. The results of this study show that there is a significant positive relationship between the leadership behaviour, motivation and employees' performance. It was also found that the demographics does not have a great impact on employees' performance. This study contributes to leadership literature by identifying the significance of positive leadership behaviour and motivation on the employees' performance and by presenting the link to the success of the business.*

## 1. Introduction

The globalization and multinational factors have played a great contribution in making human resource more demanding. In the current age, it has been a great challenge for the employers to attract and retain their employees. The challenges that are faced by companies in this age cannot be compared with the challenges of the past. "No matter the size or the type of the organization, it must behave in innovative ways, seeking opportunity, solving problems, and embracing new directions", all types of organizations (profit or non-profit) are in need for such innovation and creativity. (Alghazo & Al-Anazi, 2016).

The motivation is considered to be the driving force behind an individual engaging in any activity that enhance individuals' direction, passion and efforts in order to achieve the concerned objective (Singh, 2016).

The lack of motivation and reduced interest in productivity among employees in an organization exist in many regions around the world. (Haj, 2017).

The Leaders have certain responsibilities in regard to their employees' needs and interests. They play an important role in creating an atmosphere and culture of enthusiasm and productivity among the employees (Alghazo & Al-Anazi, 2016). Specific behaviour and skills for leaders are regarded important and if they don't exhibit these skills, they should make them in practice because, now a days, in an organization it is increasingly essential. The leaders should be able to replace their old traditional ways of thinking and realize that employees who are happy with their work obligation accomplish more (Törnqvist, 2017).

Many organizations across the world are working hard in order to upgrade their business culture and practices. (Whitmore, 2017). The rapid growth of Web and conduct between the company and employees has changed and are considered to be some of the reason why traditional way of thinking has been changed. (Whitmore, 2017). This connection is very important when we are talking about leadership. A significant factor in transforming any organization is the motivation between staff (Squires, Leadership: Theory and Practice (7th Edition) Thousand Oaks, CA: Sage, 2017). According to a research, the employees' performance is also affected by demographic characteristics. It evokes differential expectations among the employees. The level of organizational commitment and job satisfaction varies among different demographics variables including gender, age, years of experience, education level, and position. (Thakur, 2017).

There are no shortcuts in business to do everything perfectly. To ensure that employees achieve better outcomes, the leader needs to have an in-depth knowledge of many elements and skills. None can be accomplished without practice and that requires time and effort and thus organizations need to understand the value of the business and the potential that a good leader brings (Törnqvist, 2017).

Today, leaders have a huge challenge in motivating their employees, the challenge is formed on a number of reasons. Today's employees require a living standard in society, hence, affecting the attitudes of the job-force. Leaders need to comprehend the incentive to work in order to develop their leadership into the correct motive for their staff. There is, however, a gap between the outcomes of motivation with distinct leadership behavior. A leader can use motivational elements to motivate employees in a variety way (Singh, 2016).

Leaders should never allow a circumstance in which there is a lack of motivation rather than stand ideal, the leadership should define and address the reasons for the lack of motivation. This enables leaders to create and maintain an extremely motivated workforce, which can contribute to the long-term objectives and values of the organization the primary focus of this thesis is the method what is the best approach.

## 2. Research Questions

In view of the problem statement, this research endeavours to answer the accompanying inquiries at work performance of workers working in Nestle.

1. Does Education Significantly affect Employees' Performance?
2. Does Age Significantly affect Employees' Performance?
3. Does Income Significantly affect Employees' Performance?
4. Does Leader Behaviour significantly affect Employee's Performance?
5. Does Motivation significantly affect Employee's Performance?

## 3. Research Objective

The main objective of this study is to evaluate the effect of leader behavior and motivation on employee performance.

### Specific objectives are:

In view of the problem statement, this research endeavors to answer the accompanying inquiries at work performance of workers working in Nestle.

1. To measure the effect of Education on Employees' Performance?
2. To analyze the effect of Age on Employees' Performance?
3. To analyze the effect of Income on Employees' Performance?
4. To analyze the effect of Leader Behavior on Employee's Performance?
5. To analyze the effect of Motivation on Employee's Performance?

