

"Enhancing Organizational Performance In The Hospitality Industry: Exploring The Interplay Of Leadership And Motivation Through The Burke-Litwin Model"

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ABSTRACT

Leadership has a crucial role in implementing business and functional strategies through its influence on employees' motivation. According to Berke-Litwin (1992) change model, employees' motivation is affected by any transactional factors at operational levers and transformational factors at long term levers; At the same time, motivation affects individual and organizational performance. In hospitality, where quality of services provided and guest satisfaction are related to service-employees' motivation and satisfaction, leadership plays a determinant role in shaping employees' motivation, organizational performance and guest satisfaction.

The aim of this article is to, first, identify leadership characteristics, style, traits and behavior that motivate employees in hospitality organizations and, second, to evaluate their impact(s) on employees' motivation. For this purpose, six hundred and eighty-nine employees, from twelve hotels and thirty-two restaurants, have been randomly selected from different regions of Lebanon as a target population for this study. The results of the study revealed an effect of leadership style, traits and behavior on employees' motivation but that a leader's characteristics had no such impact.

Keywords: Hospitality, Leadership, Motivation, Burke-Litwin

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I. INTRODUCTION

Optimizing organization's performance and attaining guest satisfaction require particular leadership. A hospitality leader should be capable to coordinate the activities of followers in order to create a synergy, to direct them towards implementing organizational strategies and to motivate them towards achieving the objectives. The effect of leadership on the performance of hospitality employees can be perceived on both internal and external levels; Internally, leaders should favor and promote the spirit of cooperation and teamwork, what facilitates, in turn, the coordination and communication, the creation of work synergies and leads to successful achievement of organizational objectives. Externally, optimizing individual and organizational performance requires, according to Burke-Litwin model (1992) from hospitality leaders to motivate employees and prepare them to coop with internal and external environment strategic factors.

Leadership seems to bring solution to struggling hospitality organizations that are not able to motivate their employees towards achieving the business and functional objectives. In the same line, one should ask whether there is any ideal leadership type for the hospitality industry? According to Sullivan and Decker (2005), effective hospitality leaders can strike a balance between the demands of the organization, the employees, and the expectations of the stakeholders. Furthermore, Adair (2006) considers that leadership style has a direct effect on employee's motivation, while Buble, et al. (2014) link motivation to many other issues like the delegated tasks, the schedule, the environment of the workplace and the pressure at work.

Briefly stated, while many studies have concentrated on the significance of leadership for employees' motivation, very few have looked at the influence of specific leadership types on employees' motivation. In contrast, very few studies have looked at the impact of leadership traits, style, characteristics, and behaviors on employees' motivation in the hospitality sector, which gives the present study a particular significance. In order to highlight the specific leadership types that best motivate hospitality employees, we should test first the relationship between leadership and motivation, then evaluate the impact of each leadership type on that motivation.

Researches such as Warner (1986), Day & Zaccaro (2007) and Yulk (2006) have identified a

relationship between employees' performance and leadership style and characteristics, while others, such as Garfield & Stanton (2009) and Kanfer (2009) have considered the effects of leadership traits and behavior on the satisfaction of employees. The aim of this article is to, on the first hand, identify the types of leaders that motivate employees in hospitality organizations and, on the other hand, to evaluate their impact(s) on employees' motivation. Consequently, on guest satisfaction and organizational performance.

According to literature, leadership style, characteristics, traits and behavior have different influences on employees' motivation which according to Burke-Litwin affect, in turn individual and organizational performance. In other words, motivating diverse hospitality employees with dissimilar needs and expectations requires precise leadership capabilities (behavior and style) and qualities (traits and characteristics) to synchronize the work and to drive efforts towards achieving common organizational objectives (Grossman & Valiga, 2009).

According to the literature, leadership style, characteristics, traits and behaviors have a variety of effects on employee motivation, which, in turn, affects both individual and organizational performance, according to Burke-Litwin. In order to coordinate the work and motivate employees to work toward achieving shared organizational goals, precise leadership capabilities (behavior and style) and qualities (traits and characteristics) are required to motivate diverse hospitality employees with dissimilar needs and expectations (Grossman & Valiga, 2009).

