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LEADERSHIP STYLES AND JOB SATISFACTION OF SELECTED STAR-RATED HOTELS IN NAIVASHA SUB-COUNTY, KENYA

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A dissertation submitted to the School of Business & Leadership Studies in partial fulfilment of the requirements for the award of the degree of Masters of Art in Transformational Leadership of St. Paul's University.

OCTOBER, 2024

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DECLARATION

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DEDICATION

I wish to dedicate this research to my family – my wife Rose Karendi, and children Neema and Rehema Njenga for their sacrifice, patience, and understanding, while I embarked on this research study.

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OPERATIONAL DEFINITION OF TERMS

Autocratic Leadership: A form of leadership characterized by the manager having absolute control over the actions of employees. The manager is wholly vested with decision-making and employees obtain and implement orders without discussion.

Democratic Leadership: A form of leadership characterized by decentralized decision-making, and in which there is increased interaction in the group of employees who adopt a shared approach to leadership functions.

Job Satisfaction: Positive sentiments that indicate that level at which employees in hotel establishments are contented with their work.

Leadership Style: The behaviour model that managers apply between themselves and their employees, in the course of directing, controlling and coordinating employees.

Transformational Leadership: A form of leadership characterized by the manager appealing to employee's ideals and moral values by creating an inspiring vision for the hotel establishment. The manager further provides an appropriate model of what is expected, setting high performance expectations, providing individualized support, and fostering the acceptance of group goals.

Transactional Leadership: A form of leadership style in which the manager introduces a cost-benefit exchange with employees which involves adopting a reward system to award desired outcome and a punitive system to punish sub-par performance.

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ABBREVIATIONS AND ACRONYMS

EAC:	East African Community
GDP:	Gross Domestic Product
ICCA:	International Congress & Convention Association
IMF:	International Monetary Fund
ISERC:	Institutional Scientific and Ethical Review Committee
JSS:	Job Satisfaction Survey
MFL:	Multi-Factor Leadership
MICE:	Meetings, Incentives, Conventions, and Events
NACOSTI:	National Commission for Science, Technology, and Innovation
SPSS:	Statistical Package for Social Science
TRA:	Tourism Regulatory Authority
TRI:	Tourism Research Institute
UNWTO:	United Nations World Tourism Organization
WTTC:	World Travel & Tourism Council

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ABSTRACT

The hospitality industry in Kenya operates in a volatile environment characterised by poor pay, long working hours, and work-related stress leading to cases of absenteeism, substance abuse, and high labour turnover due to low employee job satisfaction. This results in poor employee productivity which in turn affects the hotel's profitability. This calls for the application of appropriate leadership styles in the management of employees to increase job satisfaction. This research study investigated the effect of leadership styles on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. More specifically it assessed the effect of transformational, transactional, democratic, and autocratic leadership styles on job satisfaction, and in the process established the most effective leadership style on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. The research study was anchored on Herzberg's Two Factor Theory, Path-Goal Theory, Transformational Leadership Theory, and Transactional Leadership Theory. The research employed an explanatory research design that applied a survey research approach to allow for descriptive and inferential analysis. The target population was all five 3-star to 5-star rated hotels in the Naivasha sub-county, chosen on account of having clear management structures as per the Tourism Regulatory Authority's star-rating criteria. The research study was conducted on a sample size of 49 supervisory level and 248 junior level employees drawn from 3 to 5-star-rated hotels in the Naivasha sub-county, who were selected using the stratified random sampling technique. Data were sourced through a semi-structured questionnaire. Frequency percentages were applied and presented in tables. The data was analyzed using both descriptive and inferential statistics. Hypotheses testing was carried out at a 5% significance level and F-statistic was used to test the significance of the model and computed at a 95% confidence level. With an R^2 of 0.57199, the model suggests that approximately 57.2% of the variation in job satisfaction is explained by the leadership styles (transformational, transactional, democratic, and autocratic). According to the findings, transformational leadership style, transactional leadership style, and autocratic leadership style have a significant positive effect on job satisfaction in selected star-rated hotels in Naivasha sub-county. Democratic leadership style on the other hand has no significant effect on job satisfaction. The study recommends that hospitality establishment managers apply transformational and transactional leadership styles in the day-to-day running of their establishments if they are to positively influence job satisfaction which is important in increased productivity, organizational profitability, and customer satisfaction. Particular emphasis should be put on transformational leadership style which was found to have the most significant effect on job satisfaction from the results of the study. The study further recommends that hospitality establishment managers exercise situational application of autocratic leadership style which was found to have a significant albeit weak effect on job satisfaction. The study contributes to knowledge by broadening the study on the effect of leadership style on job satisfaction to include Kenya's hospitality industry. The research has also shown that a nuanced application of autocratic leadership can have a positive effect on job satisfaction in the hospitality industry. The study called on future qualitative research to establish the specific situational factors that influence employee's perception of autocratic leadership. The study further suggests that similar research be carried out in other industries to substantiate if the current research findings can be generalized to other industries as well.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The Tourism sector, to which the hospitality industry is a key contributor, has become a key economic driver contributing more than 10% of the global Gross Domestic Product (GDP) both directly and indirectly (IMF, 2021). By the end of 2019, the number of international tourists rose to more than 1.5 billion up from 680 million in 2000, accounting for $1.6 trillion (IMF, 2021). In Africa, international tourist arrivals peaked at 70 million in 2019 accounting for $38.8 million in tourism receipts (UNWTO, 2021). Kenya registered 2,048,804 international tourist arrivals in 2019, with travel and tourism accounting for 7.7% of Kenya's GDP valued at Kshs 868 billion (WTTC, 2021).

The onset of the Covid-19 pandemic in 2020 drastically changed this positive outlook occasioned by governments enacting containment and mitigation measures designed to slow the spread of the virus. This severely affected tourism with its input to global GDP decreasing from 10.3% in 2019 to 5.3% in 2020 before recovering to contribute 6.1% in 2021 (WTTC, 2021). In Africa, tourism's contribution to GDP fell from 6.8% in 2019 to 3.8% in 2020, before recovering to contribute 4.4% of GDP in 2021. Likewise in Kenya, tourism's contribution to GDP fell from 7.7% in 2019 to 3.9% in 2020, before recovering to contribute 4.9% of GDP in 2021 (WTTC, 2021).

Hotel occupancy statistics witnessed a decline in bed occupancy from a total of 9,058,226 in 2019 to 3,803,028 in 2020, a 58% decline in growth (TRI, 2022). The period of January to September 2021 saw bed occupancy increase to a total of 4,138,821 compared to a bed occupancy of 2,572,812 in 2020, over the same period hence a growth increase of 60.7% (TRI, 2022). These statistics paint a picture of a volatile industry that is prone to destabilizing factors, in this case, the COVID-19 pandemic.

Tran (2017) defines leadership style as behavioural actions which leaders display in the process of leading employees in pursuit of organizational goals. Prabowo et al (2018) opined that by application of the appropriate leadership style, managers can influence and direct employees in an appropriate manner thereby maximizing job satisfaction. Kara et al (2013) noted that leadership styles in hotels are more important than in other industries because unexpected consequences of leadership style can affect the quality of service and therefore customer loyalty, hence understanding the influence of the leader in the hospitality industry is

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vital to a hotel establishment gaining a competitive advantage through effective management of employees (Ashton, 2018). Faced with a dynamic, turbulent and highly competitive hospitality industry environment, Al-Omari et al (2015) argued that managers ought to concentrate on developing a good understanding of how to efficiently lead their establishments. Leadership has been advanced as a cornerstone variable in boosting hotel employee performance with certain leadership styles being demonstrated as yielding positive work-related outcomes such as employee job satisfaction (Huertas-Valdivia et al, 2019; Jiang et al, 2020, Wu et al, 2020). However, not all leadership styles contribute equally to making employees experience job satisfaction with debate still alive as to which leadership styles are best suited to the hospitality industry (Kara et al, 2013).

From an African perspective, in a study carried out in South Africa's hospitality industry, Dlamini et al (2017) opined that employee knowledge, experience, expertise, and ability to innovate are key to the industry's survival, yet the industry keeps losing employees to other industries as a result of poor pay, lack of training opportunities, and an unfavourable work environment. The study recommended the application of appropriate leadership styles that encourage employee commitment to work. Day et al (2022), in a study carried out in Ghana, opined that the application of the right leadership style is crucial in helping managers increase job satisfaction hence retaining skilled employees and keeping turn-over rate at a minimum.

From a Kenyan perspective, a study carried out by Wanjiku and Kungu (2022) in Nairobi's five-star rated hotels showed that leadership style had a favourable impact on a hotel's performance. The study advocated for the application of appropriate leadership styles if the industry was to counter the negative effects of terrorism and the COVID-19 pandemic which had negatively affected hotels' performance. A different study conducted by Nagele and Awuor (2018) concluded that a leader's competence, ability to communicate and motivate significantly influenced the operational performance of hotels in the industry.

Gani et al (2019) defined job satisfaction as the positive feelings that an employee feels towards work. It is a psychological situation that relates to the positive emotions of employees toward their jobs (Surusu and Sagbas, 2020). These positive emotions can increase both physical and mental health which can contribute to the provision of quality service in a hotel which is important in providing the establishment with a sustainable competitive edge (Surusu and Sagbas, 2020).

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From a global perspective hotel work can be very difficult and demanding with employees often exposed to long working hours, burn-out, violence, and at times physical injury in an environment blighted by relatively low pay and poor benefits (Vargas-Sevalle et al, 2020; Cheng and Yi, 2018; Ashton, 2018; Heurtas et al, 2019). This has occasioned high labour turnover and led to serious psychological issues such as stress, burn-out, and substance abuse due to low job satisfaction among employees. This can consequently lead to poor service resulting in unhappy and dissatisfied customers (Vargas-Sevalle et al, 2020; Kong et al, 2018). With the unpredictable business environment and intense business competition, hospitality establishments are paying a lot of attention to job satisfaction amongst employees who are now seen as a key factor in helping a hospitality establishment establish a competitive advantage (Santa, Lopez-Guzman, & Canizares, 2014).

On an African perspective, a study conducted by Amissah et al (2016) in Ghana's hospitality industry found employees in the industry suffer from low pay, poor work-life balance, long working hours, and poor communication which resulted in low job satisfaction. The study identified four main facets of job satisfaction these being remuneration, promotion opportunities, training opportunities and job advancement. The study opined that hotel managers can overcome employee job dissatisfaction by providing employees with competitive pay and by training managers on good communication skills.

In the Kenyan context, a study carried out by Mokaya et al (2013) found employee job satisfaction to be essential to customer satisfaction and organizational productivity in the highly competitive Kenyan hospitality industry. The study recommended that hotel managers provide training and career development opportunities to employees to enhance working skills as well as regular reviews of working conditions and promotion opportunities to positively influence job satisfaction. A research study carried out by Hussein (2017) in a hotel establishment in Nairobi, Kenya, proposed working environment, pay, supervisor relationship and relationship with co-workers as being critical factors in establishing job satisfaction among hotel employees.

1.1.1 Leadership Styles

The leadership style that a leader applies is important as it creates inspired employees, who help an organization attain its goals (Ninemeier, 2019). Leadership style has been defined as the behaviour model that leaders apply between themselves and their employees, defined by controlling and directing methods that the leaders apply to motivate the employees (Avolio and Yammarino, 2018). Ninemeier (2019) identified three factors that affect the type of

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leadership style, these being the leadership characteristics, follower's characteristics, and the organization's environment. They further argued that values like personality, knowledge, and experience inform a leader's feelings and by extension leadership style. Subordinate characteristics may also influence the type of leadership style applied. For example, skilful and experienced employees may work better where a democratic leadership style is applied, while employees with divergent expectations and experience levels may work better under an autocratic leadership style. Ninemeier (2019) posited that a leader's attributes, follower attributes, and the organizational environment are the key determinants of the leadership style applied by a leader. Leadership attributes are such as personality, knowledge, values, and experience shape a leader's attitude on the suitable leadership style to apply. Factors in the organization like organizational environment, organizational values, the make-up of work groups, and work categorization can also influence leadership style (Ninemeier, 2019). The leadership styles under review in this research study include transformational leadership, transactional leadership, autocratic leadership, and democratic leadership styles.

Transformational leaders develop teams by creating a vision and mission for the establishment. The leader communicates this vision and vision and motivates teams to strive to achieve it. Transformational leaders endeavour to motivate employees by appealing to their needs and desires through genuine communication, interaction and creating a reliable and enabling environment (Avolio and Yammarino, 2018).

Citing the changing environment in which the hospitality industry operates, Ashton (2018) advanced transformational leadership as being the most appropriate leadership style. This is because transformational leaders can influence employees by influencing the vision and mission of the establishment. Further research done by Piccollo et al (2012) and Prabowo et al (2018) showed a positive influence of transformational leadership on job satisfaction.

Arenas (2019) explained transactional leadership as a give and take relationship between the leader and followers which may feature monetary reward for attaining some set objectives. In this case, the follower's obedience is not only about the logic of rules and regulations but more purposefully the agreed performance objectives. Harrison (2017) posited that what matters to transactional leaders is an understanding of their employees' needs and factoring these in through an appropriate reward system that rewards employees for their contribution towards attaining set goals. For this reason, under transactional leadership, employee performance determines the relationship between employees and their leader. Coercive

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measures are well defined and are applied subject to the situation (Nikezie et al 2012). Transactional leaders lay out the tasks, performance, and goals outline which are to be attained, as well as the rewards for performance and consequences of non-performance. Transactional leadership overrides the personal interest of a follower and leans more on an exchange process that appeals to the subordinate's desires. Transactional leadership has three dimensions to it: contingent rewards (rewarding employee productivity), management by exception - active (identifying divergence from laid down standards and enacting remedial action), and management by exception – passive (involves stepping in where laid down standards are not achieved) Aslam (2018).

According to Surucu and Sagbas (2020), transactional leadership motivates hospitality employees through reward and punishment, based on the situation. In a hotel environment characterized by uncertain situations when dealing with clients, transactional leadership reduces employee anxiety as employees rely on the leader's advice (Quintana et al, 2015). Further research done by Ashton (2018) showed transactional leadership as having a beneficial effect on job satisfaction.

Autocratic leadership is defined by the leader having absolute power and authority in decision-making and does not share this with subordinates. It is characterized by subordinates obtaining orders and implementing the orders without discussion (Filthuth, 2021). Autocratic leadership provides employees coherence on how to go about their duties but may result in the leader overlooking the contribution of employees. Autocratic leadership finds good application in an organization whose employees comprise professionals who are less interested in participating in leadership decisions and are more interested in getting their work done (Van et al, 2022). According to Fouad (2019), in circumstances where a business is faced with an emergency or when urgent issues require instantaneous action, then autocratic leadership style is the preferred leadership style. He also opined that autocratic leadership has found application in the hospitality industry due to its unpredictable demand.

Research carried out by Cinnioglu and Turan (2020) however indicated that the application of an autocratic leadership style in the management of hotels in Turkey had a negative influence on employee performance and organizational identification. Another study conducted in the hospitality industry in Thailand by Jaroensuk (2021) concluded that autocratic leadership style did not have a significant relationship with employee job satisfaction and turnover intention.

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Democratic leadership is founded on leaders listening to followers and their ideas, whom they treat as equals and motivate through engagement. Under democratic leadership, organizational hierarchy becomes unimportant or non-existent. Subordinates are motivated to apply themselves and work harder towards the organization's success (Northouse, 2013). Democratic leaders are viewed as considerate, consultative, and participative. They are seen as employee-centred, relationship-oriented, and in favour of group decision-making (Demirtas, 2020).

Democratic leadership has been characterized as cumbersome and slow since the leader has to sift through all the advice given equally, hence not suited for situations that require quick, decisive, and energetic leadership. With democratic leadership, it is assumed that subordinates have the required understanding of the organization's procedures, goals, and expectations (Vann et al, 2022). Demirtas (2020) posited that democratic leadership puts focus on subordinates and enhanced interactions within groups with emphasis put on group participation and decision-making by the majority rule.

A study conducted by Jony et al (2019) revealed that the democratic leadership style had a strong affirmative impact on organizational performance in a study conducted in Bangladesh's hospitality industry. A different study conducted by Al-Ababneh (2020) in five-star hotels found democratic leadership style has a positive significant relationship with employees' job satisfaction.

