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Influence of Employee Training on Organisational Performance in Three-Star Rated Hotels in Nakuru County, Kenya

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Abstract

The hotel industry is considered one of the vibrant and leading sectors in modern Kenyan economy. As such, many luxurious hotels have emerged to provide services in this growing sector. However, the global hotel industry landscape is increasingly becoming complex and unpredictable. For hotels to survive in these unpredictable times, they must be flexible to meet customer requirements. This paper assessed the influence of training methods on organizational performance in three-star rated hotels in Nakuru County Government, Kenya. The paper also assessed the influence of training design on organisational performance in three-star rated hotels in Nakuru County Government, Kenya. The study adopted a cross-sectional survey design where from the target population was 422 employees. The sample size for the study was 202 employees. Self-administered questionnaires were used for data collection. Data analyses entailed both descriptive (frequency tables and measures of central tendency) and inferential statistics (multiple regression). The data was analysed using the Statistical Package for Social Sciences (SPSS) software and presented using tables and figures. The study found that training methods positively influences organizational performance in three-star rated hotels ($\beta=2.273$, $p=0.002$). It was also established that training design has a positive and significant relationship with organizational performance in three-star rated hotels ($\beta =3.251$, $p=0.001$). The study concluded that training methods and training design significantly influence performance of three-star rated hotels in Nakuru County. The study recommends the need to vary training methods for employees with aim of enhancing organizational performance in three-star rated hotels. The selection of training methods should also be based on nature of job to be accomplished. Some of the the training methods to be used include interactive training and on-the-job training. The training design to be used should specify the instructional objective, sequencing training material, incorporating learning principles and identifying effective training methods.

Key words: *training methods, training design, organisational performance, three-star rated hotels, Nakuru County*

1.1 Introduction

Growing liberalisation of most markets and industries, increased competition and economic integration are responsible for an exponential engagement of firms, hotel industry included (AlBattat, 2014). Consequently, employees must be exposed to a training atmosphere that helps them to keep abreast of the organisational mission and vision. In an environment characterised by an increasing trend towards enhanced performance, a competent workforce would allow hotels to remain competitive. An organisation must always, therefore, aspire to get employees who are fit and can be tailored to fit into its needs in an ever-changing business environment. Training is provided within a training program. In an organization, needs assessments are conducted to analyze problem areas and to identify potential solution strategies. If the identified need is training, then a training program is developed with keen consideration on training design and methods.

New teaching, learning and training methods are emerging as a result of the modern-day revolution in the economic, labour and technological global workforce. According to Neubert and Dyck (2016), these changes are forcing organisations to prioritise a more global, flexible, integrated and vocational training model. Effective training methods have become an essential factor in the businesses because they have the potential to enhance the efficiency and effectiveness in the organisation (Mungai & Irungu, 2013).

According to AlBattat (2014), any training that is linked to market needs have the ultimate goal of benefiting the entire industry. Therefore, to achieve efficiency and effectiveness in the hotel sector, the management must make training an enduring element of its policy framework. Nwachukwu (2017) studied the relationship between training methods and the performance of listed companies in Nigeria. The study revealed that new teaching, learning and training methods are necessary for any organisation that strives to meet its goals and objectives in an ever-changing business environment.

Tajeddini (2011) noted that training design involves developing new educational and training materials for existing employees and helps roots out existing gaps in training by filling them in with new materials for enhanced performance. In essence, training design allows employees to grow their skills instead of becoming static in their responsibilities and roles. Wadongo et al. (2010) argue that although training design should be directed at employees, its ultimate impact should be directed to organisation performance because the end users of such benefits are business itself. Therefore, training can only have the most considerable influence when it is coupled with other human resource management practices which should be implemented by an organisation.

Effective training design has the potential to enhance the organisation performance with benefits including profitability, efficiency, productivity and improved operating revenue per employee (Tepper et al. 2018). Further, Kozica and Brandl (2015) argue that an effective training design is one that has not only been implemented based on sound human resource practices but one that incorporates the ever-changing face of technology. As such, an effective training design is one that captures the emerging needs of the markets. Gonzalez (2014) asserts that having the right IT infrastructure and employees who have been trained using the appropriate design has a major impact on organizational performance.

