

# Analyzing the Leader Attitude in Professional Development of Employees in Hospitality Sectors in Kingdom of Bahrain

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## ABSTRACT

*The Bahraini hospitality industry sectors started to gain up in the 1980s when Bahrain was established as the new financial hub for the economy increasing. Today, the hospitality and tourism industry is one of the main important pillars in Bahrain is long-term economic development and diversification strategy known as Economic Vision 2030. In this study, we aim to inquire about explain the relationship between leadership attitude and professional development of employees in the hospitality sector in the kingdom of Bahrain. The data was collected through questionnaire from the employees working on the hospitality sector in Bahrain in a hotel. The totals of 158 questionnaires were subject to quantitative analysis. The data was analyzed using SPSS. The results of this study show that there is a significant positive relationship between the Leader Attitude, Professional Development of Employees. It was also found that the Level of leader attitude in the hospitality sector is on average. This study contributes to Leader Attitude literature by identifying the significance of positive Professional Development of Employees and by presenting the link to the success of the business.*

## 1. Introduction

In society today, thousands of individuals are appointed or elected to shoulder the role and responsibilities of leadership. Leadership is practiced in schools and colleges, factories and farms, business enterprises, dispensaries and hospitals, in the civil and military organizations of a country and public life, at all levels, in short in every walk of life. These leaders should promote unity, harmony, strength, prosperity and happiness in society. The term "leadership" refers to how individual influence others for purposes of attaining long-term, medium-term or even a short-term common objective (A study by Lasrado, 2015). Leadership and 'managerial' roles have become important for quality and innovation within organizations. The implication and scope of managerial leadership are quite different everywhere. The purpose of this paper is to study the managerial leadership practices through an empirical investigation of an excellence award-winning organization. Effective and accurate communication act as an important factor to grow as an efficient and successful leader or manager. To achieve professional success managers must be effective and convincing communicators.

Leadership and the different associated styles have an immense impact on how employees perform and grow, to lead positive organizational outcomes. The purpose of this study would be to investigate the impact of leadership styles on motivation and commitment, as a predictor of a group or organizational performance. Leadership is the action of leading a group or an organization. The purpose of this study is to explore factors that impact the Leadership style in the Public Sector in the Kingdom of Bahrain. Leadership is considered to be one of the most powerful and effective sources of

empowerment to people and organizations alike. To be able to achieve this objective, 18 interviews and 2 focused group discussions were conducted with Managers, Directors

and people of experience in this field, an abundance of information was collected and analyzed, therefore, yield our findings. Our study has revealed that characteristics like creativity, motivation, innovation and improvement along with skills like influencing and inspiration in leaders have a great impact in shaping the leadership in the Kingdom of Bahrain (Hessa Sultan Ashoor, 2019). The study focused on the best practices of leadership and its effects on employee performance at a major telecommunication company in the state of Georgia in the United States. Primarily, the study sought to discover the findings of role model leaders in that organization and how exhibiting such exemplary behaviors might affect employee performance.

Performance is the main aim of each and every organization. The organization is a social unit of people that is structured and managed to meet a need or to pursue collective goals. As such, the organization is about people. The key factor that determines the culture of an organization is the people. Also, each individual's performance, as well as the performance of the group, is directly related to the organization (Viraj Prasanna, 2017). It is true that the majority of companies are following the vertical hierarchy (when managers give orders and lead their team). It is convenient to have one person who is responsible for others than asking each of the participants to take responsibility. By dividing tasks and combining the results into one project, the leader has obligations to be good in management, motivation, and inspiration of others. Nowadays, more and more companies try to pay attention to the emotional conditions of their employees. By offering them additional bonuses like visits

to the gym, swimming pool, giving them special rooms for the rest. During the day, managers believe that employees will enjoy their place of work more, and it can positively affect the results of their work. Modern companies publish their annual

CSR reports, revealing the favorable conditions for their employees. However, the interaction between manager and employee can spoil or vice versa improve the perception of working conditions. Moreover, due to the fact that employees are executives of the project, its failure can be related to the low competence of employees or some technical issues. Nonetheless, according to Rezvani et al. (2016), the success of the project depends mostly on the leader. The main aim of the article is to investigate the impact of dark leadership on employees (well-being, family-work conflict). The current article provides an overview of the literature, revealing the relationship between leaders and employees. Moreover, along with the consequences, recommendations on how to improve the negative impact of dark leadership are provided. There are many studies devoted to the positive aspects of a leader's personality (Hussein Ghaleb, 2018).

