

An Assessment of the Effects of Leadership on the Motivation of Employees towards the Achievement of Organizational Goals: A Case Study of the Hospitality Industry in the Bolgatanga Municipality

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Abstract

The study sought to assess how leadership style affects the motivation of employees and the achievement of organisational goals in the hospitality industry in the Bolgatanga Municipality. Specifically the research explored various leadership styles in the industry, examined related problems associated with these styles and possible solutions in addressing these problems. Posited on a triangulation of positivistic and phenomenological philosophies, the study was exploratory and descriptive by nature. Using a blend of case study and survey methods, the researchers employed questionnaires and interviews as the data collection techniques. SPSS/Excel was used to analyse the data. The study found out that the prevailing leadership style in the hospitality industry in the Bolgatanga Municipality is the democratic style. However, the findings seem to be at variance with the results of similar studies that were carried out in the hospitality sector elsewhere. Also, the study found out that majority of the employees referred the democratic style of leadership rather than the autocratic and laissez faire styles of leadership. The respondents asserted that they were more motivated to perform better with the democratic style of leadership than the autocratic and laissez faire leadership styles. Since the democratic style of leadership was found acceptable by the employees in the hospitality industry in the Bolgatanga Municipality, the researchers concluded that in order for the Ghana Tourists' Board to improve the performance of the industry it should encourage operators in the Municipality to adopt the democratic leadership style.

1.1 Background

Leadership and motivation are the driving forces behind most human endeavours. Many successful business organisations such as Microsoft, Barclays, Apple, etc have a history of great leadership. According to Yukl (1994), leadership is a process of having remarkable influence on the subordinate in which s/he is motivated to achieve a specified target and beyond, the group maintain cooperation and achieve stated objectives. The basic principle of leadership is about influencing relationships between leaders and followers which generate interest and effective behaviour towards reaching defined organizational goals and objectives (Bennis & Nanus, 1985; Burns, 1978).

There is the need to distinguish between leaders and managers or supervisors. Even though managers or supervisors are in positions of leadership, they are not necessarily leaders until they are seen by their subordinates as leaders. A manager who is not a leader only relies on his position power to get things done while a manager who is a leader uses his personal influence or charisma to get work done. Even if the leader is absent the subordinates would continue to work. In summary, managers do things right, while leaders do the right things.

Since leadership and motivation are complementary to one another, in the sense that good leadership invariably results in the motivation of workers and vice versa, the researchers decided to look at the combined effect of the two on the achievement of organisational goals.

Our study on the topic; an assessment of the role of leadership in the motivation of employees towards the achievement of organizational goals; a case study of the hospitality industry of the Bolgatanga Municipality is based primarily on the behavioural style theories of leadership. Even though there have been a lot of research work on the relationship between leadership and motivation much has not been done in terms of the hospitality sector especially in the Bolgatanga Municipality. The research is therefore designed to bridge this gap in research and to shed more light on the topic.

1.2 Problem statement

The Bolgatanga Municipality is one of several municipalities in Ghana. It is also the regional capital of the Upper East Region. The municipality has a heterogeneous population reflecting the diverse ethnic groups and culture in the region.

The Ghana Tourists Board under the Ministry of Tourism has responsibility to develop tourists' sites and facilities as well as promoting tourism throughout the country. The facilities which include hotels, restaurants and bars are mainly private-owned. However, the hospitality industry is bedeviled with a myriad of problems which include; high labour turnover, low patronage, customer dissatisfaction and shutdowns.

The researchers are of the opinion that the kind of leadership style being exhibited by managers of organisations to a large extent motivates subordinates and influences the achievement of organizational goals which include; increased morale of subordinates, low employee turnover, less absenteeism, less customer complaints, and organizational efficiency, etc. A leadership style invariably can either lead to inspiration or desperation among employees which may result in increased or decreased productivity.

Based on these dilemmas the researchers decided to undertake the study in the Bolgatanga Municipality in order to assess the role of leadership in the motivation of subordinates towards the achievement of organizational goals within the hospitality industry. They believe that the findings of this research will go a long way to assist the Ghana Tourists' Board achieve its objective of promoting tourism within the Municipality.

