

## Assessing the Impact of Situational Leadership Style on Enhancing Employee Performance in Quick Service Restaurants

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### Abstract

Several researches have dealt with leadership style and its impact on employee performance. With that in mind, this study will inspect the impact of one of the leadership styles (situational leadership style) on employee performance among leaders and employees of quick service restaurants (QSRs) in Greater Cairo. Although there are different types of leadership styles, this research focused on only one type of leadership behavior (i.e., situational leadership) to assess its relationship with both of employee job fit and job incentives. This study reports the findings of a questionnaire survey from 240 QSRs employees conducted from July 2019 till September 2019. This survey included 21 items based on five-point Likert scale (from strongly disagree to strongly agree) which was used to measure both situational leadership behavior and job performance from the view of its employees. The results of this study reveal that QSRs' employees working in Greater Cairo are affected by their managers' conduct of situational leadership. Consistent to these findings, QSRs' managers have to improve their relationship behavior with their subordinates; also, they should understand how high task behavior will influence them to mature in their performance and how effective the manager was in using situational leadership style.

### Introduction

Since employees consider one among the foremost valuable assets for the service industry, simply managing them is not anymore considered an adequate way to challenge in today's competing business. Leadership is not a thing that would fit all; consequently managers should adopt a style that is appropriate to specific group or situation and this is often why it is helpful for the manager to know the different leadership styles then choose the most familiar one that assist him to steer effectively (Ruslan *et al.*, 2020). Quick service restaurants are always recognized for its high staff turnover; therefore, leadership style has become an essential for the retention of the employees and the long-term success of any restaurant (Smith, 2018). Leadership is crucial to better performance as it organizes the use of people and other resources within an organization. A professional leader understands and motivates employees and motivated employees reciprocally do not only increase their job commitment and performance within the organization, but also transcend the work requirements by enhancing the organization's productivity and making it more profitable (Vipraprastha *et al.*, 2018; Utama *et al.*, 2018).

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Over the past years, many researchers have studied various leadership styles such as (autocratic, democratic, Laissez-faire, transformational, transactional and servant leadership) in several sectors and discussed its influence on employees' productivity and satisfaction. Most of those studies concluded that leadership style features a significant effect on employees' performance and organization growth (Khuong and Khanh, 2016; Northhouse, 2018). The aim of this study is to explore the impact of another kind of leadership styles, which is called situational leadership, on enhancing the employees' performance in quick service restaurants (QSRs) in Greater Cairo.

## **Review of Literature**

Leadership is defined as the ability of an individual to influence others towards the achievement of goals. Through appropriate leadership style and special characteristics of a leader, the organization effort in improving employees' performance can be achieved (Robbins and Coulter, 2016; Northhouse, 2018). Over centuries many leadership models and theories have been studied and proven. A background of the most known and important theories of the leadership is presented as following:

### **Leadership Theories**

#### **Classical Leadership Theories**

Great-Man Theory: Carlyle (1847) claimed that great leaders are born, not made.

Trait theory: It assumes that leaders are either born or are made with special mental, social and physical characteristics that differentiate them from non-leader (Stogdill, 1963). Later studies by Stogdill and others mentioned that no single trait differentiates effective leaders from less effective ones. Then, they focused in describing what leaders do.

Behavioral Theories: These theories focus on the behaviors of the leaders as different to their mental, physical or social traits. University of Iowa Studies by Kurt Lewin identified three leadership styles (autocratic, democratic, and laissez faire) and concluded that the democratic style was the foremost effective although later researches show mixed results. Ohio state studies (Halpin and Winer, 1957) indicated two dimensions: consideration (being considerate of followers' feelings and ideas) and initiating structure (i.e., structure work and work relationship to achieve job goals). It concluded that high-high leader (high in considerations & high in initiating structure) achieved high followers' satisfaction and performance but not in all situations. University of Michigan studies indicated two behavioral leadership dimensions (employees-oriented versus production-oriented leaders). Mouton's Managerial Grid (1964) proposed that leaders might be classified as directive or participative with their concerns with production or people.

#### **Contemporary Leadership Theories**

Contingency Theories: Recognized that situational variables are substantial in shaping the impact and outcomes of different leader behaviors. Contingency theories proposed that leaders who are flexible and ready for different situations increased their efficiency and success (Fiedler, 1967; Hershey and Blanchard, 1988).