The hotel industry is a service-oriented sector falling under the hospitality industry. The industry has evolved in line with changing nature of globalisation trends, and this has necessitated the development of catering establishments. According to Mutindi, Namusonge, and Obwogi (2013), the hotel industry includes the lodgings, food service, leisure, conventions, travels and attractions. Kenya has made the promotion of the hotel industry as a core strategy of its socio-economic development. Tourism has been one of the primary sources of income for the Kenyan hotel industry. In recent times, the number of tourists has increased by a steady average rate of 13.5% since 2011 while earnings from the sector have been growing at a constant rate of Ksh. 53 billion (GoK, 2015).

1.2 Statement of the problem

The Kenya Vision 2030 growth plan has identified the tourism industry as one of its seven-key sectors in the Economic Pillar that will drive the economy towards a more sustained annual economic growth rate of 10 per cent (GoK, 2015). To achieve these goals, the hotel industry must re-engineer strategies that help it to improve its existing infrastructure, creating new ones and enhancing training programmes. However, the hotel industry has been facing a constant state of high competition and emerging global challenges. The highly competitive environment in which businesses operate today requires a skilful workforce in every organisation in order to remain a successful player in the competitive game of the industry. One of the main problems which occur in the workplace is the lack of training.

Training methods and designs used can greatly affect the effectiveness of training programs. Those methods and design that are traditional in nature such as lecture-to-group, on-the-job, and videotaped training programs have been used by the hospitality industry for many years. Nwachukwu (2017) researched the relationship between training methods and organisational performance of listed companies in Nigeria. The study revealed that new teaching, learning and training methods are necessary for any organisation that strives to meet its goals and objectives in an ever-changing business environment. While this study provides a glimpse of the likely impacts of training methods on general organisation, it is not specific. It cannot reveal the exact extent of the likely influence of training methods in the hotel industry. Besides, the study focussed on Nigerian companies and cannot be generalised for the Kenyan situation. Likewise, training designs are perceived to influence organizational performance. This paper investigated how training methods and training design influence organizational performance of three-star hotels in Nakuru County, Kenya.

1.3 Research Objectives

- a) To assess the influence of training methods on organisational performance in three-star rated Hotels in Nakuru County Government, Kenya.
- b) To examine the influence of training design on organisational Performance in three-star rated Hotels in Nakuru County Government, Kenya.

2.0 Literature Review

2.1 Theoretical Framework

The Goal Setting Theory attempts to explain the relationship that exists between goals and performance. According to the Goal Setting Theory, the performance of an organisation can be enhanced if the goals have been defined in a manner that they are specific (Latham, Mawritz, & Locke, 2018). The theory conceptualises that organisations can use goals as the basis for evaluating the performance of organisations. This theory can be regarded as some form of motivational contribution where staffs' morale is boosted for them to perform to their maximum potentials. According to Neubert and Dyck (2016), managers can boost their staffs' morale by exposing them to continuous training programmes. When a sound training framework is instituted in an organisation, an employee is likely to devote his/her time to the organisation and maximise productivity knowing well that the organisation is supportive. This theory is relevant to this study because the study hypothesises that better-motivated employees who are exposed to training programmes have the potential to improve the performance of the hotel.

2.2 Empirical Literature

New teaching, learning and training methods are emerging as a result of the modern-day revolution in the economic, labour and technological global workforce. According to Neubert and Dyck (2016), these changes are forcing organisations to prioritise a more global, flexible, integrated and vocational training model. For example, in the banking industry, the introduction of e-banking revolutionised the work processes necessitating employees who are up-to-date with technological demands. Effective training methods have become an essential factor in the businesses because they have the potential to enhance the efficiency and effectiveness in the organisation (Mungai & Irungu, 2013).

According to AlBattat (2014), any training that is linked to market needs have the ultimate goal of benefiting the entire industry. Therefore, to achieve efficiency and effectiveness in the hotel sector, the management must make training an enduring element of its policy framework. Nwachukwu (2017) studied the relationship between training methods and the performance of listed companies in Nigeria. The study revealed that new teaching, learning and training methods are necessary for any organisation that strives to meet its goals and objectives in an ever-changing business environment.