## 4. Conceptual framework

The research design is considered as a framework that helps in the coordination of research project mentioning the needed methodology in order to get the necessary information about the subject and also to cope up the issues related to research (Adom, Hussein, & Agyem, 2018). The current research engages Leadership Behaviour, Motivation and Demographics as an Independent variables and Employees Performance and commitment as Dependent variable as mediating relationship between them as shown in the flowchart given below:

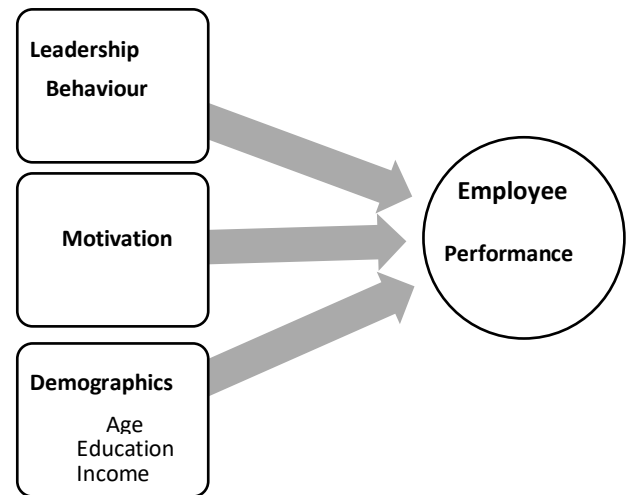


Figure 1.1: Illustrates the Independent and Dependent variables.

According to a research, the employees are not motivated to work effectively unless they are encouraged by their leaders (Törnqvist, 2017). Many scholars have argued that an important link is created between organizational effectiveness and employees' performance at the organizational level by effective leadership behaviour. It is also found that leadership behaviours can facilitate the improvement of both leaders' leadership capability and encourage employees to work more efficiently in order to improve their commitment that will ultimately contributes to enhancing organizational performance (Nouwailati, 2018). The studies have shown that compensation, benefits, rewards can serve as important element for motivation but the characteristics of a leader has proved to be the most decisive factor that creates an efficient motivational work environment for the staff which leads to a positive job attitude. (Nouwailati, 2018)

There is a significant relationship between leader behaviour and productivity of employee. It is therefore established that effective leadership and motivation is critical in every organization. Studies have also shown that low motivation and poor job satisfaction have a negative impact on the company, harmfully affecting job performance, as well as the quality of products (Ezenwa, 2017). According to the survey, the common reason that were found to reduce employees' efficiency were related to work environment and work feeling. Moreover, low employee motivation forms the supervisors was also found to be one of the significant reasons in employee performance (Ezenwa, 2017). Studies have also shown that demographics also plays an important role on the organisational performance (Bryson, Forth, Gray, & Stokes, 2018). According to Nouwailati (2018) Bahrain falls behind from the regional cities such as Dubai in terms of retail stock and density. The retail density in Bahrain is less than half that of global cities such as New York and Dubai. This indicates that there is room for growth in retail sector in Bahrain.

Hence, to operate effective and efficient organizations, effective leadership as well as good workplace attitude is critical towards achieving high employee performance. We have to find out the extent to which Nestle has set leadership and motivational standards expected to be upheld by its managers or leaders with a vision to improving performance (Ezenwa, 2017).



Figure 1.2 : Illustrates Effect of Leadership Motivation and Demographics on

## 5. Research Hypothesis

- H01: There is no effect of Education on Employees' Performance?  
 H02: There is no effect of Age on Employees' Performance?  
 H03: There is no effect of Income on Employees' Performance?  
 H04: There is no effect of Leader Behaviour on Employee's Performance?  
 H05: There is no effect of Motivation on Employee's Performance?