II. THE PROBLEM OF EMPLOYEES' MOTIVATION IN HOSPITALITY

Several theorists of modern management have been interested in studying employee's motivation. Herzberg (Two-Factor theory), Locke (Goal Setting Theory), Hackman & Oldham (Job Characteristics theory), etc. The research for monetary motivators, intrinsic motivating factors, work-related inducements, etc. sheds the light on the central role of leadership in motivating hospitality employees. Moreover, due to the role of leaders in planning, coordinating, organizing, facilitating and controlling the job done by subordinates, leadership has been considered the main ingredient for employees' satisfaction and motivation (Kanfer, 2009). Despite its significance and uniqueness, relatively few studies have examined simultaneously the impact of leadership characteristics, traits, behavior and style on the motivation of hospitality staff. For hospitality leaders who must strike a balance between job demands and staff motivation, this sector's seasonality, perishability, and consistency of service provide a challenge.

Talking about motivation, it is a goal-oriented behavior that is originated, directed and retained by some social, emotional, psychological or even intellectual forces. For Ryan and Deci (2000), the interest leads to motivation; In other terms, motivated people are those who are inspired and are interested to do their job. Furthermore, if bad performance is not the result of (Knowledge, Skills, Abilities) KSA deficiencies, it is simply related to a lack of motivation. In the same context, Osabiya (2015) considers that motivation stimulates employees to achieve goals by helping them fulfilling their needs and getting what they are expecting. Accordingly, it is necessary to keep employees motivated and satisfied as their motivation affects their performance which, in turn, affect guest satisfaction and organizational performance. Leaving aside the possibility that meeting intrinsic or extrinsic needs could result in motivation, hospitality workers, particularly those who are in close proximity to guests (front of the house), need to have these two types of needs met; otherwise, the service offered to customers won't be adequate. In light of this, it is crucial for hospitality executives to meet these demands if they want organizational goals to be accomplished. This helps to illuminate the capacity of various leadership styles to accomplish their goals. The most difficult responsibility for a leader, according to Khuong and Hoang (2015), is to keep his team members motivated, especially when their demands and expectations differ. A review of the many theories of motivation is required in order to describe the efficient strategies and techniques that maximize employees' motivation in the hospitality industry.

III. MOTIVATION BUSINESS MODELS

Intrinsic and Extrinsic Motivation

According to Cherry (2017, p. 12), motivation could be intrinsic or extrinsic.

- Intrinsic Motivation – “involves engaging in a behavior because it is personally rewarding; essentially, performing an activity for its own sake rather than the desire for some external reward”.
- Extrinsic Motivation – “occurs when we are motivated to perform a behavior or engage in an activity to earn a reward or to avoid a punishment”.

Talking about intrinsic and extrinsic motivation, Ryan & Deci (2000) consider that an individual who seeks his self-satisfaction by doing a certain task is intrinsically motivated while he is extrinsically motivated if he does this tasks in order to achieve a specific goal. As for Heathfield (2016), in nature, all employees are motivated to work in order to satisfy their needs, but only good leaders understand how they can benefit from that motivation. Heathfield considers that having good work-related relationships with followers will help leaders

identifying the exact needs and expectations of their employees. Furthermore, creating a friendly environment in the workplace has its positive spillovers on employees' creativity, satisfaction and motivation.

The study of leadership types that motivate hospitality employees refers us back to Maslow's hierarchy of needs. According to this theory, employees' needs are distributed into a five-level pyramid based on their importance: the most important needs (basic needs) occupy the bottom of the pyramid and the personal needs occupy the top of the pyramid. Once the first level of needs is fulfilled, employees start looking forward to satisfy the upper levels of needs. Burton (2012), on the other hand, assumes that Maslow related the first four levels of needs (starting from the bottom) to "deficiency needs". For him, when those needs (water, food, safety, etc.) are not fulfilled, complaints will start rising, while if they are fulfilled, employees won't complain but, at the same time, may not appreciate, as they consider them as life essentials and there is absolutely no pleasure in fulfilling them. Regarding the highest level of needs "growth need", they concern those who possess enough KSA that allow them to seek self and career development. In this framework, Maslow considers that employees who lack creativity and ambition, will not be very interested to grow in their career. In summary, hospitality employees, who have different levels of needs, capabilities and ambitions, should define their motivating factors and link them to their performance. As for hospitality leaders, they should be able to determine the needs of their employees, as well as their motivating factors, in order to adapt their personality traits, characteristics, style and behavior accordingly. In other terms, leadership-related motivating factors might not be perceived similarly by all parties what risks to create work-related conflicts. Hence, the necessity for a common ground that underlines, on the first hand, employees' needs & motivation and, on the other hand, leadership variables that affect this motivation, taking into consideration that the fulfillment of needs does not guarantee motivation and satisfaction.

