



**The College of Graduate Studies and the College of Business and Economics
Cordially Invite You to a**

DBA Thesis Defense

Entitled

*THE IMPACT OF ETHICAL LEADERSHIP ON EMPLOYEE PERFORMANCE IN THE HOTEL
INDUSTRY IN BAHRAIN: THE MEDIATING EFFECT OF EMPLOYEE VOICE*

by

Alyaa Rabea Hamad Alsenan Aldoseri,

Faculty Advisor

Dr. Mohammed Al Waqfi, Department of Leadership and Organizational Agility
College of Business and Economics

Date & Venue

14:00

Monday, 13 April 2020

Abstract

This study purports to explain how ethical leadership can enhance employee performance in the Kingdom of Bahrain by analyzing the mediating role of employee voice. It employs a conceptual framework based on social learning (SL) and social exchange (SE) theories to show the significance of employee voice in enhancing employee performance.

The present study aims to assist managers in leveraging employee voice; thus, improving employee performance and presenting a different perspective to change the negative view of employee voice. Equally important, it gives support to SLT as well as SET theories as they provide clarification about the role of employee voice.

This study was conducted in the hotel industry in the Kingdom of Bahrain. In particular, data were collected through a survey-questionnaire which was administered to frontline employees and direct managers of four and five-star hotels.

The study findings indicated that ethical leadership of direct manager affects employee performance, while voice partially mediates the relationship between ethical leadership and extra-role performance. Moreover, cultural similarity does not moderate the relationship between ethical leadership and employee voice. The findings of this study also revealed a significant link between the education level and performance of frontline hotel employees in Bahrain. This study provides a number of practical implications for organizations operating in the hotel industry. First, it highlights the role of ethical leadership in improving employee performance. Second, hospitality organizations should foster certain norms that encourage employees to use their voice and motivate managers to listen to their employees' opinions and initiatives. Another important implication of this study is that hotel management does not have to perceive cultural differences as problematic in its efforts to harmonize a diverse workforce. Finally, current study provides insights into the current situation with regards to frontline employees in the hotel industry in the Kingdom of Bahrain.

Keywords: Ethical leadership, Employee voice, Cultural similarity, Social Learning Theory (SLT), Social Exchange Theory (SET), Employee Performance, and Hospitality and Tourism Industry.