According to Tajeddini (2011), training design involves developing new educational and training materials for existing employees and helps roots out existing gaps in training by filling them in with new materials for enhanced performance. In essence, training design allows employees to grow their skills instead of becoming static in their responsibilities and roles. Wadongo et al. (2010) argue that although training design should be directed at employees, its ultimate impact should be directed to organisation performance because the end users of such benefits are business itself. Therefore, training can only have the most considerable influence when it is coupled with other human resource management practices which should be implemented by an organisation.

According to Tepper et al. (2018), an effective training design has the potential to enhance the organisation performance with benefits including profitability, efficiency, productivity, and improved operating revenue per employee. Kozica and Brandl (2015) argue that an effective training design is one that has not only been implemented based on sound human resource practices but one that incorporates the ever-changing face of technology. As such, an effective training design is one that captures the emerging needs of the markets. Gonzalez (2014) asserts that having the right IT infrastructure and employees who have been trained using the appropriate design has a major impact on organizational performance.

2.3 Conceptual Framework

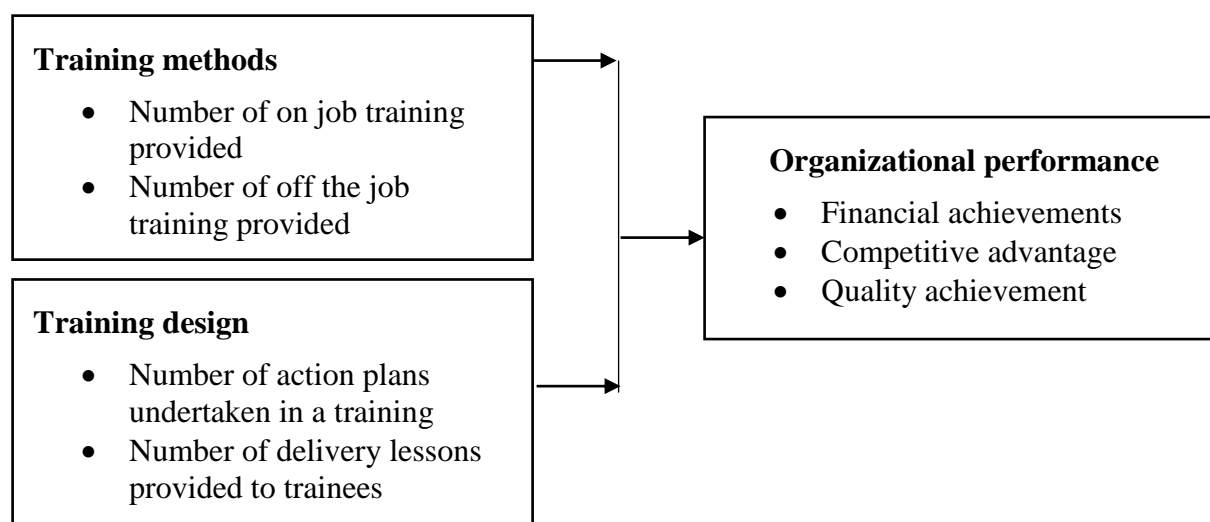


Figure 1: Conceptual Framework

3.0 Research methods

Survey research design was found to be suitable for this study. The study was conducted at three-star rated hotels in Nakuru County in Kenya. Nakuru County is home to Lake Nakuru, Lake Elementaita, and Lake Naivasha which forms some of its tourist attraction sites. The target population was 422 employees of three-star rated hotels in Nakuru County comprising 101 employees from Hotel Cathay, 126 employees from Lake Naivasha Sopa Lodge, 90 employees from Lake Nakuru Flamingo Lodge and 105 employees from Lake Naivasha Simba Lodge. The sample size for the study was 202 selected using stratified random sampling where 48 employees were selected from Hotel Cathay, 60 employees from Lake Naivasha Sopa Lodge, 43 employees from Lake Nakuru Flamingo Lodge and 51 employees from Lake Naivasha Simba Lodge. The study used self-administered questionnaires to collect the data from the respondents because it dealt with concepts that cannot be directly observed.

