



IMPACT OF LEADERSHIP STYLES ON CAREER SALIENCE IN 5 STAR HOTELS IN KENYA

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ABSTRACT

The study aimed to establish the effect of Leadership Styles on career salience in the five star hotels industry in Kenya. This study was guided by theory x and theory y. The research was explanatory and followed a cross-sectional survey. The total population for this study was 4,465 employees and managers of five star rated hotels in Nairobi City County. This study adopted stratified sampling because the population of interest was heterogeneous in nature. The desired sample size was 196 respondents. The study used structured questionnaires as the main instruments for collecting primary data from respondents and in some instances document analysis was used as source of secondary data. The researcher used drop and pick method while administering questionnaires to the respondents. The quantitative data was analysed using the Statistical Package for Social Science (SPSS) to obtain descriptive statistics and inferential statistics. Data collected was first edited, formatted and organized for coding into the SPSS data viable table. The study hypothesis was tested using multiple linear regression analysis. This study revealed that leadership styles significantly influenced career salience in five star hotels in Kenya. Based on the findings, this study concluded that to ensure career salience key elements of leadership styles must be considered. Organisation should embrace leadership that is transformational and democratic in their approach to improve career salience among employees. The study recommended five star hotels and other organisations in general should ensure they have good leaders and leadership styles that can get the best out of their employees. Good leadership increase employee engagement and influence their productivity.

Keywords: Leadership Styles, Hotels and Career Salience

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INTRODUCTION

According to the industry experts career salience is one of the major contributors of high employee turnover not only in hotel industry but also in other industries. The study therefore found it necessary to provide insights on the antecedents of career salience with specific focus on the hotel industry in Kenya. Over the years it has become apparent that our world has changed from a more structured and predictable environment to one that is forever changing. Employees are required to continuously update their skills and knowledge if they want to keep up with these turbulent times, as a stable and progressive career path is no longer the norm (Southgate, 2006).

According to Bravo *et al.*, (2015) the term career can be viewed in two similar ways. Firstly, as a property or quality of an occupation or an organisation where a career is seen as a sequence of positions held by the employee in a single organisation and secondly as a property or quality of an individual whereby each individual could pursue a unique career. For example, a person may be involved in a profession such as that of an accountant or a doctor. Three themes arise in the second approach namely, advancement, a career as a profession, and a career as a source of stability (Southgate, 2006). Riaz *et al.* (2012) posits that a career is a sequential, predictable, organised path through which individuals pass at various stages of their working lives.

Career Salience is the degree of importance of career in one's life. It can be considered as how much an individual cares about his or her career. It is explained as the extent that one considers career as a priority in his or her life. Different people adopt whatever professions for obvious reasons, that is, to make ends meet. However, the degree of taking ones profession as the most important thing in life varies from one individual to another. Career salience can therefore be considered as the comparative value of work and career within an individual's total life. Ricketts and Pringle (2014) posit that people who give greater importance to

their career obtain more satisfaction from what they do.

It is important to distinguish between career salience, organizational commitment and career commitment, since they are related yet very unique concepts. As discussed above, career salience is the degree to which an individual considers their career as important to their total life. This is different from organizational commitment in the sense that an individual may be working very hard in their jobs and are fully committed to the organization yet they do not consider their careers as important (Career Salience). In the same note, an individual might be highly committed to their careers yet they do not consider it as important (Career Salience). Blau, Zopiatis, Constanti and Theocharous (2014) defined career commitment as one's attitude towards one's profession or vocation. From this definition, it is clear that having a positive attitude does not necessarily mean that one considers their career as important. According to Southgate (2006) career salience is the importance one places on a career when viewed as being part of one's broader life, while career commitment relates to a person's level of commitment to a specific profession or vocation.

Career salience is dependent upon many factors that may be sociological, financial, educational or economical (Rasool *et al.*, 2012). Every individual possesses different socio-psychological features which affects their career salience. These may be personality, attitude, values, self-esteem, individual motives, preferences, commitment and interests. Researchers have consistently found out that women by far are the minority in top leadership positions within the private sector and government service (Fogliasso, 2011). Recent studies have indicated that self-imposed barriers can hold women back from advancing to top ranks. Such barriers can broadly be considered as the often dramatic "push and pull" between family-personal issues and the time of life during which promotions

to higher ranks typically take place (Brizendine, 2008; Reddy, 2007).