1.3 Research objectives

- i. To find out the most dominant leadership style among leaders (managers/supervisors/owners) of the hospitality industry in the hospitality industry.
- ii. To find out whether employees of the hospitality industry in the Bolgatanga Municipality are motivated by the various leadership styles being exhibited by their superiors (managers/supervisors/owners).
- iii. To find out the leadership styles that motivate employees (subordinates) in the hospitality industry in the Bolgatanga Municipality.

1.4 Research questions

- i. What is the dominant leadership style among leaders (managers/supervisors/owners) of the hospitality industry in the Bolgatanga Municipality?
- ii. Are employees of the hospitality industry in the Bolgatanga Municipality motivated by the leadership styles exhibited by their superiors (managers/supervisors/owners)?
- iii. Which leadership styles motivate employees (subordinates) in the hospitality industry in the Bolgatanga Municipality?

2.0 Literature review

Generally, employees in hotels in the hospitality industry work for lengthy hours to meet the complex demands of their guests (Tsai et al, 2010, Erkutlu and Chafra, 2006). Observations have even been made that due to the changeable and pressured demands by hotel guests, many hotel managers tend to use a dictatorial style of leadership to motivate their employees to meet their targets (Yousef, 2001; Wood, 1994). This style is perceived to be suited for the complexities of the services offered in the industry. However, this claim might not be the case for all hotel managers in the world in that leadership styles are also shaped and influenced by the cultural milieus in which they operate (Rollinson, 2005). Nevertheless, in the light of these differences and challenges, it has been proposed that managers of hotels need to adopt leadership styles that would motivate their employees to meet organisational goals and increase productivity (Woods and Kings, 2002).

2.1 Leadership styles

The concept of leadership lacks consensus in definition across the academic literature. These distinctions are perceived to be a reflection of the different theories of leadership proposed by varied researchers (Bolton and Thompson, 2004; Bennis, 1990). For Yukl (2005), leadership is a behavioural interplay of individuals and groups where one person influences the others to achieve organisational goals. In relation to this view, Cuilla (2000) draws the conclusion that leadership is about an individual influencing other individuals or groups to achieve something. Besides, the difficulty in clearly agreeing on a common definition for leadership, another phenomenon that has had varied interpretations among scholars is leadership styles.

Leadership styles have variously been described to be a relational interplay of the behaviour of leaders and their followers that result in the followers being engaged and motivated by the leaders to achieve organisational targets (Hersey and Blanchard, 1993 and Miller et al, 2002). Although there is a general consensus among scholars that leaders vary in how they lead, the factors shaping these variations is still a debate. While some researchers attribute the differences in leadership style to personality factors, others have argued that environmental factors such as education, training, situation and personal philosophy are the forces behind the unique styles exhibited by individual leaders (Derlega et al, 1991). Yet some scholars postulate that the distinctions in leadership style among leaders are a hybrid of these two factors (Jones, 1993). These arguments have culminated in the view that a leader's style of leading is influenced by these three key factors: the leader's personal features, the follower's personal features and the organisational variables within which the leader and the follower operate (Kavanaugh and Nenemeier, 2001).

Different classifications of leadership styles exist but a common classification is the autocratic, democratic and laissez faire styles proposed by Kurt Lewin and White (1939). These styles are classified based on a leader's "power and behaviour" (Al-Ababneh, 2013: 93). Accordingly, the autocratic style is more effective when the leader is vested with enough organisational power to make decisions; has all the information needed for the task at hand; has less time to consult; and is working with a well-motivated workforce. A general

misconception of the use of this style however, is that, it is a means of domineering followers with fear, threats and punishment to get things done. The democratic (participative) style tends to share the leader's power with the follower through joint-decisions and delegation although the leader retains the power to make the final decision and takes responsibility for the outcome of the decision. The laissez faire (free reign) style exercised when the leader delegates the decision-making process to the followers but still responsible for the consequences of the decision.

Generally, leadership styles employed by hotel managers have different effects on the output of their outfits (Erkutlu, 2000). Studies on which leadership style within the hospitality industry has a positive correlation with motivation and performance are inconclusive (Yousef, 2000). Wood (2003) has however argued that the autocratic style of leadership best suits the hospitality industry because of the nature of its pressure-demands. It has also been suggested that this style appears to dominate the industry (Okumus and Hemmington, 1998). However, this claim appears to have been challenged by the dominance of a more democratic style in other hospitality industries (Nour, 2004). Albeit, these disparities exist, leadership style shapes employee motivation in every organisation.