Transactional & Transformational Theories: Transactional theories, which are also known as exchange theories of leadership, are described by an agreement made between the leader and the followers. Transactional leaders are most effective when they guide, motivate, and find means to sufficiently punish (or reward) their followers, for accomplishing leader-assigned task toward the established goals. The Transformational Leadership theory includes leaders who could influence their followers. Leaders, who are able to establish a strong relationship, share risk-taking, build trust, and inspire their followers' intrinsic and extrinsic motivation. In transformational leadership, rules are flexible and guided by the norms of the group. Such features give the followers the sense of belonging to the organization as mentioned by Cummings *et al.*, (2010).

### **Situational Leadership Theory**

Situational leadership theory suggests that efficient leadership needs a coherent understanding of the situation and a proper response, rather than a charismatic leader with a large team of devoted members. Originally, Situational Leadership Theory (SLT) was developed by Hershey and Blanchard (1988; 1996), and it is evolved from the model of Fiedler (1967) that classified leaders into two types: task oriented and relationship oriented. The situational leadership theory proposed that successful employee's performance depends on the acceptable match between the leader's style of cooperating with followers and the degree to which the situation allows the leader to influence and control (Grint, 2011).

Some researchers classified the situational leadership theory as a contingency theory that matches the other contingency based leadership theories such as contingency model of Fielder, Path-goal theory, and Vroom & Yetton leader-situation model (Yukl, 2011). Situational leadership have also been classified as a behavioral theory almost like (autocratic, democratic, and laissez-faire) leadership style approach, the Michigan employee-oriented versus production-oriented model, the Ohio State consideration versus initiation approach, and the participative versus directive approach (Glynn and DeJordy, 2010). Both concepts have some validity, as situational leadership theory focuses on the behaviors of the leaders as either task or people concentrated as mentioned by McCleskey (2014).

Hershey and Blanchard situational leadership theory also indicated that successful leaders adopt their styles according to the willingness "Readiness" of the followers to perform in a certain situation. This willingness depends on the capability, eagerness and confidence of followers in doing required tasks. Therefore, the situational leadership theory is based on the extent of direction (task behavior) and the degree of socio-emotional support (relationship behavior). A leader must consider the given situation and the level of "readiness" of the follower or group. Successful leaders retain a combination of task and relation behaviors. Task-oriented leaders describe the functions for followers, give specific instructions, generate organizational outlines, and determine official communication channels. On the other hand, relation-oriented leaders try to reduce emotional clashes, seek harmonious interactions and set equivalent participation (Perna, 2016).

According to the Hershey and Blanchard (1996) situational leadership model shown in figure (1), there are four effective leadership styles:

1. Telling (a high/task, low/relationship style): A one-way directional communication from the leader to his followers telling them how, what, where and when a task should be completed). This style is suitable for the unable and unwilling followers.
2. Selling (a high/task, high relationship style): The leader's ability to provide two-way communication for supporting his followers by providing organized instructions and sells them on final decisions. This style is suitable for unable and willing followers.
3. Participating (a low/task, high/relationship style): The ability of the leader to share two-way communication to facilitate the decisions participated by him and the followers. This style is suitable for able and unwilling followers.
4. Delegating (a low/task, low/relationship style): The leader delegates his followers to handle many decisions within the organization. This style is suitable for able and willing followers.