Rasool *et al.*, (2012) investigated the role of career salience (or the perceived importance of work and a career) in occupational choice and occupational satisfaction in New York, USA. The author found that career salience was, in college students, significantly related to the prestige of the chosen occupation, the level of education aspired to, the degree of occupational satisfaction, the degree of self-reported effort expended in schoolwork, and the self-rating of ambition, scholarship, and persuasiveness.

Hatchman (2009) examining the mediating factors between maternal employment, maternal depression, and motherhood, in Wisconsin found among mothers of 12-month-old infants that those with high scores in career salience were more likely to work after childbirth and that they would prefer to work rather than stay at home. Rasool *et al.* (2012) carried their study in the banking sector of Pakistan on the impact of organizational culture on employee's career salience. They found that on the practical level the organizational culture and career salience enhanced the employees and organizational efficiency and effectiveness as well as it achieved the organizational and employees goals. Hlophe (2014) carried out a research on the perception of women regarding career barriers within a municipality in the kwazulu-natal region in South Africa. The study found no significant relationship between the total scores for career barriers and career salience for the sample. Further, the findings revealed that a significant difference existed between women's perception of career salience groups on conflict between children and career demands, racial discrimination and disapproval by significant other.

Tourism is now a leading economic activity in Kenya (Ministry of Tourism, Kenya, 2010) and a major employer of hospitality management graduates. According to Kariru, Odhuno and Ouma (2013) there has been an increase in the number of

hospitality management graduates working in non-hospitality organizations in Kenya. However, despite this, the factors influencing these graduates' career decisions have not been adequately addressed and previous studies conducted in Kenya, for example Kariru, Odhuno and Ouma, (2013) have tackled employee turnover in hospitality sector in general. Many researchers have categorically demonstrated that there is much job dissatisfaction and high employee turnover in the hotel industry not only here in Kenya but worldwide (Kuria, Wanderi, & Ondigi, 2012; Mapelu & Jumah, 2013). This study therefore endeavored to establish if there was connection between the high employee turnover and leadership styles in the hotel industry here in Kenya.

The hotel industry in Kenya ranks among the highest in employee turnover as has been indicated by perpetual recruitment exercises in the firms within the industry (Kyule, 2014). Mapelu and Jumah (2013) also contend that turnover in the hotel industry has been shown to be unacceptably high averaging up to 200 or 300 percent per annum although substantial variations exist between different establishments. They further posit that employee turnover in the hotel industry is problematic and can be dysfunctional. There cannot be a cohesive successful team, if the team members are always changing. Very few firms in the hospitality industry take more than three months without carrying out recruitment of new staff at all levels. Low experience at workplace has also been observed and blamed on staff turnover (Kyule, 2014). Employees turnover is very costly to organizations because of the many cost involved in hiring and training new employees (Ongori, 2007).

The hospitality industry is among the leading sectors in the Kenyan economy. The tourism and hotel industry is one of the pillars of the Kenya's Vision 2030. A report by WTTC (Kyule, 2014) indicated that in Kenya, the hospitality sector alone catered for over 509,000 jobs in 2007, a ten percent of total employment. By 2017, it was estimated that the industry would cater for about 628 000 jobs.

Despite such impressive figures, this industry has been faced with the challenge of high labour turnover for a long period (Ondieki & Kung'u, 2013). Kyule (2014) posits that the high potential of this industry is threatened by a number of factors, the most significant being employee turnover.

Research Hypothesis

H_{A1}: There is a positive significant relationship between leadership styles and Career Saliency in 5 Star Hotels in Kenya.

LITERATURE REVIEW

THEORETICAL REVIEW

Theory X and Theory Y

In 1960 Douglas McGregor offered a theory that encompasses style, behavior, situation and adaptation to the situation. According to Opelman, Prottas and Davis (2008) McGregor contends that assumptions about the nature of the organization's personnel will determine the style the manager will use in leading and that most management actions flow directly from whatever theory of human behavior the manager holds. McGregor calls these assumptions Theory X and Theory Y. According to Henman (2011) Theory X managers assume people are basically lazy and by their very nature dislike work. Since people have little ambition and tend to shun responsibility, they avoid work when possible. Managers must, therefore, use coercion and threats of punishment to attain organizational objectives. These autocratic managers feel such stringent control is in the organization's best interest.

