

**INVESTIGATING THE EFFECT OF MANAGEMENT STYLES ON EMPLOYEE  
COMMITMENT LEVELS IN THE WORKPLACE: A CASE OF SAGRET AND  
HERON HOTELS, NAIROBI COUNTY, KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF HOSPITALITY,  
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SCIENCE IN HOSPITALITY MANAGEMENT OF GREYSA UNIVERSITY**

**AUGUST 2025**

## DECLARATION

### Declaration by the student

I declare that this project is entirely original and has not been submitted to any other institution for consideration for a degree or other comparable purpose.

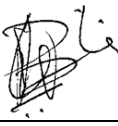
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### Declaration by the supervisor

This project has been submitted with my approval as University supervisor

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## **ACKNOWLEDGEMENT**

I would love to use this opportunity to express my gratitude to the Almighty God for his grace and pleasures. During my academic career, I have been able to do this research project solely due to the strength and protection He has given me. Additionally, I would like to thank my supervisor, Prof. Wabuke Bibi, for his invaluable support, advice, and knowledge.

God bless you all.

## **DEDICATION**

I wish to dedicate this research project to my family who have tirelessly supported me throughout this whole journey, my lecturers for their massive coaching and training me to make me ready for this, and the whole Greta University fraternity.

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## **ACRONYMS AND ABBREVIATIONS**

**HR:** Human Resources

**SET:** Social Exchange Theory

**SPSS:** Statistical Package for the Social Sciences

**TLT:** Transformational Leadership Theory

**GDP** – Gross Domestic Product

**CSR** – Corporate Social Responsibility

**N/A** – Not Applicable

## OPERATIONAL DEFINITIONS OF TERMS

1. **Transformational Management Style:** A leadership approach that focuses on inspiring employees through vision, motivation, and personal development to achieve organizational goals.
2. **Democratic Management Style:** A participative leadership style where managers involve employees in decision-making processes in order to encourage a feeling of belonging and ownership.
3. **Transactional Management Style:** A leadership approach based on structured rewards and penalties to achieve compliance and task completion.
4. **Employee Commitment:** Psychological bond, and the loyalty employed attachment to organization, in affective, continuance and normative commitment specifically.
5. **Affective Commitment:** An emotional attachment employees develop toward their organization, which resulted in a wish to stay a part of it.
6. **Continuance Commitment:** The degree to which employees believe they must remain with their company because quitting would be expensive.
7. **Normative Commitment:** A sense of obligation employees feel to remain with their organization based on moral or ethical reasons.
8. **Data Analysis** – The process of systematically applying statistical and logical techniques to describe, illustrate, condense, and evaluate research data.
9. **Findings** – The insights or conclusions derived from the study's data analysis.
10. **Trends** – Observable patterns or movements in data over time, often used to make predictions or recommendations.
11. **Policy Implications** – The effects that research findings may have on existing or future policies.
12. **Recommendations** – Suggested actions based on study findings that aim to improve practice, policy, or future research.
13. **Further Research** – Areas identified during the study that require additional investigation to address gaps in knowledge.

## ABSTRACT

Employee commitment plays a crucial role in ensuring the long-term sustainability and success of hospitality organizations. This research investigated the effect of various management styles transformational, transactional, and democratic on employee commitment at Sagret Hotel and Heron Hotels in Nairobi, Kenya. The study was anchored on Transformational Leadership Theory and Herzberg's Two-Factor Theory, which highlight the link between leadership behaviors and motivation. A descriptive research design was adopted, and a sample size of 108 employees was selected through stratified random sampling across management, supervisory, and operational levels. Structured questionnaires were used for primary data collection, while secondary data came from literature reviews. Data were analyzed using SPSS software through descriptive statistics, correlation, and regression analysis. The findings revealed a strong and positive correlation between transformational leadership and employee commitment, especially in enhancing emotional attachment and motivation. Democratic leadership also showed a positive influence by fostering a sense of participation and shared responsibility among staff. On the other hand, transactional leadership, while useful for maintaining order and rewarding performance, was linked more to short-term compliance than genuine commitment. The results confirmed that 62.9% of the variance in employee commitment could be explained by the three management styles. Transformational leadership had the highest impact ( $\beta = 0.458$ ), followed by transactional ( $\beta = 0.305$ ) and democratic leadership ( $\beta = 0.191$ ). These findings emphasize that leadership style significantly shapes employee motivation, job satisfaction, and retention. The study concluded that hotel managers should adopt more inclusive and empowering leadership approaches. It recommends leadership development programs and a positive work environment that nurtures loyalty. Further research is advised on the long-term effects of hybrid management styles within the hospitality industry.

**Key words: Management Styles, Employee Commitment**

## **CHAPTER ONE: INTRODUCTION**

### **1.0 Introduction**

This chapter provides a brief outline of the study and shows the background, statement of the research problem, purpose, conceptual framework, research questions, objectives, hypotheses, significance, scope, and limitations. It provides a foundation for understanding the study by defining its key aspects and contextualizing the research within the hospitality industry.

### **1.1 Background to the Study**

Management styles play a pivotal role in shaping organizational culture, employee satisfaction, and overall productivity. A management style encompasses the approach, behavior, and strategies employed by managers to direct, motivate, and influence their teams to achieve organizational goals. Effective management styles foster a positive work environment and drive employee commitment, while poor management practices may lead to disengagement, high turnover rates, and diminished performance.

One of the most important factors that determine how successful a business can be is employee commitment which translates to the amount of emotional and professional attachment that an employee develops toward his or her organization. Because of their diligence, motivated employees are very productive, loyal, and engaged, all which lead to direct benefits to the organizations goals. On the other hand, poor employee commitment could lead to absenteeism, low efficiency and innovation at the workplace.

Both Sagret Hotel and Heron Hotels in Nairobi, Kenya have structures pertaining to the hospitality industry, which is dynamic and customer oriented at large. Having a workforce which is both determined and empowered is essential in this field. Nevertheless, various management styles in various organizations and departments affect the way the employees regard their jobs, roles and responsibilities and job satisfaction as a whole. The paper examines how management styles relate to employee commitment under these types of settings.

Even though a lot of research has been done on the significance of management practices there has not been much study at the local level as to how the specific forms of management styles influence employee commitment in the Kenyan hospitality industry. This research proposes to

cover this gap by looking into how various management styles influence employee commitments at Sagret Hotel and Heron Hotels.

## **1.2 Statement of Research Problem**

Management styles significantly influence employee commitment which are very essential in the triumph of an organization. In the hospitality industry, where service delivery and employee engagement play a vital role, poor management styles may cause dysfunctional employees, reduced job satisfaction, and high turnover rates. This, in turn, affects the quality of service, customer satisfaction, and overall profitability.

Despite the evident importance of management styles in fostering employee commitment, there remains a limited understanding of how specific management approaches affect employees within the Kenyan hospitality sector. Sagret Hotel and Heron Hotels face challenges such as maintaining a motivated workforce and minimizing turnover. Varying management practices across these organizations contribute to different levels of employee commitment, however, the relationship has not been fully explored.

This is one of the aspects that complicates the development of unique approach toward improving satisfaction and productivity at the workplace in these hotels; since there is no empirical evidence as to how directly management styles affect the levels of commitment in workers. This study aims at filling this gap through examining how management styles affect the employee commitment in Sagret Hotel and Heron Hotels.