Two factors theory

In his dual structure need-based approach, generally known as "two factors theory", Frederick Herzberg considers the factors that can affect the satisfaction as "motivation factors" and those that lead to dissatisfaction as hygiene or maintenance factors (Siddiki, 2014, p. 36). Recently, motivation has been occupying a crucial importance by hospitality leaders who consider it necessary for stimulating employees to think and work hard for the benefit of their organization. In this context, hospitality managers can use several tactics that, in light of Herzberg's theory, can motivate their employees and enhance their performance. Departing from the distinction of Herzberg, some of the motivation factors that ameliorate employees' satisfaction, are (Thomas, 2004) :

- **Achievement** – when employees perceive positive results in return to their efforts, their appetite will be stimulated to achieve even more and their performance will improve.
- **Recognition** – recognition of achievements and appreciation for the efforts and dedication improves motivation and vice versa.
- **Possibility of growth** –when promotion at work is related to performance and achievement, employees' motivation to achieve competitive objectives increases.
- **Delegation** – delegation is positively related to performance. In fact, assuming vertical or horizontal responsibilities represents a motivation for those who like the challenge.
- **The work itself** – it is the combination of working conditions and work environment. There is no doubt that a well-fitting work increases motivation and ameliorates satisfaction.

The lack of motivation leads to experiencing the hygiene or maintenance factors that cause dissatisfaction. When motivation factors aren't met, dissatisfaction is expected but if they are met, motivation is not guaranteed (Herzberg, et al., 1959). Looking into Herzberg's definition of hygiene factors, Thomas (2004) proposed the following hygiene factors that might cause disappointment to workers:

- **Organization's culture, policy and procedures:** the lack of transparency and ambiguity cause work-related problems, which increases employees' dissatisfaction.
- **Supervision:** the lack of supervision as well as the excess supervision lead to dissatisfaction.
- **Interpersonal relations:** the organization should encourage a cooperative rather than a competitive behavior. A competitive organizational behavior leads to frustrations and dissatisfaction.
- **Compensation:** compensation has a direct influence on satisfaction. A low compensation leads to dissatisfaction and instability, in addition, to work-related problems
- **Status:** it is related to self and other perception of someone according to his position.
- **Job security:** whether job security is threatened, dissatisfaction increases and turnover increases as well.
- **Personal Life:** the dissociation between personal life and work is necessary. However, when work load

affects personal life, the level of dissatisfaction increases.

- **Working environment** this environment is affected by the equipment required to get a job done, the work location (physical environment) and the work duration. All these factors should be suitable to prevent dissatisfaction.

Putting it together, hospitality leaders should consider the motivation and hygiene factors that have an impact on employees' satisfaction. In the same direction, hospitality leaders should formulate strategies that help to increase employees' motivation, in addition to hygiene strategies that decrease their demotivation, departing from the fact that employees' motivation ameliorates business performance. According to Burke-Litwin model, leadership influences, at the upstream, the organizational structure, management practices and the system of organizational policies and procedures while it affects, at the downstream, the work-unit climate, tasks and individual skills, as well as individual and organizational performance. In the same framework, as Shoemaker and Shaw (2008) highlighted, employees' behavior and attitude with guests is subject to their job satisfaction and their willingness to cooperate. In other terms, employees' behavior influences considerably their work relations and guest satisfaction. Accordingly, effective leaders should concentrate on creating a healthy workplace that promotes collaboration rather than rivalry, while concentrating on the elements related to hygiene and motivation that have an impact on employees' motivation and performance. As service providers, hotels and restaurants should put a high priority on customer satisfaction while also ensuring employee motivation, which is the root of customer contentment.

Burke-Litwin change management model

The Burke-Litwin Model of Organizational Change makes it simpler to comprehend how many factors, such motivation, affect both individual and organizational performance. The Burke-Litwin Model gives hospitality managers a systematic way to evaluate and affect both individual and organizational performance based on motivation. It emphasizes how various elements interact while highlighting the significance of leadership, culture, and individual needs. By being aware of and exploiting these factors, hospitality managers may foster a work climate where employees are motivated to perform well, improving organizational performance and customer satisfaction.

This model can be used by hospitality managers to pinpoint the critical elements influencing productivity and motivation inside their organizations and then help them take the necessary steps to change disengagement and discontent among their staff into satisfaction.