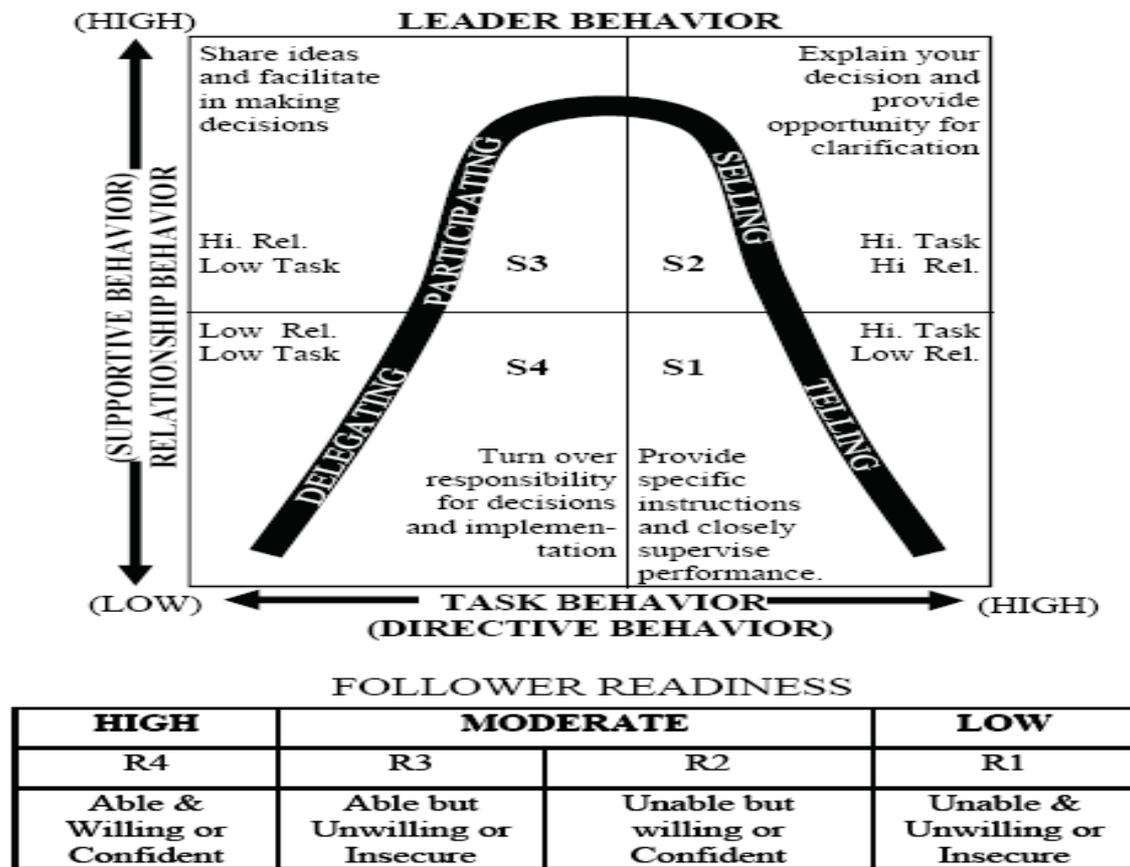


Fig.1. Situational Leadership Model (Hershey and Blanchard 1996)

The big advantage of situational leadership is that it combines various leadership styles at the same time; it makes the importance of the focus into group dynamic. For instance, the leader could apply the (autocratic leadership style) by telling employees what to do, integrating them in planning, organizing and implementation (democratic leadership style) and providing complete freedom of actions with slight or no direction (laissez-faire leadership style) (Ghazzawi *et al.*, 2017)

A study conducted by Perna (2016) to explore situational leadership in quick service restaurants using two factors (educational leadership and teamwork) found that situational leadership is beneficial for educating the leader on the way to communicate with their followers in important situations. While situational leadership does mainly check out leadership styles on a situation basis, it does prove useful in understanding the communication patterns of leaders. Leaders that use and have knowledge of situational leadership would be able to empower, transform, and inspire their followers with other leadership styles, like transformational leadership. Another recent study conducted by Fouad (2019) revealed that the leader’s behavior toward his/her employees decides whether they are satisfied or dissatisfied and accordingly affect their performance. Fouad added that several variables could affect the employees’ satisfaction and performance such as (teamwork, supervision, salary, work conditions) in addition to the leader behavior to motivate and encourage the employees by establishing fair pay and appraisal system.

**Task Behavior versus Relation Behavior Leadership**

Task behavior leaders are those who specialize in the way to accomplish a task effectively. Task behavior leaders assign tasks, give instructions, set rules, control performance and give feedback to employees. Khuong and Khanh (2016) mentioned that task behavior leader has the power to handle problems and difficult situations. On the other hand, relationship

behavior leaders are those who focus on the relationship with their employees by showing them appreciation, respect and support. Within the relationship behavior leadership, the employees are allowed to boost their voice, share their opinions and ideas freely in decision-making process. Opposite to task-oriented leadership, the informal communication between the leader and his employees encourage them to complete their tasks freely without any interfering from the leader, which result in developing their knowledge and creativity skills. It is also proved that relationship behavior leadership style could assist getting higher levels of employees' satisfaction and performance as well as eliminating the turnover rates (Hasibuan, 2017)

### **Employee Performance**

According to Sinambella (2017) performance is the employees' ability in fulfilling certain expertise. Performance also refers to the work outputs which can be accomplished by individuals or groups in certain times in accordance with the responsibility or authority given by leaders in order to achieve the overall goals of the organization. Employee Performance measured by comparing the results of a given task with the determined work standards (Rahadiyan *et al.*, 2019). In order to improve the employees' performance, the organization requires not only a leader with special personal traits but also a leader, who uses the situational leadership style to be able to read the work environment and the needs of the different work situations of his or her staff (Irmayani *et al.*, 2018 and Tobari *et al.*, 2018)

