



Relationship between Transformational Leadership Style and Operational Performance of Hospitality Industry in Kenya: A Case Study of Star Rated Hotels in Nairobi County

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Abstract

Leadership styles denote to systematic patterns of behavior engaged by organizational leaders when dealing with other employees. Some of the commonly acknowledged leadership styles are transformational and transactional leadership styles. Leadership is a situation where one individual influences others to act in a certain manner for the common good of an organization's objectives. Leaders help organizations achieve set objectives by directing the operations through influencing their followers and determine how well the resources of an organization are utilized towards realization of organizational objectives. The hospitality industry in Kenya has not emerged very strong and its performance is behind as compared to its peers. The poor performance of the hospitality industry has consistently missed the government revenue target. The purpose of the study was to determine the influence of transformational leadership style on operational performance of hospitality industry in Nairobi. The study objectives were to determine the influence of leader competence, effect of communication, influence of motivation and effect of individualized consideration on operational performance of hospitality industry in Nairobi. The study was informed by Taylor's Motivational Theory, Fredrick Herzberg's Two Factor Theory,

Resource based view (RBV) and Communication Accommodation Theory. This was done by expounding on how the theories relate to transformational leadership styles and operational performance. The study adopted a descriptive research design. The study population target was 10,420 employees in star rated hotels in Nairobi County. The sample size was 385 respondents. The study used questionnaires to obtain data. Data was presented using tables, charts and figures. Regression results showed that leader competence and operational performance are positively and significant related ($r=0.111$, $p=0.030$). The findings further revealed that communication and operational performance are positively and significantly related ($r=0.131$, $p=0.007$). It was further established that motivation and operational performance were positively and significantly related ($r=0.315$, $p=0.000$). Similarly, results showed that individualized consideration and operational performance were positively and significantly related ($r=0.138$, $p=0.005$). Based on the findings above the study concluded that leader competence, communication, motivation, individualized consideration significantly influence the operational performance of hospitality industry.

Keywords: *Transformational Leadership, Leader Competence, Motivation, Communication, Individualized Consideration, Operational Performance, Hospitality Industry, Star Rated Hotels, Nairobi County.*

1.0 Introduction

1.1 Background of the Study

Leadership is a situation where one individual influences others to act in a certain manner for the common good of an organization's objectives (Wang, Chich-Jen & Mei-Ling, 2010). Leaders help organizations achieve set objectives by directing the operations through influencing their followers (Puccio, Mance & Murdock, 2010). They determine how well the resources of an organization are utilized towards realization of organizational objectives (Wambui, & Koome Riungu, 2011). Leadership styles refer to systematic patterns of behaviour engaged by organizational leaders when dealing with other employees. Some of the commonly acknowledged leadership styles are transformational and transactional leadership styles (Sumers & Hyman, 2015).

Transformational leadership is a type of leadership that brings about change in the way things are done in an organization (Hill, 2014). It is the most embraced kind of leadership as it helps both the leader and follower to advance their commitment and productivity in an organization (Fletcher, Uhl-Bien & Ospina, 2012). Transactional leadership is a leadership styles in which leaders have absolute power to make key decisions concerning the organization over their subordinates to an extent that subordinates are left with little opportunity to contribute to key decision-making process (Sumers & Hyman, 2015). Transactional leaders put more emphasis on the processes as opposed to putting much emphasis on forward thinking to come up with new and better ways of achieving set objectives.

Leader competence endeavor to impact followers' moral behavior by setting moral standards and considering followers' responsible to those benchmarks using prizes and training (Edwin, Ouma & Lucas, 2012). Such training is geared towards the optimizing utilization of human resources, hence aiding the employees achieve organizational goals (Adeniji, Osibanjo & Abiodun, 2013). Workplace ethics training is important in this study since it is highly recommended for fostering a trustworthy working environment. The workplace ethics training assists the company realize its goals as set in the strategic plan (Nzioka, & Njuguna, 2017).

Increased communication for organizations fosters brand awareness and often improved customer service. The findings from the study by Dimarogonas (2010) echoes that of Han & Windsor (2011) who have both viewed trust as an important aspect in influencing consumer perceptions. Motivation of the staff improves performance of the organization (Wambui & Koome Riungu, 2011). Indeed, it is possible that changes to the total reward structure intended to increase motivation will decrease organizational engagement if not dealt with very carefully and in a manner perceived to be fair, particularly in terms of pay reforms (Mokaya, Musau, Wagoki & Karanja, 2013).

Individualized consideration is the consideration of individuals into the change procedure of an association. These emerges the need to analyze their desires, needs, qualities and capacities in the correct way. This sort of movement prompts larger amounts of trust in the leader. Thus, other than a worldwide picture, a transformational leadership must recognize what propels any of his colleagues separately (Kiprutto, Wambui Koome & Riungu, 2011). Human wishes and needs are distinctive. Some need sureness, some need energy and change; some favor cash, and some extra time. The leader, who knows about the distinction needs and wishes of individuals, has a chance to utilize every one of those diverse requests in the correct way (Zhu, Avolio & Walumbwa, 2016).