2.2 Employee motivation

Hertzberg's (1959) hygiene and motivational factors, which is an improvement on Maslow's hierarchy of needs, listed his hygiene factors to include: working conditions, policies and administrative practices, salary and benefits, supervision, status, job security, co-workers and personal life and his motivational factors to include: recognition, achievement, advancement, growth, responsibility and job challenge respectively. Accordingly, before motivating factors will be effective to stimulate desired behaviour in employees, hygiene factors should be present. Generally, the theory postulates that whenever employee needs are unsatisfied, the resulting effect will be tension at the workplace (Al-Ababneh, 2013).

Employees in the hospitality industry are observed to be more motivated by the presence of hygiene factors than motivational factors in that hotel workers have less expectations of satisfying their motivational needs but tend to rely more on the hygiene needs for their motivation (Hancer, 2003; Lam et al, 2001; Mullins, 1998; and Chitiris, 1988).

2.3 Leadership style and employee motivation

The focus of this investigation is the dominating leadership style of hotel managers in the Bolgatanga Municipality, Ghana and to establish a link between leadership and employee motivation. Accordingly, leadership style has varying effects on employee motivation and organisational performance (Erkutlu, 2000). While it is a debate as to which leadership style positively influences employee motivation and organisational performance in the hospitality industry, the autocratic style has been observed to be the most prevalent style although the democratic style has yielded relatively better results that respect with the laissez faire style reported to have produced less desired influence on staff motivation and hotel performance (Erkutlu and Chafra, 2006; Savery, 1994; Bass, 1990).

3.0 Methodology

This section focuses on the research methodology. It covers the research design, population, sample and sampling procedure, data collection procedure, research instrument, pre-testing of the research instrument and data analysis.

3.1 Research design

The philosophical position of this study is more of phenomenological than positivistic. This is because the study tried to describe, explain and interpret events from the perspective of the employees who are subjects of the study.

The research type was exploratory and descriptive in nature. As stated by Babbie (2007), exploratory research is conducted to explore a topic, that is, to start to familiarize a researcher with that topic. To him, this approach typically occurs when a researcher examines a new interest or when the subject of study itself is relatively new. The adoption of the exploratory research therefore satisfied the researchers' curiosity and desire for better understanding of the role of leadership style on employees' motivation in achieving organisational goals.

According to Wolfer (2007), descriptive research aims at defining or describing the sample and social situation being studied. The study sought to describe how employees in the hospitality industry see the role of leadership in employees' motivation and in achieving organisational goals.

In order to achieve the primary objective of the study, which is to assess the effect of leadership style on employee motivation in achieving organisational goals, the case study approach was employed. A case study approach is a comprehensive enquiry into part of a subject with similar attributes to the entire subject under study to obtain an understanding of the whole subject. The advantages of using a case study approach include: obtaining a deeper understanding of the issue being studied irrespective of how complex the issue is; revealing the inter-relationships which exist between groups, policy measures, processes and other factors which the study

may focus on and its adaptability to various research objectives. However, the case study approach is notable for its inability to use study results for generalization. For instance, all findings from this study cannot be generalized for all other hospitality industries in the country since there may exist different characteristics within these industries.

3.2 Population

The target population consisted of junior employees in the hospitality industry (hotels) in the Bolgatanga Municipality. Six hotels were used with a total population of 71 junior employees. A representative sample of 60 employees was therefore selected for the study.

3.3 Sample and sampling procedure

The simple random sampling technique was used in obtaining the sample size. According to Wolfer (2007), it is the most basic type of probability sample and it is also the simplest to draw. It is a sampling method in which all the elements in a sample frame have an equal probability of selection.

In order to obtain a fair and representative sample size, the sample size was drawn proportionate to the population size of each hotel. A list of junior employees was obtained from each hotel and using simple random sampling, a sample size of 60 was drawn.

The sample size for the study was determined by using the table established by Krejcie and Morgan (1970) in determining population sample size.