1.1.2 Job Satisfaction

Gani et al (2019) defined job satisfaction as the positive sentiments that an employee exudes towards his/her work. Griffins (2017) defined job satisfaction as a perspective that shows the level at which an employee is satisfied with his/her work. Employees who exude job satisfaction are less prone to absenteeism. Employees who are dissatisfied are prone to absenteeism and higher stress levels that affect their work colleagues (Griffins, 2017). Sze et al (2017) categorized factors that influence job satisfaction into three: physical factors, which include remuneration, and how employees get along with their supervisors and co-workers; psychological factors, which include job security, and job promotion; and environmental factors, which include leadership style and organizational culture. Yang and Hwang (2016) went further and grouped job satisfaction as being influenced by two categories of attributes: personal attributes, which relate to age, level of education, and an individual's personality, and an individual's job experience; job attributes, which relates to supervision,

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communication, salary, job security, job repetitiveness and communication. Armstrong (2017) advanced other factors that influence job satisfaction and these include factors that are inherent to the organization (also referred to as intrinsic factors), factors that are external to the organization (also referred to as extrinsic factors), workplace relationships, employee competence and supervisory competence. Intrinsic factors are such as recognition of achievement, scale of responsibility, and promotion opportunities. Extrinsic factors are such as remuneration, organizational policies, communication with colleagues, work conditions, and quality of supervision.

Jobs in the hospitality industry can be very difficult and demanding and are characterized by long working hours, multi-tasking, and an exacting working environment (Ashton, 2018). A study carried out by Huertas-Valdivia et al (2019) posited that hotel staff are prone to negative consequences of work burnout, stress, mental health issues, violence and injury. Job satisfaction in the industry therefore tends to be lower than in other industries (Kong et al, 2018). This can interfere with the quality of service delivered. It is therefore imperative to increase the job satisfaction of hotel employees (Yuan & Jiaqing, 2019). Cheng and Yi (2018) posited that job satisfaction increased both the physical and mental well-being of the employees and can influence and impact the quality of service, as well as fostering employees to learn new business skills.

Heartfied (2012) argued that it is vital for leaders to comprehend the variables that influence job satisfaction if they are to create the right environment for it. Stamolampros et al (2019) further argued that better job performance can be expected- out of employees with high job satisfaction which is critically important in the hospitality industry to assure quality service and customer retention. Out of this, it is imperative that hospitality establishments increase job satisfaction to realize sustainable competitive advantage (Ashton, 2018; Cheng and Yi, 2018).

Key variables of job satisfaction in the hospitality industry can be classified into three: organizational variables, work environment variables, and personal variables. Organizational factors have several contributory elements, that include salaries and wages, promotion and personnel development, and organizational policies. The hospitality industry has been cited for low pay and lack of overtime pay, which leads to unsatisfactory working conditions (Ariza-Montes et al., 2019). This often leads to employees holding two jobs to make ends meet. Opportunities for training have also been shown to be a positive driver of job

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satisfaction. Organizational policies on the other hand govern how individuals in the organization interact and how this can be utilized to create a positive attitude towards the organization. Liberal and fair policies tend to result in more job satisfaction while strict policies can breed job dissatisfaction amongst employees (Kong et al, 2018).

Work environmental factors include leadership style, work groups, work conditions, and work itself. Suleiman et al. (2011) argued that leadership style is key to organizing work colleagues and their interactions in the organization. Chen and Silverstone (2005) argued that leadership style has a significant influence on job satisfaction within an organization. With regards to work groups, friendly, cooperative groups provide a supportive environment that yields comfort and assistance to individual group members hence a source of job satisfaction (Stamolanpros et al. 2019). They further argued that smaller groups provide a bigger opportunity to build a relationship built on trust which is not the case with bigger groups and for this reason, the scale and quality of interpersonal relationships influence employee job satisfaction. With regard to work conditions, a clean healthy working environment where issues such as temperature, humidity, working tools etc are provided for influences job satisfaction, while in contrast, unfavourable work conditions can yield job dissatisfaction (Stamolanpros et al. 2019). Concerning work itself, work features like scope of work, level of responsibility, pace of work, feedback, variety of work, level of autonomy, role clarity, and level of challenge derived from work, are all factors that influence job satisfaction (Kim et al., 2005; Glaveri et al., 2019; McPhail et al., 2015).

A research study carried out by Musau et al (2013) among hotels in Nakuru county posited that hotel managers should consider providing training and development opportunities for employees, and regular review of working conditions and terms of service as key ingredients towards improving job satisfaction. Murimi (2020) in a study done in star-rated hotels in Kisumu posited that workplace settings significantly affect job satisfaction while another study conducted by Waweru (2015) in a chain of hotels in Kenya proposed empowerment as a key tool in improving job satisfaction among hotel employees.

Several instruments have been developed to measure job satisfaction, the most renown among them being the Minnesota Satisfaction Questionnaire crafted by Weiss, Dawis, England and Lofquist in 1967, the Job Descriptive Index developed by Smith, Kendall, and Hulin in 1969, and the Job Satisfaction Survey developed by Paul Spector in 1985. This study will utilize a modified version of the Job Satisfaction Survey narrowed down to

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measure six attributes that are of interest to the research, these being supervision, relationship to coworkers, pay, promotion opportunities, fringe benefits and work itself.

1.1.3 Star-rated Hotels in Naivasha Sub-County, Kenya

Blagoev et al (2019) defined a hotel as a facility that offers travellers away from home a variety of services which mainly include accommodation and food. Additional services include business services, sports and recreational services, beauty and therapy services, and a variety of other services.

Kenyan hotels are categorised by star ratings, ranging from one to five stars, according to the standards maintained and services offered (Tourism Regulatory Authority, 2020). Nafula (2015) contends that five-star hotels provide superior accommodation and services, including a high level of personal attention, possess opulent furnishings and exceptional meals, and give tailored services. Lower star rated hotels provide comparable services, but in fewer quantities. The Tourism Regulatory Authority registration indicates that Nakuru County has fourteen hotels that are rated between 3 stars to 5 stars, five of which are in the Naivasha sub-county (Tourism Regulatory Authority, 2021).

The presence of hotels in Naivasha significantly contributes to the region's economic development by providing tax income for the government and creating job possibilities. According to Gichuhi, Koome & Njenga (2021), hotels in Naivasha function under a demanding and competitive landscape which has forced certain facilities to exit the market owing to operational difficulties and increased running costs.

In the Kenyan and East African context, hotels have adopted a common East African Classification System that spells out the criteria and requirements for hotels to be classified (TRA, 2022), hence lending credence to the hospitability of such facilities and laying the ground for hospitable behaviour as observed by Brotherton (2013). The Tourism Regulatory Authority (TRA) is the government agency mandated, through the Tourism Act and Tourism Regulatory Authority Regulations, 2014, with the responsibility of classifying and grading hotel establishments in Kenya. TRA has adopted the East African Community (EAC) Classification System of Tourism Accommodation and Catering Establishments which came into being under Articles 115 and 116 of the East African Treaty of 1999 and which outlines principles of cooperation in tourism and wildlife amongst member East African states (TRA, 2022).

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TRA undertakes classification in a 5-year cycle, but also continuously for new and upgraded establishments. It makes use of the approved EAC classification criteria under the following categories: town and vacation hotels, lodges, tented camps, villas, motels, and restaurants. The criteria for each category ranges from 1-star to 5-star with requisite variables to be scored on across the range. This research restricted its study to 3 to 5-star-rated hotels because, according to the star-rating criteria developed in 2009 for the East African Community, and quoting clauses 15.2 and 15.3, 3-star to 5-star-rated hotels are expected to have a clear chain of command with qualified personnel bearing experience in hotel management. Each department is required to be under the supervision of a person with appropriate training from a recognized institution, hence lending itself well to having a defined organizational structure (EAC, 2009). There are 5 hotels whose rating ranges from 3-star to 5-star rating in the Naivasha sub-county, which is the focus of this study (TRA, 2022).

1.1.4 Naivasha Sub-County

Naivasha sub-county is one of 11 sub-countries that make up Nakuru County. It has a population of 355,383 and covers a size of 1685.8 km^2 made up of 3 divisions, 12 locations, and 20 sub-locations (KNBS, 2013). Naivasha has developed considerably on the back of the tourism sector which ranks second to horticulture in terms of foreign exchange revenue inflows (Kabutha, 2022). Naivasha's prominence in the tourism sector has been occasioned by the availability of a variety of hotels and lodges that have invested in the Meetings, Incentives, Conventions, and Events (MICE) business and by its proximity to Nairobi, being a two-hour drive from the capital city (ICCA, 2019). According to a 2013 report by the International Congress and Convention Association, Kenya held 38 international conferences and was in second position in the African ranking. Whereas the bulk of the conferences were held in Nairobi, Naivasha contributed by hosting two of the international conferences and was ranked 34th in Africa, thereby putting it on the map as an ideal MICE destination in Kenya (ICCA, 2019).

1.2 Statement of the Problem

The hospitality industry in Kenya exists in a highly competitive environment. This means hotels have to continuously evolve their services and be customer focused if they are to create a competitive edge over their competition. However, hotel employees in Kenya's hospitality industry are negatively affected by low pay, long working hours, lack of promotion opportunities, work-related stress, terrorism, and the effect of pandemics (Hussein, 2015;

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Wanjiku and Kungu, 2022; Mokaya, 2013). This has resulted in increased absenteeism, low motivation, and a high labour-turnover rate, all due to low employee job satisfaction levels. This has been shown to negatively impact on employee productivity, customer satisfaction, and organizational profitability (Wanjiku and Kungu, 2022; Book et al, 2019).

This situation calls for effective management of human resources with an appropriate leadership style, if the hotel establishment is to sustain a competitive advantage in an evolving and highly competitive environment (Surucu & Sesen, 2019). Studies carried out by Huang et al (2016) and Munir and Iqbal (2018) centred on the hospitality industry revealed a notable relationship between the leadership style applied by hospitality managers and job satisfaction of hotel employees. However, these studies focused on the Asian hospitality industry.

A study carried out by Wanjiku and Kungu(year?) on leadership styles and organizational performance in Kenya's hospitality industry revealed that the application of appropriate leadership styles had a favourable impact on organizational performance. However, this study focused on the relationship between leadership styles and organizational performance and restricted itself to five-star rated hotels in Nairobi County. Another study conducted by Nagele and Awuor (2016) focused on the relationship between transformational leadership style and operational performance of the hospitality industry in Kenya. However, this study restricted itself to one leadership style and was carried out as a case study in one hotel in Nairobi County. A study carried out by Hussein et al (2015) investigated factors affecting job satisfaction in hospitality in Kenya. However, this study was done as a case study in one hotel in Nairobi County and adopted a broad-based analysis of factors affecting job satisfaction. From the reviewed literature, there exists a gap in understanding leadership styles and their effect on job satisfaction, hence the focus of this research study which aims to investigate the effect of leadership styles on job satisfaction in the Naivasha sub-county, Kenya, with a focus on transformational leadership style, transactional leadership style, democratic leadership style and autocratic leadership style.

1.3 Objective of the Study

The objective of this study was to investigate the effect of leadership style on job satisfaction in selected 3-star to 5-star rated hotels in Naivasha sub-county.

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1.4 Specific Objectives

The objectives of this research study were:

i. To investigate the effect of transformational leadership style on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya
ii. To establish the effect of transactional leadership style on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya.
iii. To evaluate the effect of democratic leadership style on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya.
iv. To determine the effect of autocratic leadership style on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya.

1.5 Research Hypotheses

The study tested the following hypotheses:

H_{01} Transformational leadership style has no significant effect on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya?

H_{02} Transactional leadership style has no significant effect on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya?

H_{03} Democratic leadership style has no significant effect on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya?

H_{04} Autocratic leadership style has no significant effect on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya?

1.6 Significance of the Study

This research study will be useful to hotel managers in 3 star to 5 star rated hotels in their quest to adopt a leadership style that will yield job satisfaction amongst employees, while at the same time gaining an appreciation of how each leadership style relates to job satisfaction. This will help hotel managers maximize the job satisfaction of hotel employees which will in turn impact positively on quality of service and customer loyalty. This will be useful in helping the hotel establishment gain a competitive advantage through effective management of employees.

This research study will also be useful in broadening the body of knowledge on the effect of different leadership styles on employee job satisfaction in the hospitality industry. The research study will also provide a literature reference for academicians and scholars who

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wish to delve into further studies on the relationship between leadership style and job satisfaction.

1.7 Scope of Study

The study sought to investigate the effect of leadership styles on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. The study specifically sought to establish the effect of transformational leadership style, transactional leadership style, democratic leadership style, and autocratic leadership style on job satisfaction in 3 star to 5 star rated hotels in Naivasha sub-county, Kenya. The study was conducted among star-rated hotels in Naivasha sub-county because the sub-county has the highest concentration of 3 star to 5 star rated hotels in Nakuru County, with five out of eleven hotels in this category being located in Naivasha sub-county. The respondents for the study were drawn from junior staff and supervisory staff levels, all with reporting lines to departmental managers. A sample size of 297 employees was selected. Data was collected using semi-structured questionnaires for three months, from March to May 2024.

1.8 Limitations of the Study

Several challenges were anticipated in the course of this research study. Firstly, some respondents might have exaggerated the extent which a particular leadership style affected job satisfaction. To mitigate this, the researcher ensured the sample size was adequate to provide a balanced assessment. Secondly, some respondents might have had monetary expectations and therefore proved to be uncooperative in participating in the research study. To mitigate this, the researcher apprised the respondents that the results of the study would be useful for the betterment of the industry by helping managers better understand the relationship between leadership style and job satisfaction, which could lead to increased job satisfaction for employees in the hospitality industry. Thirdly, by being conducted in one sub-county, this research study might have been prone to generalization of the results, as the variables affecting other sub-counties and counties might not have been the same as those in existence in Naivasha Sub- County. Similarly, the scope of the study was limited to hotels, and the findings might not have applied to other types of businesses in the tourism industry. Fourthly, with this research study being conducted over a period of four months, its conclusions might be more relevant in the short term taking into consideration potential future disruptors such as advancements in technology.

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1.9 Organization of the Study

This study is organized in five chapters. Chapter One discusses the background to the problem followed by a statement of the problem that was researched. This is followed by an outline of the research objectives and research hypotheses. The significance of the study is given as well as the scope of the study and the anticipated limitations. Chapter two has four parts comprising of theoretical review, empirical literature review, identified research gaps, and lastly the conceptual framework. Chapter three reviews the research design, identifies the target population, and determines the sample size and the sampling procedure used. It also discusses the data collection techniques, outlining how data was processed and how ethical issues were addressed. Chapter four presents the findings and discussions from the research study results. Chapter five outlines the summary, conclusions and recommendations based on the findings of the study.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter consists of an analysis of the literature associated with the area of study. Past studies are useful in guiding the research on the body of work that other researchers have come up with in the same field of study. The literature review will result in a conceptual framework, showing how the independent variable, in this case leadership style relates to the dependent variable, job satisfaction. The chapter has four parts comprising of theoretical review, empirical review, conceptual framework, and research gaps.

2.2 Theoretical Review of Literature

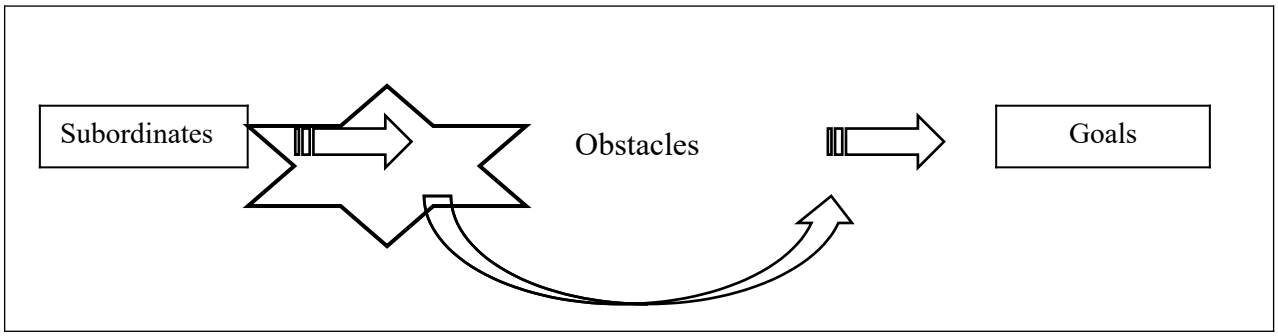
This study utilized four theories to discuss the effect of leadership style on employee job satisfaction: the Path-Goal Theory, Herzberg's Motivation Theory, Transformation Leadership Theory, and Transactional Leadership Theory.