Schermerhorn (2010) argues that, Theory Y managers, on the other hand, believe the expenditure of physical and mental effort in work is as natural to people as resting or playing. People are not inherently shiftless; experience has taught them to be lazy. It follows, then, that external control and threats of punishment are not the only ways or the best ways of motivating people to work toward organizational objectives. Rather, if people

are committed to goals, they will exercise self-direction and self-control to attain them. Y leaders are participative leaders who invite decision sharing. They do so because they recognize that imagination, ingenuity, and creativity are widely distributed throughout the organization. Given proper conditions, employees not only will accept responsibility, they will also seek it (Kamau, 2015). McGregor's argument is that leaders have been following an outdated set of assumptions because they have embraced Theory X. McGregor contends that most people are closer to the Theory Y set of assumptions and that management needs to change its attitudes about people.

Henman (2011) poses the question whether Theory Y manager is always superior to the Theory X manager. Modern thinking might suggest that it is; however, Theory Y is not without its critics. Some would argue that only under certain conditions will the interactive and consultative characteristics of this democratic style work. Sometimes, these fault finders would argue, circumstances and particular people demand a more authoritative approach (Henman, 2011). Theory X and Y can be used to evaluate how leadership style affects career saliency as it discusses various approaches to leadership in an organization. Theory X suggests that people are naturally lazy and require coercion to perform their duties whereas theory Y argues that when people exercise self-control and commitment they would be able to achieve their objectives. This theory support leadership styles by characterizing the different managers explored in this study as either belonging to X or Y category of leadership according to the styles they chose to use in leading their organizations (hotels).

EMPIRICAL REVIEW

According to Ojokuku, Odetayo and Sajuyigbe (2012) leadership style is the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader. The leader's

intellectual capacity helps to conceptualize solutions and acquire knowledge to do the job. A leader's conceptual abilities apply agility, judgment, innovation, interpersonal tact, and domain knowledge. Domain knowledge encompasses tactical and technical knowledge as well as cultural and geopolitical awareness.

Although good leaders use all three styles, with one of them normally dominant, bad leaders tend to stick with one style, normally autocratic (Limsila & Ogunlana, 2008). This style is used when leaders tell their employees what they want done and how they want it accomplished, without getting the advice of their followers. Some of the appropriate conditions to use this style is when all the information to solve the problem is available, there is shortage of time, and/or employees are well motivated. Some people tend to think of this style as a vehicle for yelling, using demeaning language, and leading by threats. This is not the authoritarian style, rather it is an abusive, unprofessional style called "bossing people around." It has absolutely no place in a leader's repertoire (Mali, 2014). The authoritarian style should normally only be used on rare occasions. If there is time and the leaders want to gain more commitment and motivation from their employees, then you should use the participative style.

Leadership style largely affects the emotional familiarity with organization shown by employees. Lian and Tui (2012) recommended that there are two key leadership styles that exist. These are transformational and transactional. Transformational leaders persuade their underlings to keep emphasis on their beliefs and on making efforts to arrange their individual beliefs with the organizational beliefs in a line (Givens, 2008). Melchar and Bosco (2010) in their study Achieving high organization performance through servant leadership, contend that inspirational leaders inspire their commitment and loyalty towards company with the help of giving a specific direction to their activities, creating self-confidence among them and developing faith in grounds. Followers

will be well aware of their significance towards work, start to work with passion, excitement, emotional attachment with commitment towards collective goals if they are influenced ideally, thus inspiring and helping new employees to develop career salience.

Lassance and Sarriera (2012) in their study; Adaptation and validation of the Saliency Inventory to Brazilian adult concluded that Leadership can affect many work related behaviors like, employee's attitude, motivation and performance, Job involvement which have impact on employees' career salience. Kiyani *et al.* (2011), mention that there is positive and significant relationship between job involvement and career salience. In their study on Transformational Leadership on Followers' Affective and Normative Commitment, Ramchandran and Krishnan (2009) observed that the degree to which employees show their emotional intimacy with organization is largely influenced by leadership style. A leader and their style of leadership is one of the most important determinants of employee's commitment and this commitment refers to degree of employees' career salience.