Key factors influencing individual and organizational performance in hospitality organizations:

1. **External environment:** external elements include the PESTLEE components. These variables may have an indirect effect on motivation by changing the culture of the entire organization. For instance, a new legislation could impact employee motivation and morale. Hospitality managers should use their analytical skills in order to analyze the impacts of such a change on employees' satisfaction and act proactively in looking for appropriate solutions.
2. **Organizational culture:** hospitality managers should use their analytical skills to analyze the internal environment and culture in his hospitality organization. Motivation can be increased in a culture that is based on collaboration, support and transparency. To motivate employees, hospitality leaders should create an organic workplace environment that prioritizes employee well-being, honors accomplishments, and promotes collaboration.
3. **Leadership:** A key factor in motivation is effective leadership. By establishing a compelling vision, giving clear instructions, and motivating their teams, hospitality managers should demonstrate transformational leadership. Motivation can be positively impacted by leaders who are encouraging, engaging, and communicative.
4. **Hospitality leaders should analyze the culture in a particular department or work unit, they should empower workers, provide opportunities for advancement, and maintain a healthy work-life balance to foster a healthy work environment that motivate individuals and increase their work commitment.**
5. **Motivation, individual needs and values:** a hospitality leader should take into account each employee's unique needs and driving forces. Different people may be motivated by different things, like monetary rewards, professional growth, or the desire to support the success of a team. A smart hospitality leader would be able to create incentive tactics specifically for these different demands in order to maintain high levels of motivation. He should recognize that motivational change can be a motivator as well as an outcome as employees are frequently more motivated when they perceive that their contributions and efforts are making a real difference within the firm.
6. **Individual and Organizational performance:** hospitality leaders should use their judgmental skills to evaluate every person's performance, encourage staff to establish specific goals, provide frequent feedback, and aid

in their professional development. Despite the fact that hospitality staff work hard, compared to other service providers, they may be more motivated to work harder as a result. In order to demonstrate to staff members how their efforts directly contribute to the success of the company, hospitality leaders should share performance outcomes and high achievements with them and should keep tabs on the KPIs and key performance indicators that relate to revenue, profitability, and guest satisfaction. Furthermore, he should create feedback systems to track and tweak motivational tactics over time, take action on employee feedback and evaluate the success of measures to boost motivation.

III LEADERSHIP AND MOTIVATION

"Leadership is a dynamic and a complex process that leads employees towards achieving organizational objectives" (Wolinski, 2010, p. 22). In other terms, leadership should guide and motivate employees to work effectively for the accomplishment of objectives. In general, a successful leader is the one who enhances employee's cooperation instead of competition, encourages teamwork, develops employees' KSA, delegates responsibilities, and finally, trusts employees. In terms of hospitality organizations, what type of leaders is a successful one?

According to Zulch (2014, p. 6), due to its impact on employees' motivation and productivity, leadership style is the main issue that influences leaders' success. This fact is ascertained by Zaccaro et al. (2004) who considers that successful leadership style should guide and motivate employees towards work efficiency and effectiveness. In the same vein, Ramlall (2004) revealed that employees apply job procedures in a better way when they are guided, not ordered. For instance, in hospitality, services provided require intrinsically motivated employees, what in turn, requires leaders who persuade, not dominate (Hogan, et al., 1994). In other terms, hospitality leaders should persuade employees to deliver a quality service as forcing them won't help, what declines the famous hospitality concept: "you don't have to be happy to smile, the smile is part of your job". The role of hospitality leaders in providing quality services to guests while maintaining employees motivated is not an easy task, what sheds the lights on the traits of a successful leader which, according to Thornton (2016), can be illustrated by:

- Ability to focus on the implementation of his plans in a way that allows the achievement of organizational goals.
- Aptitude to overpass the expectations of his subordinates and exceeds their expectations.
- Capacity to manage his team efficiently and effectively.
- Capability of being the role model.

To conclude, leadership is a varied notion that could be illustrated by the identification of leader's power. In light of the previously listed theories of motivation, hospitality leaders should have a broad idea about employees' needs and the available tactics that satisfy them. For a better efficiency, it is recommended to select, from the beginning, the candidates who have a positive attitude towards work obligations, who respect the hierarchical authority and posse the necessary job-related KSAs. Finally, leadership theories have stated that leader's success is subject to his ability to deal effectively and efficiently with followers. Hence, it requires a leader with particular traits, characteristics, behavior and style to motivate hospitality employees, who, due to their job complexity and challenges, are difficult to motivate or satisfy.