2.2.1 Path-Goal Theory

The Path-Goal Theory was conceptualized by Robert House in 1971 and is modelled on identifying a leadership style that best suits employees in a particular work environment to help them achieve their goals (House & Mitchell, 1974). The theory was conceptualized as enhancing subordinate's performance and job satisfaction by putting focus on their motivation. With this theory, leaders alter their leadership behaviour to suit the requirements of their employees and work environment, and consequently, leaders are better able to direct employees through their journey in achieving their objectives (Hoidn, 2023).

The three basic steps that define the Path-Goal Theory are determining the employee and environmental characteristics, selecting a leadership style, and lastly focusing on motivational factors that will help the employee succeed:

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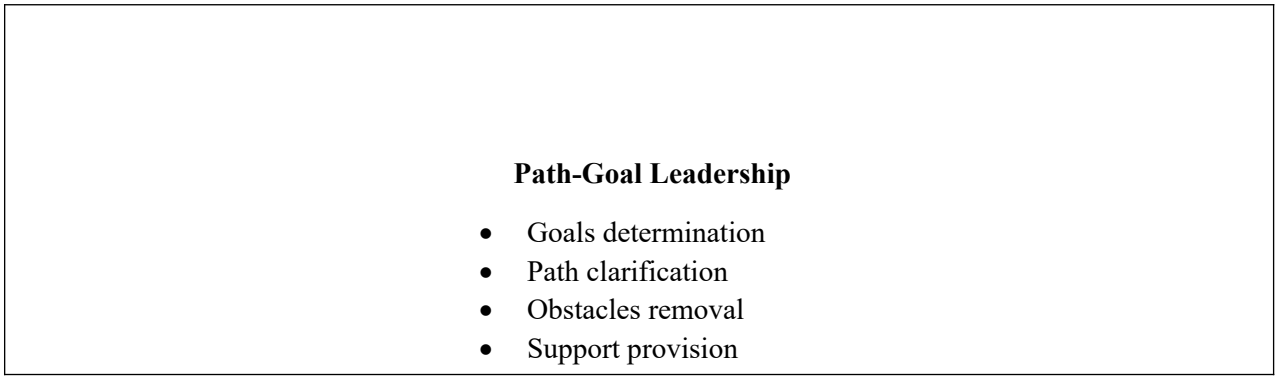


Figure 2. 1: Path Goal Theory

Source: Northouse (2013)

The fundamental application of the theory is based on the leader assisting followers in determining their goals, and defining the path they want to follow to attain the goals by helping them confront obstacles, find a way around obstacles, or removes obstacles that may prevail along the path to attaining their goals. The leader alters his/her leadership behaviour, depending on subordinate and task attributes, to motivate followers towards goal attainment (Olowoselu, 2019). Different leadership behaviours can be adapted to the Path-Goal Theory and this research has focused on transformational, transactional, autocratic and democratic leadership behaviour.

Theoretically, the principal application of the Path-Goal theory involves the leader selecting a leadership style that best suits the requirements of followers and the nature of the work. It suggests that a directive leadership style is best suited to an organizational environment characterized by ambiguous and complicated tasks and undefined rules (Durr, 2019). The theory suggests supportive leadership in a situation where tasks are unstructured, and where the tasks are repetitive and unchallenging. In such a situation, supportive leadership provides a humane touch for followers (Alanazi, 2014). Participative leadership is best suited for a situation where tasks are ambiguous and unclear, and followers require control and clarity. Achievement-oriented leadership is best suited in a situation where followers are required to perform ambiguous tasks, and where high expectations have been set for the attainment of goals (Hoidn, 2023).

Based on the theory this study sought to establish how both democratic and autocratic leadership styles affect job satisfaction in the hotels under study.

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2.2.2 Herzberg's Motivation Theory

Herzberg's Motivation Theory (also referred to as the Two Factor Theory) was postulated by Frederick Herzberg, a behavioural scientist based in the USA, in his 1959 seminal work on motivation. The theory takes into consideration the genesis of motivation and its application in the execution of work, hence can be viewed as a theory of how motivation influences job satisfaction in the execution of work (Mullins, 2013). Herzberg's Theory postulates that motivation is a function of two independent factors – hygiene factors and motivational factors. Hygiene factors comprise the quality of supervision, job security, benefits given, the organization's policies, working conditions, interpersonal relations, and salary scale. In a situation where the scale of these factors became disagreeable to employees, it led to job dissatisfaction (Gitman et al, 2018). However acceptable level of these factors did not predicate job satisfaction, but however, averted dissatisfaction and consequently poor job performance. Motivating factors, which comprise work autonomy, recognition, advancement at work, level of achievement, work itself and the scale of responsibility influenced job satisfaction. This theory posits that both satisfaction factors and dissatisfaction factors are definite and unrelated, and for this reason, doing away with dissatisfaction elements did not necessarily predicate job satisfaction (Hiriyapa, 2018).

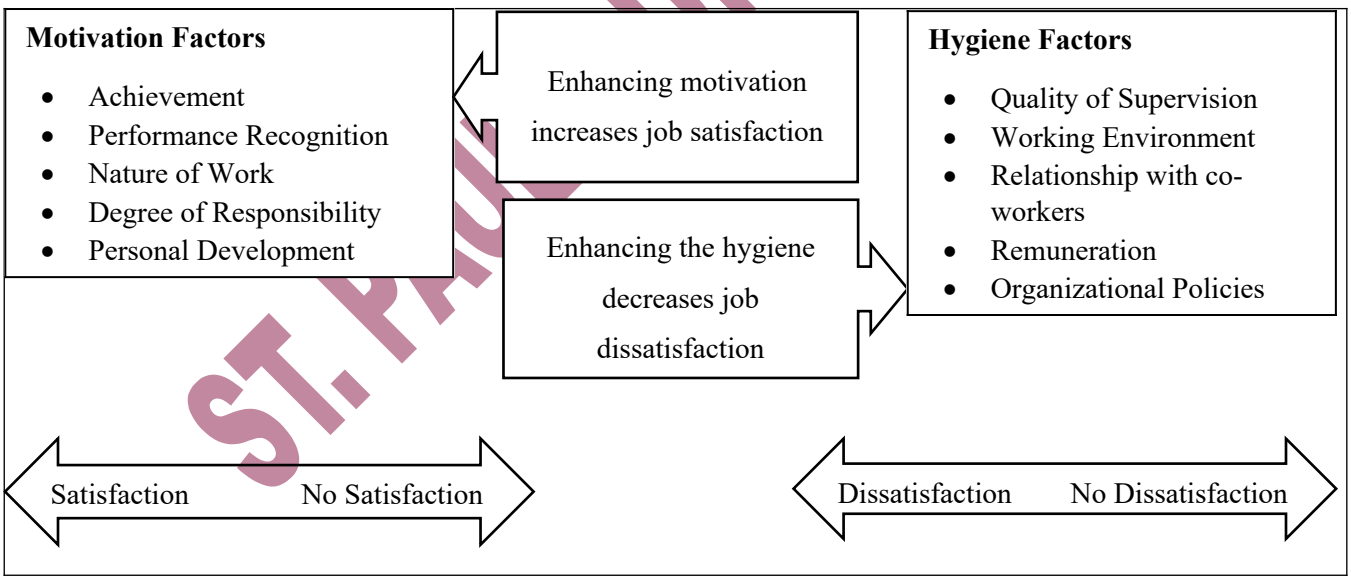


Figure 2. 2: Herzberg's Motivation Theory

Source: Griffin (2017)

Regarding Figure 2.2, motivation factors influence the satisfaction continuum and are specifically associated with the composition of work. Hygiene factors on the other hand

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influence the dissatisfaction continuum and are related to the work environment (Griffin, 2017). Herzberg posited that there are two stages to motivating employees. In the first stage, managers ought to ensure adequate hygiene factors are adequate; hence, pay, working conditions, interpersonal relations, company policies and quality of supervision ought to be agreeable to employees. Adequate provision of hygiene factors at an acceptable level ensures employees are not dissatisfied, much as this does not necessarily enhance motivation. Second, managers need to expose employees to motivational factors which entail job enrichment, recognition of their achievements, instilling a sense of responsibility for one's role, and providing growth opportunities. All this predicates an enhanced level of job satisfaction and motivation (Griffins, 2017).

Herzberg's Motivation Theory found relevance in this research study as hygiene and motivation factors were critical in explaining job satisfaction and understanding how the different leadership styles affected job satisfaction.

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2.2.3 Transformational Leadership Theory

Bernard Bass, a leading scholar in the field of organizational behaviour, proposed the Transformational Leadership Theory, anchored on earlier research carried out in 1978 attributed to James MacGregor Burns. Burns postulated that transformational and transactional leadership should be viewed as two concepts occupying opposite ends of the same continuum (Arenas, 2019). Bass opined that transformational leaders motivate, develop, inspire, and mentor followers based on trust and support. He further postulated transformational leadership as being founded on four inter-related behavioural dimensions, these being idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Northouse, 2021).

Idealized influence, the first dimension, relates to leaders adopting high standards of moral and ethical conduct. Such leaders create a vision and a mission and encourage followers to put aside their personal goals in the interest of group goals, and they go about this by setting a personal example of themselves. Such behaviour results in admiration, respect, and trust from their followers who also seek to emulate them. Such leaders employ role modelling to

encourage followers to take calculated risks when faced with complex challenges (Cicak, 2017). Avolio and Yammarino (2018) opined that idealized influence can be divided further into two concepts these being attributed to idealized influence and behavioural idealized influence. They posited that attributed idealized influence relates to a leader who is viewed as having the commitment and confidence to attain higher order goals, while behavioural idealized influence relates to a leader whose charismatic orientation is anchored on his/her values and beliefs.

Intellectual stimulation, the second dimension, relates to the leader stimulating followers to pursue a creative and innovative approach in dealing with organizational aspirations. The leader works at increasing the follower's level of awareness of challenges, encourages them to, proactively pursue new ideas that can be applied to the challenges in the pursuit of organizational objectives (Diagru, 2018). Such leaders do not critique followers for applying different thinking, and they encourage followers to look at old challenges differently by provoking them to re-think and re-examine set assumptions. Followers therefore exercise critical thinking, communicate openly, and are open-minded and adept at responding to different challenges (Northouse, 2021).

Individualized consideration, the third dimension, relates to leaders identifying and addressing the individual needs of followers. The leader shows awareness of the uniqueness of individual followers' needs, links the individual needs to organizational needs, and provides mentorship, stewardship and advancement opportunities (Avolio and Yammarino, 2018). The leader achieves this by providing individual followers with socio-emotional support through attentive listening, frequent interactions, and encouragement of self-actualization. They encourage two-way communication and often exercise management-by-walking-around, which allows them to interact and encourage individual subordinates (Northouse, 2021).

Inspirational motivation, the fourth dimension, relates to the leader articulating a vision that inspires followers by setting challenging objectives for followers and motivating them to aspire towards these objectives through their behaviour and action. Such leaders make use of symbols and metaphors to influence followers to fulfil high expectations. They first set a vision which is appealing and achievable, and thereafter fuel their followers' optimism, enthusiasm, and self-confidence towards the attainment of the vision (Dogru, 2018).

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This theory found relevance in this study as it explains the transformational leadership style and its effect on job satisfaction in selected star-rated hotels in Naivasha Sub-county, Kenya.



Figure 2. 3 Model of Transformational Leadership

Source: Bass, 1990

2.2.4 Transactional Leadership Theory

Building on the seminal work by James McGregor Burns, Barnard Bass in 1981 expounded on the transactional leadership model showing the relationship between leader and followers as being based on a cost-benefit exchange, where the leader predetermines what followers need to do to realize their personal and organizational goals. The leader explains what the followers need to do to meet expectations, outlines the evaluation criteria for their performance, provides feedback on whether goals have been met, and allocates rewards that are contingent on the met goals (Arenas, 2019). Emphasis and focus are put on the attainment of goals coupled with a logical reward exchange for desired outcomes and a punitive system for outcomes that are not desired. Three dimensions of transactional leadership were advanced, these being contingent reward, active management-by-exception, and passive management-by-exception (Aslam, 2018).

Contingent reward is premised on a leader pre-determining the goals that are to be met and the reward for attaining the goals. These goals are clearly communicated clearly and the

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expectations agreed on with the followers. Reward system in an organizational set-up can be effected by giving a bonus, a salary increment, or a written commendation. Contingent rewards take the form of behavioural reinforcement or beneficial transactions (Miner, 2015).

Active management-by-exceptions involves leaders actively monitoring and controlling followers' performance while looking out for any deviations from set standards. In the event of any such deviations, the leader promptly takes corrective action. With passive management-by-exception, the leader does not intercede until when standards have been compromised and a problem has arisen. This dimension is characterized by negative feedback, criticism, correction, and punishment for deviation from set standards (Aslam, 2018). The contrast between active and passive management-by-exception is based on when the leader takes intervention measures. With active management-by-exception, leaders closely observe performance, predict challenges, and institute remedial action before challenges arise, while with passive management-by-exception, leaders take action only when challenges have already arisen (Arenas, 2019).

This theory found relevance in this study as it helped explain transactional leadership style and the effect it had on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya.

2.3 Empirical Review

2.3.1 Transformational Leadership Style and Job Satisfaction

In a study examining the effect of three leadership styles (transformational, transactional, and laissez-faire) on job satisfaction in the German hospitality industry, Rothfelder et al. (2012) concluded that hotel employees job satisfaction was notably affected by leadership style with the effect of transformational leadership differing with both transactional and non-leadership behaviour. Transformational leadership and contingent rewards were found to have the most positive influence on employee job satisfaction. However, this study was done in the context of the hospitality industry in Germany hence prone to a different working culture to that of the current study.

A study by Quintana et al. (2015) in a selected sample of hotels in Spain examined the effect of three forms of leadership (laissez-faire, transformational, and transactional) on three employee outcome variables, these being efficiency, effort, and satisfaction with managers. The study posited idealized influence as the most important factor impacting all three outcomes under study. This study focused on 4-star hotels in Spain, while the current

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research study shall focus on selected star rated hotels in the Naivasha sub-county. The study's dependent variables were employee outcomes, while this research study will focus on job satisfaction.

Vargas-Sevalle et al. (2020) studied the application of transformational leadership in the hospitality and tourism industry, basing their study on a sample size of 135 hospitality establishment employees drawn from Queensland, New Zealand. The study indicated that transformational leadership has a strong and positive effect on employee job involvement and job satisfaction. This study was however contextualized based on the hospitality industry in New Zealand, and was not specific to the classification criteria of the hospitality establishments from which the survey was conducted.

Rana (2022) set out to explore the relationship between leadership style and job satisfaction amongst Nepalese employees living in Finland.The research study found that transformational leadership style enabled employee participation and development and enhanced job satisfaction. He also opined that the difference between leadership applied in Nepal and that applied in Finland was influenced by hierarchy, inflexibility, and unethical practices. This research study was however based on a cross-section of organizations and not specific to the hotel industry. It also reviewed employees from one country working in a different country hence exposed to different work cultures and environments, which may affect their responsiveness to the different leadership styles.

2.3.2 Transactional Leadership Style and Job Satisfaction

Govender et al (2013) studied the effect of leadership styles on job satisfaction in South Africa, specifically examining three leadership styles (transformational, transactional, and laissez-faire) while considering job grade, age, and gender as intervening variables. The outcome suggested a notable relationship between transactional, transformational, and laissez-faire leadership styles and job satisfaction. The study also opined that job satisfaction was not notably influenced by the intervening biographical variables under review. This research study will be done in the context of the Kenyan hotel industry and will examine the moderating influence of age, tenure, and education and take into context four independent variables.

Akhigbe et al. (2014) examined the effect of transactional leadership on job satisfaction amongst employees in Nigeria's banking industry. The study sample of 160 employees

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showed a notable relationship between the two dimensions of transactional leadership (contingent reward and active management by exception), while passive management by exception did not. This study focused on the Nigerian banking sector, hence not applicable to the Kenyan hotel industry.

Fouad (2019) studied the impact of three forms of leadership (transformational, transactional, and laissez-faire) on job satisfaction in the hospitality industry by surveying a sample of 300 employees in the Food and Beverage department in 5-star hotels in Egypt. The research found that particular attributes of job satisfaction, these being remuneration, promotions, employee development, employee appraisal, employee empowerment and recognition, are influential factors when examining the relationship between the three leadership styles and job satisfaction. However, the study restricted itself to one department in the hotel structure and was done in the context of 5-star hotels in Egypt. This research study will broaden the study by considering all the departments in a hotels structure and taking into consideration select star rated hotels in the Kenyan hotel industry.