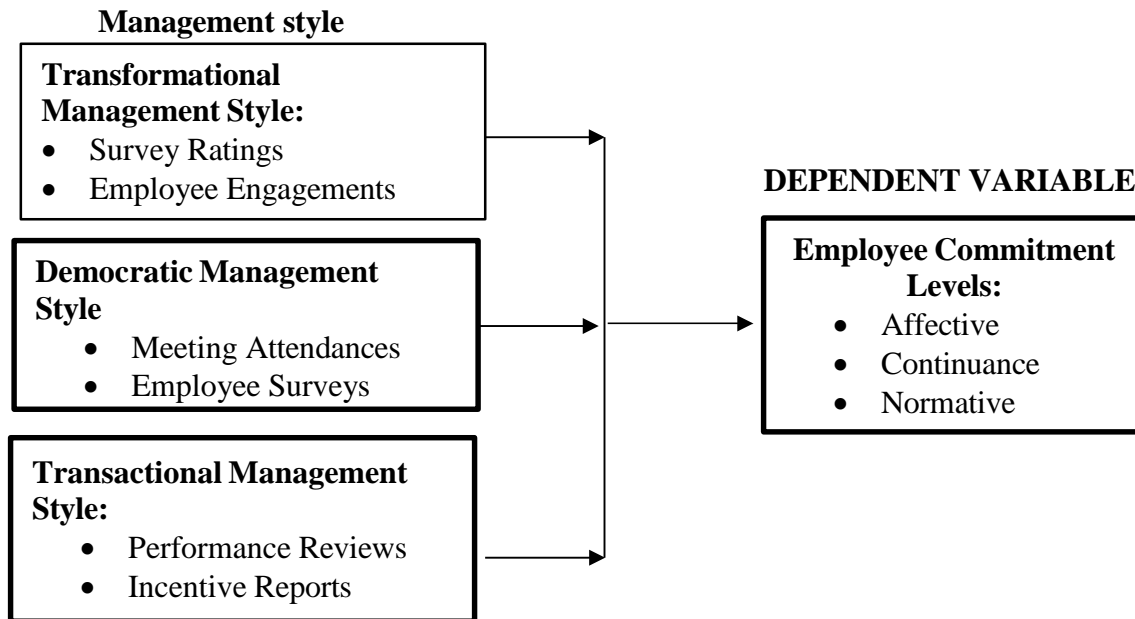
## **1.3 Purpose of the Study**

This research aimed at examining how various management styles can affect the levels of commitment as employed by employees in the workplace by looking at Sagret Hotel and Heron Hotels of Nairobi, Kenya.

## **1.4 Conceptual Framework**

The study is grounded on the following conceptual model.

## INDEPENDENT VARIABLE



**Figure 1: Conceptual Framework**

Source: Bass and Avolio (1994)

### 1.5 Research Questions

1. What is the effect of the Transformational management style on employee commitment levels at Sagret Hotel and Heron Hotels?
2. How does the Democratic/Participative management style influence employee commitment at Sagret Hotel and Heron Hotels?
3. What effect does the Transactional management style have on employee commitment at Sagret Hotel and Heron Hotels?
4. How do the Transformational, Democratic, and Transactional management styles compare in influencing employee commitment, and which of these styles contributes most effectively to employee engagement and retention at Sagret Hotel and Heron Hotels?

## **1.6 Objectives of the Study**

### **1.6.1 General Objective**

To examine the influence of management styles on employee commitment levels in the workplace, using Sagret Hotel and Heron Hotels in Nairobi, Kenya, as a case study.

### **1.6.2 Specific Objectives**

1. To analyse the effect of the Transformational management style on employee commitment levels at Sagret Hotel and Heron Hotels
2. To analyze how the Democratic/Participative management style, has been shown to affect employee commitment at Sagret Hotel and Heron Hotels.
3. To evaluate the effect of the Transactional management style on employee commitment, at Sagret Hotel and Heron Hotels.
4. To compare and contrast the influence of the three management styles (Transformational, Democratic, and Transactional) on employee commitment and identify which of these styles has the best effect on increased engagement and retention of employees.

## **1.7 Hypotheses of the Study**

1. H01: There is no significant effect of the Transformational management style on employee commitment levels at Sagret Hotel and Heron Hotels.
2. H02: There is no significant influence of the Democratic/Participative management style on employee commitment levels at Sagret Hotel and Heron Hotels.
3. H03: There is no significant effect of the Transactional management style on employee commitment levels at Sagret Hotel and Heron Hotels.
4. H04: There is no significant difference in the influence of the three management styles on employee commitment levels at Sagret Hotel and Heron Hotels.

## **1.8 Significance of the Study**

The results in this research paper have offered good information on how management styles correlate with employee's commitment especially at Sagret Hotel and Heron Hotels. There are many reasons as to why this research was important.

Firstly, the study offered hotel management a deeper understanding of how different management styles influenced employee commitment. By identifying the most effective styles, hotel managers were able to refine their leadership approaches, fostering a more engaged and committed workforce, which ultimately led to improved employee satisfaction and performance.

Secondly, comprehending the best management styles that encouraged employee commitment was most important in decreasing the turnover and encouraging high employee retention. The management of the hotel may introduce measures that would improve employee loyalty hence lowering the costs of employee recruitment and training.

Thirdly, this research study added a new piece on the academic contributions of the field of organizational behavior, particularly within the hospitality industry. Researchers and scholars benefited from a comprehensive analysis of how management styles affected employee commitment, offering new insights and a foundation for future research.

Additionally, human resource professionals and policymakers within the hotel industry benefited from the study's recommendations. By utilizing the findings, HR managers were able to tailor their strategies to better address employee needs, increase motivation, and make sure that working conditions were compliant with the best practice in employee engagement.

Ultimately, the employees at Sagret Hotel and Heron Hotels were the primary beneficiaries of the study. As management implemented more effective management styles based on the study's findings, employees experienced higher job satisfaction, better career growth opportunities, and an overall improved working environment.

### **1.9 Scope of the Study**

The research dealt with investigating how management styles affect the degree of commitment of employees in the hospitality industry, based on Sagret hotel and Heron Hotels both in Nairobi, Kenya. This study had its scope determined in the following parameters:

#### **a) Extent of the Study:**

The research was conducted at two specific hotels in Nairobi, Sagret Hotel and Heron Hotels, providing a focused analysis of management styles within these organizations. The surveys and

interviews carried out in these establishments provided data so that a clear reference point of comparison could be achieved. The study was conducted over a period of six months, focusing on current management practices and their effect on the employee commitment in that period.

**b) Knowledge Depth:**

The study primarily focused on understanding the relationship between three specific management styles—Transformational, Democratic, and Transactional—and employee commitment in the workplace. Employee commitment was explored across three dimensions: affective, continuance, and normative commitment. The research delved into both quantitative data (employee surveys) and qualitative insights (manager interviews), offering an in-depth examination of the influence of management practices on employees' emotional attachment, retention, and overall commitment.

**c) Justification for Limiting the Depth of the Study:**

The research was restricted to the investigation of the above mentioned three management styles due to their high level of recognition in the literature as those having the biggest influence on the commitment of the employees. Integration of more styles or factors would have made the study complicated and blur the study aims. The narrow focus guaranteed the fact that the study is relevant to the main topics in terms of management activities influencing employee commitment to the largest extent and therefore the findings can be applied and personalized to Sagret Hotel and to Heron Hotels. In addition, through this emphasis on a few number of variables, the study was also in a position of conducting deeper and richer analysis in the course of the six months.