## 6. Related Literature

The leadership behaviours stressed as a process which not only converts leaders and supporters from people into a team that works towards each other's motivational and moral objectives (Squaries, 2017). According to Tracy average employee is 0 to 50 percent to their full capacity and some motivating factors are supposed to increase that percentage and increase employee's performance (Tracy, 2014). Similar statement has been made by Whitmore & Performance Consultants International, regarding the method to maximize employee efficiency and potential through assistance and coaching by their leaders, rather than just lectures and demonstrations (Whitmore, Pioneer of coaching and leadership development, 2016). According to the contemporary model of humanity, it has been proposed that everybody has the capacity to have a complete potential within themselves (Whitmore & Performance Consultants International, 2017). However, people need to be nurtured and encouraged to look forward for better results. The leader should guide the employee in a way that they feel more confident and hence increase the efficiency of their performance. It is crucial for an organization to develop a well-structured motivation system in order to retain talent and to enable employees to produce the maximum benefits for the organizations because it has a direct

impact on employees' efficiency, morale and job satisfaction. Which will in turn have a positive impact on organizational performance (Pang & Lu, 2018).

The definition of leadership that were presented in last century were not harmonized and are continued to change. In the beginning of 1900's, the perception of "Leadership" was "Power and Control". In succeeding centuries, the concept has moved from domination to a two-way impact i.e. between a leader and those of a group to a private and behavioural aspect. A theory of leadership as a relationship which creates common objectives and efficiency emerged in the middle of the 20<sup>th</sup> century (Törnqvist, 2017). After this, the leadership became the principal definition of people's behaviour, which influenced them to attain a common practice. Since this definition focuses on group management, it has now been considered as a way to achieve objectives of an organization.

In the 1980's, leadership was a significant decade and several issues governed in those days. Dominance was regarded as leadership quality, but it didn't imply control, rather it stressed upon the factor that leaders could get others to follow them (Squaries, 2017).

Motivating factors are supposed to increase that percentage and increase employee has been made by Whitmore & Performance Consultants International, regarding the method to maximize employee efficiency and potential through assistance and coaching by their leaders, rather than just lectures and demonstrations (Whitmore, Pioneer of coaching and leadership development, 2016). According to the contemporary model of humanity, it has been proposed that everybody has the capacity to have a complete potential within themselves (Whitmore & Performance Consultants International, 2017). However, people need to be nurtured and encouraged to look forward for better results.

## 7. Research Design

This study adopted a descriptive research design that will help us to attain systematic data by different respondents at the same time. In order to study the opinion of employees on the impact of leadership and motivation on employees' performance, a questionnaire is designed to measure employees' responses. A five-point Likert Scale with strongly agree; agree; moderately agree; disagree; and strongly disagree, will be used. To collect data, an email with the link to the questionnaire will be sent to the employees of the company.

The simple random sampling technique was adopted from the selected respondents for the current study. The sample size of the research is 300.

This section includes statistical analysis of the collected data. The data emerged from 174 questionnaires that were administered by employees of Nestle Company working in different sectors. The data was analyzed through SPSS. The analysis seeks to answer the research questions and test the hypothesis which seeks to answer if the Leadership Behaviour and Motivation have any effect on Employees' performance.

## 8. Age Analysis

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-20	20	11.5	11.5	11.5
	21-29	54	31.0	31.0	42.5
	30-39	55	31.6	31.6	74.1
	40-49	40	23.0	23.0	97.1
	50-59	5	2.9	2.9	100.0
	Total	174	100.0	100.0	

The table above declares the age frequency distribution of the respondents. As illustrated, the age is distributed into 5 categories ranging from below 18-59. Majority of the respondents (32%) of the study age between 30-39 years and the age between 20-29 years by (32%). The small minority of

the respondents (3%) fall in the category of older than 50-59. Minority (23.0%) of the respondents surveyed emerged from the age groups of 40-59 years. (11.5%) of the respondents were aged 18-20 years.

## 9. Education Analysis

### Education Frequency

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than high school degree	18	10.3	10.3	10.3
	High school degree	41	23.6	23.6	33.9
	Graduate degree	93	53.4	53.4	87.4
	Post Graduate degree	16	9.2	9.2	96.6
	Doctorate degree	6	3.4	3.4	100.0
	Total	174	100.0	100.0	

As table above, a vast majority (53.4%) are holders of a graduate degree, while less than quarter of the respondents (23.6%) are High school degree, (10.3%) less than high school

degree and (9.2%) are holders of post graduate degree . In addition to the above, only 6 respondents have studied up to a doctorate level.