Arumngam et al. (2019) surveyed the impact of transactional and transformational leadership styles on employee job satisfaction in a cross-section study of 377 employees of Malaysian conglomerates. The research study revealed a strong correlation between the two forms of leadership and employee job satisfaction, implying employees worked better when both transactional and transformational leadership were employed. However, this study was done amongst conglomerate companies in a Malaysian setting, whereas this research study will be specific to the Kenyan hotel industry.

Lumbantoruan et al. (2020) explored the impact of transactional leadership style on employee job satisfaction in a manufacturing company in Medan, Indonesia, using a sample of 105 employees. The study concluded that transactional leadership had a positive influence on job satisfaction. However, this study was done in the context of a single manufacturing company in Indonesia hence not applicable to the Kenyan hotel industry.

2.3.3 Democratic Leadership Style & Job Satisfaction

Afshinpour (2014) carried out a study to examine the scale to which leadership style preferences correlated to job satisfaction and found that democratic leaders applied input of employees through ideas, suggestions, recommendations that led to higher engagement levels and job satisfaction, which consequently enhanced employee performance in the

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organization. This study was however a correlational study carried out in the context of companies in the USA and was not specific to the hotel industry.

In a research to establish the link between leadership styles and job satisfaction conducted amongst library staff in private universities in Nigeria, Jerome (2018) found a positive relationship between democratic leadership style and job satisfaction. He further recommended that library management ought to exercise democratic leadership as it led to better communication with employees, higher participation in decision-making, higher creativity and innovativeness, and a higher sense of responsibility. However, this study was done in the context of libraries in Nigerian private universities whose context may not apply to Kenya's hotel industry.

Ovunda et al (2018) investigated the effect of the democratic leadership style on job satisfaction in the teaching fraternity in public schools in Nigeria. The study posited that democratic leadership style had a weak relationship with job satisfaction and therefore does not significantly predict teachers' job satisfaction. However, this study was done among teaching professionals in Nigeria and hence not applicable to the hospitality industry in Kenya.

Vincent and Baptiste (2021) researched the relationship between three leadership styles (democratic, autocratic, and laissez-faire), job satisfaction, and customer satisfaction, taking a a survey amongst employees in a recreation establishment in the USA. Only democratic leadership style was found to have a notable correlation to job satisfaction and customer satisfaction, hence appropriate to adopt compared to autocratic and laissez-faire leadership styles. Our research study will focus on four leadership styles and will take into consideration hotel employees, specifically supervisory-level and junior-level employees in Kenya's hotel industry.

While examining the relationship between democratic leadership style and job satisfaction amongst heads of departments in a South African university, Mefi and Asoba (2021) noted a non-linear relationship. This made them conclude that job satisfaction had other determinants other than just leadership styles. This study, however, took a narrow scope of heads of departments, whereas this research study examined 3-star to 5-star rated hotels, taking into consideration both supervisor-level and junior-level employees in Kenya's hotel industry.

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2.3.4 Autocratic Leadership Style and Job Satisfaction

Rast et al (2012) in a study conducted amongst employees of organizations in the United Kingdom concluded that depending on the level of uncertainty, employees with high self-uncertainty supported autocratic leadership more than non-autocratic leadership styles, while employees with low self-uncertainty supported non-autocratic leadership styles. However, this study considered self-uncertainty as an intervening variable and was conducted in the context of employees drawn from a cross-section of organizations in the United Kingdom, and not specific to the hotel industry.

Research undertaken by Dyczkowska and Dyczkowski (2014) among Polish small and medium enterprises (SME) showed that autocratic leadership had a negative correlation to job satisfaction while democratic leadership style had a positive correlation to job satisfaction. This informed their recommendation that managers consider developing employees by incorporating them in management decision making which would be useful in helping develop a performance-oriented reward system thereby enhancing job satisfaction. However, this study took into context the Polish SME environment which may not have similar characteristics as Kenya's hotel industry.

A study by Schanbroeck et al. (2017) amongst employees in technology companies in China revealed a negative indirect effect of authoritarian leadership on a commitment to work, turnover intention, and employee job satisfaction amongst employees in units with significantly lower power distance. However, this was not the case among employees in units with significantly higher power distance. This study considered power distance as a moderating variable. It also took into context Chinese technology companies whereas this study considers personal attributes as moderating variables and contextualizes Kenya's hotel industry.

In their research on the effect of authoritarian leadership style on employee job performance in Chinese organizations, Wang and Guan (2018) concluded that authoritarian leadership style had a positive relationship to employee performance with power distance playing a moderating role. They argued that for employees in units with significant power distance, authoritarian leadership yielded better employee performance while for employees low on power distance, it yielded a weaker effect on employee performance. This research study however had employee performance as the dependent variable while this research study will

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have job satisfaction as the dependent variable. Furthermore, the study focused on Chinese organizations whose context may not apply when considering Kenya's hotel industry.

2.4 Summary of Empirical Review and Research Gaps Identified

This research follows on from the recommendations of Bavik (2020), Chon and Zoltan (2019), and Elkhwesky et al. (2022), who called for more research on the antecedents and consequences of the mode of leadership in the hospitality industry. There exists a need for a review of leadership styles and the relations between them and subordinate achievements in the hotel industry as recommended by Gui et al. (2021). The uncertain environment in which the hospitality industry operates calls for more research to unravel the various leadership styles at play in this industry (Kuznin & Walker, 2017). Quintana et al (2015) called for a more diverse examination beyond traditional leadership styles as this only accounts for a minimal portion of concepts of leadership.

From the reviewed conceptual and empirical literature, several gaps have emerged. First, there is limited review of leadership styles where most research has either focused on either the combination of transformational and transactional leadership styles or autocratic and democratic leadership styles. This study aims to broaden this further to include transformational, transactional, democratic, and autocratic leadership styles. Secondly, most of the research done on the effect of leadership style on job satisfaction has focused on the manufacturing and banking sectors. Furthermore, the little research carried out on the hospitality industry has been carried out in Europe and Asia with none identified as having been carried out in Kenya. Fourthly, the available literature is prone to generalization and aspects of research done elsewhere may not apply in the context of Kenya's hospitality industry.

Table 2.1 is a tabulation of the identified research gaps out of the empirical literature review.

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Table 2. 1: Research Gaps

Authors & Year	Study Finding	Identified Gaps	Focus of Current Study
Quintana, Park, and Cabrera (2015)	The study concluded idealized influence and contingent reward as being the primary factors affecting all three outcomes under study.	This study focused on 4-star hotels in Spain. The study's dependent variables were employee outcomes.	This research study focused on select star rated hotels in Naivasha sub-county. It also focused on job satisfaction as the dependent variable.
Rothfelder, Ottenbacher, and Harrington (2012)	The study found that German hotel employee's level of job satisfaction was notably affected by leadership style with transformational leadership and contingent reward having the most positive influence	The study was done in the context of German hospitality industry hence prone to a different working culture to that of the current study.	This research study was based on the Kenyan hospitality industry and explored four leadership styles and intervening variables.
Vargas-Sevalle, Karami, and Spector (2020)	The study revealed that transformational leadership has a strong and positive influence on employee job satisfaction and job involvement	The study was contextualized on the basis of the hospitality industry in New Zealand and considered one leadership style. It was also not specific to the classification criteria of the hospitality establishments.	This research study was based on the Kenyan hospitality industry and explored four leadership styles and intervening variables. It also specified to hotels rated from 3-star to 5-star.
Rana (2022)	The research study found that transformational leadership style enabled employee participation and development and enhanced job satisfaction.	This research study was based on a cross-section of organizations. It also reviewed the effect of different work culture and environment and employee responsiveness to the leadership styles.	This research study was specific to the hospitality industry and explored four leadership styles and intervening variables.
Arumugam, Rahman, Maideen, and Arumugam (2019)	The research study indicated that both transactional and transformational leadership styles had notable positive correlation to employee job	This study was done amongst conglomerate companies in a Malaysian setting, whereas this research study will be specific to the	The study was based on the Kenyan hospitality industry and explored four leadership styles and intervening variables.

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	satisfaction, implying employees worked better when both transactional and transformational leadership were employed.	Kenyan hotels industry.	
Govender, Garbharran, and Loganathan (2013)	The results suggested a significant correlation between laissez-faire, transactional, and transformational leadership styles and job satisfaction.	It also emerged that the examined intervening biographical attributes did not have an effect job satisfaction	This research study was conducted in the context of the Kenyan hotels industry and examined the moderating influence of age, tenure, and education, taking into account four independent variables.
Akhigbe, Ajenka and Oloda (2014)	The study revealed that there was a positive and significant relationship between all the dimensions of transactional leadership and employee job satisfaction, except of passive management-by-exception.	The study was based on the Nigerian banking sector. The study also focused on one leadership style.	This research study examined four independent variables and intervening variables and was based on Kenya's hotel industry. .
Lunbantoruan, Kurniawan and Sihonbing (2020)	The findings of the study concluded that transactional leadership had a positive influence on job satisfaction.	The study was done in the context of a single manufacturing company in Indonesia and also examined one independent variable.	This research study examined four independent variables and intervening variables and was based on Kenya's hotel industry..
Fouad (2019)	The research found that job satisfaction attributes under study were important factors when examining three leadership styles under study and their relationship to job satisfaction.	The study restricted itself to one department in the hotel structure and was done in the context of 5-star hotels in Egypt. The study also examined three leadership styles.	This research study broadened the scope by considering all the departments in a hotel's structure and taking into account select star-rated hotels in Naivasha sub-county. It was also based on four leadership styles.
Ovunda, Oluwuo and Onyeike (2018)	The study revealed democratic leadership style as having a very low positive relationship with job satisfaction and therefore does not significantly predict teachers' job satisfaction.	This study was however done among teaching profession in Nigeria. The study also examined only one independent variable.	This research study examined four independent variables and the intervening variables. It was also based on Kenya's hotel industry.

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Vincent and Baptiste (2021)	Their study focused on democratic, autocratic and laissez-faire leadership styles. Only democratic leadership style had a positive correlation to job satisfaction and customer satisfaction.	Research was based on three independent variables and was carried out in one organization.	This research study focused on four leadership styles and took into consideration hotel employees, specifically supervisory-level and junior-level employees in Kenya's hotel industry.
Afshinpour (2014)	The study found there existed a positive correlation between democratic leadership style and job satisfaction which enhanced employee performance in the organization.	The study was however not an empirical but a correlational study and moreover was done in the context of companies in the USA, and was not specific to the hotel industry.	This research study had an empirical approach and was based on employees in several hotels in Kenya's hotel industry.
Jerome (2018)	The study found a positive correlation between democratic leadership style and job satisfaction and further recommended that library management ought to exercise democratic leadership as it led to better communication with employees, higher participation in decision-making, higher creativity and innovativeness, and a higher sense of responsibility.	This study was done in the context of libraries in Nigerian private universities whose context may not apply to Kenya's hotel industry.	This research study was based on the Kenyan hospitality industry and explored four leadership styles and intervening variables.
Mefi and Asoba (2021)	No clear correlation emerged and the relationship between democratic leadership style and job satisfaction appeared non-linear, making them conclude that job satisfaction is an occurrence that is influenced by many factors other than just leadership styles.	This study took a narrow scope and was carried out amongst heads of departments, in one institution.	This research study examined a cross-section of 3-star to 5-star rated hotels and took into consideration both supervisor-level and junior-level employees in Kenya's hotel industry..
Dyczkowska and Dyczkowski (2014)	Autocratic leadership had an unfavourable relation to job satisfaction while democratic leadership style had a favourable relation to job satisfaction.	The study took into context the Polish SME environment which may not have similar characteristics as Kenya's hotel industry. It also	This study examined four leadership styles and took into context employees in Kenya's hotel industry.

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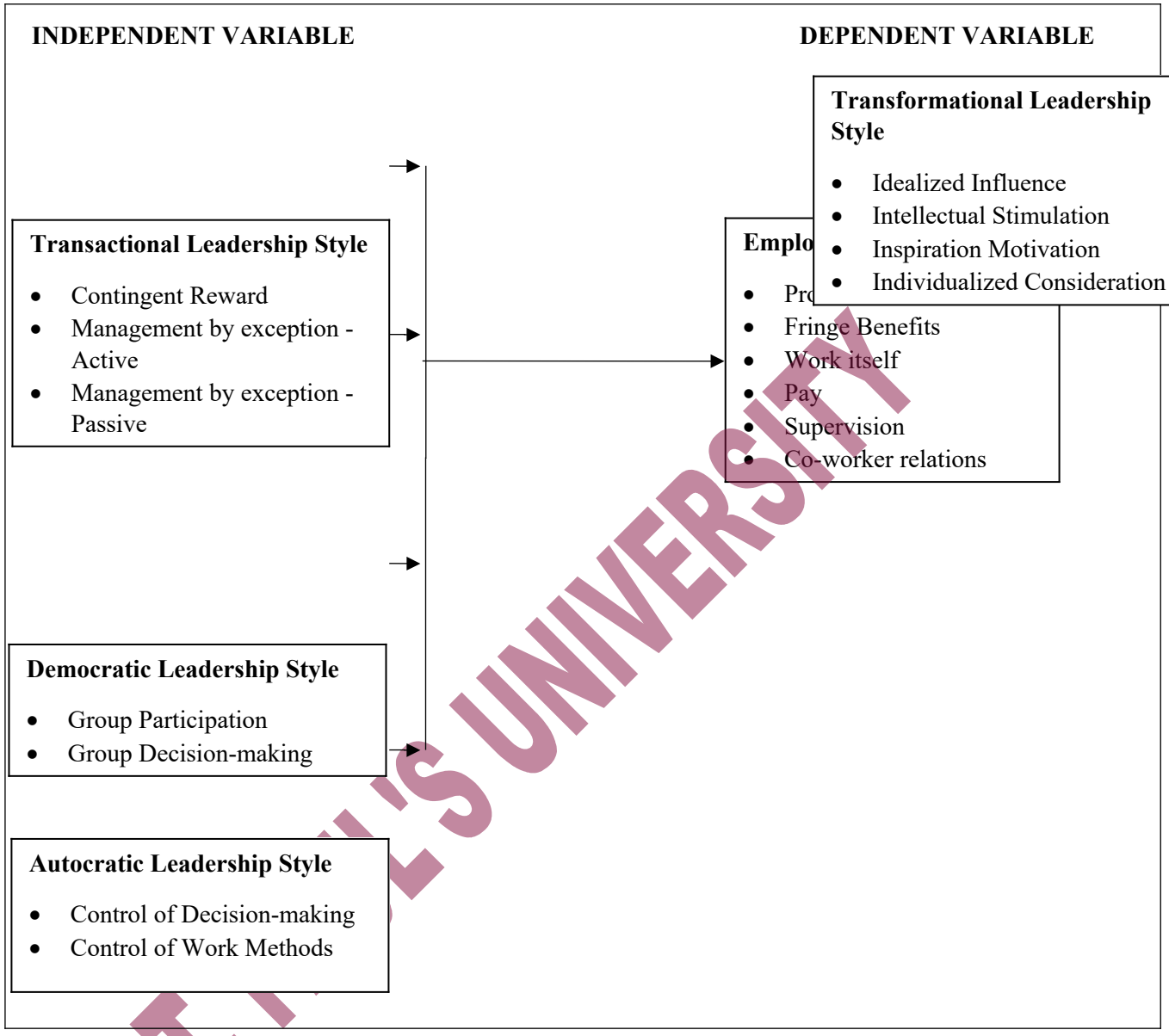
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		examined two leadership styles.	
Wang and Guan (2018)	Authoritarian leadership style had an unfavourable effect on employee performance with power distance playing a moderating role.	The study had employee performance as the dependent variable and focused on Chinese organizations whose context may not apply when considering Kenya's hotel industry.	This research study had job satisfaction as the dependent variable and was focused on Kenya's hotel industry.
Schanbroeck, Shen and Chong (2017)	The revealed a negative indirect effect of authoritarian leadership on commitment to work, turnover intention, and employee job satisfaction amongst employees in units with significantly lower power distance, whereas the indirect relationship was not significant among employees in units with significantly higher power distance.	The study considered power distance as a moderating variable. It also took into context Chinese technology companies.	This study considers personal attributes as moderating variables and is contextualized on Kenya's hotel industry.
Rast, Hogg and Giessner (2012)	The study found that based on uncertainty level, employees with high self-uncertainty supported autocratic leadership than non-autocratic leadership styles, while employees with low self-uncertainty supported non-autocratic leadership styles.	This study considered self-uncertainty as an intervening variable and was conducted in the context of employees drawn from a cross-section of organizations in the United Kingdom, and not specific to the hotel industry.	This study considers personal attributes as moderating variables and is contextualized on Kenya's hotel industry

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2.5 Conceptual Framework

Figure 2. 4 Conceptual Framework



Source: Author (2024)

Figure 2.4 illustrates the effect of leadership styles on job satisfaction. The independent variables used in the study were transformational leadership style, transactional leadership style, democratic leadership style, and autocratic leadership style. The dependent variable of the study was job satisfaction. This was proxied by promotion opportunities, fringe benefits, work itself, pay, quality of supervision, and co-worker relationships.