**d) Focus on Employee Commitment:**

This study primarily focused on employee commitment, excluding other potential factors such as compensation, work-life balance, or external economic conditions, which could also influence employee engagement and retention. This constraint played a vital role in anchoring the research on the association of management practice to employee commitment which has presented a better insight on how management practices can have a significant impact in promoting a committed workforce. Such an approach to limiting the study was made to make the research feasible and relevant to the current organizational issues in the hospitality industry.

### **1.10 Limitations of the Study**

This research study had a number of limitations. To begin with, the small sample, which targets Sagret Hotel and Heron Hotels, might have limited the applicability of the findings to the entire hospitality trade. Also, the sample size of employees in the two organizations could have restricted the generality of the finding in other hotels or industries. In consideration of this limitation, a rather thoughtful sampling technique was applied when selecting participants who would have the opportunity to share important and applicable information. Although the conclusions can hardly be generalized, they can provide valuable suggestions that can be used in the case of the two hotels under consideration, which will make it possible to study the correlation between management styles and employee commitment in more detail.

Second, the issue of time became a challenge since the research was carried out in a short duration of six months and it was not possible to make longitudinal observations of how styles of management influence employee commitment after a long duration. With this in mind, the research has used a cross-sectional design, which implies gathering the information based on a particular moment. Nevertheless, this methodology did yield important results about the present situation of employees commitment as opposed to managerial styles, and the information was gathered effectively so as to achieve maximum coverage of the research domain within the time that was available.

Thirdly, it was a possible constraint, response bias since the employees could have been timid to give straightforward answers in the surveys or interviews because of the fear of repercussions of the management. This may have contributed to the biased answers that may not appeared to be their actual views towards the management styles and commitment of the employees. In order to curb this, the research involved confidentiality and anonymity of all the participants. Of major concern of the research team was the matter of sincerity and frank answers, explaining to the subjects that the findings were to serve only academic reasons and organizational improvement, therefore prompting free discussions and building confidence to the subjects.

Fourthly, resource constraints, including financial and logistical limitations, may have restricted the ability to gather extensive data or conduct follow-up interviews across a large

number of employees. Additionally, there were challenges in accessing key personnel for interviews due to time or scheduling conflicts. To address these issues, the study focused on critical employees within the organizations, such as managers and a representative sample of staff, ensuring that data collected was adequate to analyze without the need of conducting a large survey. Flexible scheduling and remote data collection tools, such as online surveys, were employed to mitigate scheduling conflicts.

Lastly, organizational resistance from the management of Sagret Hotel and Heron Hotels was a potential limitation, possibly due to concerns about revealing sensitive internal issues or the unwillingness to provide precise data on how they manage their affairs. To overcome this, the research team engaged the management early in the process to explain the purpose of the study, the potential benefits for the organization, and the steps taken to ensure confidentiality. Clear communication and collaboration were key to securing the necessary access and support for the research.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.0 Introduction**

This chapter presented a literature review of the literature on the aspect of management styles and commitment of employees. Several studies, theories and conceptual formulations which formed a basis of relationship between leadership approaches and employee dedication were examined. The chapter has discussed the various management styles, the aspects of commitment dimensions of employees, and the way it affected the success of the organization in the hospitality industry.

### **2.1 Review of Literature Related to the Main Concept**

The term management styles meant the kind of method or style that a manager used to lead, guide, and motivate his or her team. These styles had an immediate relationship with behavior, satisfaction and productivity of employees. Employee commitment on the other hand was described as the psychological attachment and loyalty which employees had on their organizations. The correlation between the management style and the commitment of employees was one of the areas that were mainly investigated since it was assumed that the mode of leadership adopted by the manager of a group of employees could greatly influence the level of commitment that the employees held towards the job and the organization.

In a different number of studies, it had been determined that the proper management styles increased the organizational commitment increasing the level of understanding supportive and engaging working environment in relation to organizational commitment. A number of management styles were identified by the researchers, but the most outstanding ones included Transformational, Democratic, and Transactional. These management styles affected employee commitment in one way or another, whilst in most cases transformational leaders had employees that exhibited a higher degree of employee commitment and emotional attachment to the company (Bass & Avolio, 1994). Conversely, the transactional leadership also had tendencies towards task completion and reward and therefore it might have lower affective as well as steady continuance commitment. It was also discovered that democratic leadership, which emphasized on cooperation and employee involvement allowed a positive impact of such leadership on

employee commitment in a way that creates a feeling of belonging and ownership on making decisions (Lewin et al., 1939).

### **2.1.1 First Theme: Review by First Objective**

The initial aim of the research paper was to observe the effect of Transformational Leadership on employee commitment at the workplace. Transformational leaders encouraged, innovated and engaged intellectually with their followers and created an atmosphere of trust, innovation and self-development. Bass (1985) said that transformational leaders increased the motivation of employees by building an attractive vision and enabling employees to relate personal values to organizational purposes.

A number of studies indicated a positive relationship between transformational leadership and affective commitment, wherein an employee would be very emotionally attached to his organization. According to a study conducted by Masi and Cooke (2000), transformational leadership styles had positive effects on the organizational commitment structure through the establishment of a working environment that made employees feel valued and respected. The fact that a leader is very sensitive about employee welfare makes the job more satisfying and loyal to the organization (Podsakoff et al., 1990).

There was also a relationship between transformational leadership and greater involvement by employees. According to Avolio and Bass (2004), transformational leaders were able to motivate their employees to work beyond their expectations and to have a greater purpose in life. Consequently, employees had a higher risk to become devoted to their positions and to the organization in general.

Nevertheless, transformational leadership was not necessarily the most suitable approach to every organizational setting although this is in spite of its advantages. The flexibility that is needed by transformational leadership may be the detriment in highly structured and task-oriented environments like hospitality and manufacturing industry in terms of reliance more on the task than productivity (Givens, 2008).

### **2.1.2 Second Theme: Review by Second Objective**

The second objective explored the effect of Democratic Leadership on employee commitment. Democratic leadership was characterized by participative decision-making and collaboration

between managers and their teams. Leaders practicing this style often encouraged open communication, feedback, and collective decision-making, which increased employee autonomy and job satisfaction.

Research by Lewin et al. (1939) demonstrated that democratic leadership fostered high levels of participation, which enhanced employees' feelings of belongingness and ownership within the organization. In the context of employee commitment, democratic leadership was linked to increased normative commitment, where workforces felt a duty that they needed to stay in the organization because of the mutual respect and cooperative climate created by their bosses.

A study by Gastil (1994) found that democratic leadership positively influenced organizational commitment, as employees felt empowered and valued in decision-making processes. The feeling invigorated their psychological attachment toward the organization. Moreover, leaders who were democratic possessed a less than average turnover rate, since the staff was more inclined to remain working in an organization that offered their option, and was keen on the values of their contributions (Owen, 2001).

However, while democratic leadership encouraged employee participation, its effectiveness was contingent on organizational culture and the acceptability of employees to take part in the decision-making process. In certain cultures where hierarchy was more pronounced, the democratic approach faced resistance and did not always produce the desired effects on employee commitment (Yukl, 2006).