The study used the SPSS software package to analyse the data collected. This study employed both descriptive and inferential statistics to analyse the collected data. Descriptive statistics mainly involved measures of central tendency particularly the mean and standard deviation. Inferential statistics was used to investigate the effect of training methods and training design on

organizational performance in three-star rated hotels in Nakuru County Government. The multivariate regression model took the form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where;

Y= Organisational Performance

β_1 , and β_2 = Regression coefficients

β_0 = constant

X_1 = Training Methods

X_2 = Training Design

ε = Error

4.0 Results and Discussion

A total of 202 questionnaires were distributed to three (3) star-rated hotels in Nakuru County targeting managers, supervisors, and junior staff. Out of 202 questionnaires, 51 questionnaires returned unanswered with the respondents citing busy and tight schedules as the primary reason for not undertaking to participate in the study. This represents a response rate of 74.8%. Cooper (2006) argues that a response rate of more than 70% is sufficient for the study.

4.1 Descriptive Results

This study was conceptualised under two variables namely: Training Methods and Training Design. A number of questions were fronted to the respondents who gave their responses on a scale of 1 to 5 where 1 represented “Strongly Agree”, 2 represented “Agree”, 3 represented “Undecided”, 4 represented “Disagree” while 5 represented “Strongly Disagree.” The mean scores obtained were interpreted based on Table 1:

Table 1: Interpretation Scale

Scale	Interpretation
1.00 to 1.49	Strongly Agree
1.5 to 2.49	Agree
2.50 to 3.49	Undecided
3.50 to 4.49	Disagree
4.50 to 5.00	Strongly Disagree

4.1.1 Influence of Training Methods on the performance of three-star rated in Nakuru County

The first specific objective of this study was to evaluate the influence of Training Methods on the performance of three-star rated hotels in Nakuru County. Table 2 shows the descriptive statistics of the main constructs:

Table 2: Training Methods

	Mean	Std. Deviation
There is a relationship between job training and organizational performance in the hotel industry	1.4371	.57244
On job training on technological change has affected the daily activities and organizational performance in the hotel industry	2.0596	1.19572
Various schemes of off the job training are applicable in the hotel industry	2.0596	1.19572
There various achievements attached to off the job training schemes in the hotel industry	2.0464	.98209
Aggregate Mean	1.900	0.986

An aggregate mean of 1.900 with a standard deviation of 0.986 was recorded implying that respondents generally agreed that Training Methods had a significant influence on the performance of three-star rated hotels in Nakuru County. The statement “There is a relationship between job training and organizational performance in the hotel industry” recorded the highest approval with a mean of 1.4371 followed by off job training schemes at 2.0464 with on job training schemes and various schemes for off-the-job training methods tying at 2.0596.

4.1.2 Influence of Training Design on the performance of three-star rated in Nakuru County

The second specific objective of this study was to evaluate the influence of Training Design on the performance of three-star rated hotels in Nakuru County. Table 3 shows the descriptive statistics of the main constructs:

Table 3: Training Design

	Mean	SD
The Hotel has instituted proper action plans that form the basis for training of any programme	1.7417	.9553
The Hotel follows up with the action plans while conducting training	1.874	.9402
Delivery lessons are conducted in an atmosphere that is conducive	1.8278	.9434
Aggregate Mean	1.8185	0.9463

An aggregate mean of 1.8185 with a standard deviation of 0.9463 was recorded implying that respondents generally agreed that Training Design had a significant influence on the performance of three-star rated hotels in Nakuru County. The statement “The Hotel has instituted proper action plans that form the basis for training of any programme” recorded the highest approval with a mean of 1.742. This was closely followed by conducive atmosphere for learning at 1.8278 and follow-up of action plans at 1.874.