## 10. Income Analysis

		Income			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 300	34	19.5	19.5	19.5
	BHD300-BHD 500	68	39.1	39.1	58.6
	BHD 500-BHD 700	42	24.1	24.1	82.8
	BHD 700-BHD 1000	21	12.1	12.1	94.8
	BHD 1000 and above	9	5.2	5.2	100.0
	Total	174	100.0	100.0	

As illustrated in the table above, 39.1%, which comprise of 68 respondents earn less than BHD 300-BHD 500. The income range of BHD 500-BHD 700 was

24.1%, which comprise 42 respondents. 19.5% earned less than 300 BHD, BHD 700-BHD 1000 were 12.1% and above BHD 1000 were 5.2%.

## 11. Factor Analysis

**KMO and Barlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.936
Bartlett's Test of Sphericity	Approx. Chi-Square	2999.674
Df		351
Sig.		0.000

As illustrated in the table above, KMO value is 0.936 which indicates that the data is well set for factor analysis. Furthermore, Bartlett's Test of Sphericity is significant at 0.000,

which further satisfies the condition to carry out factor analysis and that the data set is suitable for factor analysis.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.905	44.092	44.092	11.905	44.092	44.092
2	3.067	11.361	55.453	3.067	11.361	55.453
3	1.232	4.562	60.015	1.232	4.562	60.015
4	.940	3.481	63.496			
5	.848	3.142	66.638			
6	.812	3.006	69.644			
7	.690	2.556	72.200			
8	.643	2.381	74.581			
9	.626	2.319	76.900			
10	.586	2.171	79.071			
11	.584	2.162	81.233			
12	.550	2.039	83.271			
13	.485	1.796	85.068			
14	.448	1.658	86.726			
15	.424	1.572	88.298			
16	.381	1.410	89.707			
17	.350	1.297	91.004			
18	.324	1.200	92.204			
19	.314	1.161	93.365			
20	.279	1.033	94.399			
21	.269	.995	95.394			
22	.258	.954	96.348			
23	.252	.934	97.282			
24	.202	.749	98.031			
25	.190	.704	98.734			
26	.172	.636	99.370			
27	.170	.630	100.000			

Extraction Method: Principal Component Analysis.

The above table illustrates the variance which is described by the initial solution and extracted components. The percent of variance column generates the ratio of the variance explained

by each component to the total variance of all variables. Number of components extracted is 3 as these have Eigen values greater than 1. This can be interpreted that 3

components are retained that explain 60% of the variability of the original 27 variables. Of the 3 components, component 1 explains the highest variance of 11.9 % while component 3 explains only 1.2% of the variance. This further implies that,

these 3 components can be used to reduce the complexity of the data, with 40% loss of information. It can be said that Component 1 and Component 2 are the most important components of this research.

**Rotated Component Matrix**

Component		1	2	3
1	My leader shares information and expertise with co-workers and supervisor	0.765		
2	My leader accepts suggestions and supervision in a cooperative and positive manner	0.785		
3	My leader accepts and performs new and additional assignments with enthusiasm	0.767		
4	My leader Provides encouragement and assistance to co-workers and supervisor	0.783		
5	The organization builds strong relationship with our partners for achievement of goals.	0.690		
6	The organization emphasizes on results related to output, quality and outcomes rather than how the work is performed.	0.707		
7	The organization is flexible in our operations	.638		
8	The organization specifies deliverables and performance standards and have clearly defined objectives and timeframes.	.731		
9	The organization encourages employee development through educational opportunities & job Assignments	.702	-.319	
10	The organization provides a work environment that encourages employee suggestions for improvement	.723		
11	The organization Evaluates and communicates employees' performance, effectively providing guidance for improvement	.740		
12	The organization Treats employees fairly and consistently	.735		
13	My leader shares knowledge with employees to identify opportunities for growth and improve decision-making.	.774		
14	My leader Manages the work unit's manpower and resources for optimal effectiveness	.811		
15	My leader Holds people accountable in a positive manner	.755		
16	I enjoy work with its challenges	.711		.341
17	I am loyal towards the organization itself	.568		.485
18	I do tasks with a cheerful attitude	.711		.322
19	I am attached organizational goals and objectives	.384		.581
20	There is great content of work, variation of tasks, depth of responsibility associated with my job	.754		
21	My job offers opportunities through the extension of a job with increased responsibility for personal achievement	.683		
22	I was able to perform my work well with minimal time and effort	.450	.515	
23	I Adequately complete assigned duties	.469	.609	
24	I fulfill responsibilities specified in job description.	.447	.679	
25	I perform tasks that are expected of me	.433	.667	
26	I meet formal performance requirements of the job.	.414	.678	
27	I engage in activities that will directly affect my performance evaluation	.397	.625	

Extraction Method: Principal Component Analysis. a. 3 components extracted.