Companies operating in the Hotel industry are facing higher competition in the market for skilled labor in the Hospitality profession and for market share (Kuria, Alice & Wanderi, 2016). Customers' expectation and preferences are also increasing from time to time. Because of these and other globalization factors, companies should revise their strategy and invest more amount of money in their premises to compete effectively (Kamau & Waudu, 2014). They should identify their core competences and unique resources to adopt positioning strategy to get competitive advantage in the high competitive market in the industry (Ngari & Muiruri, 2014). The entity in charge of determining the conditions by which hotels will be accountable and which will determine whether they receive one or five star is the World Organization of Tourism (Johanna, 2014). Hotels assessment is based on the facilities they have and the service quality they offer.

Hotels are classified based on different system of classifications. The star classifications system of Hotels is common in many countries (Mbuthia, Muthoni & Muchina, 2016). The higher the star rating of the Hotel indicates the higher luxury (Kiseli, Senaji, & Eng 2016). Hotels in Kenya are classified in star rating system that includes 5-star the higher luxury, 4 -star Hotels, 3-star Hotels, 2-star Hotels and 1-star Hotels (Kuria, Alice & Wanderi, 2016). There are 40 star rated hotels in Nairobi (TRA, 2016). The process of standardization and classification of hotel rating is however not as straightforward as the bodies involved weigh specific properties (Kamau & Waudu, 2014) against outlined metrics ranging from obvious features such as a working phone and Internet connection to non-obvious traits such as staff dining space and the condition of their uniform (Kareithi, 2016).

1.2 Statement of the Problem

The hospitality industry in Kenya has not emerged very strong and its performance is behind as compared to its economic peers that includes South Africa, Morocco, Nigeria and Mauritius. According to the Kenya National Bureau of Statistics (2016), visitors to Kenyan hotels decreased by 51.9% since 2011's 2.9m nights to just 1.4m nights in 2016 (Mukwate Ngui-Muchai & Muchai, 2012). This brought the average annual occupancy rate to a new low of 29.1% in 2016, down from 31.6% in 2014 and 40.3% in 2011. The poor performance of the hospitality industry has consistently missed the government revenue target. The hospitality sector is one of the industries,

which have been strongly affected by globalization and thus the increasing competition rises the need for leadership to create a competitive edge (Wadawi, Bresler & Herbst 2015).

It is not fully understood precisely how transformational leadership is developed especially in the hospitality industry (Echakara, 2011). Little is known about the attributes of leaders in this sector, the styles of leadership they embrace, or the strategies they are now using to address the challenges of complexity (Eng'airo, 2016). It is important to the field and profession to explore which leadership characteristics of hospitality industry are valued, why, and how they rank those in identifying sectorial leaders.

The rapidly evolving character of the hospitality industry system suggests that these characteristics may be contextual in character (Kamau & Waudu, 2014). However, attaining such insights will aid both in charting the forms of transformational leadership now in evidence among hospitality industry stakeholders while also helping to identify strategies that future leaders may employ at various levels to encourage performance in hospitality industry (Kareithi, 2016). This study sought to cover this area that has not been researched on hence the study sought to plug that gap.

1.3 Objectives of the Study

The specific objectives of the study were;

- i. To establish the influence of leader competence on the operational performance of hospitality industry in Kenya.
- ii. To determine the effects of communication on the operational performance of hospitality industry in Kenya.
- iii. To establish the influence of motivation on the operational performance of hospitality industry in Kenya.
- iv. To assess the effects of individualized consideration on the operational performance of hospitality industry in Kenya.

1.4 Research Questions

They study was guided by the following questions;

- i. How does leader competence influence the operational performance of hospitality industry in Kenya?
- ii. What is the effect of communication on the operational performance of hospitality industry in Kenya?
- iii. What is the influence of motivation on the operational performance of hospitality industry in Kenya?
- iv. How does individualized consideration affect the operational performance of hospitality industry in Kenya?

2.0 Literature Review

2.1 Theoretical Framework

2.1.1 Taylor's Motivational Theory

Frederick Taylor invented this theory in 1911. As indicated by Taylor's examination, individuals worked only for cash. In the early years of the auto get together industry take a shot at a generation line depended on creating amount and was tedious. Specialists were paid 'piece rate', that is, paid for each work done (Hogg, 2014). This approach of paying workers by results was good for the business. The result was more noteworthy generation yet gave little open door, support or time for

workers to have a problem solving attitude or be imaginative in what they did. This sort of pattern constrained individuals' improvement and their utilization inside the organization. Workers are more propelled in the event that they feel content in their work. This frequently happens when their employer makes a decent workplace where representatives feel esteemed, by and large through expanded correspondence and being requested their conclusions. Representative inspiration is additionally liable to be higher if the organization puts resources into its staff through training and development (Spence & Spence, 2013). Thus, this uplifts their insight, aptitudes and their feeling of occupation satisfactions.

This theory is relevant to this study since it focuses on one way of motivating employees. Taylor's motivational theory informs motivation variable. It postulates that the approach of paying workers by results is good for the business thus leading to an improvement in employee performance that may lead to improved productivity.