4.1.3 Performance of three-star rated hotels in Nakuru County

The study examined the performance of three-star rated hotels in Nakuru County. Table 4 summarises the descriptive statistics of the main constructs:

Table 4: Performance of three-star rated hotels in Nakuru County

	Mean	SD
The hotel has availed relevant training programme	1.9338	.90678
Hotel avail client survey index on customer satisfaction	1.7152	.77784
Hotel allows high-quality Operation and maintenance of physical infrastructure for service delivery	1.7616	.87718
Enhancement regulation of Service Providers/ agents is made by Tourism Regulatory Authority Of Kenya periodically	1.7020	.72842
The management style of the top managers of the Hotel is conducive for employees to perform in all divisions.	1.7020	.72842
There are continuous phases of expansion of service coverage by the Hotel.	1.7748	.95340
Commercialization of Hotel products has led to high profits.	1.8278	.80632
Aggregate Mean	1.774	0.825

An aggregate mean of 1.774 with a standard deviation of 0.825 was recorded implying that respondents generally agreed that performance of three-star rated hotels in Nakuru County was on a positive trend. Enhancement regulation for service providers/ agents and management style of the top managers recorded the highest approval ratings with each scoring a mean of 1.702. This was closely followed by Client Survey Index that recorded a mean of 1.715, High-Quality Operation and Maintenance of Physical Infrastructure for Service Delivery at 1.762, Continuous Phases of Expansion of Service Coverage by the Hotel at 1.775, Commercialization of Hotel products at 1.828. The availing of relevant training programme recorded the least approval at 1.934.

4.2 Correlation Analysis

The researcher performed correlation analysis to test the strength of relationships between the research variables. Correlation analysis results provide a correlation coefficient that measures the linear association between two variables (Cooper et al., 2006). The findings of the correlation analysis are presented in Table 5:

Table 5: Correlation Analysis

		Training Methods	Training Design
Training Methods	Pearson Correlation	1	.622
	Sig. (2-tailed)		.006
Training Design	Pearson Correlation	0.554	1
	Sig. (2-tailed)	.000	

The results revealed that the performance of three-star rated hotels was positively related to training methods with a Pearson's Correlation Coefficient of $r = 0.622$ and at level of significance of 0.006, this was statistically significant because the p-value is less than 0.05.

The results showed that there is a relatively strong relationship between training design and performance of three-star rated hotels with a Pearson's Correlation Coefficient of $r = 0.554$ and at level of significance of 0.000, this was statistically significant as the p-value is less than 0.05.

4.3 Multiple Regression Analysis

The study investigated the influence of training on the performance of three-star rated hotels in Nakuru County. The components of training that were investigated included training methods, training design and organizational performance.

4.3.1 Stepwise Regression Analysis

The study further carried out stepwise regression analysis to establish the statistical significance relationship between the dependent variable (performance of three-star rated hotels in Nakuru County) and independent variables (training methods, training design). According to Cooper et al. (2006), stepwise regression is done to estimate the relationship between key variables in a study and helps to generate statistical relationship between one or more predictor variables and response variable. Table 6 shows the results of the stepwise regression analysis:

Table 6: Stepwise Regression Analysis

		Model 1	Model 2
Training Methods	β	2.273	1.9262
	Std. Error	.046	.051
Training Design	β	3.251	2.910
	Std. Error	.226	.125

At a confidence level of 95%, training methods had a regression coefficient of 2.273 with a standard error of 0.046. This means a unit increase in training methods is likely to increase the performance of three-star rated hotels 2.273 times. When incorporated with design, training methods improves the performance of three-star rated hotels 1.9262 times. At a confidence level of 95%, training design had a regression coefficient of 4.125 with a standard error of 0.327. This means a unit increase in training design is likely to increase the performance of three-star rated hotels 4.125 times.

4.3.2 Coefficients of Determination

The multivariate regression model was based on the formula:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

In the equation, Y represented the performance of three-star rated hotels in Nakuru County, β_1 , and β_2 were Regression coefficients, β_0 was a constant with X_1 = Training Methods, X_2 = Training Design, and ε = Error.