According to Riaz *et al.* (2011) in their study; Impact of transformational leadership style on affective employees' commitment: An empirical study of banking sector in Islamabad (Pakistan), concluded that there is positive impact of transformational leadership on employees' affective commitment. Different studies have been conducted on leadership and determinants of career salience such as Mert, Keskin and Bas (2010) mentions that organizational commitment of employees is positively affected by transformational leadership. But no direct study has been still conducted on leadership and employees career salience with reference to any organization. According to Russell (2011) observed that autocratic leadership is the extreme form of transactional leadership with absolute power, and does not allow input from subordinates. Employees are inspired through threats of correction and reprimand. This type of

leadership has the advantages of swiftness of project completion. The style suffers from several disadvantages such as oppressiveness and therefore employees cannot develop their own initiatives, work may not be completed because workers depend on instructions from the leader (Teresa, 2013). This may impact negatively on career salience.

METHODOLOGY

This study adopted explanatory research design and followed a cross-sectional survey as the main objective was to establish the antecedents of career salience in five star hotels in Nairobi, Kenya. Explanatory survey design allowed the use of inferential statistics to determine relationship between the variables in the model. The study focused on five star hotels in Nairobi since over 65% of all five star hotels in Kenya have their heads office in Nairobi therefore five star hotels in Nairobi County is fair representation of Kenya. The unit of analysis in this study was five star rated hotels in Nairobi City County, Kenya while the hotel staff was the unit of observation. The total population for this study was 4,465 employees and managers of five star rated hotels in Nairobi City County, Kenya.

This study adopted stratified sampling because the population of interest was heterogeneous in nature. Therefore, the desired sample size was 196 respondents. The study used structured questionnaires as the main instrument for collecting primary data from respondents and in some instances document analysis was used as source of secondary data. The descriptive statistics that were used in this study include frequency, percentages, mean and standard deviation. The study used descriptive analysis to provide the overview on how the respondents responded to various statements in the questionnaire. The study used both Pearson correlation and Multiple Linear Regression Analysis to establish the relationship between the study variables. Linear regression analysis was used to estimate the relationship between the dependent (Career Salience) and the antecedents of career

salience, and provided a means of objectivity in assessing the degree and nature of the relationship between the dependent and independent variables. Further, Analysis of Variance (ANOVA) was carried out to test the significance of the overall model, while also testing hypotheses of the study. The study was guided by a model of the form:

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

Where:

Y = Represents the dependent variable (Career Salience)

β_0 = The Constant, the value of Y when all X values are zero.

β_i = The regression coefficients ($i = 1, 2, 3$ and 4). The regression coefficients indicate the relative importance of the independent variable in prediction of the dependent variable.

X_i = Leadership Styles

RESULTS AND DISCUSSIONS

The total sample for the study was 196 respondents, therefore the study administered 196 questionnaires to the randomly selected respondents from all the selected 5 five star hotel in Kenya. The number of the questionnaires that were completely filled and returned was 160 whereas 36 were not returned. This represented a response rate of 82% which was adequate in line with the proposition of Mugenda and Mugenda (2003) for posited that a response of above 50% was desirable for a descriptive study. Similarly, Babbie (2004) asserted that return rates of 50% are acceptable to analyse and publish, 60% is good and 70% is very good.

Descriptive Statistics of Leadership Styles and Career Salience

The objective of the study was to determine the influence of leadership styles on career salience in 5 Star Hotels in Kenya. The study used eleven statements to measure the influence of leadership styles on career salience. Table 1 contained the results. The study sought to establish from the

respondents whether it was the leader's job to help subordinates find passion in their work. The results presented in table 1 showed that 37.5% and 36.2% of the respondents agreed and strongly agreed with the statement. The findings further showed that 8.8% and 8.1% disagreed and strongly disagreed respectively. The mean of 3.85 further confirmed that majority of the respondents agreed and strongly agreed. The standard deviation of 1.23 also showed that the response slightly varied from the mean.

On whether the head of department gave orders and clarified procedures, the results presented in table 1 showed that 38.1% and 33.1% of the respondents agreed and strongly agreed with the statement. The findings further showed that 8.8% and 9.4% disagreed and strongly disagreed respectively. The mean of 3.77 further confirmed that majority of the respondents agreed and strongly agreed. The standard deviation of 1.26 also showed that the response slightly varied from the mean. The results also showed that 37.5% and 33.8% of the respondents agreed and strongly agreed that generally their team leader left subordinates performance alone. The findings further showed that 9.4% and 7.5% strongly disagreed and disagreed respectively. The mean of 3.84 further confirmed that majority of the respondents agreed and strongly agreed. The findings also showed that the statement on whether the leader was the chief judge of the achievements of the members of the group had a mean of response of 3.84 which also showed that majority of the respondents agreed and strongly agreed.