2.1.2 Fredrick Herzberg's Two Factor Theory

Fredrick Herzberg found his theory in 1959. Bassett-Jones, and Lloyd, (2005) argued that employees are motivated by two factors, motivator's factors and hygiene factors. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the link in which Herzberg termed the motivators. These intrinsic variables include advancement, growth, recognition, work itself, achievement and responsibility. On the other hand, Herzberg noted that certain factors induce dissatisfying experiences to employees and these factors largely result from non-job related variables called extrinsic variables. Therefore, the theory was relevant to this study as it takes into account that workforce have two categories of needs that operate at the workplace and which need to be fulfilled otherwise they will seek ways to satisfy themselves including deserting. Human resource managers need to consider the employee welfare. Studies (Sunderland, 2004 and Ng'ethe, 2014) show that extrinsic factors (competitive salary, good working environment, job security and intrinsic factors (training, development, job, career opportunities, challenge work) have an indirect influence to organizational performance.

2.1.3 Resource based view (RBV)

Resource-based view views the firm as a bundle of assets and resources that can create competitive advantage if employed in distinctive ways (McIvor, 2009). The resource-based perspective holds that the possession of certain resources and capabilities defines what the organization will do and what it can obtain from outside parties. This view recommends that to increase competitive advantage, an organization must concentrate on those exercises that constitute the core capabilities and outsource the more fringe exercises (Eng'airo, 2016). Core activities are transformational work that makes one of a kind incentive for representatives, clients, and financial specialists. Non-center exercises are standard routine value-based work effortlessly copied and recreated. This point of view distinguishes those center exercises that the association must perform in-house. As indicated by the RBV, just those Human Resource (HR) exercises that couldn't meet the criteria of deliverability, incomparability, toughness and non-substitutability ought to be outsourced. The theory was relevant as it informs the study on established that resources and competitive environment within the organization is beneficial for acceleration of performance and achievement of competitive advantage within the firm and at the same time also helps in management of resources effectively.

2.1.4 Communication accommodation theory

Communication accommodation theory (CAT) is a theory of communication developed by Giles (1991). This theory concerns the behavioral changes that people make to attune their communication to their partner, and the extent to which people perceive their partner as appropriately attuning to them. This theory is concerned with the links between language, context, and identity (Mandell & Pherwani, 2003). It focuses on both the intergroup and interpersonal factors that lead to accommodation, as well as the ways that power, macro and micro-context concerns affect communication behaviors. Communication accommodation theorists focus on the patterns of convergence and divergence of communication behaviors, particularly as they relate to people's goals for social approval, communication efficiency, and identity (Bass & Riggio, 2006). This theory is relevant to this study since it informs the communication variable. Since speech is a way to express group membership, people adopt convergence or divergence in communication to signal a salient group distinctiveness, so as to reinforce a social identity. Communication accommodation thus, becomes a tool to emphasize group distinctiveness in a positive way, and strengthen the individual's social identity

2.2 Empirical Review

2.2.1 Leader Competence and Operational Performance

Hawi, Alkhodary and Hashem (2015) examined the managerial Competencies and Organizations Performance. The study explored the link between the managerial competencies and the firms' performance in a sample drawn from 4 big airlines organizations in Jordan. The hypothesis was tested over a data set including 62 managers. Results showed that all the competencies; leadership, problem solving, strategic competency and the customer focus had a positive relationship with the organizations performance in the airline sectors in Jordan. Specifically, Organizations innovation was seen linked to the strategic competency, while client focus linked with the organization competitive advantage. Agha, Alrubaiee and Jamhour, (2012) conducted a study on the effect of core competence on competitive advantage and organizational performance. Finding demonstrates that, while competence skill had a solid and positive effect on competitive advantage on organizational strategy. Results affirmed the fluctuating significance of competence skill measurements on upper hand and hierarchical execution. It likewise found that adaptability had higher effect on hierarchical execution than responsiveness. To stay focused and get upper hands, directors can attempt to increment hierarchical execution by dealing with each measurement of center capability i.e. shared vision; collaboration and strengthening.

Asree, Zain and Rizal Razalli, (2010) investigated the influence of leadership competency and organizational culture on responsiveness and performance of firms. The approach took the form of an empirical analysis of data obtained via a questionnaire survey involving 88 hotels of various ratings in Malaysia. The findings indicated that leadership competency and organizational culture had had positive associations with responsiveness. In addition, responsiveness had a positive association with lodging income. These discoveries inferred that initiative competency and authoritative culture are essential components for inns to be receptive to their clients, and thus responsiveness to clients would enhance hotel income. According to Hawi, Alkhodary and Hashem (2015) examined the managerial Competencies and Organizations Performance. The study explored the link between the managerial competencies and the firms' performance in a sample drawn from 4 big airlines organizations in Jordan. The hypothesis was tested over a data

set including 62 managers. Results showed that all the competencies; leadership, problem solving, strategic competency and the customer focus had a positive relationship with the organizations performance in the airline sectors in Jordan. Specifically, Organizations innovation was seen linked to the strategic competency, while client focus linked with the organization competitive advantage.