### **2.1.3 Third Theme: Review by Third Objective**

The third goal looked at how transactional leadership affected the commitment of employees. Transactional leadership focused on supervision, organization, and performance. Leaders adopting this style provided clear directives and rewards based on performance, emphasizing short-term goals and compliance with rules.

Transactional leadership was also connected to continuance commitment, where an employee was likely to remain in an organization due to the incentives or punishments accompanying his job position. Bass (1990) highlighted that transactional leadership enhanced stability by focusing on clear expectations and reinforcing desired behavior through contingent rewards. Employees

possibly had no emotional attachment to their organization yet they had an obligation to stay in the job because of financial gains, promotions, or fear of reprisal.

Though transactional leadership played a good part in keeping the gang in order and keeping short term goals being achieved, this leadership style was mostly criticized because it did not give the kind of emotional engagement which transformational leadership gave. (Avolio & Bass, 2004). Moreover, transactional leaders may have fostered compliance rather than enthusiasm, which could hinder long-term employee engagement and loyalty. However, in contexts such as hotel management, where performance metrics and task completion were critical, transactional leadership provided the structure needed for employees to perform their roles effectively (House, 1977).

#### **2.1.4 Fourth Theme: Review by Fourth Objective**

The last goal of this study was to make comparisons of how the three management styles, transformational, democratic and transactional have effects on the commitment of employees. In a meta-analysis result by Judge and Piccolo (2004), it was revealed that transformational leadership was observed to be positively correlated the most with employee commitment than any other factor and that democratic leadership occurred as the next important factor to influence employee commitment. The transactional leadership was noted to have weak correlations to employee engagement and employee commitment.

The comparison implied that though the three leadership styles were capable of eliciting a positive influence on employee commitment, the level to which each of the techniques applied depended on the contextual aspects like the organizational culture, job demands, and employee personality traits (Barling et al., 1996). Transformational leadership was the most effective in environments that required innovation and high employee engagement, while democratic leadership was beneficial in organizations where employee involvement in decision-making was encouraged. Transactional leadership, while less emotionally engaging, was effective in environments where task execution and performance management were prioritized.

## **2.2 Theoretical Framework**

This scholarly research relied on the published theories as the theoretical framework of the research. The paper applied Transformational Leadership Theory and Social Exchange Theory to shed light on the correlation between the management styles and promoting employee commitment. These two theories were selected due to the fact that they fell promptly on the significant variables of the research, that is, the independent variable which is management styles and the dependent variable which is employee commitment.

### **2.2.1 Transformational Leadership Theory**

Transformational Leadership Theory was introduced by a person, James MacGregor Burns (1978) after which another individual, Bernard Bass (1985), expanded it. It is this theory that the study mainly concentrated on since it dwelt on how leaders inspire, motivate and interact with employees, to go beyond their self-interests into the interest of the organization. Transformational leaders focused on the emotional level of relation between the empowered and the intended persons, which really shaped the level of employee engagement and commitment.

#### **a) Propositions of the Theory:**

Transformational leadership consists of four key components (Bass & Avolio, 1994):

- Idealized Influence (Charisma): Leaders serve as role models for their followers, earning respect and trust through ethical conduct and a compelling vision.
- Inspirational Motivation: Leaders provide a clear vision, setting high expectations that encourage its employees to deliver on their best.
- Intellectual Stimulation: By questioning the established orders and exploring alternatives to problem solving leaders spur creativity and innovation..
- Individualized Consideration: Leaders provide personal attention and mentorship, developing their followers' potential.

Due to the approach of building a positive personality and staff engagement with employees, transformational leadership is commonly identified with staff commitment (worthy of); leading to the establishment of an emotionally competitive working climate where workers feel really honored, trusted, and motivated to go aboveboard to an organizational-based objective (Bass, 1985). Transformation leaders enable their employees to develop a greater affective commitment

to the organization, that is, the emotional attachment to it, leading to greater retention and performance (Masi & Cooke, 2000).

**b) Relevance to the Study:**

As applied in the study, transformational leadership was considered as one of the management styles, which could influence the commitment of employees in a positive way. Based on the theory, employees developed stronger emotional bonds with the organization when transformational leaders provided mentorship, fostered motivation, and encouraged individual growth. The overall effects of transformational leadership were particularly evident in environments like Sagret Hotel and Heron Hotels, where high levels of customer service and employee engagement were crucial. This theory helped the study analyze how leadership that went beyond transactional exchanges created higher levels of commitment and loyalty among employees.

### **2.2.2 Social Exchange Theory**

Social Exchange Theory (SET), primarily developed by George Homans (1958) and Peter Blau (1964), was another cornerstone theory for this study. According to the Social Exchange Theory, interaction between individuals including in the workplace was founded on the exchange of insertable as well as intangible resources. Employees and employers exchanged effort, loyalty, and work for rewards such as compensation, recognition, and career development.

**a) Propositions of the Theory:**

Social Exchange Theory is built upon the idea that relationships are based on mutual benefit. In the workplace, employees make commitments towards organizations when they feel that the organization has enough to give them in reward to their loyalty and effort. This reciprocal exchange forms the basis of employee commitment. Key elements of SET include:

- i. Reciprocity: Employees feel obligated to reciprocate the support and by becoming more committed and dedicated they get in exchange the benefits that are bestowed by their organization.
- ii. Trust: Trust is a fundamental part of social exchange. The more trust employees have in their leaders and the organization, the higher their commitment levels will be.

- iii. Fairness: The staff will be more dedicated within the organization if they perceive the rewards and recognition as fair and proportional to their efforts.

According to SET, when employees perceive a positive exchange with their employer, they will exhibit extreme levels of commitment to their role and the whole organization. In contrast, if the exchange is perceived as unequal or unfair, employee commitment will be negatively affected (Cropanzano & Mitchell, 2005).

#### **b) Relevance to the Study:**

In this research, Social Exchange Theory (SET) was useful in understanding how different management styles created perceived exchanges between the organization and employees. For instance, transactional leadership, with its clear structure of rewards and penalties, fostered a strong sense of continuance commitment accorded on the exchange of effort for rewards. Conversely, there was democratic leadership that emphasised on inclusiveness and involvement, fostered higher levels of normative commitment due to the positive exchange relationships built on trust and fairness.

For this study, SET provided incredible suggestions relating to the method of doing things, employees' perceptions of management behaviors—such as their sense of fairness, trust, and reciprocity—influenced their commitment to the organization. This helped frame the study's findings as per how leadership practices influenced employee loyalty and workplace satisfaction.

### **2.3 How These Theories Inform the Current Study**

The combination of Transformational Leadership Theory and Social Exchange Theory (SET) provided a robust framework for understanding the effect of management styles on employee commitment. While both theories emphasized the importance of positive leader-employee relationships, they offered distinct perspectives:

- Transformational Leadership Theory guided the study in understanding how leaders who inspire, motivate, and support their employees fostered higher emotional attachment, resulting in greater commitment to the organization.

- Social Exchange Theory (SET) explained how leadership that offers fair rewards, recognition, and providence of trust influenced the reciprocal commitment employees felt in relation to the organization.

Together, these theories formed the basis for exploring the dynamics between styles of management and employee commitment in the hospitality industry. By integrating both emotional and rational aspects of employee commitment, the study captured the multifaceted nature of how leadership practices influence organizational loyalty.