The study further sought to establish whether leaders helped subordinates accept responsibility for completing their work. The results showed that 38.8% and 37.5% of the respondents agreed and strongly agreed with the statement. The findings further showed that 5.6% and 8.1% disagreed and strongly disagreed respectively. The mean of 3.94 further confirmed that majority of the respondents agreed and strongly agreed. The standard deviation

of 1.23 also showed that the response slightly varied from the mean.

The study aimed to establish whether leaders allowed subordinates to appraise their own work. The results revealed that 40.0% of the respondents strongly agreed, 30.0% agreed, 8.1% strongly disagreed, 5.6% disagreed while 16.2% were neutral. The mean of 3.88 confirmed that majority of the respondents agreed and strongly agreed with the statement. On whether, most employees felt insecure about their work and need direction. The results revealed that 36.9% of the respondents strongly agreed, 33.8% agreed, 8.1% strongly disagreed, 6.2% disagreed while 15.0% were neutral. The mean of 3.85 confirmed that majority of the respondents agreed and strongly agreed with the statement.

On whether, leaders providing guidance without pressure was the key to being a good leader. The results revealed that 41.2% of the respondents strongly agreed, 33.8% agreed, 10.0% strongly disagreed, 6.2% disagreed while 8.8% were neutral. The mean of 3.83 confirmed that majority of the respondents agreed and strongly agreed with the statement. On whether, in complex situations, leaders let subordinates work problems out on their own. The results revealed that 36.2% of the respondents strongly agreed, 35.0% agreed, 8.1% strongly disagreed, 8.1% disagreed while 12.5% were neutral.

The study further sought to find out whether employees wanted to be a part of the decision-making process in the hotel industry. The results revealed that 37.5% and 34.4% strongly agreed and agreed respectively. The results further showed that the statement had a mean of 3.81 which further confirmed that majority of the respondents agreed and strongly agreed with the statement. Finally, the study sought to establish whether employees were supervised closely, in order to do their work. The results showed that 35.6% and 34.4% of the respondents strongly agreed and agreed with statements. Those who disagreed and

strongly disagreed were 10.6% and 8.8% respectively.

The finding presented in Table 1 implied that leadership styles played a significant role in career salience. The findings further implied that employees had a lot of expectations from their leaders at their work place. Similarly, Melchar and

Bosco (2010) in their study Achieving high organization performance through servant leadership, contend that inspirational leaders inspire their commitment and loyalty towards company with the help of giving a specific direction to their activities, creating self-confidence among them and developing faith in grounds.

Table 1: Descriptive Results on Leadership Styles and Career Salience

Statement	SD	D	N	A	SA	Mean	Std Dev
It is the leader's job to help subordinates find their "passion"	8.1%	8.8%	9.4%	37.5%	36.2%	3.85	1.23
My head of department give orders and clarify procedures	9.4%	8.8%	10.6%	38.1%	33.1%	3.77	1.26
Generally my team leader leaves subordinates performance alone	6.9%	7.5%	14.4%	37.5%	33.8%	3.84	1.18
The leader is the chief judge of the achievements of the members of the group	5.0%	9.4%	14.4%	39.4%	31.9%	3.84	1.13
Leaders help subordinates accept responsibility for completing their work	5.6%	8.1%	10.0%	38.8%	37.5%	3.94	1.15
Leaders allow subordinates to appraise their own work	8.1%	5.6%	16.2%	30.0%	40.0%	3.88	1.23
Most employees feel insecure about their work and need direction	8.1%	6.2%	15.0%	33.8%	36.9%	3.85	1.22
Leaders provide guidance without pressure is the key to being a good leader	10.0%	6.2%	8.8%	41.2%	33.8%	3.83	1.25
In complex situations, leaders let subordinates work problems out on their own	8.1%	8.1%	12.5%	35.0%	36.2%	3.83	1.23
Employees want to be a part of the decision-making process	11.2%	6.2%	10.6%	34.4%	37.5%	3.81	1.31
Employees are supervised closely, in order to do their work	8.8%	10.6%	10.6%	34.4%	35.6%	3.78	1.28
Average						3.84	1.22

Correlation Tests Results

This section contains results of correlation tests conducted to test the association between independent and dependent variables. Kothari (2014) further stated that the importance of correlation is to determine the extent to which changes in the value of an attribute is associated

with changes in another attribute. This study used correlation to test the association between independent variable and dependent variable. The findings of correlation analysis are presented in Table 2.