2.2.2 Communication and Operational Performance

Karamat (2013) examined the impact of organizational leadership on organizational performance in D&R Cambric Communication. Both the subjective and quantitative research strategy was utilized as a part of the examination. The outcomes driven from the examination demonstrated that there was a solid effect of initiative practices on organizational performance. The conduct of the CEO of the D&R Cambric Communication with the workers of the organization was one of the real purposes behind the organization's prosperity. Initiative practices were discovered to be essential key variables for the development of the organizations in the administration segments.

The various elements of the marketing communication mix are the major techniques that marketers use to communicate with customers as well as other relevant audiences. Kurland (2012) defined Integrated Marketing Communication (IMC) as idea of showcasing correspondence arranging that join and assess key part of various correspondence train to get the lucidity, consistency and more prominent effect. Procedure of delivering and applying the diverse correspondence programs and the likelihood to have effect in future after some time, general IMC preparation begins with the client and work to decide and characterize the strategies and structures to build up the powerful interchanges programs (Kurland, 2012). In a study by Tubbs and Moss (2008), it is disclosed that there is a correlation between quality communication and total performance within an organization. The absence of effective communication obstructs successful organizational performance. In line of this for instance, members of an organization are able to share relevant work related issues as well as information, which facilitates ideas in creativity and decision-making (Robbins, 2010). Based on this, both organizational and individual goals and objectives are attained.

A study conducted by Cornelissen (2008) reveals that naturally some employees would want to keep much distance from their colleagues outside office premises. Their intrinsic attitudes tend to create gap to effective communication (Pavel, 2018). Such kind of employees assumes that, maintaining official rapport enhances formal work in its decent manner (Hopkins, 2016). Arguably, the researcher emphasized that many organizations do focus much on the employee's personal relationships. As part of this, they choose those they can relate well to foster good communication in the organization (Cornelissen, 2008).

2.2.3 Motivation and Operational Performance

Intellectual stimulation and inspirational motivation were found to enhance the organizational performance (Hancott, 2015). Considering that the firms today must perform and meet the contending desires of the partners in a way that is straightforward and moral, it is essential that leaders disguise transformational practices as the survival of the organizations may rely upon it. Echakara (2011) studied the impact of reward techniques on workers' inspiration and task performance in Kenya Commercial Bank, Kisumu Kenya. He observes that reward techniques picked by administration really impacted their inspiration and task performance. Additionally, he demonstrated that it takes a successful administration to build up a decent reward system that can enhance the yield of workers. Reward systems are imperative apparatuses that administration

viably utilizations to divert worker inspiration in fancied ways. The frameworks look to attract individuals to join the organization, keep them coming to work and propel them to perform to higher 'levels.

Muchai (2012) studied the performance based compensation practices among commercial banks in Kenya. The examination utilized a cross-sectional descriptive review outline. The investigation included enlightening measurements and substance examination. Content examination was utilized to break down the reactions from the meetings. The examination discoveries were that the supervisors differ that on stock possession, workers are remunerated with organization stock as an out and out allow. They also agreed that the piece rate system did not pay a higher piece rate wage if employees produced more than the standard (Muchai, 2012). Onyango, Edwin and Lucas (2012) studied Relationships between rewards of performance in the Kenyan hotel industry. He observes that reward techniques picked by administration really impacted their inspiration and task performance. Additionally, he demonstrated that it takes a successful administration to build up a decent reward system that can enhance the yield of workers. Reward systems are imperative apparatuses that administration viably utilizations to divert worker inspiration in fancied ways. The frameworks look to attract individuals to join the organization, keep them coming to work and propel them to perform to higher 'levels.

2.2.4 Individualized Consideration and Operational Performance

Individualized consideration constitutes creating devotees through training, coaching and instructing are the focal pointer of the variable (Kirkbride, 2016). Individualized thought is the principal element of transformational style. The individualized thought leader shows high worry for their adherents, regards them as people, and becomes acquainted with well about them and tunes in to both their worries and thoughts (Kirkbride, 2016). Individualized thought manages basic transformational authority practices of regarding people as essential supporters of the association. Leaders who utilize this style of authority give due thought for their worker needs and mentor them to bring maintainable advancement (Sarros & Santora, 2014). In entirety, a leader who gives individual thoughtfulness regarding subordinates, mirror the conduct of regarding every worker as an individual and start an enthusiasm for the long haul advancement of every representative (Hoffman & Frost, 2016).

Long (2014) examined the relationship between transformational leadership style and employee job satisfaction. An exact investigation was led in a Government Linked Company in Malaysia. 378 representatives from 6 unique offices were welcome to be the respondents of this examination. The quantity of finished overviews which were returned to the analyst was 255. This speaks to an arrival rate of 67.46%. The discoveries demonstrate that just a single of the four transformational style qualities is found to have critical association with work fulfillment. Normal for individualized thought was observed to be contributed most in work fulfillment. Alblosi and Nawar (2015) explored the current level of hierarchical learning rehearses in a SMEs setting in a creating nation, Indonesia. Alongside leadership learning results and hierarchical execution, there are five develops in a proposed theoretical model. To address the collaborations among the developing's in the auxiliary model, eight theories setting relationship between the five builds were analyzed. After the survey had been pretested, it was disseminated online to 1000 proprietor/chiefs and workers of SMEs in Indonesia and yielded 501 usable returned polls - a 50 for each penny reaction rate. Examination of the information was done utilizing the SPSS factual bundle programming discharge 19 and the Amos Structural Equations Modeling bundle discharge 20 to create niggardly substantial and solid builds to gauge hierarchical learning and its forerunners leadership culture,

transformational style, and strengthening and in addition leadership learning results, hierarchical execution.