For many decades ago, the concept of leadership has been found to be a hot area for scholars and practitioners from different scientific fields, the majority of leadership research was focusing on the impact of leaders in human beings success and development. According to Rossouw and Vuuren (2013), the key strategic factor that enables organizations to live, grow and to get familiar with the changing environment is leadership. The various levels of efficiency and intellectual development resulting from various leadership styles can be real calibre to distinguish between unsuccessful and successful organization's (Jogulu, 2010). Moreover, an entrepreneur cannot keep ignoring the fact that leadership forms a strategic fit between organizational capabilities and available opportunities. In general, small and medium enterprises were the luckiest in kinds of the literature of organizational performance and leadership style, and unfortunately, most of them lack empirical figures in order to defend the heart of leadership in different organizational settings.

The world is changing at a fast pace. Competition is becoming global, and frontiers are no longer a barrier to exchange goods and services. With the advancements in communication technology, massive amounts of data are being shared through different channels. Leaders in the past would select people based on their ability to collect relevant data for the business, however, nowadays leaders are invited to recruit based on people's ability to uncover pertinent information from the enormous amounts of data that are automatically collected. Currently, there is limited provision of hospitality and tourism education in Kingdom of Bahrain give a significant load on the leaders in the hospitality sector in Bahrain. Leaders in this sector need always to develop new skills, professional attitude and updated knowledge to deal with the new challenges and to bring new ways to organize work.

The hospitality sector in Bahrain in need always for the professional development of the employees in this sector since there a limitation in hospitality education in Bahrain, For example, leaders and employees should have updated professional development in using technology always to take advantage of social networks and digital services such as Skype, WhatsApp, and others to inspire their teams to interact fast, effectively and free front physical barriers that must be solved and on this field it was found that there are several problems he faces at work, There are several problems facing managers in the hospitality sector in Bahrain in how to deal with employees and which appropriate attitude to live up to a

professional work level that helps productivity in the work. The key objective of the study is to analyze the significant relationship between leadership attitude and an employee's professional development.

## 2. Conceptual Framework

The purpose of this study was to determine the relationships between leadership attitude and employees professional development, these relationships were stronger for transformational than for transactional leaders. The development of work depends on self-development and give motivation to the employee to work hard and sincerity and the development of work by the employee is the main reason how the leader dealt with cases that touch the employee in most of the days of hard work.

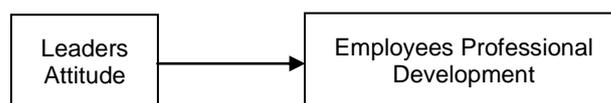


Figure 1: Leader attitude & employees professional development

The relationship between the position of the leader and the impact on the employee at work is very important professionally and this gives the employee an incentive to develop from the work of the institution and give the employee after the responsibilities to make him trusted to be able to develop professional work in all cases.

The skills of a good leader in how to deal with the employee and how the employee dealt with the leader to avoid losses. There are several personalities of the leader that must know how to deal with caution and professionalism as well as the leader must give instructions to the employee in a professional manner to receive the employee is comfortable and able to continue to work in how to give Instructions with art and crafts to become a successful organization. At the end of my talk the more you respect the employee and stand next to him you will reap a lot of that and become productive and effective in the organization.

## 3. Research Hypotheses

H0: There is no significant relationship between leadership attitude and Employee professional development.

## 4. Related Literature

This search aims to experiment with the hypothesis, with the intention of confirming or strengthening the hypotheses that in turn can reinforce the theories becoming main. By this consideration, the researcher tries to test the influence of leadership and work attitude toward employ satisfaction and employ performance of human resources at Konawe Hospital in Southeast Sulawesi. The number of respondents in this search is 79 respondents with the status of civil servants. The search is conducted by questionnaire method by distributing a survey to the respondents. The findings of explaining show that: (a) Leadership has positive and significant influence toward work satisfaction, (b) a work attitude has positive and significant influence toward work satisfaction, (c) A Job Satisfaction has significant and positive influence toward worker performance, (4) Leadership has positive and not significant influence toward worker performance, (5) Work Attitude has positive and

significant influence toward what employee do (Moh. Ali Shahab 2014).