Table 2: Correlation Results for Leadership Style and Career Salience

		Leadership Styles	Career Salience
Leadership Styles	Pearson Correlation	1	0.365
	Sig. (2-tailed)		0.000
	N	160	160
Career Salience	Pearson Correlation	0.365	1
	Sig. (2-tailed)	0.000	
	N	160	160

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

The results of correlation analysis also indicated that leadership styles had a strong positive and significant correlation with career salience in 5 star hotels in Kenya ($r=0.365$, $p=0.000$). The findings implied that improvement in leadership styles would result in increase in career salience. Similarly, Melchar and Bosco (2010) in their study Achieving high organization performance through servant leadership, contend that inspirational leaders inspire their commitment and loyalty towards company with the help of giving a specific direction to their activities, creating self-confidence among them and developing faith in grounds. Ramchandran and Krishnan (2009) also observed

that the degree to which employees show their emotional intimacy with organization is largely influenced by leadership style. A leader and their style of leadership is one of the most important determinants of employee's commitment and this commitment refers to degree of employees' career salience.

Regression Results for Leadership Skills and Career Salience

The study employed regression model to ascertain the relationship between leadership styles and career salience in 5 star hotels in Kenya. The findings were presented in table 3 to 4.

Table 3: Model Summary for Leadership Skills and Career Salience

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	0.570	0.325	0.321	0.38328

a. Predictors: (Constant), Leadership Styles

The results showed that leadership styles had a significant association with career salience in five star hotel in Kenya ($R=0.570$). The results further

revealed that leadership styles accounted for 32.5 percent of the variation in career salience.

Table 4: ANOVA Results for Leadership Skills and Career Salience

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.167	1	11.167	76.019	.000
	Residual	23.211	158	.147		
	Total	34.378	159			

a. Dependent Variable: Career Salience

b. Predictors: (Constant), Leadership Styles

The results of ANOVA in table 4 indicated that leadership styles was a significant predictor variable of career salience in Hotel industry in Kenya. This was indicated by the F-statistics results ($F=76.019$, $p=0.000$) indicating that the model used to link the

independent variable and dependent variable was statistically significant.

Table 5: Coefficients Results for Leadership Styles and Career Salience

	β	Std. Error	Beta	t	Sig.
(Constant)	2.064	0.208		9.907	0.000
Leadership Styles	0.449	0.052	0.57	8.719	0.000

a Dependent Variable: Career Salience

The regression coefficient of leadership styles was at ($\beta=0.449$, $p=0.000$, <0.05) showed a statistically significant relationship between leadership styles and career saliency in Hotel industry in Kenya. Hence the study findings concluded that leadership styles significantly affects career saliency in Hotel industry in Kenya. The regression coefficient of 0.449 obtained in this case implies that a unit increase in leadership styles would lead to 0.449 units increase in career saliency. The study concluded that leadership styles positively and significantly affects career saliency in Hotel industry in Kenya. The study failed to reject H_{A1} at $\alpha=0.05$ and concluded that there is a positive significant relationship between leadership styles and career saliency in 5 star hotels in Kenya.

Ramchandran and Krishnan (2009) also observed that the degree to which employees show their emotional intimacy with organization is largely influenced by leadership style. A leader and their style of leadership is one of the most important determinants of employee's commitment and this commitment refers to degree of employees' career saliency.

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CONCLUSION

The study further concluded that having the right leadership styles make employees to feel the sense of belonging and attachment to the organisation. Such feelings gets employees engaged in their career, giving it priority over other aspects in life. The study concluded that organisational leadership help subordinates accept responsibility for completing their work and allow subordinates to appraise their own work therefore enhancing career saliency.

RECOMMENDATIONS

The study recommends five star hotels and other organisation in general should ensure they have good leaders and leadership styles that can get the best out of their employees. Good leadership will increase employee engagement and influence their productivity. Organisations should ensure that all managers who carry out supervisory roles are adequately trained on leadership skills, effective communication and encourage them to motivate their subordinates. By doing this they will encourage their subordinates to be more engaged to their jobs. Supervisors should also be prompt in correcting mistakes in the manner that is not demeaning to their juniors.

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