2.4 Conceptual Framework

According to Kombo & Tromp (2009), a concept is a conceptual or general thought construed or gotten from particular cases. A conceptual framework is an arrangement of wide thoughts and standards taken from significant fields of enquiry and used to structure an ensuing introduction. An applied conceptual framework is a sensibly created system of interrelationships among factors considered the basic piece of the progression of the circumstance being researched. Figure 1 is a non-literal portrayal of the factors to be investigated by this examination. The conceptual framework is illustrated as shown in figure 1.

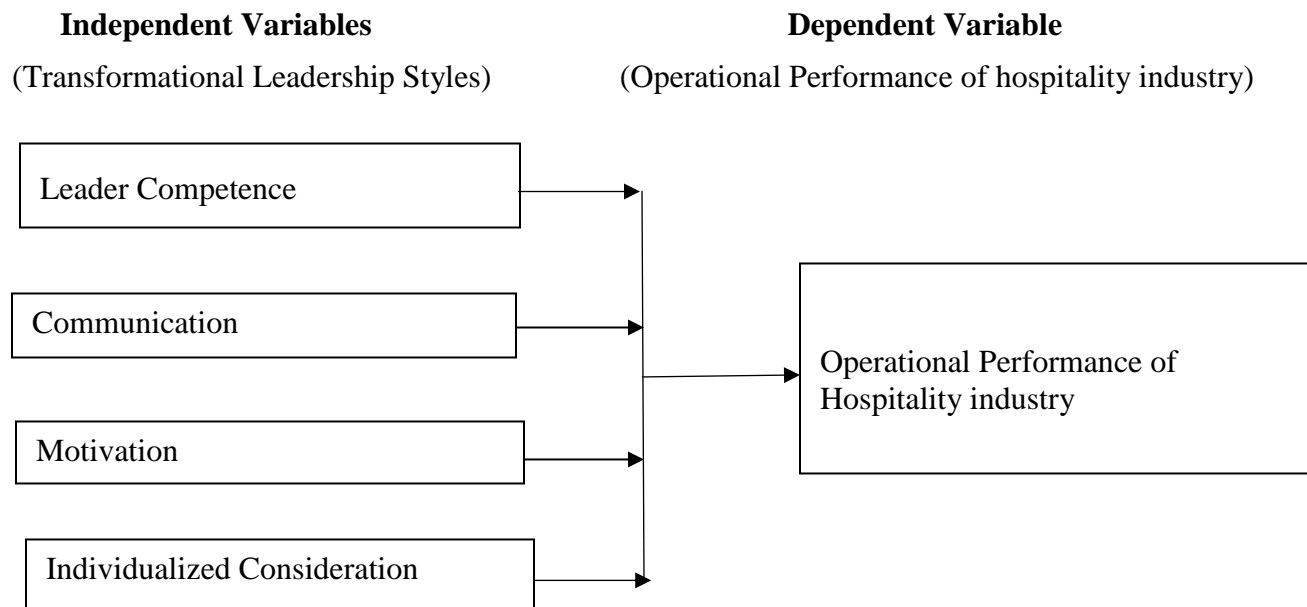


Figure 1: Conceptual Framework

3.0 Research Methodology

The research design that was employed in this study is descriptive research design. Descriptive design was appropriate as it demonstrate relationships and describe the world as it exists and helps answer questions such as “what is” or “what was.”. Target population in insights is the particular population about which data is sought (Gupta, 2012). The study population target was about 10,420 employees in star rated hotels in Nairobi. The study used a sample size of 385 employees as a unit of observation. This study was carried out between July and August 2018. Census approach was used to select the 40 senior managers while middle and operation staff was apportioned. Simple random sampling was used to select the middle management and operation staff. Primary data was collected through the administration of the questionnaires. A structured question was used to capture the opinion of the respondent. Likert-type questions are useful because the respondents are not restricted to a common way of answering the questions.

The statistics generated was descriptive statistics and inferential statistics. The specific descriptive statistics included percentages and frequencies while the inferential statistics included a multiple

linear regression model and Pearson correlation. The multiple linear regression models was used to measure the relationship between the independent variables and the dependent variable that are explained in the model. The regression model helps to explain the magnitude and direction of relationship between the variables of the study using coefficients like the correlation, coefficient of determination and the level of significance

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y = Operational Performance

X₁ = Leader Competence

X₂ = Communication

X₃ = Motivation

X₄ = Individualized Consideration

{ β_i ; $i=1,2,3,4$ } = The coefficients for the various independent variables

e is the error term that is assumed to be normally distributed with mean zero and constant variance.