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The research study operationalized transformational leadership style through the four constituent dimensions, these being idealized influence, intellectual stimulation, inspiration motivation, and individualized consideration. The research study operationalized transactional leadership style through the three constituent dimensions, these being a contingent reward, management by exception (active), and management by exception (passive). The research study operationalized democratic leadership style through use of two indicators which are group participation and group decision-making. Finally the research study operationalized autocratic leadership style through use of two indicators, that is, control of decision-making and control of work methods.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the researcher discussed the research design, identified the target population, and determined the sample size and sampling procedures. Additionally, the chapter discusses the data collection techniques, outlined how the data would be processed, and addressed the ethical issues that were considered.

3.2 Research Design

This research adopted an explanatory research design, applying a quantitative approach to allow for both descriptive and inferential analysis. Explanatory research design is focused on investigating causal relationships and understanding the underlying mechanisms behind observed phenomena. Its purpose is to explain "why" or "how" certain factors influence outcomes, typically through hypothesis testing and examining cause-and-effect linkages. This approach often employs both qualitative and quantitative methods, such as experiments or longitudinal studies, to explore the relationships between variables in depth (Creswell & Creswell, 2018). Explanatory research is useful in situations where the aim is to gain a deeper understanding of complex interactions and to develop theoretical frameworks or solutions to specific issues (Saunders, Lewis, & Thornhill, 2019).

3.3 Target Population

For statistical purposes, Collis and Hussey (2021) define a population as the total of people under examination. This study targeted one 5-star, one 4-star and three 5-star-rated hotels in Naivasha sub-country, Kenya. Naivasha sub-county had been selected because it had 5 out of 14 hotels ranging from 3-star to 5-star in the wider Nakuru county (TRA, 2023). From this accessible population, the research survey was conducted among supervisory level and junior-level employees who had reporting lines to Heads of Departments or the General Manager.

Regarding to Table 3.1, the target population for the research study comprised five 3-star to 5-star rated hotels in Naivasha sub-county, whose respondents were stratified into two these being supervisory level, consisting of 56 supervisory-level employees and junior level, consisting of 696 junior-level employees.

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Table 3. 1: Target Population

Hotel Name	Supervisory-level	Junior-level	Total
Lake Naivasha Sopa Lodge	14	186	200
Lake Naivasha Simba Lodge	12	142	154
Great Rift Valley Lodge	16	191	207
Sawela Lodge	14	177	191
Total	**56**	**696**	**752**

Source: Author (2024)

3.4 Sample Size and Sampling Procedure

Levy and Lemeshow (2013) define sample size as a depiction of the total population presented for analysis. Cooper and Schindler (2011) further opined that sampling is useful with inferential statistics as it helps forecast the behavioural aspects of the population. The sampling frame for this research study consisted of supervisory-level and junior-level employees in the five 3-star to 5-star rated hotels in the Naivasha sub-county. According to Mugenda and Mugenda (2013), when a population is less than 10,000, a sample size of 10% to 30% is a good depiction of the target population, though a sample of over 50% is desired.

This research study adopted a stratified random sampling technique, considering two strata of supervisor-level and junior-level employees. Simple random sampling was applied to select samples from the respective strata. The sample size of 49 supervisory-level and 248 junior-level employees was determined by calculating from the target respondents of 56 supervisory-level employees and 696 junior-level employees drawn from 3-star to 5-star rated hotels in Naivasha sub-county, applying the formula recommended by Kothari (2004).

$$n = \frac{N.q.p.Z^2}{e^2(N-1)+Z^2.p.q}$$

$$\frac{752\times0.5\times0.5\times1.96^2}{0.05(752-1)+752^2\times0.5\times0.5}$$

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Where:

N = The size of the sample, given as 752

e = Sampling error given as 0.05

Z = Standard variate at a confidence level of 95% presented as 1.96

p = The standard deviation of the population presented as 0.5

q = 1- *p*, where q is given as 0.5

Table 3. 2: Sampling Size

Employees	Number	Sample Size
Supervisory Level	56	49
Junior Level	696	248
Total	**752**	**297**

Source: Author (2024)

3.5 Data collection Instruments

The study utilized questionnaires to collect primary data from the respondents. The researcher formulated self-administered questionnaires to obtain data from the respondents. The questionnaires were distributed to respondents in the identified sample set through the hotel's human resource departments. The respondents were given a few days to fill them out, after which they were collected. According to Orodho and Kisilu (2016), questionnaires were a more efficient tool, requiring less time, being economical, and allowing for data collection over an expansive population range.

The questionnaire designed for this research survey was divided into three sections: Part A, designed to capture the demographics of the respondents; Part B, to capture the view of employees about the leadership style applied by the immediate supervisor; and Part C, to capture employees' perception of job satisfaction. The questions were in a Likert scale format where the respondents were asked to choose from a scale of "strongly agree" to "strongly disagree" for each statement. Each questionnaire response variable was scored against the pre-determined attitude scale, and the scores were aggregated to reflect respondents' overall attitude score (Cooper & Schindler, 2011). A sample of the questionnaire applied is annexed in the appendices section.

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3.6 Pilot Test

Zikmund et al. (2012) defined a pilot test as a minor research endeavor aimed at collecting data from respondents that is similar in context to that which will be used in the proper research study. This process helps the researcher identify and remove any ambiguities that may become apparent during the pilot test. The questionnaire variables, including content, sentence structure, layout, sequence, and ambiguity, were re-tested, and the results were used to improve the questionnaire before it was administered in the main research study.

For the pilot testing, the questionnaire was administered to 5 supervisory-level and 25 junior level employee respondents drawn from one 5-star-rated hotel in the Naivasha sub-county. The hotel used for the pilot study was omitted from the actual sample of the study.

3.6.1 Validity of the Research Instrument

Kothari (2014) defined validity as the extent to which a research instrument can measure the correct variables. The study utilized both face and content validity checks to validate the questionnaire. Allen and Iliescu (2023) define face validity as a subjective determination of whether a research instrument's efficacy. Surucu and Maslakci (2020) define content validity as a process of evaluating the attributes of the study variables by test-scoring such variables against a large cross section of variables that bear similarity to those in the study. The researcher made use of peers undertaking research and lecturers to validate the research questionnaire to be used.

3.6.2 Reliability of the Research Instrument

Modarres and Groth (2023) define reliability as the degree to which a research instrument yields consistent, error-free results when applied on multiple occasions and under the same conditions. Cronbach's alpha (α) was applied to measure the reliability coefficient of the research, where a coefficient of 0.7 or more was considered adequate (Tavakol & Denmick, 2011).

3.7 Data Collection Procedure

To adhere to the expected ethical standards, an introduction letter was sought from St. Paul University through the Institutional Scientific and Ethical Review Committee (ISERC). Subsequently, the researcher applied for a permit from the National Commission for Science, Technology, and Innovation (NACOSTI) as mandated by regulations. Following this, permission was obtained from the management of the respective hotels from which the

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sample population was to be drawn. The questionnaire was then dropped and later picked up, giving the respondents enough time to go through and answer appropriately. The Human Resource Officer and Human Resource Assistants of the respective hotels assisted in administering and collecting the questionnaire. To facilitate this, they were trained on how to administer the questionnaire. Only employees who were employed on a permanent basis and had worked for more than one year were considered for the study in order to ensure that valid and relevant data was collected.

3.8 Data Analysis Techniques

According to Orodho and Kisilu (2016), data analysis technique is vital to research. The researcher collected, inspected, and coded the questionnaire to ensure the accuracy of data. Subsequently, the data was converted from raw to classified form for ease of analysis, as recommended by Cooper and Schindler (2014). The processed data was then managed and analyzed utilizing the Statistical Package for Social Science (SPSS).

3.8.1 Descriptive Statistics

Simon and Buitendach (2013) define descriptive statistics as a quantitative data presentation transforming raw data into data that is interpretable and comprehensible. Descriptive statistics for the research study were analyzed using standard deviation, frequency distribution, and percentages. The qualitative data from the open-ended questions were analyzed by applying conceptual content analysis, as recommended by Glesne (2015). The collected data were organized, coded, and analyzed to derive meaning and interpretation based on concepts.

3.8.2 Inferential Statistics

Inferential statistics were arrived at utilizing the Pearson correlation coefficient and multiple linear regression analysis to ascertain the effect of the relationship between dependent and independent variables. The coefficient of determination (R^2) was applied to test the relevance of the model by measuring the extent to which the variation in job satisfaction is affected by the variation in leadership styles.

An F-statistic was computed at a 95% confidence level to test the overall importance of the model. A significance level of 0.05 was used, as it is the level recommended for both business and social science research (Mugenda & Mugenda, 2016).

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The multiple regression equation that was applied for predicting the relationship between leadership style and job satisfaction in select star-rated hotels in Naivasha sub-county is expressed below:

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

Where:

Y = the dependent variable i.e., Job Satisfaction

β_0 = a constant representing the coefficient of intercept (the value of Y when all X values are zero)

β_i = The regression coefficients (i = 1,2,3 & 4) which indicates the relative importance of each of the independent variables in prediction of the dependent variable

X_i = The independent variable (i = 1,2,3 & 4) where:

X_1 = Transformational Leadership Style

X_2 = Transactional Leadership Style

X_3 = Democratic Leadership Style

X_4 = Autocratic Leadership Style

ε = the error term (accounting for all other variables not contemplated by the study)

3.9 Ethical Considerations

To ensure ethical standards were maintained during the research study, the consent of participants was sought. They were first apprised of the aim of the study and further advised that their involvement was voluntary. Maintenance of privacy and confidentiality of respondents was deemed important and safeguarded, as suggested by Kombo and Tromp (2006). To this end, individual participants in the research were not compelled to give their names or departments on the questionnaires. Additionally, participating individuals were assured that the data gathered would not be disclosed to unauthorized persons.

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CHAPTER FOUR
FINDINGS AND DISCUSSIONS

4.1 Introduction

The chapter presents findings and discussions on effect of leadership style on job satisfaction in selected 3-star to 5-star rated hotels in Naivasha sub-county.

4.2.1 Response Rate

A total of 297 questionnaires were administered, of which 251 were filled out and returned, making for a response rate of 85%. According to Mugenda and Mugenda (2013), a 50% response rate is sufficient, 60% is rated as good; whilst above 70% is rated as very good. The research response rate of 85% can therefore be categorized as very good.

Table 4.1: Response Rate

No. of respodents	No. of questionnaires Returned	Response Rate (%)
297	251	85

Source: Research Data (2024)

4.2 Background Information of Respondents

The study surveyed information about the respondents concerning gender, years worked in the current establishment, education level and age.

4.2.2 Reliability of the Research Questionnaire

The results from the pilot study were subjected to Cronbach's reliability test for internal consistency. Reliability results are shown in Table 4.2.

Table 4. 2: Reliability Results

Study Variable	Number of Items	Cronbach's Alpha Coefficient
Transformational Leadership	12	0.741
Transactional Leadership	6	0.914
Democratic Leadership	6	0.904
Authoritarian Leadership	6	0.993
Job Satisfaction	23	0.797
Average		**0.938**

Source: Research Data (2024)

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Reliability results portrayed all study variables as having Cronbach Alpha values above 0.7 (Transformational Leadership = 0.741; Transactional Leadership = 0.914; Democratic Leadership = 0.904; Autocratic Leadership = 0.993; Job Satisfaction = 0.797). The research questionnaire, going by the recommendations of Field (2006), was therefore deemed reliable.

4.3 Demographic Information Analysis

The study obtained information on respondents' gender, number of years worked, education level, and age, analyzed as follows:

4.3.1 Gender of Respondents

The respondents' gender was of particular interest to the study. Table 4.3 demonstrates the respondent's gender by frequency and percentage.

Table 4. 3: Genders of Respondents

Gender	Frequency of respondents	Percentage
Male	113	45%
Female	138	55%
Total	**251**	**100**

Source: Research Data (2024)

From the results in Table 4.3, the ratio of male to female respondents was 45% to 55%, respectively, indicating that the larger number of respondents were females. The predominance of female respondents may suggest that leadership styles might impact job satisfaction differently based on gender. The prevalence of female employees could impact on the research findings based on their perspectives on leadership and job satisfaction.

4.3.2 Years Worked in the Organization

The study also sought to gauge the number of years the respondents had worked in the respective establishment.

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Table 4. 4: Years Worked in the Organization

Respondents	Frequency	Percent
Less than one year	46	18%
1 year -4 years	59	24%
5 years -9 years	65	26%
10 years -14 years	40	16%
15 years-19 years	22	9%
Over 20 years	19	8%
Total	**251**	**100**

Source: Research Data (2024)

From the research study 18% of the respondents indicated that they had worked in their present establishment for less than one year, 24% for a period of 1-4 years, 26% for a period of 5-9 years, while 16% had worked in their present establishment for 10-14 years. Further, 9% of the respondents indicated that they had worked in their establishment period of 15 -19 years while 8% had worked for over 20 years. This implies that a larger number of the respondents had worked in their present establishment for a period of 5-9 years. This suggests a stable workforce with a fair amount of experience in the organization, which could be beneficial for institutional knowledge and continuity.

4.3.3 Respondents' Highest Level of Education

The respondents were gauged on the highest level of education certification attained, with the results as illustrated in Table 4.5

Table 4. 5: Respondents' Highest Level of Education

Level	Frequency	Percentage
Diploma	206	82%
Bachelor degree	37	15%
Master's degree	08	3%
Total	**251**	**100**

Source: Research Data (2024)

From the findings 82% of the respondents divulged that they had achieved diploma level of certification, 15% had achieved degree level of certification, while 3% had achieved masters level of certification. A conclusion can be inferred that the respondents had the requisite knowledge to answer the questionnaires accurately. This indicates they likely possess the necessary literacy and comprehension skills to accurately respond to the questionnaires and surveys used in the research.

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4.3.4 Age of Respondents

The study also sought to determine the age distribution of the respondents who participated in the study.

Table 4. 6: Age of Respondents

Respondents	Frequency	Percentage
Below 25 years	31	12%
25 years - 30 years	67	26%
31 years - 35 years	41	16%
36 years - 40 years	36	14%
41 years - 45 years	42	18%
Above 46 years	34	14%
Total	**251**	**100**

Source: Research Data (2024)

From the findings on age groups, 12% of the respondents were in the age-group of below 25 years, 26% were in the age bracket of 25-30 years, 16% were in the age bracket of 31-35 years, and 14% were in the age group of 36-40 years. Further, 18% of the respondents were in the age-group of 41-45 years, while 14 % were above 46 years. This suggests that majority of the respondents were in the age-group of 25-30 years. This suggests that the perspectives of this relatively young professional demographic could have an impact on the study's findings.

4.4 Descriptive Analysis

This section discusses descriptive study results as they relate to the study objectives. The findings are tabulated, reflecting the mean and standard deviation.

4.4.1 Transformational Leadership Style

The researcher wanted to determine the level of agreement on the effect of transformational leadership style on job satisfaction in selected star-rated hotels in the Naivasha sub-county, Kenya. The findings are illustrated in Table 4.7:

Table 4. 7: Descriptive Statistics for Transformational Leadership Style

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Statements	Mean	Std. Deviation
Idealized Influence		
My supervisor makes us feel comfortable dealing with him/her	4.159	1.061
I have a lot of faith and trust in my supervisor	4.059	1.173
I am happy to work under my supervisor	4.083	1.049
Inspirational Motivation		
My supervisor explains clearly what is expected of us	4.235	.817
My supervisor gives a vision of the results we can achieve	4.147	.954
My supervisor helps me see the importance of my work	4.027	.969
Intellectual Stimulation		
My supervisor encourages us to look at old challenges differently	4.075	1.034
My supervisor provides us with new ways of dealing with challenges	4.147	1.007
My supervisor gets us to think innovatively on things we had previously never questioned	4.167	.931
Individualized Consideration		
My supervisor helps individuals to develop in their career	4.119	.960
My supervisor gives us feedback on performance	4.231	1.020
My supervisor gives close and personal attention to individuals	4.107	1.152
Aggregate	**4.130**	**1.010**

Source: Research Data (2024)

The researcher sought to determine the effect of transformational leadership style on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. Table 4.7 illustrates the respondent's views. From the findings, a larger number of the respondents concurred with a (mean = 4.159; std = 1.061) that the supervisor made them feel comfortable dealing with him. This indicates that there was generally a consensus among respondents that the supervisor made them feel comfortable, with relatively little variation in how strongly they agreed with this statement. The larger number of respondents concurred with (mean =4.059; std = 1.173) that they had a lot of faith and trust in their supervisor. The larger number of the respondents agreed that they are happy to work under their supervisor with a mean of 4.083 and a standard deviation of 1.049.