### 5. Leadership Communication

Leadership communication is defined as inspiring and encouraging an individual or a group by systematic and meaningful sharing of information by using excellent communication skills. Leadership communication is a complex process which starts from developing a strategy for communicating, writing precisely. Leadership is a process of interaction between leaders and followers where the leader attempts to influence followers to achieve a common goal. The term leadership is a word taken from the common vocabulary and incorporated into the technical vocabulary of a scientific discipline without being precisely redefined. As a consequence, it carries extraneous connotations that create ambiguity. Additional confusion is caused by the use of other imprecise terms such as power, authority, management, administration, control, and supervision to describe similar phenomena.

### 6. Transformational Leadership

Transformational style of Leadership comprises of the components of idealized influence, inspiration, intellectual stimulation and individualized consideration and has been suggested widely as the optimum style for managing change leaders scoring higher on Transformational.

Leadership is the action of leading a group or an organization. The purpose of this study is to explore factors that impact the Leadership style in the Public Sector in the Kingdom of Bahrain. Leadership is considered to be one of the most powerful and effective sources of empowerment to people and organizations alike. To be able to achieve this objective, 18 interviews and 2 focused group discussions were conducted with Managers, Directors and people of experience in this field, an abundance of information was collected and analyzed, therefore, yield our findings. Our study has revealed that characteristics like creativity, motivation, innovation and improvement along with skills like influencing and inspiration in leaders have a great impact in shaping the leadership style in the Kingdom of Bahrain (Hessa Sultan Ashoor, 2019).

### 7. Transactional Leadership

The locus of the relationship is on an exchange. Each party to the exchange recognizes the value of the exchange as well as the value of the relationship, but these bargainers have no reason to remain together subsequent to the exchange. There is nothing enduring about their relationship; no actual engagement has occurred. That is, transactional leaders expect certain work behaviors from their subordinates who are compensated for these behaviors by both monetary and nonmonetary rewards.

Laissez-faire leadership, also known as delegative leadership, is a type of leadership style in which leaders are hands-off and allow group members to make the decisions. This style of leadership implies that someone in the position of a leader does not fulfill leadership responsibilities and practically does not engage or involve in any meaningful transactions whatsoever. This leader does little or nothing to affect either the followers or the outcomes of their behaviors.

### 8. Leadership attitude

Impact of leadership styles of managers in both the banks on performance and job attitudes such as satisfaction and commitment of the subordinate is examined here have been numerous leadership styles and theories put forth over the years. Douglas Mac Gregor, a management professor at MIT, suggested that there are two different ways in which we can look at workers' attitudes toward work. Each of these views, which Mac Gregor labelled Theory X and Theory Y, has implications for management. According to Theory X, people do not really like to work, so they must be "coerced, controlled, directed, threatened with punishment" to get them to work. The average worker, this theory argues, avoids responsibility, is unambitious, and wants security more than anything else. Management based on Theory X is paternalistic at best and, at the very least, authoritarian. Rewards and punishment, the "carrot and stick," are assumed in this theory to be the key to employee productivity. Leadership has received a lot of attention over the years and continues to capture the attention of researchers and industry practitioners. Universities, which have taught the subject for years, have developed leadership courses, leadership programs, and even degrees in leadership. However, leadership is defined, one thing is clear: It is an important characteristic of those who are in influential positions in a variety of fields, including the public sector, politics, the military, the private sector, religion, and the hospitality industry.

So, leaders appreciate the importance of corporate culture, encourage specific workplace values, and are highly visible, both inside and outside of the organization. But what else do they stand for, and what are the other characteristics that make them what they are? Various authors and researchers have suggested that leaders: have a vision; share that vision with the entire organization; are committed to organizational learning; are able to recognize, capture, and reward competence; and have the power of influence. They are described by both their personality traits and their behaviors. They are risk-takers. They have led their companies through difficult times. They have been successful. They deal effectively with change. They inspire people within the organization. They accomplish goals. In short, while the definitions of leadership, and how to characterize leaders, will continue to be debated over time, most agree that one knows a leader when one sees one. The hospitality industry has been fortunate to have the leaders that it has had, as they serve as good role models for future leaders in the industry. LR Farahnak, MG Ehrhart, EM Torre of Leadership 2020 - journals.sagepub.coM