IV. EFFECTIVE LEADERSHIP IN HOSPITALITY

Going back to the definition of leadership, leadership types that affect employees' motivation and satisfaction, will be studied in this article. Whether a team is considered big or small, the leader should guide its members, help them, motivate them and appreciate their contributions, in order to ameliorate their satisfaction and performance. Unfortunately, most leaders fail to see how their style, traits, characteristics and behavior affect their followers' motivation and how it affects their performance and level of satisfaction. In hospitality, the responsibility of a leader is to maximize the effectiveness of frontline employees and the efficiency of back of the house employees through the enhancement of their creativity and inspiration. One way to do this is through motivation (Lin & Chuang, 2014). For instance, Buble, Juras, and Matic (2014, p. 162) consider that leadership and motivation are correlated and that the most motivated followers are those who have the most motivating leadership. The relationship between leadership and motivation has opened the appetite for researchers in hospitality, human resources and management to identify leadership-related factors that may have a positive or a negative impact on the motivation of subordinates. The study of this relationship and its potential effects should be accentuated over leaders' characteristics, traits and style and behavior (independent variables) whereas, the study of the impact of these independent variables on the motivation of employees (dependent variable) requires an analysis of the collinearity that might exist between these independent variables and might affect the strength of the relationship.

Generally speaking, effective leadership enhances employees' motivation, increases their productivity and ameliorates their performance in order to achieve organizational objectives and to fulfill their self needs

(Naile & Selesho, 2014) . For Cherry (2019), leaders should be aware of three concerns that affect employees: their decisions, their behavior and their style.

Talking about leadership style, it has a direct impact on employee's motivation, whether being positive or negative (Luthans, 2011). According to Avolio et al. (1999), transactional leaders believe that providing relevant rewards and punishments are the best solution to manage employees' performance. Some of these solutions, according to Gopal & Chowdhury (2014), are: Contingent Reward, Management by Exception (Active), Management by Exception (Passive), etc. Although rewards may ameliorate performance, they have several drawbacks. For instance, hospitality employees will work out for self-interest rather than for organizational interests and will focus on the best rewarding job only. On the other flip, Tong (2013) considers that motivation might inspire employees to complete their tasks successfully in order to be rewarded or to avoid punishments. For this author, the transactional leadership style is subject of transactions "*take and give*", when employees' performance exceeds the expectations, they should be rewarded and in case of performance gaps, they should be penalized. In the same context, another argument claims that since it is logical to reward employees in return of their good work, rewarding performance does not always increase their trust worthiness (Brown, et al., 2015). This point of view converges towards the conclusion of Dessler (2008) who considers that rewarding employees for expected performance drives them to perform the rewarded tasks only. What happens to hotel servers when management decides to stop rewarding for performance? How are hotel employees supposed to remain motivated in absence of rewards? To answer these questions, some researchers consider delegation and empowerment as motivational tools for transactional leaders especially when dealing with employees who favor appreciation over monetary rewards and perform creativity- related jobs, such as in hospitality (Rouse, 2017).

Unlike transactional leaders, transformational leaders don't inspire employees through compensation and rewards, these leaders relate motivation of achievements. In other terms, they entice and help their employees to achieve organizational goals and objectives (Avolio, et al., 1999). They are creative and committed, they always try to motivate their employees through supporting, inspiring and empowering them (Rodrigo, 2014). Studies have shown that employees' participation in decision making entices them to learn new skills, knowledge, and improves their job performance (Choi, et al., 2016). In the same context, empowering the wrong employee creates organizational problems related to poor performance and bad results. For instance, delegation and empowerment, based on a reasonable set of objectives and procedures, might increase the motivation of qualified employees and ameliorates organizational performance while, at the same time, may hinder this performance if being addressed to irresponsible ones.

In summary, the main traits of transformational leaders can be summarized by: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These traits have a great impact on employees' motivation (Farid, et al., 2014):

- **Idealized influence:** if there is a mutual respect and trust between leaders and employees, motivation becomes an easier task.
- **Inspirational motivation:** participative governance and contribution to decision making enhance the inspiration of employees and motivate them.
- **Intellectual stimulation:** leaders who have such trait, stimulate creativity. As a result, employees will have the freedom in decision making and problem solving, and boost their motivation, imagination and creativity.
- **Individualized consideration:** employees have different capabilities, skills, and knowledge. Leaders, who consider the individual cases of employees, gain their appreciation and satisfaction, what in turn, increases their motivation. In the same vein, studies have demonstrated that transformational leaders inspire their individual employees and increase their motivation (Sougui, et al., 2017).