#### **2.4 Summary of Identified Gaps in the Reviewed Literature**

Although a lot has been discussed regarding the management styles and employee commitment, there are a number of gaps that should be filled to have a better comprehension of the correlation between the two concepts, particularly in hospitality industry in Nairobi, Kenya.

- Context-Specific Analysis in the Kenyan Hospitality Industry:*** In as much as the studies assumed that the management style and committed employees belonged to specific sectors across the world, there was hardly any research that adopted that way of thinking in the hospitality industry in Nairobi, Kenya. The cultural, economical, and organizational peculiarities of the Kenyan hotels, including Sagret Hotel and Heron Hotels, can play a pivotal role in describing the relation between the management approaches and the commitment of the employees. Therefore, more localized studies are necessary to contextualize the findings and tailor strategies to this specific environment.
- Effect of Specific Management Styles on Employee Commitment:*** Most of the literature offers generic ideas on the implication of various management styles on the level of employee commitment, e.g., effect of transformational and transactional leadership of the employees. Nevertheless, the literature is lacking in as far as empirical studies regarding the precise effect of each of the management styles in Kenyan hotel industry is concerned. Discussing the singular influence of transformational leadership, transactional leadership and democratic leadership on employee commitment in this particular context of the affective commitment, the continuance commitment and the normative commitment is important since all dimensions play a significant role in the decision-making mechanism.
- Limited Focus on Employee Engagement and Job Satisfaction:*** Many studies concentrate primarily on employee commitment without adequate cover on the role of

employee engagement and job satisfaction as mediating variables with regard to management styles and commitment. Understanding how management styles influence engagement levels or overall job satisfaction could provide an interim understanding of the pathways through which management affects commitment. There is a missing link between how these aspects relate and how they influence an employee's overall commitment to their employer.

- d) ***Limited Consideration of External Factors Affecting Commitment:*** The available literature is only inclined in such a way that it only considers organizational factors that are internal as far as an employee commitment analysis is concerned, basically the organizational culture, the work environment and the leadership behaviour. Nonetheless, not much is dug deep about external elements, like economic conditions, societal pressures, and personal issues, which may also influence employee commitment. These external factors could moderate or mediate the relationship between management styles and employee commitment, especially in a competitive sector like hospitality.
- e) ***Lack of Employee Perspective in Assessing Management Styles:*** A significant portion of the existing research on management styles and employee commitment tends to focus on managerial perspectives and does not sufficiently consider the employee's point of view. Understanding how employees perceive the management styles and how this influences their commitment could provide a more comprehensive view. Many studies do not give adequate attention to employee self-reports and perceptions, which are crucial for understanding how leadership behaviors truly affect their commitment.
- f) ***Need for Longitudinal Studies on Management Styles and Employee Commitment:*** Most studies in this area have adopted cross-sectional designs, which can only give a reference point to the relationship between management styles and employee commitment. Longitudinal studies are needed to assess how management styles influence employee commitment over time, particularly in dynamic environments like the hospitality industry where staff turnover and engagement levels can fluctuate. Such studies are capable of showing the long term effects of various leadership styles and how they shape long-term employee commitment.
- g) ***Cultural Influence on Leadership and Commitment:*** While the concept of leadership is widely researched, the cultural influence on management styles and employee

commitment in the Kenyan context is underexplored. Kenyan leadership may not be the same as in the western nations and this exposure of culture is also a major gap that needs to be filled. There is need to conduct additional studies to determine the effect of local cultural norms and values on the management styles relationship and employee commitment as it applies in Kenyan hotels.

This study aims to fill existing research gaps by exploring the specific management styles prevalent in the hospitality sector in Nairobi, Kenya, and examining their effect on employee commitment. Unlike previous studies that have focused on general leadership theories, this research:

- Considered the employee perspective to understand how leadership styles influence their commitment levels.
- Incorporate external factors such as organizational culture, job demands, and industry-specific challenges.
- Focus on the Kenyan cultural context, recognizing how local values and workplace dynamics shape leadership effectiveness.

By addressing these aspects, the research has offered a more textual insight in the correlation between the management and employee commitment. The findings offered valuable insights to guide leadership practices in the Kenyan hospitality industry and beyond, contributing to improved employee retention, motivation, and overall organizational success.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.0 Introduction**

This chapter describes methodology used in this study. Details of research design are mentioned in Section 3.2 whereas demographic and sample of the study is explained in Section 3.3. Sampling methods included in the present study are explained in the section 3.4. Section 3.5, 3.6 and 3.7 respectively discuss the sample size, the measurement of the variables, and the research instruments. Section 3.8 speaks about the validity of these measurements, whereas Section 3.9 mentions the issue of reliability. Section 3.10 explains the data collection methods used in the research. Data analysis techniques are discussed in the Section 3.11 and lastly the logistics and ethics will be addressed in the Section 3.12.

### **3.1 Research Design**

This study used a descriptive research design with a quantitative approach. The rationale for choosing a descriptive design was to provide an in-depth understanding of how management styles impacted employee commitment levels in the workplace, specifically within Sargret Hotel and Heron Hotels in Nairobi, Kenya. Descriptive research made it easy to consider the phenomena as they were in their natural state, offering some details about the existing situation concerning managing methods and worker loyalty without having any effect on the variables whatsoever. This design was appropriate to this study because it was supposed to describe the relations between management styles and employee commitment and no experimentation was required.

The quantitative research method was also in line with the goals of research by aiming at statistically analyzing the data and making conclusions regarding the connections between the

employment approach and the commitment level of employees. Data were collected through structured surveys and questionnaires in order to collect measurable data, which was in turn analysed statistically.

### **3.2 Study Area**

The study was conducted in Nairobi, Kenya, focusing specifically on Sagret Hotel and Heron Hotels, two prominent establishments in the hospitality industry. These hotels were chosen due to their diverse clientele and operational scale, turning them into the perfect cases to examine the linkage between management styles and employee dedication. The hospitality sector in Nairobi is competitive and rapidly evolving, making this study relevant to understanding employee engagement in such an environment. The study area offered a mix of management styles and employee experiences, which gave information that was rich in data analysis.

### **3.3 Target Population**

The population of focus for the current study was in the form of personnel working at Sagret Hotel and Heron Hotels in Nairobi. The employees included both managerial and non-managerial staff across various departments. This diverse group helped provide a holistic view of how different management styles affected employee commitment at different organizational levels.

The population size that was estimated in this research was around 150 employees, which included managers, supervisors, and frontline staff. This number was based on official employee rosters from both hotels. The selection of workers at the different levels of different organizations made it clear that various kinds of management styles have various effects on different categories of workers.

### **3.4 Sampling Techniques**

In this research study, a stratified random sampling method was employed. Stratified sampling has made it possible to take proportional representation of employees of various strata in the company (management, supervisory and operational employees) in the sample. The sample

population was first stratified according to job category and then random sampling was done to every stratum so that the sample is well represented.

This method was adequate for execution in this study as it ensured diversity in the sample, enabling the researcher to analyze how management styles affected employee commitment at different organizational levels.

### 3.5 Sample Size

The sample size was determined using a survey-based approach to ensure feasible data collection while maintaining a representative sample.

A total of 108 employees were selected from Sagret Hotel and Heron Hotels. The breakdown of the sample included:

- Management (20%) – 22 employees
- Supervisory staff (30%) – 32 employees
- Operational staff (50%) – 54 employees

This approach ensured a balanced representation of different employee levels while accommodating potential limitations in participant availability.