### 9. The hospitality industry in Bahrain

The Bahraini hospitality industry sectors started to gain up in the 1980s when Bahrain was established as the new financial hub for the Middle East. Today, the hospitality and tourism industry is one of the main important pillars in Bahrain is long-term economic development and diversification strategy known as Economic Vision 2030. The latest information shows that Bahrain currently hosts 115 hotels including 12 five-star multinational brands providing 3,193 rooms and 48 four-star with 5,327 rooms. The new luxury hotel developments in the pipeline include another 1,540 five-star hotel rooms by 2015 (Alpen Capital, 2012). According to the World Travel and Tourism Council (WTTC, 2013), with many plans to build infrastructure and transportation, the total contribution of travel

and tourism to Bahrain's GDP is forecast to rise by 4.6% p.a. from \$3.58 billion USD in 2012 to \$5.98 billion by 2023, While these statistics are not a guarantee, some new initiatives and developments are already being rolled out to contribute to these figures, such as the development of more hotels and the introduction of higher education hospitality and tourism curricula. Although the country ranks third in the Gulf Cooperation Countries (GCC) tourist arrivals (Bagaeeen, 2013), Bahrain's hospitality industry is facing strong and growing competition from Dubai. The small UAE state has managed to be established as one of the world's top tourist destinations over the past ten years under the strong leadership of the ruler of Dubai, Sheikh Mohammed bin Rashid Al Maktoum (Kampaxi, 2008). The hospitality and tourism industry in the region is also challenged by conservative Muslims who oppose the sale and consumption of alcohol, and support the implementation of Shariah law in hospitality and tourism, trends that are known as 'Halal Tourism' and 'Islamic Hospitality' respectively (IHS Global Insight, 2012; Scott & Jafari, 2010). Moreover, Bahrain's hospitality industry is dependent upon tourists, mainly from Saudi Arabia, as since its inauguration in late November 1986, the most prominent catalyst for Bahrain is hospitality and tourism development has been the 26km King Fahd Causeway (Mansfeld & Winckler, 2008).

During the last decade of this century, the world has witnessed a huge growth in the tourism industry to become one of the largest and fastest-growing industries in the world.

## 10. Methodology of the study

The sources of data are collected from primary and secondary sources. The primary sources of data are collected with the questionnaire that was distributed to the leader attitude and employee in the hospitality sector. The secondary data's and information are the set literature reviews, articles, new.

The subject of the study is based on employees working in the hospitality sectors located in Bahrain. A random sampling technique is to be considered for this study. The reason for choosing this technique is because we want to reach the targeted sample quickly and efficiently. Along with this thinking and considering the sampling technique, the main objective of the study is to analyze the role of the leader attitude on the employees' performance working in the hospitality sector in Kingdom of Bahrain the participants were selected as employees and leaders. The study was focused on the hospitality sector where 158 employees and leader.

Table 1: Error of skewness

Respondents	Std. Error of Skewness	Range
leaders attitude	.193	4.00
employee professional development	.193	4.00
Range	.193	4.00

In this table 1 its show the error of skewness that respondent of leader attitude of SD. the error of skewness that .193 that same of employee performance development that error of skewness that .193 that and for the range of there

The primary data are the original data which will be collected directly by the researcher and it will not be previously collected. The primary data collected through a questionnaire using the liker scale from the employees working in the hospitality sector in the Kingdom of Bahrain. Secondary data are collected from AMA online library, journal, company report, magazine and internet, golden tulip hotel.

## 11. The validity of the Instrument

The instruments used in the current study were adopted from Josh Arnold (2000). Sometimes certain aspects of the instruments have to be observed from a third person's point of view, to see the subject in its totality. In order to establish the validity of the instruments and to ensure its appropriateness to the purpose of the study, the researcher floated the questionnaire forms among 5 experts who are different than the respondents for their suggestions and comments. Also, it was given to the higher-ranked officers. In addition to that, the questionnaire is reviewed and validated by the thesis adviser, statistical and experts who have experiences in the research field. Suggestions and recommendations are incorporated and included in the final revision of the survey.

## 12. Data processing and Statistical Treatment

The primary data collected from the respondents will be analyzed with descriptive as well as inferential analysis. Since the researchers are interested to find the summary measures and hypothesis testing both descriptive analysis and inferential analysis tools are used in this study. Inferential statistical analysis on the sample are carried out framing suitable hypothesis based on the objectives stated earlier Statistical analysis using the statistical tools like a measure of central tendency regression, the correlation will be used to analyze data.

## 13. Results and Discussion

This study aims to assess the analyzing the leader attitude in the professional development of employees in hospitality sectors in the kingdom of Bahrain Specifically; the research seeks to answer the following questions. This study relies on the attitude of the Leader and the professional employees to reach the highest level.

statistical that in the respondent of leader attitudes that 4.00 and same of employee professional development of this range are 4.00 these are the error of skewness.