Talking about leadership behavior, "laissez-faire refers to a non-transactional leadership that avoid taking necessary decisions, delaying procedures, ignoring responsibilities and misuse authority" (Timothy, et al., 2004, p. 756). As laissez-faire leaders avoid taking necessary decisions and don't interfere even when employees need help, employees start feeling neglected and demotivated. Would laissez faire fit hospitality business? The answer is no. In fact, as Cherry (2017) argues, this leadership behavior is suitable for the organizations where employees are self-motivated in absence of effective communication which is not the case, in general, of hospitality organizations. In the same context, Ozge & Hande (2016) consider that, due to Laissez Faire leaders, projects or settings face more problems than solutions, which may be related principally to a lack of communication between leaders and followers. In fact, when working individuals or teams lack sufficient skills, experience or motivation, their productivity decreases so does the quality of their deliverables. In hospitality organizations, where communication for decision making is essential and attention to details is a must, Laissez-Faire leaders do not fit as their presence may hinder the achievement of organizational goals and demotivate

employees.

Regarding the democratic and the autocratic leaders, they totally diverge from each other. Democratic leaders encourage employees' participation to decision making, this leadership behavior and the transformational leadership style have somehow a similar influence on employees' motivation. In fact, given the possibility to participate in decision making, employees strive for a better knowledge, attempt to learn new skills and contribute more effectively in achieving organizational objectives as they find that their voice is being heard and their opinion is valuable (Bhatti, et al., 2012). Although participative democracy encourages creativity and invites workers to express their ideas freely, it might also carry out negative impacts on motivation as, among all participants, the idea that only few employees will be rewarded for their contribution demotivates the rest of employees and discourages them to participate furthermore. To avoid such an unpleasant situation, democratic leaders should convince their employees that, although their ideas might not be considered, their contribution is already an added value for the organization (Ozge & Hande, 2016). Last but not least, the autocratic leaders prefer a mechanistic organization where they may play the role of a decision maker, controller and coordinator. Despite its potential efficiency, autocratic leadership may decrease employees' motivation due to the resulting work stress. Furthermore, autocratic leaders assume that rewards and punishment strategies (get a reward or avoid a punishment) are the only employees' motivators. Hence, employees' empowerment does not have any impact on their motivation (Burns, 1978).

In the hospitality sector, where services provided require individual capabilities and supplementary efforts from employees, recognizing these efforts and appreciating them is necessary. According to Pink (2011), recognizing the different needs of employees increases their motivation due to the feeling of being appreciated and valued.

V. RESEARCH METHODOLOGY

The methodology of this research paper is quantitative, the aim is to explain the influence of leadership on hospitality-employees' motivation. The approach adopted is deductive while the philosophy followed is positivism. Regarding the method of data collection, a structured questionnaire was used in order to evaluate the effect of leadership on motivation. The sample of the study consists of 689 workers, selected from 12 hotels of all categories and 32 restaurants, located in Beirut, between January and February 2023. The large sample size permitted a normal distribution and a minimum standard error. The randomly selected sample includes employees and supervisors who voluntarily participated in the survey based on the approval of their administration. The data collection was done in person, the questionnaire was easy to respond and questions were clear, the purpose of the questionnaire was explained to respondents, what elevated the reliability of the study, Cronbach Alpha rate (92%). Respondents were selected based on their job responsibilities, to guarantee research validity, selected respondents represent employees and supervisors of different departments, performing different functions, from variant shifts, etc. The questionnaire is composed of 24 structured questions classified into 4 categories, classified in a sequence that permits to answer research question. In its first part, the questionnaire tests the potential correlation between leadership and motivation through the collection of expressive data from respondents, as well as, the motivating elements that satisfy them. In its second part, the questionnaire measures the opinion of employees about their leader. In the third part, the questionnaire assesses the strength of the relationship between leadership and employees' motivation. As for the last part of the questionnaire, it studies the effect of leadership on employees' motivation and evaluates its magnitude.

VI. RESEARCH FINDINGS

Descriptive statistics

The evaluation of the leaders' traits

The perception and the evaluation of leaders' traits are different among respondents. The criteria of this evaluation concerns whether the leader is pleasant, rude, role model or bad. The results areas follows:

Table 1: Leadership Traits

| | | % | Valid % | Cumulative % |
|-------|------------------|-------|---------|--------------|
| Valid | Pleasant | 63.6 | 63.6 | 63.6 |
| | Rudeness | 3.0 | 3.0 | 66.7 |
| | Role modeling | 18.2 | 18.2 | 84.8 |
| | All of the above | 12.1 | 12.1 | 97.0 |
| | Bad | 3.0 | 3.0 | 100.0 |
| | Total | 100.0 | 100.0 | |

As presented in table (1), the majority of respondents view their leader as pleasant, 18.2% of them view

in their leader a role model, 3% of them consider that the leader is rude, while 12.1% of them consider their leader as pleasant, rude, and role model while only 3% of them consider their leaders' trait as bad.