3.4 Data collection

Information from both primary and secondary sources was collected. The main data was collected by soliciting employees' responses to the effects of leadership style in employees' motivation. A total of 60 questionnaires were administered to the respondents with the support of one trained research assistant. Sixty questionnaires were completed and returned which constituted 100% return rate.

3.5 Research instrument

The main research instrument was a structured questionnaire. This was used as a primary data collection tool. The questionnaire was designed to cover every objective of the study. The questionnaire items were made up of close and open-ended questions as well as Likert type Scale. The close-ended questions were used because of their capacity to control exaggeration and also allow for easy coding. The open ended questions were also used to elicit information that bordered on personal opinions and values and to allow for flexibility. The Likert type scale contained statements that assessed the beliefs or intentions of respondents.

3.6 Pre-testing

The relevance of the questionnaire was established before it was used for the data collection. The questionnaire was pre-tested on 5 non-respondents to check for glitches in wording of questionnaire items, ambiguity of instructions and anything that could obstruct the instrument's ability to gather appropriate data for the attainment of the research objectives.

3.7 Data analysis

The data was edited for completeness and consistency; and coded for ease of interpretation. SPSS/Excel was used to analyse the data. Results were presented in the form of frequencies and percentages using tables, charts and graphs.

4.0 Data presentation and analysis

This section presents the discussion and analysis of findings of the study with particular reference to the responses received after collecting and collating data from employees of hotels in the Bolgatanga Municipality. The study presents issues on the demographic profile of respondents and leadership styles.

4.1 Demographic profile of respondents

The study results showed that the respondents used in the study have varied backgrounds. They are heterogeneous in their social and economic pursuits. The background information of the respondents comprises of the age and the level of education. Tables 1 and 2 illustrate the statistical analyses of background information of the respondents.

4.2 Age and sex distribution of respondents

Table 1 shows the gender distribution of staff of the hotels where forty-three percent (43%) were male while fifty-seven percent (57%) representing the larger group were females.

With respect to age, sixty-three percent (63%) of the staff being the majority were between the ages of 18-25 with the least being two percent (2%) within the age bracket of 46-55 years.

Table 4.2.1: Age and sex distribution of respondents

Age Group	Male		Female		Total	
	Frequency	Percent(%)	Frequency	Percent(%)	Frequency	Percent (%)
18-25	20	33	18	30	38	63
26-35	7	12	5	8	12	20
36-45	3	5	3	5	6	10
46-55	1	2	-	-	1	2
Over 55	2	3	1	2	3	5
Total	33	55	27	45	60	100

Field Survey (2014)

4.3 Educational level of respondents

With regards to the educational background of the respondents, table 2 showed that fifty-one percent (51%) of respondents which formed the larger group were Senior High School (SHS) holders while two percent (2%) being the least had only primary education.

Table 4.3.2 Educational level of respondents

Variable	Male		Female		Total	
	Frequency	Percent(%)	Frequency	Percent (%)	Frequency	Percent (%)
No Education	-	-	3	5	3	5
Primary	1	2	-	-	1	2
JHS	3	5	5	8	8	13
SHS	11	18	20	33	31	51
NVTI	5	8	2	3	7	11
Tertiary	7	13	3	5	10	18
Total	27	45	33	45	60	100

Field Survey (2014)

4.4 Analysis of the leadership styles of Hotel Managers

The study assessed the leadership styles of the Hotel Managers and the results indicated that as regard the level of trust shown by superiors to subordinates, the democratic leadership style had the highest percentage of 43% with the least being the autocratic leadership style. The results also showed that the democratic leadership style was dominant with 47% on the issue of subordinates freely discussing business matters with their supervisors. The autocratic leadership style had the highest percentage of 47% with respect to the use of subordinates' ideas by supervisors. The results showed that the democratic leadership style was prevalent followed by the autocratic leadership style with the laissez faire style being the least being employed in the hotels in the Bolgatanga Municipality.