Table 2 Min /Max

Respondents	Minimum	Maximum
Leaders attitude	1.00	5.00
Employee professional development	1.00	5.00
Min / Max	1.00	5.00

In table 2 its shows the maximum and the minimum of the leader attitude that in minimum are 1.00 and it's same in employee professional development that is 1.00 and in leader

attitudes show that 5.00 in maximum and also in employee professional it's same 5.00 that shows the min and max of there to variable.

Table 3: Correlation

		Attitude	Development
Leaders Attitude	Pearson Correlation	1	.691**
	Sig. (2-tailed)		.000
	N	158	158
Employees Development	Pearson Correlation	.691**	1
	Sig. (2-tailed)	.000	
	N	158	158

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From the above table 3, the result indicates that there is a positive correlation between the leader attitude and employees professional development ( .691 ), but the significant level is (0.000) evaluate indicate that the null potion is rejected there is an evaluation between leadership attitude of professional development. According to the study of (David Mwesigwa 2018). This search explains the pass of employee performance using selected leadership model of middle-line Hotel managers that in Mid-western Uganda. Therefore, a worker in the sector has reactive attributes to all of the selected models of leadership exhibited to that. The results provide insight into the relationship both styles of leadership and worker performance in the hospitality industry. In particular, it was found that while employee performance organization is upper under a specific model of leadership that gives them alone to exercise their abilities at the area of work, employee performance may exist in

every model of leadership. From the employee perspective, we find that choice of a style of leadership has a significant effect on the level of employee performance in the hospitality sector industry. These outcomes for future study in the aspect of leadership within the hospitality sector industry as well as insight and direct for middle-line managers in the hotel.

In order for the relationship between the employee and the manager to succeed, it must be based on mutual respect, brotherhood and affection. The work environment is the main reason for the development or decline of performance in the members of the organization, either to be positive motivating the individual or vice versa. The relationships of coworkers in the organization help to effective partnership and strong bonds and these relationships increase significantly, especially when faced with stress and crises. As we see the above table 4.5 that the Pearson Correlation is 0.691.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691 <sup>a</sup>	.478	.475	.53143

a. Predictors: (Constant), Leader attitude

The result of the study shown in the above table indicates that relation between leader attitude to employee professional development. The value of R-Squared, the proportion of the

variation in dependent Variable that can be accounted for by variation in independent variable 0.478.

Table 5: Anova Model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.368	1	40.368	142.938	.000 <sup>a</sup>
	Residual	44.057	156	.282		
	Total	84.424	157			

Predictors: (Constant), L, Dependent Variable: E

As you see in this table the model of ANOVA that shows the sum of squares of regression are 40.368 and the DF 1 means of square 40.368 and the f is 142.938 that shows in this table with .000 of sig and on other and the sum of squares of

residual 44.057 that show the DF 156 and the mean of the square of residual that is 0.282 for that are 142.938. the total of the sum of squares is 84.424 and the total mean square is 157 that show in this table the predictors constant of leader attitude

and the dependent variable of employee professional development this is the ANOVA model of this study. I add this table because it is used for examining the differences in the

mean values of the dependent variable associated with the effect of the controlled independent variable and dependent variables.

Table 6: Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Employee Development	0.523	0.280		1.867	0.064
Leader attitude	0.800	0.067	0.691	11.956	0.00

a. Dependent Variable: Performance

That are estimates of the unknown population parameters and describe the relationship between a predictor variable and response. As per the above table 6, it could be observed that the coefficients of leader attitude and employee development professional that this stander error of constant is 0.280 and for the leader are 0.067, and for B 0.523 for constant and for leader are 0.800, the standardized coefficients beta is 0.691 for leader attitude. the T of constant is 1.867 and for the dependent variable employee are 11.956 when we see the sig for constant leader are 0.064 and for the employee dependent variable it's 0.00. In the end, I would like to say that this study is based on the opinions of the leader and employees in the virtual sector in the Kingdom of Bahrain so that if these statistics and information were sent from a questionnaire we have presented to this important sector in the Kingdom of Bahrain to be of benefit to everyone so that the study is more accurate and credible and at the end of my To tell most of the statistics that we concluded came from SPSS programs and some programs that give statistics, This study was conducted on this important sector in the Kingdom of Bahrain, the hospitality sector.