Leaders and their leadership styles have been mentioned to be one fundamental factor that affects employee engagement and intentional employee turnover (Goren, 2018; Reed, 2019). Moreover, many studies have proven that a Leadership style applied by managers could have a positive or negative impact on employee job performance and productivity. Positive leadership practices such as enhancing relationship, communication, and organizational commitment guarantee the retention of employees, while the negative leadership practices could destroy the employees' prosperity. According to surveys done by Kruse (2013) about 70% of employee engagement is determined by their relationship with their managers who know how to motivate, lead, and direct them to achieve the organizations' targets.

There are two main factors that can help a leader improve the performance of his employees as mentioned by Mangkunegara (2017). First, the ability factor, which includes the ability of the leader to meet his subordinates needs and provide them with an adequate standard of guidance, training, and support. The Second factor is the motivation factor, which refers to the leader role to provide his employees with positive and existed attitude toward the work situations. Many researchers agreed that there is a significant positive relationship between situational leadership style and employees' performance in many fields (Reed, 2019; Rahadiyan *et al.* 2019; Ruslan 2020). Hence, literature confirms the importance of leadership styles in improving employees' performance. Therefore, this research examines the situational leadership style in fast food sector to assess its impact on enhancing employees' performance. Therefore, the following research question serves as a framework for the present study.

### **Research question**

Is employee performance influenced by the situational leadership style adopted by their managers?

## Research Methodology

### Research Population and Sampling Technique

This study will provide an investigation of the interrelationship between situational leadership behaviors and employee's performance in QSRs. The target population for this study was limited to international QSRs' employees who may have an interest and/or influence. A convenience sampling technique has been adapted to select QSR employees who participated in questionnaire forms. Three hundred questionnaires were distributed at 15 QSRs from 5 international chains in Greater Cairo. Two hundred and forty (n 240) valid questionnaires were completed and returned, thus achieving a response rate of 80 percent (See table 1).

**Table 1**  
Employees' response rate

QSRs' Code	Distributed No.	Response Rate		Valid Percentage
		Valid	Invalid	
1. QSR001	20	18	2	90%
2. QSR002	20	16	4	80%
3. QSR003	20	13	7	65%
4. QSR004	20	19	1	95%
5. QSR005	20	13	7	65%
6. QSR006	20	16	4	80%
7. QSR007	20	13	7	65%
8. QSR008	20	17	3	85%
9. QSR009	20	15	5	75%
10. QSR010	20	16	4	80%
11. QSR011	20	16	4	80%
12. QSR012	20	15	5	75%
13. QSR013	20	18	2	90%
14. QSR014	20	18	2	90%
15. QSR015	20	17	3	85%
Total	300	240	60	80%

### Survey Instrument and Data Analysis

The study employed a questionnaire survey as the data-gathering instrument. This questionnaire was adapted and revised from (Ghazzawi *et al.*, 2017) based on Hersey and Blanchard model. The first part asked employees for profiling information (e.g., gender, age, marital status, length of employment, education level, and working experience). In the second and third parts, employees were asked to rate 21 items on a five-point Likert scaling technique ranging from: "highly disagree" (1); to "highly agree" (5) about their opinions regarding how managers apply the situational leadership style in QSRs. The second part of the survey emphasizes the situational leadership measures from the theory of situation leadership by Hersey and Blanchard. Employee's performance measures were the third and final part of the research survey.

Data analysis involved three key steps: (1) checking data for incompleteness, (2) coding data and (3) choosing the right statistics. In this research all these steps have been adopted. For the descriptive analysis, SPSS version 20 was used to analyze the relationship between situational leadership behavior and employee's performance scale descriptively.

### Survey Validity

This study adopted a lot of strategies to ensure the validity of the questionnaire survey. The first strategy included a content validity, the questionnaire form was adopted and reviewed in another research by Ghazzawi et al. (2017). The second strategy was adopting peer review or debriefing as the research methods were discussed and reviewed with many peers studying in the same field. The third strategy was a rich description of the survey issues to participants.