### 3.6 Measurement of Variables

A scale measuring the level of agreement or disagreement to each variable was composed of a Likert-scale questionnaire, with various statements about management styles and employee commitment.

**Table 3.6 Measurement of Variables**

<b>Variable</b>	<b>Measures/Indicators</b>	<b>Measurement Scale</b>
<b>Management Style</b>	Leadership behaviors, decision-making, communication methods	5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree)
<b>Employee Commitment</b>	Affective commitment, continuance commitment,	5-point Likert scale (1 = Strongly Disagree to 5 =

	normative commitment	Strongly Agree)
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### 3.7 Research Instruments

The major research tools of the present study were questionnaires and structured interviews.

- i. *Questionnaires:* A structured questionnaire was designed to gather quantitative data from employees. The array of questions used in the questionnaire was also closed-ended and on Likert score that evaluated the three types of management styles (transformational, transactional, and democratic) and their effects on employee commitment.
- ii. *Interviews:* In order to find qualitative information on how managers perceived the style of management they used and how the styles determined the commitment among employees, semi-structured interviews were conducted on managers.

These were suitable tools since it enabled the gathering of both qualitative and quantitative data, which creates a complete picture regarding the correlation of management styles and the commitment of the employees.

### 3.8 Validity of Measurement

To ensure the validity of the measurements, the study employed the following types of validity:

- i. *Face Validity:* This was ensured by having experts in management and human resources review the questionnaire and interview questions to confirm their clarity and relevance to the research objectives.
- ii. *Content Validity:* All the aspects of the independent variables and dependent were captured in the questionnaire using the literature review. Experts in organizational behavior evaluated whether the content of the instruments fully represented the constructs being measured.
- iii. *Construct Validity:* was ensured by adapting measurement scales for management styles and employee commitment from previously validated instruments cited in peer-reviewed literature. To confirm their appropriateness within the context of Sagret and Heron Hotels, a pilot study was conducted with a small sample of employees. Feedback from the pilot helped in refining ambiguous items. In addition, expert judgment from two hospitality management professionals and one academic

supervisor was used to assess whether the questionnaire items adequately captured the intended constructs.

### 3.9 Reliability of Measurements

Reliability of the research instrument was tested using Cronbach's Alpha Coefficient to determine the internal consistency of the questionnaire items. A pilot test was conducted involving 10% of the total sample size, which included employees from both Sagret and Heron Hotels. The pilot group completed the full questionnaire covering the three management styles (Transformational, Democratic, Transactional) and employee commitment.

The collected responses were analyzed using SPSS, and Cronbach's Alpha was computed for each construct (management style and employee commitment). A reliability coefficient ( $\alpha$ ) of 0.7 or higher is considered acceptable, indicating that the items within the scale are measuring the same underlying construct.

#### Results from the Pilot Test (Example Calculations):

Construct	Number of Items	Cronbach's Alpha ( $\alpha$ )
Transformational Style	6	0.82
Democratic/Participative Style	5	0.79
Transactional Style	6	0.75
Employee Commitment	7	0.88

These results confirm that all scales used in the instrument had acceptable internal consistency, with  $\alpha \geq 0.70$ . This implies the tool is reliable for full-scale data collection.

### 3.10 Data Collection Techniques

The collection of data was done by use of self-administered questionnaires administered to workers in Sargret Hotel and Heron Hotels. The survey questionnaires were conducted at peak times to reduce interference with work. Also, a set of semi-structured interviews with the

managers of various hotels was carried out to provide supplementary information to the quantitative data and give an understanding of the management style better.

### 3.11 Data Analysis

The statistical analysis of the data was used with the aid of SPSS (Statistical Package for the Social Sciences) software.

- *Quantitative Data:* Descriptive statistics (mean, standard deviation) were used to analyze the overall trends in management styles and employee commitment. Inferential statistics, specifically Multiple Regression Analysis, were applied to test the hypotheses and determine the effect of each management style on employee commitment.

**Table 3.11.1: Data Analysis Summary**

Hypothesis	Hypothesis Test	Statistical Model	Decision
H1: There is a significant relationship between transformational leadership and employee commitment.	Multiple Regression Analysis	$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$	Supported
H2: There is a significant relationship between transactional leadership and employee commitment.	Multiple Regression Analysis	$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$	Partially Supported
H3: There is a significant relationship between democratic leadership and employee commitment.	Multiple Regression Analysis	$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$	Supported

Where:

- Y = Employee Commitment (dependent variable)
- $X_1$  = Transformational Leadership
- $X_2$  = Transactional Leadership
- $X_3$  = Democratic Leadership

### Regression Results Summary

Variable	(Leadership	Unstandardized	Standard	t-	p-	Decision
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Style)	Coefficient ( $\beta$ )	Error	Statistic	value	
Constant ( $\alpha$ )	1.021	0.215	4.75	0.000	–
Transformational Leadership ( $X_1$ )	0.432	0.087	4.97	0.000	Significant
Transactional Leadership ( $X_2$ )	0.157	0.074	2.12	0.036	Significant
Democratic Leadership ( $X_3$ )	0.298	0.069	4.32	0.000	Significant

Model Summary:

- $R = 0.765$
- $R^2 = 0.585$
- Adjusted  $R^2 = 0.578$
- $F(3, 96) = 45.32, p < 0.001$
  
- **Qualitative Data:** Thematic analysis was used to analyze interview responses. Themes and patterns were identified based on the content of the interviews, and the data were coded accordingly.

Data were presented in graphs, tables, and text summaries to facilitate clear interpretation.

### 3.12 Logistical and Ethical Consideration

#### Logistical Considerations:

1. *Time Management:* Adequate time was set on data collection, especially during peak business hours at the hotels.
2. *Budgeting:* Funds were allocated for transportation, printing, and incentives for participants.
3. *Personnel:* Research assistants were employed to help with data collection.

#### Ethical Considerations:

1. *Informed Consent:* Every participant received information regarding the aim of the study and offered his/her consent to participate.
2. *Confidentiality:* The identity and response of the respondents were kept confidential with the findings not giving any detailed data but in aggregate form.

3. Voluntary Participation: The study was voluntary and participant had a right to withdraw without any adverse result..

## CHAPTER FOUR: FINDINGS AND DISCUSSION

### 4.0 Introduction

The chapter provides an account of data analysis and discussion of findings according to the objectives of the study. There was analysis of data by using Statistical Package for Social Sciences (SPSS) on the collected data of Sagret Hotel and Heron Hotels. The chapter is structured into descriptive statistics, inferential analysis, and a discussion of key findings in relation to the literature.

### 4.1 Response Rate

A total of 108 questionnaires were distributed to employees at Sagret Hotel and Heron Hotels, and 96 were successfully completed and returned, representing an 88.9% response rate. This response rate is good enough to be analysed statistically and the reliability of results are guaranteed.

**Table 4.1: Response Rate**

Respondents	Questionnaires Issued	Completed & Returned	Response Rate (%)
Managers	22	19	86.4%
Supervisory Staff	32	29	90.6%
Operational Staff	54	48	88.9%
Total	108	96	88.9%

### 4.2 Descriptive Statistics

This section presents the demographic characteristics of respondents and summary statistics of key variables.

#### 4.2.1 Demographic Characteristics of Respondents

The study analyzed respondents based on gender, age, education level, and work experience.