A larger number of respondents expressed happiness working under their supervisor, and this sentiment was relatively consistent among them, though there was slightly more variability compared to the other statements. The respondents were in agreement that the supervisor explains clearly what is expected of them with a mean of 4.235 and a standard deviation of

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0.817. This indicates a high level of consensus among respondents that the supervisor clearly explains what is expected of them. Specifically, the respondents agreed that the supervisor gives a vision of the results they can achieve with a mean of 4.147 and a standard deviation of 0.954. A larger standard deviation would indicate more spread-out ratings, suggesting varied opinions among respondents. Further, the respondents agreed that the supervisor helps them see the importance of their work (mean = 4.027; std= 0.969). A standard deviation of 0.969 suggests variability in how respondents rated this statement. The study illustrates that the respondents concurred that the supervisor encourages them to look at old challenges differently with a (mean = 4.075; std= 1.034).

The respondents concurred that the supervisor provides them with new ways of dealing with challenges with a (mean = 4.147; std= 1.007). The respondents agreed that the supervisor gets the respondents to think innovatively on things they had previously never questioned with a (mean = 4.167; std= 0.931). A standard deviation of 0.931 suggests some variability in the responses. With a (mean = 4.119; std= 0.960), respondents agreed that the supervisor helps individuals to develop in their career. In this context, while most respondents agree that supervisors help with career development, there is some variation in the degree of agreement. In addition, the respondents agreed that the supervisor gives feedback on performance with a (mean = 4.231; std= 1.020). Finally, a larger number of the respondents with a (mean = 4.107; std= 1.152) agreed that the supervisor gives close and personal attention to individuals. Overall, these statistics indicate a predominantly favourable view of the supervisor's leadership qualities and management style among the surveyed employees. The overall aggregate of transformational leadership**,** Mean = 4.130, Std. Deviation = 1.010. The aggregate score suggests a generally positive perception of leadership effectiveness across all dimensions measured. The positive responses across various aspects of transformational leadership suggest that this style is effective in enhancing job satisfaction among employees in star-rated hotels in Naivasha. The relatively low variability in responses further underscores the consistent positive impact of transformational leadership in this context. The findings agreed with Rothfelder et al. (2012), who found that transformational leadership and contingent reward have the most positive influence on employee job satisfaction. This was also in agreement with Rana (2022), whose research study found that transformational leadership style enabled employee participation and development and enhanced job satisfaction.

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4.4.2 Transactional Leadership Style

The researcher wanted to examine the level of agreement on the effect of transactional leadership style on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. The results are as illustrated in Table 4.8:

Table 4. 8: Descriptive Statistics for Transactional Leadership Style

Statements	Mean	Std. Deviation
Contingent Reward		
My supervisor informs individuals what is required of them at work for them to be rewarded	4.286	.961
My supervisor recognizes individuals who attain agreed goals	4.266	1.060
My supervisor makes us understand what we can get for our work accomplishment	4.191	1.005
Management-By-Exception		
My supervisor is satisfied when individuals attain standards that have been agreed upon	4.215	1.012
My supervisor does not see the need to change things that are working	4.063	1.104
My supervisor informs us of the standards we have to be aware of to do your job	4.195	.902
Aggregate	**4.203**	**1.007**

Source: Research Data (2024)

The researcher endeavoured to determine the level of agreement on the effect of transactional leadership style on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. Table 4.8 illustrates the respondent's views. From the findings, the majority of the respondents agreed the supervisor informs individuals what is required of them at work for them to be rewarded with a (mean = 4.286; std = 0.961). The findings suggest that most respondents agree that supervisors inform them about work requirements for rewards, with some variation in the level of agreement.

The respondents agreed that the supervisor recognizes individuals who attain agreed goals with (mean =.4.266; std = 1.060). The standard deviation of 1.060, which is slightly above 1, indicates that there is a moderate spread in the responses. This suggests that while most respondents agree that their supervisor recognizes goal attainment, there is some diversity in the level of agreement. From the findings the respondents agreed that the supervisor makes them understand what they can get for their work accomplishments (mean = 4.191; std = 1.012). Additionally, the larger number of respondents with a (mean = 4.215; std = 1.100) concurred that the supervisor is satisfied when individuals attain standards that have been

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agreed upon. There was an agreement among the respondents that supervisor does not see the need to change things that are working having a (mean =4.063; std = 1.104).

Finally, a larger number of the respondents concurred that the supervisor informs them of the standards they have to adhere to in their job with a (mean = 4.425; std = 0.939). The findings suggest that a larger number of respondents agree that their supervisors effectively communicate the standards they need to be aware of to perform their jobs, with a mean score indicating strong agreement and a standard deviation showing some, but not excessive, variability in responses. The findings indicate a generally positive perception of transactional leadership in these star-rated hotels, with supervisors effectively communicating expectations, recognizing achievements, and maintaining satisfaction through goal alignment. The aggregate mean score of 4.203 indicates a generally positive perception of the transactional leadership style within the organization, with a standard deviation of 1.007. This suggests that while the overall view is favorable, there are still elements of diverse opinions. The variability in responses suggests that while these aspects are generally agreed upon, there are some differences in how strongly employees perceive them. This nuanced understanding is crucial for implementing leadership practices that can effectively enhance job satisfaction in hospitality settings.

This agrees with Lumbantoruan et al. (2020), who found out that transactional leadership had a positive influence on job satisfaction. It was also in line with Fouad (2019) who found that particular attributes of job satisfaction - remuneration, promotions, employee development, employee appraisal, employee empowerment and recognition -are influential factors when examining the relationship between the three leadership's styles and job satisfaction.

4.4.3 Democratic Leadership Style

The researcher wanted to determine the level of agreement on the effect of democratic leadership style on job satisfaction in selected star-rated hotels in the Naivasha sub-county, Kenya. The result is shown in Table 4.9.

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Table 4. 9: Descriptive Statistics for Democratic Leadership Style

Statements	Mean	Std. Deviation
My supervisor believes employees are capable of doing work on their own	4.259	.848
My supervisor is fair to every employee in my team	4.143	1.122
My supervisor helps employees reach their personal goals	4.159	.950
My supervisor maintains open and frequent communication with employees	3.920	1.153
My supervisor strives to make employees take part in decision-making process	3.920	1.146
My supervisor provides guidance without pressuring employees	3.812	1.255
Aggregate	**4.0355**	**1.079**

Source: Research Data (2024)

The respondents were asked to indicate their agreement on the effect of democratic leadership styles on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. The results were as indicated in Table 4.9, according to which the larger number of the respondents concurred that the supervisor believes employees can work on their own with a mean of 4.259 and a standard deviation of 0.848. A higher standard deviation typically suggests that responses are more spread out from the mean, indicating greater variability in how respondents perceive or agree with the statement about supervisor beliefs. This variability could reflect differing levels of agreement or disagreement among respondents regarding their supervisors' beliefs about employees' capabilities.

The findings further revealed that a larger number of respondents concurred that the supervisor helps employees reach their personal goals with a mean of 4.143 and a standard deviation of 1.112. In addition, a larger number of the respondents agreed that the supervisor maintains open and frequent communication with employees with with a mean of 3.920 and a standard deviation of 1.153. The results further illustrated that the larger number of respondents concurred that the supervisor strives to make employees take part in decision-making process with with a mean of 3.920 and a standard deviation of 0.801. A higher standard deviation (0.801) suggests that responses are somewhat spread out from the mean (3.920), indicating variability in how much respondents agree or disagree with the statement about supervisor behaviour regarding employee involvement in decision-making. The results revealed that the larger number of respondents agree that the supervisor provides guidance without pressuring employees (mean = 3.661; std dev = 1.048). The overall mean score of 4.0355 reflects a generally positive perception of the democratic leadership style within the

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organization. The standard deviation of 1.079 indicates some variability in employee responses, which may point to differing experiences or perceptions among team members

These findings suggest that democratic leadership styles in these hotels are perceived positively overall, with supervisors encouraging empowering employees, supporting personal growth, and encouraging open communication. However, the variability in responses indicates that while employees generally agree with these aspects, they have differing levels of agreement, which could influence their overall job satisfaction and perception of leadership effectiveness. This nuanced understanding can guide efforts to enhance leadership practices and employee satisfaction in hospitality settings.

This agreed with the study done by Vincent and Baptiste (2021) which found that democratic leadership style had a notable correlation to job satisfaction and customer satisfaction, hence appropriate to adopt compared to autocratic and laissez-faire leadership styles. It also agreed with the study done by Afshinpour (2014) which found that democratic leaders applied input of employees through ideas, suggestions, and recommendations that led to higher engagement levels and job satisfaction, and consequently enhanced employee performance in the organization.

4.4.4 Autocratic leadership style

The researcher wanted to determine the level of agreement on the effect of autocratic leadership style on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. The result was as shown in the table below.

Table 4. 10: Descriptive Statistics for Autocratic Leadership Style

Statement	Mean	Std. Deviation
My supervisor believes employees need to be closely supervised for them to work	4.156	1.077
My supervisor rewards or punishes employees to motivate them to meet objectives	4.490	.331
My supervisor makes all decisions and does not seek the opinion of other employees on any issue	4.350	.851
My supervisor always wants to demonstrate authority and acts as a leader in every discussion	4.243	1.216
My supervisor issues orders and clarifies procedures	4.314	.872
My supervisor believes the majority of employees are lazy	4.502	.306
Aggregate	**4.342**	**0.777**

Source: Research Data (2024)

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The research sought to determine the level of agreement on the effect of autocratic leadership style on job satisfaction in selected star-rated hotels in the Naivasha sub-county, Kenya Table 4.10 shows the respondents' views. After the analysis, a larger number of the respondents concurred that the supervisor believes employees need to be closely supervised for them to work with a with a mean of 4.156 and a standard deviation of 1.077. The research results also showed that a larger number of respondents strongly agreed (mean = 4.490; std = 0.331) that the supervisor rewards or punishes employees to motivate them to meet objectives. The low standard deviation indicates a prevailing perception among the respondents that such managerial tactics are commonly employed for motivation within the context studied.

Further, a larger number of the respondents agreed that the supervisor makes all decisions and does not seek the opinion of other employees on any issue with a with a mean of 4.350 and a standard deviation of 0.851. The data suggests a general agreement among respondents that the supervisor tends to make decisions autonomously. The standard deviation indicates there is some variation in the level of agreement among respondents, but overall, the trend leans towards agreement with the statement. Additionally, a larger number of respondents (mean = 4.243; std= 1.216) concurred that the supervisor always wants to demonstrate authority and acts as a leader in every discussion. The findings showed that a larger number of respondents concurred with a mean of 4.314 and a standard deviation of 0.872 that the supervisor issues orders and clarifies procedures.

The data shows that there is a consensus among respondents that the supervisor plays a directive role in issuing orders and clarifying procedures. The standard deviation indicates that while there is agreement overall, there are differences in how strongly respondents hold this view. Finally, the respondents strongly agreed that the supervisor believes the majority of employees are lazy (mean = 4.236; std= 0.940). The findings suggest a strong consensus among respondents that the supervisor perceives the majority of employees as lazy. The standard deviation indicates variability in how strongly respondents hold this view, but the overall trend shows strong agreement with the statement. The overall mean score of 4.342 indicates a strong perception of the autocratic leadership style within the organization. The standard deviation of 0.777 shows relatively low variability in responses, suggesting a consistent experience among employees regarding this leadership approach.

These findings collectively illustrate a workplace environment characterized by authoritarian leadership practices, where supervisors closely monitor employees, use rewards and

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punishments for motivation, make decisions independently, emphasize authority, issue directives, and perceive a significant portion of employees as lazy. While there is agreement on these aspects, the variability in responses also highlights differing degrees of perception among employees, which could influence their overall job satisfaction and attitudes towards leadership within these hotels. These findings disagreed with a study done by Schanbroeck et al. (2017) which revealed a negative indirect effect of authoritarian leadership on commitment to work, turnover intention, and employee job satisfaction amongst employees in units with significantly lower power distance.

4.4.5 Job Satisfaction in Selected Star-Rated Hotels.

The researcher wanted to determine the level of agreement on job satisfaction in selected star-rated hotels in Naivasha Sub-County, Kenya. The result was as shown in the table below

Table 4. 11: Job Satisfaction in Selected Star-Rated Hotels.

Statement	Mean	Std. Deviation
I feel I am being paid fairly for the work I do	3.717	1.269
I feel there are promotion opportunities with the job that I do	3.884	1.245
My supervisor understands his/her job well	4.047	1.116
I am unhappy with the benefits I get in my job	4.115	1.065
Salary increments are few and take a long time	4.055	1.086
I like the colleagues I work with	4.099	.993
At times my job feels meaningless	4.266	.944
Salary increments are too few and take long	4.294	.912
There exists promotion opportunities for those who excel in their job	4.310	.819
My supervisor is unfair to me	4.235	.851
Incompetence of the people I work with makes me to work harder	4.370	.904
I like what I do in my job	4.243	1.054
My pay makes me feel unappreciated	4.179	.940
The benefit package we have is fair	4.099	.951
I enjoy my relationship with co-workers	4.099	.943
I am proud of the job that I do	4.055	.953
I feel satisfied with my chances of getting a salary increment	4.139	.955
I feel we should have more benefits than we have currently	4.031	1.141
I like my supervisor	3.812	1.229
I am satisfied with my chances getting promoted	3.820	1.372
My supervisor is not bothered by the feelings of subordinates	4.099	.997
There is too much squabbling at the work place	3.761	1.341
I find the work that I do enjoyable	4.179	1.214
Aggregate	**3.905**	**1.056**

Source: Research Data (2024)

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The respondents were asked to indicate their level of agreement on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. The findings were as indicated in Table 4.11. According to the findings, a larger number of respondents agreed that they feel they are paid fairly for the work they do with with a mean of 3.717 and a standard deviation of 1.269. The findings further indicated that they feel there are promotion opportunities with the job that they do (mean = 3.884; std dev = 1.245). In addition, the larger number of respondents agreed that their supervisor understands his/her job well with a mean of 4.047 and a standard deviation of 1.116. The research results further illustrated that the larger number of respondents concurred that they were unhappy with the benefits they get in their job with a mean of 4.115 and a standard deviation of 1.065.

Going by the research results, a larger number of respondents concurred that the salary increments are few and take a long time with a mean of 4.055 and a standard deviation of 1.086. The research results further indicated that the larger number of respondents concurred that they like the colleagues they work with a mean of 4.099 and a standard deviation of 0.993. In addition, many respondents agreed that at times their job feels meaningless with a mean of 4.266 and a standard deviation of 0.944. The research results further revealed that the larger number of respondents concurred that salary increments are too few and take long with a mean of 4.294 and a standard deviation of 0.912.

The findings indicated that the larger number of respondents felt that there exist promotion opportunities for those who excel with a mean of 4.310 and a standard deviation of 0.819. The research results further indicated that the larger number of respondents concurred that their supervisor is unfair to them with a mean of 4.235 and a standard deviation of 0.851. In addition, the larger number of respondents concurred that incompetence of people they work with makes them to work harder with a mean of 4.370 and a standard deviation of 0.904. The research results further indicated that the larger number of respondents concurred that they like what they do in their job with a mean of 4.243 and a standard deviation of 1.054. In addition, the larger number of respondents concurred that the pay makes them feel unappreciated with a mean of 4.179 and a standard deviation of 0.940. The research results further revealed that many respondents concurred that the benefit package they have is fair with a mean of 4.099 and a standard deviation of 0.943. According to the research results, the larger number of respondents concurred that the they are proud of the job that they do with a mean of 4.055 and a standard deviation of 0.943.

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The respondents concurred that they feel satisfied with their chances of getting a salary increment with a mean of 4.139 and a standard deviation of 0.955. In addition, the respondents concurred that they feel they should have more benefits than they have currently with a mean of 4.031 and a standard deviation of 1.141. The respondents concurred that they like their supervisor with a mean of 3.812 and a standard deviation of 1.229. Respondents concurred that they are satisfied with their chances of getting promoted with a mean of 3.820 and standard deviation of 1.372. In agreement, the respondents with a mean of 4.099 and a standard deviation of 0.997 agreed that the supervisor is not bothered by the feelings of subordinates. The respondents concurred that there is too much squabbling at the work place with a mean of 3.761 and a standard deviation of 1.341. Finally, the respondents concurred that they find the work that I do enjoyable with a mean of 4.179 and a standard deviation of 1.214. The overall mean score of 3.905 indicates a moderately positive perception of job satisfaction across the selected star-rated hotels. The standard deviation of 1.056 indicates some variability in employee responses, suggesting that experiences and perceptions may differ widely among employees.