### Research Findings

#### Participants Demographic Profile

The responses of the participants regarding their profiles (as presented in table 3) showed that employees were from various age groups, with the largest group (i.e., 51.3 percent) aged from 21 up to 30 years old. In addition, employees comprised 61.7 percent males and 38.3 percent females. In terms of marital status, more than half of the participants were single with a percentage of 51.3. With regards to length of employment, the majority of employees had a less than five years of work experience (i.e., 70.5 percent) 33.8% and 36.7% respectively. Finally, the majority of employees had a university degree (i.e., 54.6 percent).

**Table 3**

Profile of respondents (N=270)

Demographic Data		Frequency	%
Age	Less than 21	44	18.3%
	21 up to 30	123	51.3%
	31 up to 40	68	28.3%
	More than 40	5	2.1%
Gender	Male	148	61.7%
	Female	92	38.3%
Marital Status	Single	123	51.3%
	Married	102	42.5%
	Divorced	15	6.3%
Length of Employment	Less than one	81	33.8%
	1 up to 5	88	36.7%
	5 up to 10	57	23.8%
	More than 10	14	5.8%
Educational Level	None	10	4.2%
	Primary	24	10%
	Secondary	59	24.6%
	University	131	54.6%
	Post	16	6.7%

### Factor Analysis

#### Situational Leadership Factors

Factor analysis was performed to analyze the obtained data using dimension reduction, and to improve the strength of the situational leadership factors. Two factors were extracted when the rotation converged in their iterations. The two factors were relationship behavior and task behavior. Out of the 11 items in the questionnaire survey, 5 items were categorized as relation behavior and the remaining 6 items under task behavior. The obtained findings are shown in table (4) below:

**Table 4**  
Situational Leadership Component Factor Analysis

	Factor 1	Factor 2
- Behave According to Situations		.561
- Quick Respond to Situations		.529
- Innovative Ideas in Bad Situations		.670
- Assistance	.709	
- Provide Instructions		.708
- Flexible According to Group Requirements	.719	
- Instruction about Goals What and How		.695
- Focus on Communication with Subordinates	.817	
- Reduce Supervision over Time		.460
- Different Perspectives when Solving Problems	.509	
- Talk Optimistically about Future	.572	

The analysis extracted a two-factor solution, each with Eigen values above one, which explain 50.01% of the total variance. This indicates that there could be more factors influencing situational leadership behavior when more items are generated using the expert opinion. The KIMO was .875 indicating a meritorious level (Kaiser and Rice, 1974). Moreover, the Barlett's test for sphericity was significant ( $\chi^2 = 790.921, P = .000$ ). As shown in table 5, the coefficient alpha for the overall situational leadership scale and the extracted two factors were greater than the value of 0.7 proving that data are considered to be reliable (Pallant, 2005).

**Table 5**  
Reliability Test of Situational Leadership Factors

Scale Title	Cronbach alpha
Situational Leadership Scale	.851
- Factor 1 (relationship behavior)	.771
- Factor 2 (task behavior)	.766

### Employees Performance Factors

Factor analysis was also performed to analyze the obtained data using dimension reduction, and to improve the strength of the employee's performance factors. Two factors were extracted when the rotation converged in their iterations. The first factor is related to employee's job fit characteristics, whereas the second factor is represented the characteristics of employee's job incentives. Out of the 10 items in the questionnaire survey, 5 items were categorized as employee's job fit and the remaining 5 items under employee's job incentives. The obtained findings are shown in table (4) below:

**Table 6**  
Employees Performance Component Factor Analysis

	Factor 1	Factor 2
- Work Improvement	.824	
- Manager Behavior and Task	.701	
- Confidence and Ability	.773	
- Willing to Perform the Job	.730	
- Autonomy to Do the Job	.504	
- Future Independence In task		.655
- Employee Personal Contributions Are Valued		.431
- Motivation		.785
- Success in Job		.555
- Loyalty		.597