As you see this explain how is the survey we do it as you see in this table there is two-colour that means it's great to extend and moderate extent that are the people in hospitality sector do it. These two tables show the percentage of the leader attitude and employee professional development that with to be more clear. At the end of the fourth unit, with these statistics that we did in this study, it is concluded that the leader must motivate employees to work in order to reach work development and seek self-development by responses The verbs that are the basis of this study in how to deal with this category in the sector in Bahrain, which is one of the most important sectors that help in economic development, and here we link economic development to human development, which we would like to reach professionalism in the work so that the work is more accurate and professional.

#### 14. Conclusion

This study was done to study the probable relationship between leadership attitudes and employee performance development, leaderships with the employee. this study was done in the hospitality sector in Bahrain covering many of employees and leadership attitudes form its all. A positive significant relationship was found between leader attitude and employee performance development. According to Gamage(2012) found that the satisfaction aspect on its own does necessarily lead to improved individual performance and

assumedly organizational effectiveness. As cited by Pushpa Kumar,(2008) and Carroll, Kefalas and Watson (1964) that satisfaction and productivity are crucial relationships in which each affects the other.

Further, this study revealed that all leader attitudes in the job also have a significant positive relationship towards employee performance development. The highest correlation toward employees performance development exists between supervision and employee performance. Further, the next highest correlation value was between working condition and employee performance development. Their findings are consistent with prior research findings.

Hettiarachchi (2014) found that the work itself has a significant and positive correlation with the job performance of the IT professional in Sri Lanka. Robbins(2001) said when employees feel happy about their compensation, they are more motivated towards their work and the performance of the company also boosts. Hussin(2011) found that there was a positive relationship between job satisfaction components which were promotion level will be depending on the factor of the workplace environment. BoyceVeithNewsham Myer &Humnter(2013) concluded that 76 workplace environment factors such as lighting, noise, communication and psychology are said to have a significant impact on employee morale in which may affect their work performance.

Level of leader attitude in the hospitality sector is on average level. level of coworkers shows a higher level in the organization and level of supervision is low All other dimensions had an average level in the hospitality sector. The level of leadership attitudes in the hospitality sector is average level. Results of this study indicate that there is a positive significant relationship between leadership attitude and employee performance development. This finding is consistent with the earlier studies done by the following researchers.

Leadership is considered as a major factor which influences on the performance development professional on organization, manager and employees (Wang, 2005). (Goldman, Boyatzis, & McKee 2002) demonstrated the link between the leadership attitudes and performance within an organization. effective leadership is helpful in ensuring organizational performance (Cummings and Schwab, 1973; Hellrigel, Jackson, Slocum, Staude, Amos, Klopper, Louw and Oosthuizen, 2004) leadership attitudes has an influence on employee behaviour, including their adoption of the hospitality sector strategy and organizational value and has been linked to both organizational outcomes and employee work

performance (Ehrhart, 2004). According to (Wang et al 2005) leadership is considered as a major factor which influences the performance of organization, leader and employees.

The democratic leader attitudes had the highest relationship towards employee development performance, this is consistent with the finding of the Lewin 1939 who found that participative leadership, also known as democratic leadership, is generally the most effective leadership attitudes. While autocratic leadership had the next highest relationship to work performance.

## 15. Recommendation

It is recommended that the management of hospitality sector in Bahrain its leader and supervisors to practice more on Democratic leadership attitudes and help leader and supervisors who are more on to autocratic and losses – first to transform their leadership attitudes on to democratic. It is recommended that the HR department in any hospitality sector in Bahrain should conduct pieces of training and seminars for leader and the supervisory level staff to identify their leadership attitudes and make them understand the importance of democratic leadership attitudes in order to importance of democratic leadership in order to improve performance.

The management of the hospitality sector should further improve on work environment such as lighting, noise level etc. to increase work performance to the professional employee of the hospitality sector in Bahrain as the work condition shows a significant positive correlation employee performance. Management of the hospitality sector in Bahrain should focus on making the salary schemes and increments more transparent as Pay has a significant relationship towards Employee development Performance. Hospitality sector should increase leader the confidence level towards the employee and build trust among employee and supervisors. Outbound training and leadership training will help the hospitality sector to build confidence and trust. The management could further improve conflict management and coworker cohesiveness to increase their performance. Outbound training, simple get to gethers, building a culture where team members wish for a special occasion such as birthdays help peers in difficult will further improve the employee performance level. In a nutshell, by practising democratic leadership attitudes and improving work employee in the hospitality sector could overcome performance issues found.

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