The evaluation of leaders' behavior

Leaders' behavior that was studied in this research concerned whether the leader adopts a laissez-faire, autocratic or democratic behavior

Table 2: Leadership Behavior

| | | % | Valid % | Cumulative % |
|-------|---------------|-------|---------|--------------|
| Valid | Laissez Faire | 15.2 | 15.2 | 15.2 |
| | Autocratic | 30.3 | 30.3 | 45.5 |
| | Democratic | 54.5 | 54.5 | 97.0 |
| | Total | 100.0 | 100.0 | |

As shown in table (2), 54.5% of respondents consider the behavior of their leader as democratic while 30.3% of them consider it autocratic and 15.2% of the respondents consider it easy going (laissez-faire).

The evaluation of leaders' characteristics

Leaders' characteristics that were studied include: practical, directive, recognize and rewards performance and change resistant. The results are as follows:

Table 3: Leadership Characteristics

| | | % | Valid % | Cumulative % |
|-------|-------------------------|-------|---------|--------------|
| Valid | Practical | 39.4 | 39.4 | 39.4 |
| | Resistant to Change | 6 | 6 | 45.4 |
| | Recognizing & Rewarding | 15 | 15 | 60.4 |
| | Directive | 39.6 | 39.6 | 100.0 |
| | Total | 100.0 | 100.0 | |

As shown in table (3), the majority of respondents consider their leader as practical, 39.6% of the respondents consider them as directive, 15% of them admit their leader's recognition of their performance and rewards, whereas only 6% of them consider their leader as change resistant.

The evaluation of leaders' style?

Leader's style has been assessed in terms of four criteria: purpose driven, people driven, innovating and inspiring.

Table:4 The style of the leader

| | | % | Valid % | Cumulative % |
|-------|--------------------|-------|---------|--------------|
| Valid | Driven for Purpose | 54.5 | 54.5 | 54.5 |
| | Driven for people | 6.1 | 6.1 | 60.6 |
| | Innovative | 21.2 | 21.2 | 81.8 |
| | Inspiring | 18.2 | 18.2 | 100.0 |
| | Total | 100.0 | 100.0 | |

As shown in table (4), the majority of respondents consider that their leader driven for purpose, 21.2% of them believe that their leader is innovative, 18.2% of the respondents consider him inspiring, whereas the minority of respondents believe that their leader is driven for people.

Test of hypotheses.

Based on a quantitative methodology, the problem statement could be illustrated in the below-mentioned hypotheses:

Hypothesis 1: The influence of leadership traits on hospitality-employees' motivation.

H1-0: Leadership traits do not motivate hospitality employees. H1-1: Leadership traits do motivate hospitality employees.

Hypothesis 2: The influence of leadership characteristics on hospitality-employees' motivation.

H2-0: Leadership characteristics do not motivate hospitality employees. H2-1: Leadership characteristics do motivate hospitality employees.

Hypothesis 3: The influence of Leadership style on hospitality-employees' motivation.

H3-0: Leadership style doesn't motivate hospitality employees. H3-1: Leadership style does motivate hospitality employees.

Hypothesis 4: The impact of leadership behavior on hospitality employees' motivation.

H1-0: Leadership behavior doesn't motivate hospitality-employees. H1-1: Leadership behavior does motivate hospitality-employees.

Assuming that:

Y: the dependent variable representing the motivation of employees.

x1, x2, x3 & x4: the independent variables that represent consecutively: the traits of a leader, the behavior of a leader, the characteristics of a leader, the style of a leader.

Table:5 Regression analysis

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .842 ^a | .795 | .680 | .16695 | .195 | 1.697 | 4 | 684 | .179 | 2.095 |

Predictors: (Constant), The trait of the leader, The style of the leader, The behavior of the leader, The characteristics of the leader.

Dependent Variable: The motivation at work.

Based on the results of analyzed data, the correlation between leadership behavior, traits, style and motivation of employees, were found significant. The below table illustrates the strength of the relationship based on a linear regression analysis.

Table:6 The impact of leadership traits, behavior, characteristics and style on employees' motivation

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|-----------------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| | (Constant) | 1.172 | .095 | | 12.36 | .000 | | |
| | The traits of the leader | .522 | .025 | .159 | 20.88 | .000 | .632 | 1.873 |
| 1 | The behavior of the leader | .428 | .019 | .222 | 22.52 | .042 | .932 | 1.073 |
| | The characteristics of the leader | .284 | .026 | .100 | 10.92 | .061 | .957 | 1.045 |
| | The style of the leader | .616 | .044 | .125 | 14 | .000 | .498 | 2.006 |

Dependent Variable: How do you scale your motivation at work?