4.0 Results and Discussion

4.1 Descriptive Statistics

4.1.1 Leader Competence

The first objective of the study was to establish the influence of leader competence on the operational performance of hospitality industry in Kenya. The responses were rated on a five Likert scale as presented in Table 1.

Table 1: Leader Competence

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D
In our organization, the management ensures that there are proper operations in the tourism department.	9.3%	16.9%	0.0%	51.1%	22.8%	3.61	1.26
In our department, the top leadership is open to new ideas and opinions.	3.4%	18.5%	3.7%	50.3%	24.2%	3.73	1.12
In our organization, the management provides wise decisions when tackling organization challenges	5.1%	16.6%	2.0%	53.7%	22.8%	3.72	1.14
In our organization, the management introduces better ways of running the departmental operations.	9.3%	22.2%	3.7%	48.0%	16.9%	3.41	1.26
In our organization, the management empowers others through relevant training and workshops.	3.4%	13.8%	0.8%	64.6%	17.4%	3.79	1.00
In our organization, the management shows openness to new ideas and fosters organizational learning	6.7%	24.2%	1.7%	43.8%	23.6%	3.53	1.27
Average						3.63	1.17

The respondents were asked whether their organization, the management ensures that there are proper operations in the tourism department and a majority of 73.9% (51.1%+22.8%) agreed with the statement. On whether our department, the top leadership is open to new ideas and opinions, 74.5% agreed with the statement. The respondents were asked if their organization, the management provides wise decisions when tackling organization challenges and a majority with 76.5% agreed with the statement. Further, the respondents were asked if their organization, the management introduces better ways of running the departmental operations and a majority with 64.9% agreed to the statement. The respondents were asked whether their organization, the management empowers others through relevant training and workshops and a majority with 82% agreed to the statement. Finally, the respondents were asked if their organization, the management shows openness to new ideas and fosters organizational learning and a majority with 67.4% agreed to the statement.

On a five point scale, the normal mean of the reactions was 3.63 which implies that dominant part of the respondents were concurring with a large portion of the statements; responses were varied as shown by a standard deviation of 1.17.

4.1.2 Communication

The second objective of the study was to determine the effects of communication on the operational performance of hospitality industry in Kenya. The responses were rated on a five Likert scale as presented in Table 2.

Table 2: Communication

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D
In our organization, there is clear communication channels	3.4%	15.7%	2.0%	59.0%	19.9%	3.76	1.05
In our organization, the feedback is received within stipulated time	8.4%	22.5%	0.0%	46.6%	22.5%	3.52	1.29
In our organization, the employees use only official communication channels in our organization	9.3%	24.2%	2.5%	47.5%	16.6%	3.38	1.27
In our organization, there is good relationship between the employees and management.	6.7%	23.6%	0.0%	55.9%	13.8%	3.46	1.19
In our organization, management encourages free expression of ideas.	4.2%	24.4%	0.0%	50.3%	21.1%	3.60	1.19
Average						3.54	1.20

The respondents were asked whether their organization, there is clear communication channels and a majority of the respondents with 78.9% agreed to the statement. On whether in their organization the feedback is received within stipulated time, 69.1% agreed with the statement. The respondents were asked if in their organization, the employees use only official communication channels in our organization and a majority with 64.1% agreed with the statement. Further, the respondents were asked if their organization, there is good relationship between the employees and management and a majority of 69.7% agreed to the statement. Finally, the respondents were asked whether their organization, management encourages free expression of ideas and a majority of 71.4% agreed.

On a five point scale, the normal mean of the reactions was 3.54 which implies that dominant part of the respondents were concurring with a large portion of the statements; responses were varied as shown by a standard deviation of 1.

4.1.3 Motivation

The third objective of the study was to determine the effects of Motivation on the operational performance of hospitality industry in Kenya. The responses were rated on a five Likert scale as presented in Table 3.

Table 3: Motivation

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D
I have a sufficient salary that has improved my ability to work well	4.2%	19.1%	0.8%	50.3%	25.6%	3.74	1.16
Our organization provides medical Insurance cover benefit to the employees	6.7%	25.3%	1.7%	49.2%	17.1%	3.45	1.23
Our organization provides allowances and bonus to the employees	5.1%	18.8%	1.7%	53.1%	21.3%	3.67	1.15
Our organization appreciates and recognizes employees	6.7%	19.4%	1.7%	44.7%	27.5%	3.67	1.25
Our organization provides regular training to the employees.	4.2%	30.9%	4.2%	48.0%	12.6%	3.34	1.16
Our organization provides a career path for its employees.	10.1%	14.3%	2.8%	56.5%	16.3%	3.54	1.21
Average						3.56	1.19

The respondents were asked whether they have a sufficient salary that has improved the ability to work well a majority of the respondents with 75.9% agreed to the statement. The respondents were asked if the organization provides medical Insurance cover benefit to the employees and a majority of the respondents with 66.3% agreed to the statement. On whether the organization provides allowances and bonus to the employees, a majority of the respondents with 74.4% to the statements. The respondents were asked whether their organization appreciates and recognizes employees and a majority of the respondents agreed with 72.2%. Further, the respondents were asked if their organization provides regular training to the employees where a majority of 60.6% agreed to the statement. Finally, the respondents were asked whether their organization provides a career path for its employees and a majority of the respondents agreed with 72.8%.