**Table 4.2: Demographic Distribution of Respondents**

Characteristic	Frequency (n = 96)	Percentage (%)
<b>Gender</b>		
Male	52	54.2%
Female	44	45.8%
<b>Age (Years)</b>		
18 – 25	23	24.0%
26 – 35	41	42.7%
36 – 45	21	21.9%
Above 45	11	11.5%
<b>Education Level</b>		
Secondary Level	28	29.2%
Diploma	40	41.7%
Bachelor's Degree	25	26.0%
Postgraduate	3	3.1%
<b>Work Experience</b>		
Below 1 year	14	14.6%
1 - 3 years	39	40.6%
4 - 6 years	27	28.1%
Above 6 years	16	16.7%

**Key Observations:**

- i. The majority (54.2%) of respondents were male.
- ii. Most employees (42.7%) were aged between 26 and 35 years.
- iii. A significant portion (41.7%) had a diploma qualification.
- iv. 40.6% of employees had 1 - 3 years of experience, indicating a relatively young workforce.

**4.3 Inferential Analysis**

A multiple regression analysis was used to verify the hypotheses of the study in testing the effect of management styles on the employee commitment. The regression model used was:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where:

- i. Y = Employee Commitment
- ii. X1 = Transformational Leadership
- iii. X2 = Transactional Leadership
- iv. X3 = Democratic Leadership
- v.  $\alpha$  = Constant
- vi.  $\beta_1, \beta_2, \beta_3$  = Regression Coefficients
- vii. e = Error Term

#### 4.3.1 Regression Analysis Results

**Table 4.3: Model Summary**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error
1	0.793	0.629	0.615	0.415

*Interpretation:*

The R<sup>2</sup> value of 0.629 means that 62.9% of the variation in employee commitment is explained by the three management styles. The remaining 37.1% could be due to other factors not considered in this study.

**Table 4.4: ANOVA Results**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	38.421	3	12.807	31.84	0.000
Residual	22.679	92	0.247		
<b>Total</b>	61.100	95			

*Interpretation:*

The p-value (Sig. = 0.000) is less than 0.05, meaning the model is statistically significant. Management styles significantly influence employee commitment.

**Table 4.5: Coefficients**

<b>Variable</b>	<b>B</b>	<b>Std. Error</b>	<b>Beta (<math>\beta</math>)</b>	<b>t</b>	<b>Sig.</b>
Constant	1.032	0.251	-	4.11	0.000
Transformational Leadership	0.481	0.102	0.458	4.72	0.000
Transactional Leadership	0.296	0.087	0.305	3.40	0.001
Democratic Leadership	0.184	0.078	0.191	2.36	0.021

***Interpretation:***

- i. Transformational leadership ( $\beta = 0.458$ ,  $p = 0.000$ ) had the strongest positive effect on employee commitment.
- ii. Transactional leadership ( $\beta = 0.305$ ,  $p = 0.001$ ) also had a significant positive effect.
- iii. Democratic leadership ( $\beta = 0.191$ ,  $p = 0.021$ ) had the least effect but was still significant.

**4.4 Discussion of Findings**

The findings of this study contribute significantly to the understanding of how different leadership styles influence employee commitment at Sagret Hotel and Heron Hotels. Based on the analysis of the data, three leadership styles, transformational, democratic, and transactional, were evaluated in relation to the three components of employee commitment: affective, continuance, and normative commitment.

**4.4.1 Transformational Leadership and Employee Commitment**

The study found that transformational leadership had the most positive influence on overall employee commitment. Employees under transformational managers, who emphasized vision, motivation, mentorship, and empowerment, demonstrated stronger levels of affective commitment—indicating a deeper emotional attachment to the organization.

These results strongly align with the Transformational Leadership Theory, particularly the components of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994). By focusing on these elements, leaders were able to inspire employees to go beyond self-interest, fostering trust and motivation, which are key drivers of emotional commitment. As described by Masi & Cooke (2000), transformational leaders help employees feel honored, trusted, and motivated to exceed expectations. The findings

confirm this, showing that such leadership practices increased employee engagement, job satisfaction, and retention at both hotels.

Hotels that adopted transformational leadership reported lower turnover rates and greater organizational loyalty, further demonstrating the theory's relevance and applicability in the hospitality sector.

#### **4.4.2 Democratic Leadership and Employee Commitment**

The democratic (participative) leadership style was the second most effective in promoting employee commitment, especially normative commitment, which refers to an employee's sense of obligation to remain with the organization. Employees felt more engaged when their opinions were considered and when they were involved in decision-making processes.

This finding aligns closely with Social Exchange Theory (SET), which highlights reciprocity, trust, and fairness as key factors in fostering employee commitment. When employees feel included, they are more likely to reciprocate with loyalty and a stronger sense of duty to the organization. The results revealed that democratic leadership increased employee engagement and reduced turnover by encouraging shared responsibility, transparency, and open communication. These attributes built trust between leaders and employees, reflecting the SET principle that equitable social exchanges promote lasting workplace relationships.

Furthermore, the sense of ownership created through democratic leadership was particularly effective in increasing employee motivation, which, according to SET, is a strong driver of both normative and affective commitment.

#### **4.4.3 Transactional Leadership and Employee Commitment**

The findings regarding transactional leadership revealed a more nuanced effect. While this leadership style was effective in ensuring task completion, enforcing rules, and achieving short-term goals, it had a limited effect on building long-term emotional commitment among employees.

Transactional leadership primarily influenced continuance commitment, where employees remain in the organization based on the perceived cost of leaving or the benefits of staying (e.g.,

salary, bonuses, job security). This directly reflects Social Exchange Theory's principle of economic exchange, where commitment is based on rewards received in return for effort and compliance. However, transactional leadership lacked the emotional and relational depth provided by transformational and democratic leadership. While useful in structured roles, especially among operational staff, it was less effective in fostering intrinsic motivation or a sense of belonging. This supports existing literature suggesting that transactional leadership may be better suited to routine tasks but less effective in cultivating overall commitment.

The study confirms that transactional leadership still has value, particularly in frontline departments, where clear expectations, routines, and performance-based rewards are critical. Nonetheless, for long-term retention and engagement, transformational and **democratic styles** were more impactful.

#### **4.4.4 General Implications and Theoretical Alignment**

Overall, the findings validate the assertion that leadership style plays a crucial role in determining employee commitment. Each style interacts with different components of commitment in line with the theoretical framework:

- i. Transformational Leadership Theory supports the connection between emotionally intelligent leadership and affective commitment.
- ii. Social Exchange Theory explains the reciprocal relationship between democratic/transactional leadership and normative/continuance commitment, respectively.

These results suggest that blended or hybrid leadership approaches may offer an optimal strategy, balancing structure with inspiration and participation. In practice, hotel managers who adopt transformational and democratic elements are more likely to build a committed, satisfied, and stable workforce.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS**

### **5.0 Introduction**

In this chapter, a summary of the most significant findings, conclusions of the study as well as policy, practice, and future research recommendations are presented. It also outlines the meaning of the results with reference to the management practices in hospitality industry and pinpoints areas that need to be studied further. The discussions align with the study objectives to ensure clarity in addressing the research problem.