Hypothesis 1: The evaluation of the effect of leadership traits on the motivation of hospitality employees.

There is a relationship between leadership traits and employees' motivation (p-value <0.05). Consequently, H1-0 is rejected. Furthermore, the impact of leadership traits on employees' motivation is strong with B-value 52.2%.

Hypothesis 2: The evaluation of the effect of leadership characteristics on the motivation of hospitality employees.

The relationship between leadership characteristics and motivation of employees is not evident with p-

value >0.05 . Consequently, H2-0 is accepted and leadership characteristic does not impact the motivation of employees.

Hypothesis 3: The evaluation of the effect of leadership style on hospitality-employees' motivation.

There is a relationship between leadership style and motivation of employees with p-value <0.05 . Consequently, H3-0 is rejected. Furthermore, the impact of leadership style on employees' motivation is strong with B-value 61.6%.

Hypothesis 4: The evaluation of the impact of leadership behavior on motivation of hospitality employees.

The relationship between leadership behavior and employees' motivation is evident with p-value <0.05 . Consequently, H4-0 is rejected. However, the impact of leadership behavior on employees' motivation is not very strong with B-value 42.8%.

The correlation between the variables of the model is very significant. However, the test of collinearity has revealed an autocorrelation between leadership characteristics and behavior. With reference to Variance Inflation Factors, leadership characteristics, although found related to leadership behavior, was not found related or impacts the motivation of hospitality employees. On the other flip, the Cronbach's Alpha value (0.92) reveals a strong reliability for the analyses.

VII. CONCLUSION

Due to the increasing exigence of customers and the growing challenges of business failure, hospitality organizations have increased their focus on leadership as a cornerstone for achieving the expectations of customers (quality service), management (profitability) and employees (satisfaction). According to Burke-Litwin model, effective leadership has proven to be a mean for achieving corporate and functional strategies as well as tool for optimal individual and organizational performance. Furthermore, hospitality managers have realized that guest satisfaction goes from side to side with employees' satisfaction and motivation, what in turn, is a product of leadership behavior, traits and style. For Simiyu (2015), leaders are responsible for the efficiency and the effectiveness of the organization. From this standpoint, leaders are supposed to manage change, assure the availability of necessary resources, control behavioral and emotional flares with stakeholders, and create a favorable working environment that favors teamwork, high-performance and cooperation rather than competition. Hospitality leaders should have a business vision, they should be honest and capable to take risk, motivate and inspire their team to achieve organizational objectives and implement sustainable strategies and tactics for growth and development.

In this framework, what are the ideal leadership type that best match the business of hospitality organizations and, at the same time, optimizes employees' motivation, as being the key for guest satisfaction. In this paper, the review of literature about leadership and employees' motivation has revealed a conditioned relationship that is based on particular aspects of leadership. More precisely, the study revealed that leadership styles, precise traits and specific characteristics and behaviors positively impact employees' motivation (Northouse, 2004). On the other hand, motivating hospitality employees is not an easy task due to the complexity of services provided, what adds on the shoulders of hospitality leaders an addition responsibility of employees' motivation.

Although leadership style characteristics, behavior and traits may affect differently employees' motivation and satisfaction, the ingredients of an ideal leadership style are still indefinable, at least in the review of literature for this paper. Yet, it is evident that, beside the necessary KSA, hospitality leaders should have out-of-the-box thinking, personal capabilities, and interactive skills. Consequently, hospitality leaders' mission should be mainly the establishment of a compromise between organizational needs and employees' needs. To succeed in their mission, they ought to :1) develop their behavioral competencies and HRM knowledge and skills, 2) possess a growth vision, morality and the ability to innovate and create a change, and 3) adopt the appropriate style and traits in order to optimize employees' motivation and meet organizational objectives.

Based on the findings of this paper, successful leaders should: 1) build fruitful relations with their staff and motivate them at work, 2) develop a fundamental style, behavior and traits to obtain the support of his followers and his superiors. On the other hand, although the paper has determined a linear equation that links several types of leadership to employees' motivation, it did not study the impact of organizational culture on both: leadership strategic choice and employee's behavior. Finally, it was demonstrated through this paper that a strong relationship exists between employees' motivation and: leadership behavior, leadership traits, leadership style. These three aspects of leadership have been found to be essential for employees' and stakeholders' mutual satisfaction in the hospitality sector. The test of hypotheses, supported by the reliability test demonstrate the significance of these relationships.

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