On a five point scale, the normal mean of the reactions was 3.56 which implies that dominant part of the respondents were concurring with a large portion of the statements; responses were varied as shown by a standard deviation of 1.19

4.1.4 Individualized Consideration

The fourth objective of the study was to determine the effects of Individualized Consideration on the operational performance of hospitality industry in Kenya. The responses were rated on a five Likert scale as presented in Table 4

Table 4: Individualized Consideration

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D
Our organization values individual efforts.	2.5%	23.0%	2.0%	55.9%	16.6%	3.61	1.09
Our organization leadership gives personal compliments for doing outstanding work.	8.4%	18.8%	7.0%	52.5%	13.2%	3.43	1.18
Our organization provides rewards such as praise and acknowledgement of effort for achievement of specified goals.	4.2%	25.6%	0.8%	50.8%	18.5%	3.54	1.18
Our management encourages personal attention to employees who look neglected and lonely.	5.9%	14.3%	3.4%	57.3%	19.1%	3.69	1.11
Our management encourages individual risk-taking, innovation, freedom and uniqueness at work.	5.9%	20.8%	3.7%	44.9%	24.7%	3.62	1.23
Average						3.58	1.16

The respondents were asked whether their organization values individual efforts and a majority of the respondents with 72.5% agreed to the statement. On whether in the organization leadership gives personal compliments for doing outstanding work a majority of the respondents with 65.7% agreed to the statement. The respondents were asked if the organization provides rewards such as praise and acknowledgement of effort for achievement of specified goals and a majority of the respondents agreed with 69.3%. Further, the respondents were asked if their organization management encourages personal attention to employees who look neglected and lonely and majority of the respondents with 76.4% agreed to the statement. Finally, the respondents were asked whether their organization management encourages individual risk-taking, innovation, freedom and uniqueness at work and majority of the respondents agreed with 69.6%.

On a five point scale, the normal mean of the reactions was 3.58 which implies that dominant part of the respondents were concurring with a large portion of the statements; responses were varied as shown by a standard deviation of 1.16.

4.1.4 Operational Performance

The last objective of the study was to establish the operational performance of hospitality industry in Kenya. The responses were rated on a five Likert scale as presented in Table 5.

Table 5: Operational Performance

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D
Our organization has achieved its targets for the last five years	5.1%	25.8%	1.7%	40.2%	27.2%	3.59	1.27
The feedback received from our customers shows that they are satisfied with our services	7.6%	23.0%	0.0%	43.0%	26.4%	3.58	1.30
We ensure that we deliver our services within the expected timeline.	6.7%	19.4%	1.7%	44.7%	27.5%	3.67	1.25
Accurate sale forecasts are always projected	4.2%	30.9%	4.2%	48.0%	12.6%	3.34	1.16
We ensure quality services in our organization	10.1%	14.3%	2.8%	56.5%	16.3%	3.54	1.21
Mechanisms have been put in place to ensure that cost efficiency is maintained to required standards	5.1%	19.7%	2.8%	47.8%	24.7%	3.67	1.19
Average						3.57	1.23

The respondents were asked whether their organization has achieved its targets for the last five years and a majority of the respondents with 67.4% agreed to the statement. On whether the feedback received from our customers' shows that they are satisfied with their services, a majority of the respondents with 69.4% agreed to the statement. On whether in the organization ensured that they deliver services within the expected timeline, a majority of the respondents agreed with 72.2% to the statement. Further, the respondents were asked if their organization accurate sale forecasts are always projected and a majority of the respondents agreed with a rate of 60.6%. The respondents were asked whether they ensure quality services in our organization and a majority of the respondents with 72.8% agreed to the statement. Finally, the respondents were asked whether mechanisms have been put in place to ensure that cost efficiency is maintained to required standards and a majority with 72.5% agreed to the statements.

On a five point scale, the normal mean of the reactions was 3.57 which implies that dominant part of the respondents were concurring with a large portion of the statements; responses were varied as shown by a standard deviation of 1.23.

4.2 Inferential Statistics

4.2.1 Correlation Analysis

Table 6 below presents the results of the correlation analysis.

Table 6: Correlation Matrix

		Operational Performance	Leader Competence	Commu nication	Motiva tion	Individualized Consideration
Operational Performance	Pearson Correlation Sig. (2- Tailed)	1.000				
Leader Competence	Pearson Correlation Sig. (2- Tailed)	.708**	1.000			
		0.000				
Communication	Pearson Correlation Sig. (2- Tailed)	.698**	.839**	1.000		
		0.000	0.000			
Motivation	Pearson Correlation Sig. (2- Tailed)	.711**	.687**	.649**	1.000	
		0.000	0.000	0.000		
Individualized Consideration	Pearson Correlation Sig. (2- Tailed)	.705**	.829**	.828**	.669**	1.000
		0.000	0.000	0.000	0.000	

** Correlation is significant at the 0.01 level (2-tailed).

The results revealed that leader competence and operational performance of hospitality industry is positively and significantly related ($r=0.708$, $p=0.000$). The table further indicated that market communication and operational performance of hospitality industry are positively and significantly related ($r=0.698$, $p=0.000$). It was further established that motivation and operational performance of hospitality industry was positively and significantly related ($r=0.711$, $p=0.000$). Similarly, results showed that Individualized Consideration and operational performance of hospitality industry was positively and significantly related ($r=0.705$, $p=0.000$). This implies that an increase in leader competence, communication, motivation and individualized consideration led to an improvement in operational performance of hospitality industry.