The Rotated Component Matrix assists in identifying the representativeness of the component. To conduct the above

analysis small coefficients with absolute value less than 0.3 have been suppressed as values below 0.3 are less correlated.

**Regression analysis**

*Descriptive Statistics*

	Mena	Std. Deviation	N
Performance	1.9033	.65333	174
Education	2.72	.896	174
Income	2.40	1.080	174
Age	2.72	1.056	174
Leadership Behaviour	2.3287	.77916	174
Motivation	2.1264	.78602	174

As the table above, it can be seen that the mean of Performance is equal to 1.9 and the standard deviation is 0.65. The mean of Education is 2.72 and the standard deviation is 0.89. The mean of Income is 2.40 and the standard deviation is 1.08. The mean of Age is 2.72 and the standard deviation is

1.05. The mean for Leadership behaviour is 2.32 and the standard deviation is 0.77 and the mean for Motivation is 2.12 and standard deviation is 0.78. From the results it can be seen the value of standard deviation is low which means that the data is closely related.

**Model Summary**

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
0.545a	0.297	0.276	0.55583	0.297	14.203	5	168	0.000

- a. Predictors: (Constant), MOTIVATION, AGE, EDUCATION, INCOME, LEADERSHIP BEHAVIOR
- b. Dependent Variable: PERFORMANCE

The model summary table above shows the strength of the relationship between the constant and the dependent variable. The R value which is equal to 0.545 shows that there is a correlation between the observed and predicted value of dependent variable. R Square, is the squared value of the multiple correlation coefficient. It shows that 29.7% of the

variation is in employees' performance as explained by the model. The standard error of the estimate is equal to 0.55, which shows that there is less variation in the data. The significant value is equal to 0.000 which shows that there is a significant relationship between the dependent and independent variable (constant).

*ANOVA Test*

Model		Sum of Squares	df	Mean Square	F	Sig.
Regression		21.940	5	4.388	14.203	.000 <sup>b</sup>
1	Residual	51.904	168			
Total		73.844	173			

- a. Dependent Variable: PERFORMANCE
- b. Predictors: (Constant), MOTIVATION, AGE, EDUCATION, INCOME, LEADERSHIP

## BEHAVIOR

According to the table it can be seen that the sum of Independent variables is equal to 21.940, where the sum of square of other factors in dependent variable is equal to 51.90. The difference between the two values is equal to 14.203 which shows that there is a significant relationship between the dependent and independent variables, which is further

Regression Coefficient

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant Variable)	1.367	0.227		6.022	0.000
Education	0.019	0.057	0.025	0.324	0.746
Income	-0.117	0.054	-0.193	-2.151	0.033
Age	-0.031	0.008	-0.050	-3.875	0.052
Leadership Behaviour	0.004	0.002	0.000	2.004	0.097
Motivation	0.399	0.083	0.480	4.806	0.000

a. Dependent Variable: Performance

As illustrated in table, it can be seen that the value of B for education is equals to positive 0.019, which explains that the performance of employee depends on the educational level. When the employees are well educated and trained through different workshops and seminars, their performance improves. The standard error is equals to 0.057 which shows that there is less variation in the data and the values are closely related. The significant value is 0.76 (i.e. greater than  $p=0.05$ ), hence the hypothesis is rejected. It can also be seen that the value of B for income is equal to negative 0.117, which explains that performance of the employee is not greatly influenced by his income. If the employee is not satisfied by his income, his performance was expected to decrease, but from the results it can be seen that significance value is equal to 0.033, which show that there is a significance relationship between the income and employees' performance. Hence the hypothesis is accepted. The value of standard deviation is 0.054 which shows that the value is closely related.