Overall, these findings provide a comprehensive view of job satisfaction among employees in star-rated hotels in Naivasha. While there are areas of satisfaction such as job enjoyment and colleague relationships, there are significant concerns related to compensation, benefits, supervisor fairness, and job meaningfulness that may impact overall employee satisfaction and organizational performance. Addressing these concerns could potentially improve employee morale and retention in these hospitality settings.

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4.5 Inferential Analysis

In this study inferential analysis focuses on establishing the correlation of leadership style on job satisfaction in select 3-star to 5-star rated hotels in Naivasha sub-county.

4.5.1 Correlation Between Transformational Leadership Styles and Job Satisfaction in Selected Star-Rated Hotels in Naivasha Sub-County, Kenya.

The correlation between the effects of transformational leadership style on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya was determined. Table 4.12 shows the results of the correlation analysis.

Table 4. 12: Correlation between Transformational Leadership Styles and Job Satisfaction in Selected Star-Rated Hotels

		Job satisfaction in selected star-rated hotels
Transformational leadership styles	Pearson Correlation	.257**
	Sig. (2-tailed)	.045
	N	251

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Research Data (2024)

The analysis of the correlation between transformational leadership styles and job satisfaction in selected star-rated hotels in Naivasha sub-county reveals a positive relationship between the two variables. The Pearson correlation coefficient of 0.257 suggests a moderate positive association, indicating that as the presence of transformational leadership styles increases, job satisfaction tends to improve. The significance level of 0.045, which is below the 0.05 threshold, confirms that this correlation is statistically significant. This finding implies that transformational leadership has a meaningful impact on enhancing job satisfaction among employees in these hotels. This is in line with Vargas-Sevalle et al. (2020) studies which inferred transformational leadership as having a strong and positive effect on employee job satisfaction.

4.5.2 Correlation Between Transactional Leadership Styles and Job Satisfaction in Selected Star-Rated Hotels.

The study determined the correlation between transactional leadership styles on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. The relationship between the two study variables was ascertained. Table 4.13 displays the results.

Table 4. 13: Correlation Between Transactional Leadership Style and Job Satisfaction in Selected Star-Rated Hotels

		Job satisfaction in selected star-rated hotels
Transactional leadership style	Pearson Correlation	.251**
	Sig. (2-tailed)	.014
	N	251

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Research Data (2024)

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The study assessed the correlation between transactional leadership styles and job satisfaction in selected star-rated hotels in Naivasha sub-county. The Pearson correlation coefficient of 0.251 indicates a moderate positive relationship between transactional leadership and job satisfaction. This suggests that when transactional leadership practices are applied, there is a corresponding increase in job satisfaction levels among employees. The significance level of 0.014, which is below the 0.05 threshold, confirms that the correlation is statistically significant. Thus, transactional leadership styles have a meaningful, positive influence on job satisfaction in these hotels. This agrees with Arumngam et al. (2019) findings which revealed a strong correlation between transactional leadership and employee job satisfaction.

4.5.3 Correlation between Democratic Leadership Styles and Job Satisfaction in Selected Star-Rated Hotels in Naivasha Sub-County, Kenya.

The study determined the correlation between democratic leadership style on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. The relationship between the two study variables was ascertained. The outcome of the analysis is shown in Table 4.14.

Table 4. 14: Correlation between Democratic Leadership Style and Job Satisfaction in Selected Star-Rated Hotels

		Job satisfaction in selected star-rated hotels
Democratic leadership style	Pearson Correlation	.258**
	Sig. (2-tailed)	.069
	N	251

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Research Data (2024)

The study established a positive correlation between democratic leadership style and job satisfaction in the star-rated hotels in Naivasha sub-county, Kenya. This is illustrated by a correlation coefficient of 0.258 and a p-value of 0.069. This agrees with the study by Ovunda et al. (2018) which noted that democratic leadership style had a weak relationship with job satisfaction.

The results suggest that incorporating democratic leadership elements into training programs for managers could be beneficial. This can include workshops on active listening, team decision-making, and inclusive leadership practices. Even though the p-value (.069) is

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slightly above the conventional threshold for statistical significance, it is still close enough to warrant attention. Managers can use this data to inform their leadership practices.

4.5.4 Correlation between Autocratic Leadership Style and Job Satisfaction in Selected Star-Rated Hotels

The study determined the Correlation between the effects of autocratic leadership style on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. The relationship between the two study variables was ascertained. The outcome of the analysis is shown in Table 4.15.

Table 4. 15: Correlation between Autocratic Leadership Style and Job Satisfaction in Selected Star-Rated Hotels

		Job satisfaction in selected star-rated hotels
Autocratic leadership style	Pearson Correlation	.085**
	Sig. (2-tailed)	.008
	N	251

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Research Data (2024)

The study assessed the correlation between autocratic leadership styles and job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. The Pearson correlation coefficient of 0.085 suggests a weak positive relationship between autocratic leadership and job satisfaction. This implies that while there is a slight increase in job satisfaction as autocratic leadership practices are applied, the effect is minimal. However, the significance level of 0.008, which is below the 0.05 threshold, indicates that the correlation is statistically significant. Despite the weak correlation, autocratic leadership has a measurable, though small, impact on job satisfaction in these hotels. This disagrees with Dyczkowska and Dyczkowski (2014) findings which indicated that autocratic leadership had a negative correlation to job satisfaction.

4.5.5 Regression Analysis

The study evaluated how transformational leadership style, transactional leadership style, democratic leadership style, and autocratic leadership style affect job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. Using multiple regression analysis and Analysis of Variance (ANOVA), the combined effect of transformational leadership style,

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transactional leadership style, democratic leadership style, and autocratic leadership style affect job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya.

Table 4. 16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756	.572	.527	.453

Source: Research Data (2024)

With an R^2 of 0.572, the model suggests that approximately 57.2% of the variation in job satisfaction is explained by the leadership styles (transformational, transactional, democratic, and autocratic). This indicates that these leadership styles have a significant influence on job satisfaction in selected star-rated hotels in Naivasha sub-county. However, it also implies that about 42.8% of the variation in job satisfaction is influenced by other factors not included in the model, such as work environment, employee benefits, organizational culture, or individual employee characteristics.

Table 4. 17: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.670	4	.168	1.012	.004
	Residual	40.75	246	.166		
	Total	41.42	250			

Source: Research Data (2024)

The multiple regression analysis applied resulted in a significant model, $F(4,246) = 1.012$, $p < .05$, $R2=.57199$. From the findings, with an F-value of 1.012 and a significance level (p-value) of .004, the model was found to be a good fit in predicting how the four independent variables transformational leadership style, transactional leadership style, democratic leadership style, and autocratic leadership style affect job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya, as it indicates that the independent variables in the model cumulatively have a significant effect on the dependent variable.

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Table 4. 18: Regression Coefficients[a]

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		β	Std. Error	Beta	t	Sig.
1	(Constant)	3.595	.425		8.457	.008
	Transformational leadership	.848	.044	.012	.191	.045
	Transactional leadership	.413	.054	.052	.820	.014
	Democratic leadership	.773	.048	.019	.289	.069
	Autocratic leadership	.085	.040	.110	1.727	.008

[a] Dependent Variable: job satisfaction

Source: Research Data (2024)

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$

Therefore,

Job Satisfaction = $3.595 + 0.848X_1 + 0.413X_2 + 0.773X_3 + 0.085X_4 + 425$

Table 4.18 shows the overall significant test results for the hypothesized research model. The results show that if all factors (i.e. transformational leadership, transactional leadership, democratic leadership, and autocratic leadership) are held constant, employees job satisfaction would be equal to 3.595. The regression analysis reveals varying levels of significance for different leadership styles in their effect on job satisfaction.

Transformational leadership style showed a statistically significant and positive effect on job satisfaction, with a p-value of 0.045. The research study results also revealed that, with all other factors constant, an increase in transformational leadership increases job satisfaction by $\beta = 0.848$ ($p < 0.05$). This would suggest that an increase in transformational leadership will enhance job satisfaction amongst employees. Studies by Breevaart et al. (2019) and Khalili (2017) emphasize that transformational leadership increases job satisfaction by fostering employee engagement and a shared sense of purpose.

Transactional leadership style showed a statistically significant and positive effect on job satisfaction, with a p-value of 0.014. The findings reveal that, all other factors constant, an increase in transactional leadership increases job satisfaction by $\beta = 0.413$ ($p < 0.05$). This suggests that structured management and clear reward systems may enhance employee

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satisfaction. The positive relationship between transactional leadership and job satisfaction aligns with recent studies, such as Dartey-Baah et al. (2020), which found that transactional leadership boosts job satisfaction through clear goals and reward structures. In environments where employees value clear performance indicators and rewards for achieving targets, transactional leadership's structured approach can result in higher levels of satisfaction. This suggests that employees in this context appreciate leaders who set clear expectations and provide rewards for good performance.

Democratic leadership style, with a p-value of 0.069, did not show a statistically significant effect on job satisfaction, as the p-value was above the 0.05 threshold. Although democratic leadership is often valued for its participatory approach, it appears not to have a strong impact on employee satisfaction in this context. The non-significant effect of democratic leadership on job satisfaction is somewhat inconsistent with recent literature. Democratic leadership is often associated with higher levels of employee satisfaction due to its inclusive decision-making process, as noted by studies like González-Morales et al. (2021).

The Autocratic leadership style showed a statistically significant and positive effect on job satisfaction, with a p-value of p-value of 0.008. Further, holding all other factors constant, an increase in autocratic leadership increases job satisfaction by $\beta = 0.085$ ($p < 0.05$). Autocratic leadership shows a positive and significant impact on job satisfaction, which diverges from the negative views typically associated with this leadership style. Studies such as those by Fahim (2018) indicate that in high-pressure environments, employees might prefer autocratic leadership because it provides clear guidance and reduces uncertainty. The positive effect suggests that employees may value the decisive and directive nature of autocratic leaders, as it creates a sense of stability and clear direction, contributing to higher job satisfaction.

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4.6 Hypothesis Testing

Ho_1: Transformational leadership has no statistically significant effect on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya.

The research found a positive and statistically significant relationship between transformational leadership and job satisfaction ($\beta = 0.848$. $p < 0.05$). Therefore, the null hypothesis was rejected since it was shown that transformational leadership has a slight negative but significant effect on job satisfaction.

Ho_2: Transactional leadership has no statistically significant effect on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya.

The research found a positive and statistically significant relationship between transactional leadership and job satisfaction ($\beta = 0.413$, $p < 0.05$). Therefore, the null hypothesis was rejected since transactional leadership was found to have a positive, significant effect on job satisfaction.

Ho_3: Democratic leadership has no statistically significant effect on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya.

The research found no significant relationship between democratic leadership and job satisfaction. The p-value (0.069) was more than the significance level (0.05). Therefore, the study failed to reject the null hypothesis and concluded that democratic leadership has no positive significant effect on job satisfaction.

Ho_4: Autocratic leadership has no statistically significant effect on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya.

From the findings, there is a positive and statistically significant relationship between autocratic leadership and job satisfaction ($\beta = 0.085$, $p < 0.05$). Therefore, the null hypothesis was rejected since it was shown that autocratic leadership has a positive significant effect on job satisfaction.

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CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the summary of the major findings of the study; conclusions and recommendations. Finally, the chapter outlines the areas suggested for further research.

5.2 Summary

Kenya's hospitality industry operates in a highly competitive environment while at the same time being negatively impacted by internal and external factors such as poor pay, long working hours, terrorism, and pandemics. In such an environment hotel managers are in a perpetual quest to create a competitive edge which requires them to maintain a motivated workforce capable of delivering quality service. This calls for application of an appropriate leadership style by managers. This can influence and direct employees in an appropriate manner thereby maximizing job satisfaction. Previous studies carried out in Kenya's hospitality industry have mainly focused on the relationship between leadership style and organizational performance with these being carried out in Nairobi hotels. Studies carried out on leadership style and job satisfaction have been conducted in the manufacturing and information technology industries. There is a lack of empirical investigation linking leadership style and job satisfaction in Kenya's hospitality industry. This study therefore sought to empirically determine the effect of leadership style on job satisfaction in selected star-rated hotels in Naivasha sub-country, Kenya. The study an adopted explanatory research design with the target population being all five 3-star to 5-star rated hotels in Naivasha sub-county. The reported findings were obtained from 49 supervisory-level and 248 junior-level employees. This section gives a summary of the findings of this study.

The first objective of the study was to investigate the effect of transformational leadership style on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. The results of the study showed that transformational leadership style has a significant and positive effect on job satisfaction.

From the descriptive analysis, the study found that employees identified and strongly agreed with variables under the four dimensions of transformational leadership. Most respondents indicated feeling comfortable dealing with their supervisor, expressing trust and faith in their

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guidance, and finding happiness in working under their supervision. Additionally, the supervisor was perceived as providing clear expectations, offering a vision for achievable results, emphasizing the importance of work, encouraging innovative thinking, facilitating career development, and providing personalized attention and feedback on performance. These findings collectively suggest a predominantly positive perception of the supervisor's leadership qualities and managerial approach among the surveyed employees.

From the inferential analysis, transformational leadership was found to have a significant and positive effect on job satisfaction indicating that as the transformational leadership style increases, job satisfaction tends to increase as well. This suggests that within the context of the study, a leadership approach characterized by the four dimensions of transformational leadership may significantly enhance employees' overall satisfaction with their work which is in tandem with the Transformational Leadership Theory. These findings agreed with the empirical literature reviewed in this study which also concluded that transformational leadership style had a significant effect on job satisfaction. Further analysis of the four leadership styles under study revealed transformational leadership style as having the most positive influence on job satisfaction.

The study contributes to knowledge of transformational leadership style in several ways. First, previous studies have been done mainly in the context of hotels in developed countries, Far-East Asia, and North Africa. This study therefore broadens the knowledge on the effect of transformational leadership style on job satisfaction to include hotels in Kenya. Secondly, some of the previous studies were done in industries unrelated to the hospitality industry. Since the findings of those studies concur with those of this study, it can be concluded that the inferences drawn from the study can be generalized to include the hospitality industry in Kenya.

The second objective of the study was to establish the effect of transactional leadership style on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. The results of the study showed that transactional leadership style has a significant and positive influence on job satisfaction.

From descriptive analysis, the study affirmed that employees identified and agreed with variables under the dimensions of transactional leadership. Analysis of respondent views revealed several key points. Most respondents agreed that the supervisor effectively communicates work requirements for rewards, clarifies the benefits tied to work

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accomplishments, and expresses satisfaction when individuals meet agreed-upon standards. However, there was disagreement regarding the supervisor's recognition of individuals who achieve set goals. Additionally, respondents held a perception that the supervisor tends to maintain existing practices without considering changes. Overall, the findings suggest a mixed perception of the transactional leadership style's influence on job satisfaction among the surveyed employees, with some aspects receiving higher agreement levels than others.

From inferential analysis, the study revealed a statistically significant positive correlation between transactional leadership style and job satisfaction among employees in selected star-rated hotels in Naivasha sub-county, Kenya. The analysis suggests that as transactional leadership style increases, job satisfaction also tends to increase. These findings imply that within the context of the select star-rated hotels in Naivasha sub-county, a leadership approach characterized by clear expectations, rewards, and consequences may contribute positively to employees' overall satisfaction with their jobs which agrees with the Transactional Leadership Theory. The inferences drawn from this study also agree with the reviewed empirical literature which indicated that transactional leadership style has a positive influence on job satisfaction.

This study contributes to knowledge on the effect of transactional leadership style on job satisfaction in several ways. First, the study showed a need for supervisors to put more emphasis in recognition of employees for achieving set goals, and the need for supervisors to embrace change rather than relying on existing practices at the workplace. Secondly, previous studies have been done mainly in the context of hotels in developed countries, Far-East Asia, and North Africa. This study therefore broadens the knowledge on the effect of transformational leadership style on job satisfaction to include hotels in Kenya. Thirdly, some of the previous studies were done in industries unrelated to the hospitality industry. Since the findings of those studies concur with the current study, it can be concluded that the inferences drawn from this study can be generalized to include the hospitality industry in Kenya.