Table 7: Summarises the results of the Coefficients of Determination:

Model	Unstandardized Coefficients		Standardized Coefficients	T	(p-value) Sig.
	β	Std. Error	Beta		
(Constant)	.934	.012		5.250	0.000
Training Methods	2.273	.046	0.618	3.491	0.001
Training Design	3.251	.226	0.428	2.782	0.002

From the table 7, it is clear that at a confidence level of 95%, training methods ($t=3.491$, $p=0.001$) and training design ($t=2.782$, $p=0.002$), are statistically significant with organizational performance in three-star rated hotels. The high t-values for the 2 main variables and $p<0.05$ implies that all the variables are statistically significant in determining the performance of three-star rated hotels in Nakuru County. In terms of the order in which the variables determine the performance of three-star rated hotels in Nakuru County, training design ranks higher with a mean coefficient of 3.251 followed by training methods at 2.273. Ideally, the equation of the regression model can therefore be expressed in the form: $Y=0.934+2.273X_1+3.251X_2$ where: Y= Performance of three-star rated hotels, β_1 , β_2 , = Regression coefficients, β_0 = constant X_1 = Training Methods, X_2 = training design,

As noted in the equation, $\beta_0=0.934$. With a constant of 0.934, it implies that the Performance of three-star rated hotels in Nakuru County would be 0.934 even without factoring in the training initiatives. However, with training initiatives, the performance is likely to improve based on the regression equation: $Y=0.934+2.273*\text{Training Methods}+3.251*\text{Training Design}$. β_0 , (the Y-intercept) is 0.934. Therefore, it is the value that predicts the performance of three-star rated hotels in case training methods and training design are all equal to zero or they are near zero. In the present case, all the variables have coefficients that are greater than zero (training methods=2.273, training design=3.251). As such, β_0 which is 0.934 anchors the regression line in the right place to define training methods and training design.

The coefficients, β_1 , and β_2 depict the predicted value in the performance of three-star rated hotels for each one-unit difference in the corresponding variables in case they remain constant. Because, the variables are categorical variable, one unit difference represents switching from one category to another. β_1 and β_2 are then the average difference in Performance of three-star rated hotels between the categories for which the main variables under the study are equal to zero. $\beta_1=2.273$, meaning for every Training Methods factor adopted by three-star rated hotels in Nakuru County, the performance would increase by 2.273. $\beta_2=3.251$, meaning for every training design factor adopted by three-star rated hotels in Nakuru County, the performance would increase by 3.251. $\beta_3=3.675$. As seen from the equation, training design ranks higher in terms of determining the performance of three-star rated hotels in Nakuru County followed by training methods.

An aggregate mean of 1.900 with a standard deviation of 0.986 was recorded implying that respondents generally agreed that Training Methods had a significant influence on the performance of three-star rated hotels in Nakuru County. Tajeddini (2011) found that training methods had a greater impact on the performance of hotels in Ukraine when applied effectively. Therefore, the findings of this study reinforce the notion that training methods has a positive influence on the performance of hotels. An aggregate mean of 1.8185 with a standard deviation of 0.9463 was recorded implying that respondents generally agreed that Training Design had a significant influence on the performance of three-star rated hotels in Nakuru County. Wadongo et al. (2010) found that training design enhanced the performance of Kenyan five-star hotels when it was coupled with other human resource management practices that were implemented by the organisation. The findings of this study are in line with this argument that training design if applied effectively can enhance the performance of an organisation.

5.0 Conclusion

Majority of respondents (with an aggregate mean of 1.900) agreed that training methods had a significant influence on the performance of three-star rated hotels in Nakuru County. A large percentage of respondents (aggregate mean of 1.8185) agreed that Training Design has a significant influence on the performance of three-star rated hotels in Nakuru County. Training methods and training design had significant influence on the performance of three-star rated hotels in Nakuru County. On-the-job training is an important method which is employed in establishments in order to get more effective performance of employees. What is aimed through on-the-job training in an establishment is to maximize job performance of employees. Enhancing job performance of employees and applying internal training programs increase productivity of an establishment.

6.0 Recommendations

The study recommends the need to vary training methods for employees with aim of enhancing organizational performance in three-star rated hotels. The selection of training methods should also be based on nature of job to be accomplished. Some of the the training methods to be used include interactive training and on-the-job training. The training design to be used should specify the instructional objective, sequencing training material, incorporating learning principles, and identifying effective training methods.

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