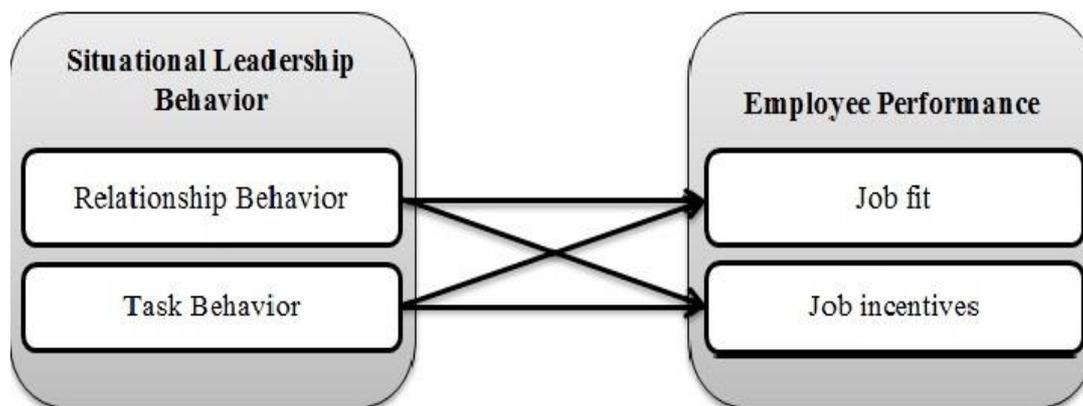
The analysis extracted a two-factor solution, each with Eigen values above one, which explain 62.54% of the total variance. This indicates that there could be more factors influencing employees performance when more items are generated using the expert opinion. The KIMO was .835 indicating a meritorious level (Kaiser and Rice, 1974). Moreover, the Barlett's test for sphericity was significant ( $\chi^2 = 727.961, P = .000$ ). As shown in table 7, the coefficient alpha for the overall employees' performance scale and the extracted two factors were greater than the value of 0.7 proving that data are considered to be reliable (Pallant, 2005).

**Table 7**  
Reliability Test of Employees Performance Factors

Factor	Cronbach alpha
Employees' Performance Scale	0.824
- Factor 1 (job fit)	.810
- Factor 2 (job incentives)	.762

Following this factor analysis, four hypotheses are presented to measure the relationship of managers' situational leadership style and employee performance in QSRs (see Fig.2).

- H1.** Manager's relationship behavior will support employee's job fit.
- H2.** Manager's task behavior will support employee's job fit.
- H3.** Manager's relationship behavior will positively influence employee's job incentives.
- H4.** Manager's task behavior will positively influence employee's job incentive



**Fig.2.** conceptual model of the relationship between situational leadership behavior dimensions and employees' performance in QSRs (adapted from Ghazzawi *et al.*, 2017)

**Regression Analysis**

In order to complete the analysis of this study, two regression analyses were performed. Investigation of the first regression incorporates both factors of situational leadership behavior with (job fit) as the 1st factor of employee's performance, while the subsequent regression likewise incorporates both factors of situational leadership behavior with (job incentives) as the second factor of employee's performance.

**Regression 1**

Investigation of the first regression was conducted between both (relationship behavior) and (task behavior) as the independent variables of (Situational Leadership); and the first dependent variable of employee's performance (job fit). The regression results are demonstrated below:

**Table 8**  
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705 <sup>a</sup>	.497	.492	.60350
a. Predictors: (Constant), relationship behavior and task behavior b. Dependent Variable: job fit				

Table (8) indicates that R is equivalent to 0.705 (70.5%). This value demonstrates the correlation between the included factors and their variables, which suggests a good level of correlation. "R square" is another significant outcome (0.497 = 49.7%), which demonstrates the level of determination between relationship behavior and task behavior, indicating the degree to which (job fit) as the dependent variable can be clarified by both of the independent variables.

**Table 9**  
ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	85.120	2	42.560	116.856	.000 <sup>a</sup>
Residual	86.317	237	.364		
Total	171.437	239			

As shown in table (9), the regression model shows that the result variable is significant. In addition, it was shown that the significance value (Sig.) in the regression row is 0.000. This value means that the model is highly significant. "F" value (116.856) is considered to be another important outcome, indicating the strength of the relationship between variables.

**Table 10**  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Hypotheses Test
	B	Std. Error	Beta			
(Constant)	.457	.190		2.403	.017	
Relationship Behavior (RB)	.181	.067	.164	2.728	.007	H1= Supported
Task Behavior (TB)	.671	.069	.587	9.741	.000	H2= Supported
a. Dependent Variable: Job Fit						

From the result of table 10, relationship behavior and task behavior have proved to be significant predictors of job fit. These provide strong support to the hypothesis H1 and H2 that a relatively positive relationship exists between relationship behavior, task behavior and job fit. Besides, to make the regression equation, the same table provides the information that permits us in figuring the change between the situational leadership behavior factors while changing the estimation of the first factor of independent variables (Job Fit).