Table 4.4.3: Leadership styles of Hotel Managers

Variable	Autocratic Style	Democratic Style	Laissez-faire Style
	Freq(Percent%)	Freq(Percent%)	Freq(Percent%)
Level of trust shown by supervisors	13(22)	26(43)	21(35)
Subordinates freely discuss business matters with supervisors	17(28)	28(47)	14(23)
Use of subordinates' ideas by the supervisor	28(47)	20(33)	12(20)
Total			

Field Survey (2014)

4.5 Junior staff satisfaction with the leadership style of superiors

The results showed that 70% of the junior staff said they liked the leadership styles of their superiors while 30% of the respondents responded in the negative. As to whether they were motivated by the leadership styles of their superiors, 72% responded in the affirmative while 28% of the respondents said they were not motivated by the leadership styles of their superiors.

Table 4.5.4: Junior staff satisfaction with the leadership style of superiors

Variable	Yes		No	
	Frequency	Percent	Frequency	Percent
Likes leadership style of superiors	42	70	18	30
Motivated by leadership style of superiors	43	72	17	28
Total				

Field Survey (2014)

4.6 Potential motivational and relationship improvement factors

An assessment on the potential motivational and relationship improvement factors such as increased salaries, decent accommodation, promotions and recognitions to enhance high productivity in the hotels showed variations in responses by staff of the hotels. The results indicated that increased salaries was regarded as the most important potential factor with a percentage of 65% while promotion being 10%.

Table 4.6.5: Overall assessment of level of satisfaction of motivation based on leadership style

Varibale	Frequency	Percentage(%)
Increased Salaries	39	65
Decent Accommodation	7	12
Promotions	6	10
Recognition	8	13
Total	60	100

Field Survey (2014)

Findings on the dominant hierarchy responsible for decision-making shows that, the industry relies on a democratic style of making decisions with 45% of the respondents saying they were consulted before decisions were made, followed by the autocratic style with 30% of the respondents saying they are not consulted when decisions are made and 25% saying they were allowed to make their own decisions.

The study also evaluated the level of involvement of junior staff in the decision making process in the hotels. Analysis of the empirical data shows that majority of the respondents (48%) said they were consulted by their superiors in the decision-making process, 30% said they were not consulted and 22% said they were given the space and freedom to make their own decisions. These results show that the prevailing leadership style in relation to decision making in the hospitality industry is the democratic style.

Also, respondents were asked how their involvement in the decision making process motivated them to work better. Thirty-two (53%) of the respondents said they were motivated to work better if they were involved in the decision making process. Eighteen (32%) said they would still work better whether they were involved in the decision-making process or not and 15% said they would work better if they were given the chance to make and own the results of their decisions.

Table 4.7.6: Decision-making

Variable	Autocratic Style Freq(Percent%)	Democratic Style Freq(Percent%)	Laissez-faire style Freq(Percent%)
Level of involvement in decision-making	18(30)	27(45)	15(25)
Subordinates' participation in decision -making	18(30)	29(48)	13(22)
Motivation of employees to perform better	19(32)	32(53)	10(15)

Field Survey (2014)

5.0 Conclusion

The study found out that the prevailing leadership style in the hospitality industry in the Bolgatanga Municipality is the democratic style. These findings are at variance with the reports of Wood (1994), Yousef (2001) and Al-Ababneh (2013) which observed that the prevailing leadership style within the hospitality is the autocratic style. This variance might have been as a result of the fact that the hotels surveyed by the studies were five-star hotels while majority of the hotels surveyed under this study are budget and one-star hotels. Generally, most budget and one-star hotels have flat organisational structures, fewer employees and flexible working conditions. The researchers have therefore observed that, unlike the five-star hotels which tend to have rigid structures and fixated operating methods, the budget and one-star hotels are more democratic and participatory in their style of

leadership.

The study also found out that majority of the employees preferred the democratic style of leadership rather than the autocratic and laissez faire styles of leadership. The respondents asserted that they were more motivated to perform better with the democratic style of leadership than the autocratic and laissez faire leadership styles.

Since the democratic style of leadership was found acceptable by the employees in the hospitality industry in the Bolgatanga Municipality, the researchers concluded that in order for the Ghana Tourists' Board to improve the performance of the industry it should encourage operators in the Municipality to adopt the democratic leadership style to achieve their organisations' goals which include; low absenteeism, reduction in labour turnover, increased customer satisfaction, etc.

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