## 12. Summary of Findings

The aim of this research is to inquire about the effect of leadership behaviour and motivation on employees' performance. A total of 174 respondents participated in the study. The following are the major findings of the research;

- In terms of profile, majority of the respondents are holders of a graduate degree with only very few holding doctorate level degrees.
- The study also found that employees' performance is greatly influenced by the leadership behavior, motivation, age, education level and income.
- the study found that performance of employee depends on the educational level. When the employees are well educated and trained through different workshops and seminars, their performance improves.

supported by the significant value which is equal to 0.000. Here the results show that employees' performance is greatly influenced by the leadership behaviour, motivation, age, education level and income. Hence our proposed hypothesis i.e. the independent variables does not have any effect on dependent variable is rejected.

- In terms of income, the study found that performance of the employee is not greatly influenced by his income.
- The study also found that the employees that performance of the employee is influenced by the age
- The study also found that the employees that are more appreciated tends to perform better.
- Finally, the study found that the performance of employee depends on the motivation by their leaders.

## 13. Conclusion

Based on the findings of the study, the following conclusions are derived. First, there is a significant relationship between the education and employees' performance. It was found that the employees that are well educated and qualified tend to perform their work in a better way. In a study conducted it was found that performance of the employee highly dependent on their education level. It was found that the employee who has work related education showed better performance, since they know their work and its standard, which resulted in a higher performance (Amar, Sanam, Kashani, & Rozita, 2016).

Second, there is no a significant relationship between Age and Employees' Performance. It was found that the older employees were more satisfied with their job as compared to the younger employees but the ratio was very less.

According to our results, most of the employees working in the Nestle Company Bahrain were satisfied with their work. In a study, it was found that the performance of the employee and the loyalty with an organization depends on age. The older employees likely to have higher level of dedication and organizational commitment than younger ones. Hence an organizations ought to retain older employees for as long as possible as they tend to become more committed than the younger ones (Amar, Sanam, Kashani, & Rozita, 2016).

Third, there is no significant relationship between Income and Employees' Performance. It was found that the employees

that were satisfied with their income performed better. According to our results, it was found that the employees working in Nestle Company Bahrain were very much satisfied with their income. According to the research it was found that the more rewarding salary influences the employees' performance, however it does not have a great impact on the performance of the employee (Nagaraju & Pooja, 2017).

Fourth, there is a significant relationship between Leadership Behavior and Employees' Performance. It was found that the leaders play an important role in the performance of the employee. A positive leadership behavior enhance the output from their employees. There is no effect of Leader Behaviour on Employee's Performance" was rejected. It was found that the effective leadership influences the organizational performance by encouraging their employees to reach their target (Alsughayir & Saud, 2014).

Finally, the study concludes that there is a significant relationship between Motivation and Employees' performance. It was found that motivation lead to the professional growth of employees and built a strong relationship with their employees by acknowledging and satisfying their personal and professional needs that enhance their performance. According to a research, it was found that the employee productivity can be enhance by providing effective recognition which provide the result improve the performance of organization (Nagaraju & Pooja, 2017)

#### 14. Recommendation

With the findings at hand, the researcher recommends the following;

1. Whenever a performance appraisal is carried out, there are some employees that fail to meet the expected standards. As such they tend to have a low morale for a certain period of time. I would like to

suggest that the department should re-train these employees and boost their morale which will help them to perform better.

2. Employees should recognize that learning is part of success in employment and human development. Age does not matter in human development and thus they should continue to strive to improve
3. themselves to better contribute to the success of the organization.
4. Leaders should embrace the challenge to motivate employees through their behaviours and thus to manifest their leadership roles with a higher sense of responsibility. The point here is that employees must be motivated and be rewarded so that organisations can accomplish best outcomes.
5. Organizations need to envision and realize strategy and engage employees. One of the biggest changes now for any organization is the employees' expectations and their relationship to work. Each organization should have their own distinct and unique way to motivate their own people
6. Retail sectors should embrace differentiation of services from the competitors because the customers typically consider a set of alternatives during the service selection period. To do so, they should maximize the potential of both employees and leaders. The synergistic effect of the mentioned behaviour will push the retail sector to achieve greater heights in its contribution to society.

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