## Regression 2

The second regression analysis was conducted between both (relationship behavior) and (task behavior) as the independent variables of (Situational Leadership); and the second dependent variable of employee's performance (job incentives). The regression results are demonstrated below:

**Table 11**  
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.480 <sup>a</sup>	.230	.224	.63834
a. Predictors: (Constant), relationship behavior and task behavior. Dependent Variable: job incentives				

Table (11) indicates that R is equivalent to 0.480 (48.0%). This value demonstrates the correlation between the included factors and their variables, which suggests a good level of correlation. “R square” is another significant outcome (0.230= 23%), which demonstrates the level of determination between relationship behavior and task behavior, indicating the degree to which (job incentives) as the dependent variable can be clarified by both of the independent variables.

**Table 12**  
ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	28.857	2	14.428	35.409	.000 <sup>a</sup>
Residual	96.573	237	.407		
Total	125.429	239			

As shown in table (12), the regression model shows that the result variable is significant. In addition, it was shown that the significance value (Sig.) in the regression row is 0.000. This value means that the model is highly significant. "F" value (35.409) is considered to be another important outcome, indicating the strength of the relationship between variables.

**Table 13**  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Hypotheses Test
	B	Std. Error	Beta			
(Constant)	1.569	.201		7.797	.000	
Relationship Behavior (RB)	.246	.070	.261	3.503	.001	H3= Supported
Task Behavior (TB)	.262	.073	.268	3.591	.000	H4= Supported
a. Dependent Variable: job incentives						

From the result of table 13, relationship behavior and task behavior have proved to be significant predictors of job incentives. These provide strong support to hypothesis H3 and H4 which propose that a relatively positive relationship exists between relationship behaviors, task behavior and job incentives.

Based on the above results, two factors are proposed to indicate the employees’ performance in this study. These outcomes were consistent with Mangkunegara (2017) that job fit refers to the ability factor and job incentives refer to the motivation factor. Employee's “job fit” and “job incentives” showed correlation with “situational leadership style”. These results indicate that the more managers use the situational leadership style, the greater desire of employees to dedicate themselves to their work, and because the situational leadership is a factor that can motivate employees, the acceptable relationship.

The research model emphasizes the importance of situational leadership behavior in QSRs. The results of this research support the main principles of situational leadership and that managers have to adjust their leadership style according to their employees' readiness level. These outcomes confirm the idea of Hershey and Blanchard theory when they stated that employees produce better when their needs were met, therefore in order to raise employee performance in their work, managers should satisfy their needs. Furthermore, these results were consistent with results from Ghazzawi et al. (2017), that where a significant result for the variables of “performance and productivity” in favor of situational leadership behavior.

Firstly, the model found support for H1 and H2 which posits that employees' job fit are more likely to rise when managers' relationship and task behavior are followed in restaurants through providing an appropriate amount of direction and support. This interpretation is consistent with Hasibuan (2017) study, which found employees' confidence and ability is

more likely to be improved when managers know how to behave according to situations. In addition, Ghazzawi et al. (2017) found that there was a strong relationship between managers' task behavior style and employees' job productivity. This finding illustrates an important point: that it is not only employees' ability to perform the job is positively related to managers task behavior (i.e., supervision and giving instructions), but this congruence is also affected by whether managers focusing on effective communication with their employees.

Moreover, H3 and H4 suggest that there is interrelation between managers' situational behavior and employees' job incentives of contributions and loyalty. The results provide support for Kruse's survey (2013) that employee engagement is determined by their relationship with their managers who know how to motivate and support them. These findings are closely connected to the results of Ghazzawi et al. (2017) which posits that managers should be more aware of employees' needs, talk optimistically about future, listen to their problems, and reduce supervision over time in order to motivate them to succeed and be loyal. Furthermore, previous studies of situational leadership behavior emphasize the importance of this leadership style in educating leaders various ways to communicate with their subordinates to motivate them in order to demonstrate high levels of performance (Fouad, 2019). Crichton, (2005) stated that reciprocated shared values, responsibility, a positive attitude, and helpfulness of managers develop a cooperative teamwork environment which reflect on the performance of employee.

Finally, employee job performance appears to have a strong relationship with situational leadership style. It appears that a preference for situational leadership style is a better indicator of job performance. These findings were compared to the current literature and theories to answer the research question and to determine the impact of situational leadership behavior to bring about the highest employees' job performance in QSRs.