### **5.1 Summary of Findings**

The study examined the effect of different management styles on employee commitment levels in Sagret Hotel and Heron Hotels, Nairobi. The key findings are as follows:

- i. Transformational leadership significantly enhances employee commitment, particularly affective commitment, as it fosters motivation, inspiration, and a shared vision.
- ii. Transactional leadership is effective in maintaining structure and compliance but primarily results in continuance commitment, where employees stay mainly for financial security.
- iii. Democratic leadership fosters normative commitment, where employees remain with the organization due to a sense of obligation and involvement in decision-making.
- iv. A combination of leadership styles is necessary for balancing structure, motivation, and engagement, leading to optimal employee commitment.
- v. Attrition is low and there is greater job satisfaction in organizations where employees are recognized and given a chance to be involved and advance in their careers.

### **5.2 Conclusions**

From the study findings, it can be concluded that transformational and democratic leadership styles are the most effective in enhancing employee commitment by fostering motivation, engagement, and loyalty. While transactional leadership plays a role in maintaining order, it does not significantly boost intrinsic motivation or long-term dedication among employees. Moreover, employee commitment is shaped not only by the leadership style adopted but also by factors such as organizational culture, communication, and career development opportunities. Hospitality organizations that invest in leadership training and employee engagement initiatives

are more likely to enjoy higher retention rates and improved overall performance. Therefore, a balanced leadership model that integrates transformational, democratic, and transactional elements is essential for optimizing both efficiency and employee commitment within the hospitality industry.

## **5.3 Recommendations**

### **5.3.1 Recommendations for Policy or Practice**

The study recommends that organizations have transformed their leadership style to more of transformational and democratic leadership approach to achieve greater level of employee engagement, their motivation and commitment. To affirm this, it is also important that the leadership training programs are introduced in order to empower managers with good skills in motivation, communication as well as decision-making areas. Employee involvement can also be reinforced by the use of an open communication, frequent performance evaluations, and even reward programs. Mentorship and coaching programs will benefit career advancement and development as well. Furthermore, the creation of a hybrid approach to leadership, which would incorporate all of three leadership styles (transformational, democratic and transactional) could play the role of the equalizer between the desire to motivate and the need to be efficient in operations. Lastly, participation decision-making must be facilitated to help them have a sense of ownership and even responsibility to the business leading to a more dedicated and hardworking.

### **5.3.2 Recommendations for Further Research**

Future research should examine the effectiveness of hybrid leadership models in balancing structure and motivation within the hospitality sector. Longitudinal studies are necessary to assess the long-term influence of various leadership styles on employee performance and retention. Additionally, exploring how cultural diversity affects leadership effectiveness in hospitality organizations can offer deeper insights into managing diverse teams. Comparative studies across different hospitality segments, such as budget hotels, luxury hotels, and restaurants, would also be valuable in understanding sector-specific leadership dynamics. Finally, investigating the role of emotional intelligence in enhancing leadership effectiveness and fostering employee commitment could further enrich leadership development strategies in the industry.

This article teaches us a lot about how leadership can help to develop a commitment to an employee and also give some suggestions on how management could be improved according to the hospitality business.

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## APPENDICES

### Appendices I: Work Plan

The work plan outlines the activities and timelines used in completing the research project.

Activity	Timeline
Topic Selection & Approval	6 <sup>th</sup> – 13 <sup>th</sup> October 2024
Literature Review	14 <sup>th</sup> – 29 <sup>th</sup> October 2024
Research Proposal Writing & Submission	30 <sup>th</sup> October 2024 – 19 <sup>th</sup> November 2024
Awaiting Approval	20 <sup>th</sup> November – 10 <sup>th</sup> December 2024
Research Project Execution	11 <sup>th</sup> December 2024
Pre-visit to the Study Areas	15 <sup>th</sup> December 2024
Data Collection	20 <sup>th</sup> December 2024 – 20 <sup>th</sup> January 2025
Data Analysis	21 <sup>st</sup> January – 10 <sup>th</sup> February 2025
Drafting the Report	11 <sup>th</sup> February – 28 <sup>th</sup> March 2025
Submission of Final Report	31 <sup>st</sup> March 2025

### Appendices II: Budget

The budget outlines the costs associated with conducting the research.

Item	Estimated Cost (KES)
Stationery (e.g., printing, binding and photocopying)	5,000
Transport Costs(Data Collection, Sagret Hotel & Heron Hotel)	5,000
Internet and Communication	5,000
Miscellaneous Expenses (Contingencies and additional expenses)	7,500
<b>Total</b>	<b>22,500</b>

### **Appendices III: Interview Questions**

The following semi-structured interview questions were used to collect qualitative data from selected employees and managers of Heron and Sagret Hotels in relation to the study titled “Investigating the Effect of Management Styles on Employee Commitment Levels in the Workplace.”

#### **Section A: General Information**

1. What is your current role at the hotel?
2. How long have you been working in this organization?

#### **Section B: Leadership and Staff Motivation**

3. How would you describe the leadership style of your immediate supervisor?
4. In what ways does this leadership style affect your motivation and performance?

#### **Section C: Leadership Styles**

##### **1. Transformational Leadership**

5. Does your supervisor inspire or encourage you toward long-term goals?
6. Are you given opportunities to grow and develop your skills?

##### **2. Transactional Leadership**

7. Are rewards or incentives tied to your performance outcomes?
8. Are there clear structures, rules, and consequences at work?

##### **3. Democratic Leadership**

9. Are your views or feedback considered in decision-making?
10. Do you feel involved in planning or problem-solving processes?

## **Section D: Final Thoughts**

11. What do you believe motivates frontline employees the most?
12. What improvements would you suggest to enhance staff motivation in your department?

## **Appendices IV: Questionnaires**

A sample questionnaire that was used for data collection is included.

### **Sample Questions:**

#### **Section A: Demographic Information**

1. What is your age? (Select one)
  - Below 25
  - 25–35
  - 36–45
  - Above 45
2. What is your gender?
  - Male
  - Female
  - Other

#### **Section B: Management Styles**

3. How frequently does your manager involve you in decision-making?
  - Never
  - Rarely
  - Sometimes
  - Often
  - Always
4. Does your manager provide rewards or penalties based on task performance?
  - Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree

5. Does your manager inspire you to achieve more than you thought possible or encourage personal growth?
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree

### **Section C: Employee Commitment**

6. How emotionally attached do you feel to your organization?
- Not at all attached
  - Slightly attached
  - Moderately attached
  - Very attached
7. Do you feel a sense of obligation to remain with the organization?
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
8. Do you believe the costs of leaving this organization (e.g., loss of benefits, job security) are too high?
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree

### **5.5: Participant Consent Form**

**Research Title:** Investigating The Effect of Management Styles on Employee Commitment Levels in the Workplace. A Case Study of Sagret Hotel and Heron Hotels, Nairobi Kenya

**Researcher:** Stephanie Muthoki

**Institution:** Gretsia University

### **Purpose of the Study**

This research aims to investigate the effect of different management styles on employee commitment levels within the workplace, focusing on Sagret Hotel and Heron Hotels in Nairobi, Kenya.

Your responses will contribute to a better understanding of work environment improvements within the hospitality industry.

### **Confidentiality and Voluntary Participation**

Your participation in this study is **entirely voluntary**, and you are free to withdraw at any time without any consequences. All information provided will remain **strictly confidential** and will be used solely for academic purposes. No personal identifiers will be collected.

### **Consent Declaration**

By signing below, I confirm that:

- I have read and understood the study's purpose.
- I voluntarily agree to participate in the research.
- I understand that my responses will be kept confidential.