4.2.2 Regression Analysis

The results presented in Table 7 present the fitness of model used of the regression model in explaining the study phenomena. Leader competence, communication, motivation and individualized consideration were found to be satisfactory variables in explaining operational performance of hospitality industry. This was supported by coefficient of determination also known as the R square of 62.4%. This means that leader competence, communication, motivation and individualized consideration explain 62.4% of the variations in the dependent variable, which is operational performance of hospitality industry in Kenya.

This results further means that the model applied to link the relationship of the variables was satisfactory.

Table 7: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.790a	0.624	0.620	0.368
a Predictors: (Constant), Individualized Consideration, Motivation, Communication, Leader Competence				

Table 8 gives the outcomes on the analysis of variance (ANOVA). The outcomes show that the general model was statistically significant. Further, the outcomes suggest that the independent variables are good indicators of operational performance of hospitality industry. This was supported by an F statistic of 145.67 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level.

Table 8: Analysis of Variance (ANOVA)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	78.906	4	19.726	145.671	.000b
Residual	47.532	351	0.135		
Total	126.437	355			
a Dependent Variable: Operational Performance					
b Predictors: (Constant), Individualized consideration, motivation, communication, leader competence					

Regression of coefficients results in Table 9 shows that leader competence and operational performance are positively and significant related ($r=0.111$, $p=0.030$). The table further indicated that communication and operational performance are positively and significantly related ($r=0.131$, $p=0.007$). It was further established that motivation and operational performance were positively and significantly related ($r=0.315$, $p=0.000$). Similarly, results showed that individualized consideration and operational performance were positively and significantly related ($r=0.138$, $p=0.005$). This implies that an increase in leader competence ($r=0.111$, $p=0.030$), communication ($r=0.131$, $p=0.007$), motivation ($r=0.315$, $p=0.000$) and individualized consideration ($r=0.138$, $p=0.005$) led to an improvement in operational performance of hospitality industry.

Table 9: Regression of Coefficients

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	1.190	0.103		11.575	0.000
Leader Competence	0.111	0.051	0.151	2.184	0.030
Communication	0.131	0.049	0.180	2.691	0.007
Motivation	0.315	0.040	0.365	7.832	0.000
Individualized Consideration	0.138	0.049	0.187	2.824	0.005

A Dependent Variable: Operational Performance

The multiple regression model was laid as below.

$$Y = 1.190 + 0.111X_1 + 0.131X_2 + 0.315X_3 + 0.138X_4$$

Where:

Y = Operational Performance

X₁ = Leader Competence

X₂ = Communication

X₃ = Motivation

X₄ = Individualized Consideration

5.0 Conclusions

Based on the findings above the study concluded that leader competence, communication, motivation, individualized consideration significantly influence the operational performance of hospitality industry. Effective communication system are crucial to the success of organization in the hospitality industry. Without feedback from the customer and employees, it is difficult to assess the needs of consumers. Motivation is key to keeping performing continuously at the highest standards on how organization motivate their employees to excel at their jobs. This is because motivation is inextricably linked to employees' satisfaction and ensures employees consistently excel at their jobs. Motivation is important in the hospitality and tourism industry, where employees' satisfaction and competence are key determinants of service quality.

Further, the study concluded that the quality of leadership competence attributes to the Success in the hospitality industry. Leadership competence is essential in the functioning of the hospitality organization. Leader's vision, values, and behavior should be consistent and focused on the future. The leader's qualities must be consistent with those of the staff, and the leader must have the capacity to persuade the devotees that she or he knows where the industry is going and to engender the dedication of the adherents in getting them there.

6.0 Recommendations

The study recommended that the hospitality industry in Kenya to embrace the transformational leadership style that include leader competence, communication, motivation, individualized consideration. Further, the study recommends for the selection of, and training for, leaders based on the types of goal-orientated motivational behavior that constitutes the leadership competence. For improved performance and gaining competitive advantages, the delivery of high quality services and experiences is a critical success factor to hospitality organizations. Employees' well-being and satisfaction, service quality and customer satisfaction, and high quality hospitality experiences are relevant constructs, all of them related to the understanding of the role leaders are to perform in the competitive hospitality industry. Employee satisfaction and commitment influence tomorrow's customer satisfaction, loyalty and commitment and, ultimately, the organization's profit and growth.

Additionally, the hotels need to provide training to their employees, to improve their performance and increase the confidence level of employees, also motivating them through enhancement of their abilities. The study further recommends that the hotels should introduce communication mechanism to continuously seek feedback from its employees on their assessment of their quality of work life. This can provide good insight for the management to enhance the working and physical environment of the workplace to keep the employees satisfied, motivated and happy.

7.0 References

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