### **Conclusions and Recommendations**

There are little research papers on situational leadership behavior, and managers' relations with their employees in fast food operation. Most researches in this field determine the preference of leadership styles and its effect on employees' job satisfaction. Therefore, this study focuses on situational leadership style in QSRs to expand the original scope of leadership styles research in various fields. This study looked at whether the situational leadership behavior was applied to fast food industry and also whether it has an impact on enhancing the level of employees' performance.

The results of this study indicated that situational leadership style has a positive impact on enhancing employees' performance. QSRs' employees in this research were surveyed to appraise their performance level. Moreover, they also assessed their managers' situational leadership characteristics. Regression analysis shows that there is a significant relationship between situational leadership style and employee performance. These results confirm that if managers use more relationship behavior, employee job performance in restaurants will be increased. Also paying more attention to tasks behavior will enhance the ability of employees to work hard.

Consistent to these research assumptions, findings conveyed that managers who reciprocate assistance, flexibility, problem solving, have a futuristic outlook and communicate well with subordinates essentially contribute and enhance their employees' performance. Hence, in order to raise the level of employees' performance in fast food operations, researchers recommend that managers have to improve their relationship behavior with their subordinates.

Moreover, managers who behave according to situations, respond quickly, provide instructions and innovative ideas in bad situations have been found to increase job performance with subordinates is highly effective. Consistent with these findings, researchers recommend that managers also should understand how high task behavior will influence the subordinates to mature in their performance and how effective the manager was in using this leadership style.

### **Limitations and Future Research Direction**

To accomplish this research in a successful way, there were many limitations. The first one is sampling. A complete population cannot be accessed, and there can be differences in assumptions made on the part of complete population. Hence, the investigated restaurants were limited to number of international chains, those located in Greater Cairo. The interest of employees to answer the survey is considered to be further limitations, because of the biasness of some respondents while answering the survey.

As only five international chains participated in this study, upcoming researchers could enlarge the number of chains with inclusion of the local chains. Furthermore, future researchers can expand more model factors to include a moderate factor such as employee commitment and employee professional mobility. Moreover, future researchers could focus on other restaurants (i.e., classic or casual dining).

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## تقييم تأثير أسلوب القيادة الموقفية على رفع أداء الموظفين بمطاعم الخدمة السريعة

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### المفص

### معلومات المقالة

تناولت العديد من الأبحاث أساليب القيادة وتأثيرها على أداء الموظفين. ومع الوضع في الاعتبار وجود أنواع مختلفة من أساليب القيادة، فقد ركز هذا البحث على نوع واحد فقط وهو (القيادة الموقفية) لتقييم تأثيره على أداء الموظفين بمطاعم الخدمة السريعة في القاهرة الكبرى. قدم البحث سردا مفصلا لأهم أساليب القيادة وكذلك النظريات المختلفة لها، ثم ركز على تعريف القيادة الموقفية واستخدامها والهدف منها في رفع أداء العاملين بالمؤسسات المختلفة. وفي الجانب التطبيقي قام الباحثون بتصميم استمارة استقصاء وتوزيعها على العاملين بعينة متحيزة من مطاعم الخدمة السريعة لتقييم عناصر القيادة الموقفية طبقا لنظرية لهيرسي وبلانكارد. تألف هذا الاستبيان من 21 مقياسا تم استخدامهم لقياس سلوك القيادة الظرفية والأداء الوظيفي للعاملين. تم توزيع عدد 300 استمارة استقصاء في خمسة عشر مطعما لمدة أربعة أشهر (بدءا من يوليو 2019 وحتى سبتمبر 2019) ثم تم تحليلها باستخدام البرنامج الإحصائي (SPSS 20). بعد التحليل وجد أن هناك فقط 240 استمارة استقصاء صالحة للتحليل الإحصائي. وأخيرا، كشفت نتائج هذه الدراسة عن وجود ارتباط قوي بين أداء العاملين بمطاعم الخدمة السريعة والسلوك الموقفي لمديري هذه المطاعم مما يؤكد على أهمية هذا النوع من أساليب القيادة. ومن هذا المنظور فإنه ينبغي على مديري مطاعم الخدمة السريعة فهم معنى القيادة الموقفية من خلال التعرف على الاحتياجات المختلفة للعاملين وكذلك الفروق الفردية سواء كانت هذه الفروق متعلقة بالخبرات المكتسبة مسبقا أو القدرات الشخصية مما سينعكس إيجابا على أدائهم داخل المطاعم.

### الكلمات المفتاحية

القيادة الموقفية؛  
أساليب القيادة؛ أداء  
العاملين؛ مطاعم  
الخدمة السريعة.

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