The third objective of the study was to evaluate the effect of democratic leadership style on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. The results showed that democratic leadership style has an insignificant effect on job satisfaction.

From the descriptive analysis, the study revealed several key findings. While the majority of respondents agreed that the supervisor believes in employees' capability to work

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independently and assists them in achieving personal goals, there was less agreement regarding aspects such as maintaining open communication, involving employees in decision-making processes, and providing guidance without pressure. These findings suggest a mixed perception of the democratic leadership style's influence on job satisfaction, with some elements receiving higher agreement levels than others, potentially indicating areas for improvement in leadership practices within the surveyed hotels.

From inferential analysis, the study revealed a statistically insignificant correlation between transactional leadership style and job satisfaction among employees in selected star-rated hotels in Naivasha sub-county, Kenya. These findings suggest that within the context of the select star-rated hotels in Naivasha sub-county, a leadership approach characterized by a democratic leadership style may not contribute to overall job satisfaction among hotel employees.

The study contributes to knowledge of democratic leadership style in several ways. First, previous studies have been done mainly in the context of hotels in developed countries, Far-East Asia, and North Africa. This study therefore broadens the knowledge on the effect of democratic leadership style on job satisfaction to include hotels in Kenya. Secondly, some of the previous studies were done in industries unrelated to the hospitality industry. Since the findings of those studies are in concurrence with the current study, it can be concluded that the findings can be generalized to include the hospitality industry in Kenya.

The fourth objective of the study was to determine the effect of autocratic leadership style on job satisfaction in selected star-rated hotels in Naivasha sub-county, Kenya. The results of the study showed that autocratic leadership style has a weak but positive effect on job satisfaction.

From the descriptive analysis, the study found the emphasis placed on authoritative practices and a hierarchical approach to decision-making, potentially influencing job satisfaction levels in the work-place. While the majority of respondents agreed that the supervisor believes in closely supervising employees for effective work performance, there were strong agreements that the supervisor utilizes rewards or punishments to motivate employees while at the same time making decisions at the exclusion of others. Furthermore, respondents indicated agreement that the supervisor consistently demonstrates authority, issues directives, and holds a perception that the majority of employees are lazy. Overall, these findings suggest a

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perception among surveyed employees that autocratic leadership has application in the hospitality industry potentially influencing job satisfaction levels in the workplace.

From the inferential analysis, the study revealed a weak but statistically positive correlation between the influence of autocratic leadership style and job satisfaction in selected star-rated hotels in Naivasha sub-county indicating that as the autocratic leadership style increases, job satisfaction also tends to increase. This was contrary to the empirical studies reviewed in the research which suggested that autocratic leadership style had a negative influence on job satisfaction.

This study contributes to knowledge on the effect of autocratic leadership style on job satisfaction in several ways. First, the study has revealed a weak but positive relationship between autocratic leadership and job satisfaction implying that autocratic leadership can have a favourable influence on job satisfaction depending on the situational application of the leadership style by the leader. Secondly, the study was conducted within the context of Kenya's hospitality industry unlike other studies on autocratic leadership style and job satisfaction which have been mainly premised in developed countries, Far-East Asia, and North Africa.

The study aimed to gauge the level of agreement on job satisfaction among employees in selected star-rated hotels in Naivasha sub-county, Kenya. Analysis of respondent views revealed various perceptions regarding different aspects of their work environment. While a larger number of respondents agreed that they feel fairly compensated for their work and believe there are promotion opportunities, there was less agreement regarding satisfaction with benefits, frequency of salary increments, and fairness of the supervisor. Additionally, respondents expressed mixed feelings about the meaningfulness of their jobs, with concerns about salary appreciation and fairness from supervisors. However, they generally agreed on positive aspects such as liking their colleagues and finding enjoyment in their work. These findings highlight areas where satisfaction was experienced while at the same time highlighting areas that needed improvement within the surveyed hotels' work environments. These findings find support in Herzberg's Motivation Theory which avers both motivation factors and hygiene factors which were gauged in this research study.

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5.3 Conclusions

First, the study concluded that transformational leadership, transactional leadership, and democratic leadership styles have a strong and positive effect on job satisfaction in select star-rated hotels in Naivasha sub-county. Employees approved of leadership that amplified idealized influence, intellectual stimulation, inspiration motivation, individualized consideration, contingent reward, and management by exception. They also affirmed leadership characterized by group participation and group decision-making, and all these had a positive influence on job satisfaction amongst employees in the hotels surveyed.

Secondly, the study revealed transformational leadership style as having the strongest and most positive influence on job satisfaction from amongst the four leadership styles under consideration. The results of the study underscore a predominantly favourable perspective of the transformational leadership approach, emphasizing its positive influence on employee job satisfaction within the hotel setting.

Thirdly, the study revealed autocratic leadership as having a weak though positive association with job satisfaction. Employees significantly took issue with supervisors believing that the majority of employees are lazy. They also took issue with the reward and punishment system put in place to either motivate or chastise employees. Addressing these findings is critical to fostering a more inclusive and empowering work environment needed to enhance job satisfaction and the overall organizational effectiveness within the hospitality sector in the country.

5.5 Recommendations

Emanating from the research study, the research makes the following recommendations. Going by these findings, this research recommends that managers in the hospitality industry should proactively apply transformational leadership style in their day-to-day running of hotel operations as it has a high potential of influencing job satisfaction which has a direct correlation with increased productivity, organizational profitability, and customer satisfaction. Hospitality establishment managers can espouse transformational leadership by communicating with clarity regarding job expectations, vision, and organizational goals. They should as well regularly engage with employees to ensure alignment and understanding, fostering a shared sense of purpose and direction. The hospitality establishment leadership should encourage and facilitate ongoing professional development opportunities for supervisors and employees, emphasizing the importance of continuous learning and growth.

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This can include leadership training programs, skill-building workshops, and mentorship initiatives to nurture talent and promote career advancement. Additionally, they should maintain a proactive approach to providing feedback and individualized attention to employees, recognizing their contributions, and offering support as needed. This personalized approach can help foster an enabling work culture in which employees feel appreciated and inspired to excel.

The second recommendation is that hospitality establishment managers need to consider applying transactional leadership style, this being the second of the three leadership styles this study found to have a positive influence on job satisfaction. In the exercise of transactional leadership, hospitality establishment managers ought to pay greater attention to recognition of employees who achieve set goals. Managers ought to implement recognition programs that acknowledge and celebrate individual achievements, whether through formal awards or informal appreciation gestures. This can help boost morale and motivation among employees. Secondly, managers need to significantly embrace change at the work place. They can go about this by inspiring supervisors to embrace a flexible and innovative proposition for problem-solving and decision-making. They should also give opportunities for employees to contribute ideas and suggestions for improving work processes which can lead to increased engagement and job satisfaction. Additionally, they should offer training and development programs focused on fostering adaptability and creativity among employees, equipping them with the skills needed to embrace change and innovation. They should also encourage a culture of open communication and feedback in which employees feel comfortable expressing themselves without fear of retribution. Lastly, they should regularly review and update performance standards and expectations to ensure they remain relevant and achievable, taking into account feedback from employees and changes in the industry landscape.

The third recommendation is that hospitality establishment managers need to consider the situational application of the autocratic leadership style, as this study found to have a weak albeit positive influence on job satisfaction. Hospitality establishment managers can go about this by conducting in-depth qualitative research to explore the specific situational factors that influence employees' perceptions of autocratic leadership. This can provide important deductions as to when and how autocratic leadership can be effectively applied to enhance employee satisfaction. Secondly, hospitality establishment managers can offer capacity building programs aimed at equipping supervisors with a diverse set of leadership styles and

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techniques, including both autocratic and participative approaches. This will enable them to modify their leadership style based on the uniqueness of their team needs and the prevailing situation. Additionally, they can foster a culture of open communication and collaboration within the organization, regardless of the leadership style employed. Finally, they ought to regularly evaluate the impact of leadership practices on employee satisfaction by identifying areas for improvement and refinement. By taking these recommendations into account, hospitality establishments can leverage the potential benefits of autocratic leadership while ensuring a positive and supportive work culture for their employees in the hospitality industry.

5.5 Suggestion for Further Study

This research study recommends the following areas for further research. First, the research was confined to select, star-rated hotels in Naivasha sub-county and may not be generalized to other hotels outside Naivasha sub-county. The study therefore calls for more research to be conducted in the context of hotels outside Naivasha sub-county, to substantiate if these research findings can be generalized to hotels in other counties as well.

Secondly, the inferences deduced from this research study are limited to the hospitality industry and may not be applicable to other industries. This study therefore recommends that other studies be conducted in other industries outside the context of the hospitality industry.

Thirdly, this research study noted a weak but positive relationship between autocratic leadership style and job satisfaction, contrary to empirical literature findings quoted in the research. This study suggests that hotel establishments conduct qualitative research to explore the specific situational factors that influence employee's perception of autocratic leadership style.

Lastly, the revelations of this research study were founded on data collected for three months, between March and May 2024. This timespan may not be adequate to make long-term deductions about the effect of leadership style on job satisfaction as the mode of operating hotels and employees' perceptions and opinions may change with time. This study therefore suggests that other long-term studies be conducted to take into account changing trends in the operation of hotels when evaluating the effect of leadership style on job satisfaction.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

30th October, 2023

Kenneth Njenga Mungai

P.O. Box 20424-00100

Nairobi.

Dear Sir/Madam,

RE: REQUEST TO PARTICIPATE IN RESEARCH STUDY

I am a final year student pursuing a Masters of Art in Leadership & Management course at St. Paul's University. I am currently conducting research titled "Effect of Leadership Style on Job Satisfaction in Select 3-Star to 5-Star Rated Hotels in Naivasha Subcounty." Kindly find enclosed a questionnaire which seeks to establish your views on leadership style and job satisfaction with respect to your immediate supervisor. The information sourced will be kept confidential and the source of the information shall be kept anonymous. It is my humble request that you go through and fill in the questionnaire.

Thank you for your cooperation.

Yours Sincerely,

Kenneth Njenga Mungai

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APPENDIX II: QUESTIONNAIRE

Dear Respondent,

Annexed below is a questionnaire that seeks your opinion on leadership style and its relation to employee job satisfaction, with respect to your immediate Supervisor/Manager. The data obtained will be kept confidential. Please do not indicate you name on the questionnaire.

Sincerely,

Kenneth Njenga Mungai

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PART A: DEMOGRAPHIC QUESTIONS

Please place a tick (√) in the box that represents your level of agreement

1. Please indicate your gender: a) Male ☐ b) Female ☐
2. How many years have you worked in the current establishment?:
   a) Less than one year ☐ d) 10 years – 14 years ☐
   b) 1 year – 4 years ☐ e) 15 years – 19 years ☐
   c) 5 years – 9 years ☐ f) Over 20 years ☐
3. Please indicate your education level?
   a) Certificate/diploma ☐ b) Bachelor's degree ☐ c) Master's degree ☐
4. What is your age?
   a) Below 25 years ☐ b) 25 years – 30 years ☐ c) 31 years – 35 years ☐
   d) 36 years – 40 years ☐ e) 41 years – 45 years ☐ f) 46 years & above ☐

PART B: LEADERSHIP STYLE

The following set of statements seek to gauge the leadership style in your immediate supervisor. Please rate the extent of your agreement with what each statement is suggesting, where the ratings are:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Please place a tick (√) in the box that represents your level of agreement

Transformational Leadership	**1**	**2**	**3**	**4**	**5**
Idealized Influence					
a) My supervisor makes us feel comfortable dealing with him/her					
b) I have a lot of faith and trust in my supervisor					
c) I am happy to work under my supervisor					
Inspirational Motivation					
a) My supervisor explains clearly what is expected of us					
b) My supervisor gives a vision of the results we can achieve					
c) My supervisor helps me see the importance of my work					
Intellectual Simulation					
a) My supervisor encourages us to look at old challenges differently					
b) My supervisor provides us with new ways of dealing with challenges					
c) My supervisor gets us to think innovatively on things we had previously never questioned					
Individualized Consideration					
a) My supervisor helps individuals to develop in their career					
b) My supervisor gives us feedback on performance					
c) My supervisor gives close and personal attention to individuals					
Transactional Leadership	**1**	**2**	**3**	**4**	**5**
Contingent Reward					
a) My supervisor informs individuals what is required of them at work for them to be rewarded					
b) My supervisor recognizes individuals who attain agreed goals					
c) My supervisor makes us understand what we can get for our work accomplishment					
Management By Exception					
a) My supervisor is satisfied when individuals attain standards that have been agreed upon					
b) My supervisor does not see the need to change things that are					

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working					
c) My supervisor informs us of the standards we have to be aware of to do your job					

Democratic Leadership	**1**	**2**	**3**	**4**	**5**
a) My supervisor believes employees are capable of doing work on their own					
b) My supervisor is fair to every employee in my team					
c) My supervisor helps employees reach their personal goals					
d) My supervisor maintains open and frequent communication with employees					
e) My supervisor strives to make employees take part in decision-making process					
f) My supervisor provides guidance without pressuring employees					
Autocratic Leadership	**1**	**2**	**3**	**4**	**5**
a) My supervisor believes employees need to be closely supervised for them to work					
b) My supervisor rewards or punishes employees to motivate them to meet objectives					
c) My supervisor makes all decisions and does not seek the opinion of other employees on any issue					
d) My supervisor always wants to demonstrate authority and acts as a leader in every discussion					
e) My supervisor issues orders and clarifies procedures					
f) My supervisor believes the majority of employees are lazy					

Source: Adopted from Avolio, Bass & Jung (1999) and modified

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PART C: JOB SATISFACTION

The following set of statements seeks to assess your level of job satisfaction. You are requested to give a rating against each statement based on the extent of your agreement with the statement, where the ratings are:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Please place a tick (√) in the box that represents your level of agreement

Job Satisfaction	1	2	3	4	5
i) I feel I am being paid fairly for the work I do					
ii) I feel there are promotion opportunities with the job that I do					
iii) My supervisor understands his/her job well					
iv) I am unhappy with the benefits I get in my job					
v) Salary increments are few and take a long time					
vi) I like the colleagues I work with					
vii) At times my job feels meaningless					
viii) Salary increments are too few and take long					
ix) There exists promotion opportunities for those who excel in their job					
x) My supervisor is unfair to me					
xi) The incompetence of the people I work with makes me to work harder					
xii) I like what I do in my job					
xiii) My pay makes me feel unappreciated					
xiv) My supervisor is not bothered by the feelings of subordinates					
xv) The benefit package we have is fair					
xvi) I enjoy my relationship with co-workers					
xvii) I am proud of the job that I do					
xviii) I feel satisfied with my chances of getting a salary increment					
xix) I feel we should have more benefits than we have currently					
xx) I like my supervisor					
xxi) I am satisfied with my chances getting promoted					
xxii) There is too much squabbling at the work place					
xxiii) I find the work that I do enjoyable					

Source: Adopted from Spector (1985) and modified

Thank you for your responses.

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APPENDIX III: BUDGET

Item	Pc	Cost	Total
Proposal Development			
ISERC	1	2,000	2,000
NACOSTI	1	1,000	1,000
Printer Cartridges	6	1,200	7,200
Research Print Reams	4	800	3,200
Photocopying	1	800	800
Binding	1	700	700
Data Collection & Analysis			
Typing & Printing	1	1,500	1,500
Telephone Cost	1	5,000	5,000
Internet Bundles	20	500	10,000
Completion			
Printing & Binding	4	1,500	6,000
		Grand Total	31,400

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APPENDIX IV: NACOSTI PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **147876**

Date of Issue: **03/April/2024**

RESEARCH LICENSE



This is to Certify that Mr.. KENNETH NJENGA MUNGAI of St. Paul's University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: EFFECTS OF LEADERSHIP STYLES ON JOB SATISFACTION IN SELECTED STAR-RATED HOTELS IN NAIVASHA SUB-COUNTY, KENYA for the period ending : 03/April/2025.

License No: **NACOSTI/P/24/34017**

147876

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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See overleaf for conditions

APPENDIX V: SPU-ISERC APPROVAL

ST. PAUL'S UNIVERSITY

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REF: SPU/125/2024 **Date: 15th March 2024**

TO: Kenneth Mungai
St. Paul's University

Dear Kenneth,

==========

REF: Effect of Leadership Styles on Job Satisfaction in Selected Star-Rated Hotels in Naivasha Sub-County, Kenya

==========

Greetings,

This is to inform you that SPU- Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal. **Your ERB approval number is 134, for the period between 15th March 2024 – 15th March 2025 (1 year).**

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SPU- Institutional Scientific Ethics Review Committee.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SPU- Institutional Scientific Ethics Review Committee within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect