

**LABOUR LAW COMPLIANCE, ORGANISATIONAL LEADERSHIP AND  
EMPLOYEE ACCOUNTABILITY IN STAR RATED HOTELS IN UASIN  
GISHU COUNTY, KENYA**

**BY**

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## DECLARATION

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## **DEDICATION**

This thesis is dedicated to my lovely children Kipkoech and Jebet.

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## ABSTRACT

Employee accountability is crucial in Kenya's hospitality sector yet labour law compliance remains a challenge. Hotels often face low wages, demanding conditions, and high informal employment, exacerbated by weak enforcement of regulations on fair wages, working hours, and safe work environments. Poor accountability has severe consequences, affecting both employees and Organisational performance. However, research on the effect of Labour Law Compliance (LLC) on Employee Accountability (EA) and the moderating influence of Organisational leadership remains limited. The purpose of the study was to investigate the effect of Labour Law Compliance (LLC) on Employee Accountability (EA) in Star-rated hotels in Uasin Gishu County, Kenya. Specifically, the study determined the effects of Employment Act Compliance (EAC), Occupational Safety and Health Act Compliance (OSHAC) and Labour Relations Act Compliance (LRAC) on Employee Accountability. It also determined the moderating effect of leadership, specifically transactional and transformational leadership on the relationships between LLC and EA and explored the perception of LLC. The study was anchored on Koppell's Accountability, Compliance House Model and System theory. The study used a mixed-method quantitative and qualitative approach. The target population comprised 465 employees from 8-star rated hotels of which 215 formed the sample size including 8 managers and 2 labour officers. Stratified sampling was employed to subdivide the population into smaller groups, or strata, based on their respective departments. Simple random sampling was then utilized to select employees from these strata, while purposive sampling was applied to select managers and labour officers. Quantitative data from employees were collected using structured questionnaire while qualitative data from managers used interview schedules and for labour officers was dyadic interviews. Quantitative data were analyzed using multiple linear regression and PROCESS macro while qualitative data were analyzed through content analysis. Findings revealed that LLC explained up to 35.1% of the variance in EA ( $R^2=0.351$ ). Moreover, EAC ( $\beta=0.387$ ,  $t=3.299$ ,  $p<0.05$ ) and LRAC ( $\beta=0.384$ ,  $t=3.760$ ,  $p<0.05$ ) had a positive and statistically significant effect on employee accountability. However, OSHAC ( $\beta=0.063$ ,  $t=0.673$ ,  $p>0.05$ ) had a positive but non-significant effect on EA. Further, transformational leadership (TFL) moderated the relationship between LLC and EA ( $\beta=0.393$ ,  $t=2.357$ ,  $p<0.05$ ). Transactional leadership did not significantly moderate the relationship between LLC and EA ( $\beta=0.104$ ,  $t=0.666$ ,  $p>0.05$ ). Managers and labour officers reported a positive perception of labour law compliance. The study concluded that EAC and LRAC affect employee accountability while OSHAC does not; transformational leadership moderates the relationship between LLC and EA whereas transactional leadership does not impact. The study recommends hotel managers to communicate, implement and train employees on LRA compliance; review and update the EAC to address job security, fair wages and employee rights; allocate resources for OSHAC enforcement and embrace transformational leadership to empower employees, enhance compliance and promote accountability. New knowledge is that LRAC has more impact on employee accountability than EAC & OSHAC hence synergy between the legislations have the potential to maximize collective impact on EA.

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## ABBREVIATIONS AND ACRONYMS

<b>CBA</b>	Collective Bargaining Agreement
<b>EA</b>	Employment Act
<b>EAC</b>	Employment Act Compliance
<b>ETUI</b>	European Trade Union Institute
<b>EU</b>	European Union
<b>HORECA</b>	Hotels, Restaurants and Caterings
<b>ILO</b>	International Labour Organization
<b>KIPPRA</b>	Kenya Institute for Public Policy Research and Analysis
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>KUDHEIHA</b>	Kenya Union of Domestic Hotels, Educational Institutions & Hospitals
<b>LLC</b>	Labour Law Compliance
<b>LRA</b>	Labour Relations Act
<b>LRAC</b>	Labour Relations Act Compliance
<b>MWO</b>	Minimum Wage Order
<b>NACOSTI</b>	National Commission of Science, Technology, and Innovation
<b>NOSA</b>	National Occupational Safety Association
<b>OSH</b>	Occupational Safety & Health
<b>OSHA</b>	Occupational Safety and Health Act
<b>OSHAC</b>	Occupational Safety and Health Act Compliance
<b>SPSS</b>	Statistical Package for Social Sciences
<b>TFL</b>	Transformational Leadership
<b>TRA</b>	Tourism Regulatory Authority
<b>UDHR</b>	Universal Declaration of Human Rights
<b>WIBA</b>	The Works Injury Benefits Act

## OPERATIONAL DEFINITION OF TERMS

- Accountability:** Described as the character or state of being accountable, which is having the obligation or willingness to accept blame or to account for one's conduct (Tsafack, 2018).
- Compliance:** Refers to the act of satisfying the stipulations outlined in particular standards, widely recognized practices, prescribed regulations, laws and legislations, or the terms and conditions specified within a contractual agreement (Orozco, 2019).
- Employee Accountability:** Refers to the readiness of an employee to accept responsibility for their decisions, actions, conduct, and performance (Han & Perry, 2020). In the study employee accountability is measured using Koppel's (2005) five-dimensions: transparency, liability, controllability, responsibility, and responsiveness.
- Employment Act:** Refers to an act of Parliament to repeal the employment act that declares and defines the fundamental rights of employees, provides basic conditions of employment of employees, regulates employment of children, and provides for matters connected with the foregoing (Employment act, 2007). In this study employment act was looked at in terms of wage pay, compensation, termination and employment contract.

- Labor Laws:** A tool to promote worker empowerment as well as worker protection. It regulates individual and collective employment relations (Davidov & Langille, 2011). This study looked at three labour laws The Employment Act, 2007, The Labour Relations Act, 2007 and The Occupational Safety and Health Act, 2007.
- Labour Relations Act:** Refers to an act of Kenyan Parliament to consolidate the law relating to trade unions and trade disputes, to provide for the registration, regulation, management and democratization of trade unions and employers organisations or federations, to promote sound labour relations through the protection and promotion of freedom of association, the encouragement of effective collective bargaining and promotion of orderly and expeditious dispute settlement, conducive to social justice and economic development and for connected purposes (Labour Relations Act, 2007). In this study labour relations act was looked at in terms of membership to trade union, protection of employees, collective bargaining agreement and dispute resolution
- Occupational Safety and Health Act:** Refers to an act of Parliament to provide for the safety, health and welfare of workers and all persons lawfully present at workplaces, to provide for the establishment of the National Council for Occupational Safety and Health

and for connected purposes (Occupational Health & Safety Act, 2007).

**Organisational Leadership:** Refers to the ability to create synergy, enhance communication, and motivate individuals to give their utmost, thereby propelling an organization toward excellence (Van Wart et al., 2019).

**Star-rated hotels:** Refers to classification of all regulated hotel amenities and quality services offered in hotels (TRA, 2015).

**Transactional Leadership:** Refers to a leadership style that is founded on the premise that individuals are primarily driven by rewards and penalties. Leaders provide rewards for good performance, such as bonuses, promotions, or other incentives, and punitive measures for failure to meet expectations (Dong, 2023).

**Transformational Leadership:** Refers to a leadership style that involves the leader motivating and inspiring others by crafting a compelling vision, effectively communicating that vision, and prioritizing the development of relationships with followers in the roles of teacher, mentor, and coach (Berkovich & Eyal, 2021).

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

This chapter presents the background to the study, statement of the problem, objectives of the study, research questions, significance of the study, and the scope of the study.

#### **1.1 Background of Study**

Accountability can be defined as a social relationship where an individual feels compelled to provide explanations and justifications for their actions to a significant other (Han and Hong, 2019). Accountability is a widely discussed concept that is sought after by shareholders, desired by leaders, feared by employees, and insisted upon by stakeholders. It has gained significant importance in various sectors of the tourism and hospitality industry, as highlighted by recent research (Solomon, 2020). Employee accountability refers to the responsibility of employees to justify their actions or lack of action to influential stakeholders, such as high-ranking individuals or shareholders, with the anticipation of an evaluative result (Han & Perry, 2020). Various factors play a role in the formation of employee accountability; individual characteristics such as personality, managerial practices, employee control systems and leadership style have significant effect on the formation of employee accountability.

The understanding of employee accountability, however, has been limited by the absence of valid measures of the phenomenon (Hall, Frink, & Buckley, 2017). In particular, empirical studies have applied unidimensional measures that do not fully reflect multiple conceptual aspects of individual accountability. Accountability is inherently multifaceted and abstract (Koppell, 2005; Lerner & Tetlock, 1999). Each of the dimensions of employee accountability is a latent construct that requires multiple

observable indicators to capture its underlying meaning. Faulty measurement of a concept can lead to erroneous findings, incorrect implications, and inconsistent empirical results across studies. Scholars should therefore move away, from a unidimensional conception of accountability to a more nuanced view, and using multi- rather than unidimensional scales can improve the ability to capture employee accountability (Han & Perry, 2020).

Employee accountability at the micro-level has an impact on employee performance, behavior, attitudes, and overall managerial practice. Accountability enhances resource utilization and organizational efficiency, as it is directly correlated with measurable outcomes. A variety of frameworks for understanding accountability and its relationships has been developed (Brandsma & Schillemans, 2013). Koppell (2005) concept of accountability operates with five dimensions in order to reflect multiple characteristics of accountability: transparency, liability, controllability, responsibility, and responsiveness which will inform this study.

Accountability refers to the connection established between two entities, whether they be individuals, groups, or organizations (Han & Hong, 2019). One group assumes responsibility for their actions, while the other group assumes the role of holding others responsible for their actions. Employment role responsibilities provide a source of accountability in the workplace. When a person has a job, they make a commitment to exchange work for remuneration. It is sometimes considered just or fair to dismiss an employee for failure to perform their job functions, even if the employer pays poorly and sometimes even if the employer does not respect other employee rights. Accountability can be narrowed by role definitions. “When one is accountable for an

action one is held liable to answer for responsibilities acquired by one's role, one's office, one's associations, station or situation (Witvliet et al., 2022).

Role accountability defines a narrower range of obligations (McGrath & Whitty, 2018). In other words, the presence of roles both assigns liability under certain circumstances, and insulates a person from liability under other circumstances. Role accountability might also take the form of a collegial obligation whereby it is an obligation a person acquires by belonging to a group, club, or association (Werhane et al., 2008). Role accountability and collegial obligation are usually described only as duties of persons to other persons or to organizations such as employees to employers or to the institutions where they are employed. However, there are, in addition to these, duties on the part of the person, group or institution to which a person is accountable, such as the responsibilities of employers to employees.

Labor law resulted from industrial revolutions to provide adequate protection against many labor abuses (Fauzi, Ibrahim, Irawan, Akbar & Yendra, 2024). About 90% of countries in Africa, workers are deprived of their rights. Theoretically, there are opportunities to establish labour rights in any industry, but in practice, the picture may be simply unsatisfactory. Recent trends in business ethics along with growing attacks upon unions, suggest that employee rights will be a major social concern for business managers during the next decade. A research done by Bernhardt, Kresge, and Suleiman (2023) stated that compliance with employment and labour laws has received less attention. This is also compatible with the conclusion made by Liukkunen (2016), who confirmed that the actual implementation of employment rights protection regulations must be studied.

The hospitality industry has the role responsibility to comply with labour laws in place but from previous studies they do not comply (Bernhardt et al., 2023). These obligations such as ensuring safe working conditions, fair treatment of workers, and adherence to

occupational safety regulations are taken for granted or even forgotten except when circumstances challenge their existence. Labour rights are becoming a more important issue to enterprises working in poor countries (Soundararajan, Spence, & Rees, 2018). Some of the labour standards which affect the hotel industry include: women's rights, fair wages, long working hours, qualification and skills requirements for employees, inability to join trade unions, importing of labor and displacement of traditional employment (Giousmpasoglou, 2024). In certain countries, hotel workers often do not earn a living wage and are dependent on tips and service charges. Many workers have temporary contracts or none at all, work long hours and are employed in low-skilled areas (Giousmpasoglou, 2024).

In the hotel industry, employment structures are often characterized by inequality and segmentation. Large international hotel and leisure chains frequently import managers and skilled staff from abroad, while the local workforce is left to occupy predominantly low- or semi-skilled positions that are poorly paid (Alice & Gamor, 2021). This dynamic has contributed to the industry's reputation for low wages, precarious working conditions, and the prevalence of clandestine or informal jobs (Cheruiyot & Maru, 2012). The issue of low pay is further compounded by the absence of clear and consistent wage policies, particularly in the hospitality sector, where wide pay disparities persist and are reinforced by unfair remuneration practices (Cheruiyot & Maru, 2012). At the same time, the oversupply of labor exacerbates these challenges. With an extremely large number of young people aspiring to enter the labor market, many are compelled to accept jobs within the sector despite enduring poor-quality work conditions, largely due to the scarcity of alternative employment opportunities (Partington, 2016).

Labor laws exist to protect workers from unfair employment practices with regard to wages, time off and other work-related matters. Pursuant to Article 41 of the Kenyan Constitution the law stipulates that every person has the right to fair labour practices, and confers specific rights on workers, employers and trade unions and employers' organizations. Kenya's labor framework is anchored on five key legislative acts that collectively safeguard employee welfare. The Employment Act, 2007 sets out the minimum terms and conditions of employment, ensuring fair treatment, protection against discrimination, and provision for leave and rest periods. The Labour Institutions Act, 2007 establishes regulatory bodies such as the National Labour Board and provides for wage councils and labor inspections to enforce compliance. The Labour Relations Act, 2007 governs industrial relations by facilitating trade union operations, collective bargaining, and dispute resolution. The Occupational Safety and Health Act (OSHA), 2007 mandates employers to maintain safe working environments through risk assessments, training, and safety protocols. Lastly, the Work Injury Benefits Act (WIBA), 2007 provides mechanisms for compensating employees injured or incapacitated in the line of duty. Together, these laws form a robust framework that promotes job security, workplace safety, equitable labor practices, and post-injury support for Kenyan workers.

For the purpose of this study, the Employment Act, 2007, the Occupational Safety and Health Act, 2007, and the Labour Relations Act, 2007 were selected as the primary legislative instruments due to their direct and practical relevance to everyday employment conditions, workplace safety, and employee-employer relations. These three acts collectively address the core dimensions of staff welfare terms and conditions of employment, safe working environments, and mechanisms for voice and representation through collective bargaining. In contrast, the Labour Institutions Act,

2007 and the Work Injury Benefits Act (WIBA), 2007, while important, are more institutional and compensatory in nature, focusing on administrative oversight and post-incident support respectively. By narrowing the scope to the three selected acts, the study maintained a focused and operational approach to analyzing the legal frameworks that most actively shape employee experiences and rights within the workplace.

Analyses of accountability within organizations often overlook the reciprocal obligations inherent in role responsibilities (Dierdorff & Rubin, 2022). In the workplace, the employee–employer relationship is shaped by this reciprocity, which underpins key employee rights, including the right to fair treatment, respect, equitable remuneration, and workplace safety. The principle of reciprocity is therefore central to the broader concept of role accountability. Accountability is not a one-directional process; rather, it is grounded in the expectation that if individuals are required to justify their actions to a group or institution by virtue of their role, the institution itself carries a corresponding obligation toward them. As Werhane et al. (2008) argue, when such reciprocal responsibilities are absent or disregarded, the legitimacy and strength of accountability relationships are undermined, thereby weakening trust and diminishing organizational effectiveness.

The significance of holding employees accountable for their actions has long been emphasized by employers. However, the empirical literature on employee accountability remains limited, with much focus on conceptual debates rather than empirical investigations (Latip, Latip, Tamrin, & Nawi, 2022). Within the hospitality industry in particular, studies on accountability are especially scarce. Hall et al. (2017), in their review of both theoretical and empirical research, explicitly identified this gap, noting that “the extent to which actual employees prioritize accountabilities to different sources has received scant research attention.” This gap is particularly critical in hotel

management, where accountability directly shapes service quality. When employees and managers are held accountable through clear systems of responsibility and oversight, failures in service delivery can be identified, addressed, and corrected. Such accountability mechanisms provide guests with reassurance that service shortcomings are not systemic but are actively managed and rectified. In contrast, in the absence of robust accountability measures, repeated failures go unaddressed, eroding guest confidence and driving them away. Therefore, establishing proper accountability structures not only minimizes service failures but also enhances guest trust and loyalty, which are central to sustaining competitiveness in the hospitality industry (Ibem, 2021).

Organizational leadership emerges as a critical moderating factor because it shapes the culture, norms, and expectations that determine how accountability and compliance are enacted within organizations. It is a fundamental aspect of effective management, encompassing the principles and practices through which individuals guide, inspire, and energize teams (Abdulfatai, 2021). Strong leadership extends beyond the mere delegation of tasks; it involves inspiring, supporting, and empowering employees to act responsibly and ethically (Abdulfatai, 2021; Kouzes & Posner, 2023). At its core, organizational leadership is about leveraging the collective capabilities of a group to achieve shared objectives, foster creativity, and adapt to changing circumstances. In this sense, the leader serves as a pivotal influence, shaping organizational culture, strategic direction, and overall success (Kouzes & Posner, 2023).

The definition of organizational leadership fundamentally revolves around its ability to create synergy, enhance communication, and motivate individuals to give their utmost, thereby propelling an organization toward excellence (Van Wart, Roman, Wang, & Liu, 2019). Grasping the concept of organizational leadership and its significance is crucial

in the current dynamic business landscape, where strong leadership serves as the cornerstone for attaining ongoing growth and competitiveness. Organizational leadership is essential in developing and influencing the corporate culture of an organization (Nuraini, 2023).

An approach to organizational leadership that focuses on people emphasizes the importance of the well-being, growth, and development of individuals within the organization. It acknowledges that individuals are the greatest asset and aims to foster an inclusive and supportive workplace. Leaders who adopt this element focus on reaching business objectives while fostering the talents and potential of their teams. They promote open communication, empathy, and a collaborative culture, which boosts employee engagement, retention, and overall organizational success (Oreg & Berson, 2019).

The relationship between labour law compliance and employee accountability has emerged as a significant area of interest in organizational research, particularly in contexts where legal adherence is crucial for ethical governance and operational efficiency (Akinsola, 2025; Zuva & Zuva, 2018). This study introduces leadership style specifically transformational and transactional leadership as a moderating variable in the relationship between labour law compliance and employee accountability. Transformational leadership, with its emphasis on vision, inspiration, and individualized support, has the capacity to deepen employees' intrinsic motivation and commitment to ethical and legal standards. In contrast, transactional leadership, which focuses on structure, performance monitoring, and reward systems, may enhance accountability by reinforcing clear behavioral expectations and compliance mechanisms. Therefore, one can conclude that organizational leadership plays a critical

role in shaping how legal frameworks and policies are interpreted and operationalized within institutions.

This study aims to understand how varying leadership approaches influence the effectiveness of labour law compliance in fostering genuine employee accountability, beyond procedural conformity. This perspective is essential for designing leadership strategies that support both regulatory adherence and the cultivation of a responsible, ethical organizational culture. While several scholars have extensively explored the effects of leadership styles, much of the existing literature has focused predominantly on transformational leadership (Busse & Regenberg, 2019) and authentic leadership (Iszatt-White & Kempster, 2019). The current study diverges by specifically examining transformational and transactional leadership styles as moderating variables in the link between labour law compliance and employee accountability.

## **1.2 Statement of the Problem**

Accountability is a critical principle in organizational governance and performance, especially in labor-intensive and service-oriented industries such as hospitality. It is a complex, multidimensional concept that is valued by shareholders, demanded by stakeholders, expected by leaders, and often feared by employees (Solomon, 2020). In the hospitality industry, where guest satisfaction is closely linked to employee performance, failures in accountability, such as service lapses or unethical labour practices, tend to have more serious consequences compared to other sectors (Ibem, 2021).

In Kenya, the hospitality sector plays a significant role in employment creation and economic development. However, it continues to be characterized by precarious working conditions such as low pay, long hours, limited job security, and unsafe work

environments. These conditions have the potential to erode employee morale and diminish accountability. The Kenyan government has enacted several labour laws to protect workers from such risks. These include the Employment Act, the Labour Relations Act, and the Occupational Safety and Health Act. These laws establish important standards relating to employment terms, workplace safety, dispute resolution, union rights, and general treatment of employees. Despite the existence of these legal protections, there is evidence that compliance remains inconsistent within the hospitality industry. Regulatory enforcement is often weak, and violations persist (Pollert, 2007; Metcalf, 2018; Bernhardt et al., 2023).

While previous studies in Kenya have addressed labour law-related issues such as occupational health and safety (Tak, 2016), the challenges faced by multinational firms in adapting to national labour legislation (Yang, 2017), and the protection of labour rights in the informal economy (Mitullah, 2006), there is limited research that directly examines the relationship between labour law compliance and employee accountability in the formal hospitality sector. Moreover, there has been minimal exploration of how internal organizational factors, particularly leadership, may influence the strength or direction of this relationship.

The present study is guided by three theoretical frameworks. Koppell's multidimensional accountability model offers a comprehensive structure for understanding accountability by identifying five interrelated dimensions: transparency, liability, controllability, responsibility, and responsiveness. Despite its depth, this model has rarely been applied in hospitality contexts, where accountability is often treated as a narrow issue of performance or rule-following. Systems theory emphasizes that organizations function as interdependent entities in which outcomes such as

compliance and accountability are shaped by the interaction of internal and external elements. Leadership, organizational culture, and regulatory environments are among the factors that influence these dynamics. The Compliance House Model highlights that compliance is not solely a function of legal mandates but also relies on the values, monitoring systems, and leadership commitment within organizations. Leadership, therefore, plays a critical moderating role in translating compliance into tangible employee behaviors.

From a methodological perspective, many previous studies on compliance and accountability have adopted single-method or descriptive approaches that do not fully capture the complexity of organizational environments. This study addresses that gap through a mixed-methods design that combines questionnaires, individual interviews, dyadic interviews, and case studies. Quantitative data were analyzed using multiple linear regression and the PROCESS macro to test direct and moderating effects, while qualitative data were interpreted through case analysis and content analysis. This approach enabled a deeper and more comprehensive understanding of the factors influencing employee accountability.

In view of the identified contextual, theoretical, and methodological gaps, this study investigated the effect of labour law compliance on employee accountability in star-rated hotels in Uasin Gishu County, Kenya. The study also examined the moderating role of organizational leadership in the relationship between compliance and accountability. By integrating legal, organizational, and leadership perspectives, the study aimed to generate practical and evidence-based recommendations to strengthen accountability within the hospitality industry.

### **1.3 Research Objectives**

This study was guided by both general and specific objectives.

#### **1.3.1 General Objective**

To determine the effect of Labour Law Compliance on Employee Accountability as well as the moderating effect of Organizational Leadership in Star Rated Hotels in Uasin Gishu County.

#### **1.3.2 Specific Objectives**

- i. To determine the effect of Employment Act compliance on Employee Accountability in star-rated hotels in Uasin Gishu County.
- ii. To examine the effect of Occupational Safety and Health Act Compliance on Employee Accountability in star-rated hotels in Uasin Gishu County.
- iii. To establish the effect of Labour Relations Act Compliance on Employee Accountability in star-rated hotels in Uasin Gishu County.
- iv. To establish the moderating effect of Organizational Leadership on the relationship between Labour Law compliance and Employee Accountability in star rated hotels in Uasin Gishu County.
- v. To access the perception of Labour Law Compliance in star rated hotels in Uasin Gishu County.

### **1.4 Research Question**

- i. What is the perception of labour law compliance in star rated hotels in Uasin Gishu County.

## 1.5 Research Hypothesis

- H<sub>01</sub>** Employment Act compliance does not significantly affect Employee Accountability in star-rated hotels in Uasin Gishu County.
- H<sub>02</sub>** Occupational Safety and Health Act compliance does not significantly affect Employee Accountability in star-rated hotels in Uasin Gishu County.
- H<sub>03</sub>** Labour Relations Act compliance does not significantly affect Employee Accountability in star-rated hotels in Uasin Gishu County.
- H<sub>04a</sub>** Transactional leadership does not significantly moderate the relationship between Labour Law Compliance and Employee Accountability in star rated hotels in Uasin Gishu County.
- H<sub>04b</sub>** Transformational leadership does not significantly moderate the relationship between Labour Law Compliance and Employee Accountability in star rated hotels in Uasin Gishu County.

## 1.6 Significance of the Study

This study provides critical insights into the intersection of labour law compliance, organizational leadership, and employee accountability within the hospitality industry, specifically focusing on star-rated hotels in Uasin Gishu County, Kenya. Its significance is outlined in several key dimensions:

**Contribution to Legal and Policy Discourse:** The study evaluates the practical application and impact of three core labour legislations in Kenya; the Employment Act, the Labour Relations Act, and the Occupational Safety and Health Act. By investigating the extent of compliance with these laws in star-rated hotels, the study generated empirical evidence that can inform policy makers, regulators, and labour institutions. The findings contribute in identifying gaps in enforcement and awareness, thereby

guiding improvements in labour policy implementation and workplace oversight in the hospitality sector.

**Theoretical Advancement:** The study integrated and applied multiple theoretical frameworks, including Koppell's multidimensional accountability model, systems theory, and the Compliance House Model. By examining employee accountability through Koppell's five dimensions; transparency, liability, controllability, responsibility, and responsiveness, the study has contributed to the expansion of accountability theory in service-based and labor-intensive industries. Moreover, by examining the moderating role of organizational leadership within a systems-theoretic framework, the study enriches scholarly understanding of how external legal structures and internal leadership dynamics interact to influence employee behaviour.

**Organizational Leadership Insights:** By focusing on both transformational and transactional leadership styles, the study offers practical guidance to hotel managers and leaders on how their leadership approaches influence the effectiveness of legal compliance mechanisms and the accountability of their staff. The findings can be used to shape leadership development programs and internal human resource strategies that enhance ethical behaviour, compliance culture, and performance outcomes.

**Sector-Specific Contributions:** While labour law and leadership have been explored in other economic sectors, there is a paucity of empirical research focusing specifically on the hospitality industry in Kenya. This study addresses that gap by contextualizing its findings within the operational realities of star-rated hotels. These establishments are subject to higher guest expectations and labour standards, making them an important benchmark for understanding the challenges and opportunities related to legal compliance and employee conduct in the tourism and hospitality sector.

**Practical Implications for Management and Workers:** For hotel owners, human resource professionals, and operational managers, this study provides actionable insights into how compliance with labour laws and the adoption of effective leadership styles can jointly promote a culture of accountability among employees. The study's recommendations have the potential to reduce workplace disputes, enhance service quality, and improve employee satisfaction and retention. For workers, the study highlights their legal rights and underscores the importance of accountability in achieving fair and productive working conditions.

**Academic Relevance and Future Research:** The study's mixed-methods approach, integrating both quantitative and qualitative analyses, enhances methodological rigor within hospitality and labour studies. It establishes a solid foundation for future research across other counties, industries, or countries seeking to understand how legal, organizational, and leadership factors interact to influence employee behaviour. Moreover, its multidimensional perspective opens new avenues for academic inquiry into compliance culture, leadership ethics, and performance accountability, particularly within developing economies.

In conclusion, this study is anticipated to provide significant value not only to academic scholars but also to policymakers, hotel managers, industry regulators, and labor organizations, offering insights that can enhance labor law compliance, strengthen organizational leadership, and promote employee accountability within Kenya's hospitality sector.

### **1.7 Scope of the Study**

This study aimed to determine the effect of labour law compliance on employee accountability, with organizational leadership specifically transformational and

transactional leadership considered as moderating variables. The research was conducted in star-rated hotels in Uasin Gishu County, Kenya, as classified by the Tourism Regulatory Authority (TRA). The study specifically focused on three key Kenyan labour laws; the Employment Act (2007), the Labour Relations Act (2007), and the Occupational Safety and Health Act (2007).

Employee accountability was measured using Koppell's (2005) five-dimensional framework, encompassing transparency, liability, controllability, responsibility, and responsiveness. Data were collected through the administration of structured questionnaires and interview schedules. The unit of analysis comprised all star-rated hotels within the county, while the unit of inquiry included hotel employees and labour officers. The fieldwork was conducted between March and July 2024, and data analysis involved the use of multiple linear regression and PROCESS Macro to test the hypothesized relationships and moderating effects.

### **1.8 Assumptions of the Study**

The assumption of this study was that all employees understood the labour laws contained in the employment act, occupational safety & health act and labour relations act. Further assumptions were that employees had knowledge of compliance on the specific issues such as wage pay, compensation, termination, employment contract, protective wear, safety and health training, trade union membership, protection of employees, collective bargaining agreement (CBA) and dispute resolution. It was believed that the research respondents were truthful and provided sincere responses which gave relevant information to the study. Also, it was assumed that hotels selected were a representative of all hotels because they have similar characteristics. That case studies used from hotels in other counties had similar issues hence relatable.

### **1.9 Limitations of the Study**

In the course of conducting the study, several limitations and constraints were encountered. Foremost among these was the paucity of localized data, particularly with regard to court cases specific to star-rated hotels within Uasin Gishu County, as the majority of available cases pertained to other counties. Additionally, there was a notable scarcity of contemporary research focusing on employee accountability within the specific context of the study area, especially from a Kenyan perspective. To mitigate this limitation, the researcher adopted a broad-based approach to the literature review, drawing insights from studies in comparable service sectors that exhibit similar organizational and operational characteristics.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter presents literature review of study variables, theories that support the study, followed by empirical review of literature on the relationships between variables of the study. The chapter also identifies knowledge gaps from empirical studies and provides a conceptual framework depicting the variables of the study.

#### **2.1 Concept of Accountability**

Accountability has been defined in multiple ways, reflecting its multidimensional nature and broad application across disciplines. Tsafack (2018) describes accountability as the readiness of an employee to accept responsibility for their decisions, actions, conduct, and performance. The word originates from “account,” which historically referred to bookkeeping and financial reporting (Al-Adeem & Al-Hassan, 2023). While once tied primarily to accounting practices, accountability has since evolved into a universal concept that applies across diverse fields, including politics, management, and social sciences (Romzek & Dubnick, 2018). In contemporary discourse, accountability is not only frequently discussed but also demanded by multiple stakeholders: shareholders seek it, executives desire it, employees often fear it, and external stakeholders insist upon it.

At its core, accountability refers to the state of being answerable for one’s actions. Shotter (2019) characterizes it as the willingness to accept blame or to account for one’s conduct, while Bovens (2010) defines it as a social relationship in which an actor feels obligated to explain and justify their behavior to a significant other. This relational perspective positions accountability as both an obligation to perform and an expectation

of evaluation. It functions as a driving principle in organizations, shaping how employees make commitments, assess their own actions, and take responsibility for outcomes (Tsafack, 2018). Employees who internalize accountability contribute to organizational sustainability by acting conscientiously and consistently with shared values (Ansong, Agyeiwaa, & Gnankob, 2022).

The importance of accountability is heightened in times of uncertainty and rapid global change. In such contexts, employees must rely on one another's performance, making accountability a vital mechanism for organizational stability (Natria, Yasmina, & Riantoputra, 2023). Scholars such as Baluchzahi and Panahi (2025) argue that organizations require individuals with high levels of accountability, as these employees demonstrate ethical integrity, self-motivation, and problem-solving capacity. By accepting responsibility, employees enhance their performance, increase productivity, and contribute to long-term organizational success. Research further demonstrates that accountability improves managerial efficiency (Ferrell, Johnston, Marshall, & Ferrell, 2019), enhances job satisfaction and motivation (Han & Hong, 2019; Adnan et al., 2021), and reduces workplace stress.

Scholars have noted that accountability can take different forms depending on the relationship between the parties involved. It is typically conceptualized as a link between two entities; individuals, groups, or organizations; in which one party, the *accountor*, is responsible for certain actions, and the other, the *accountee*, evaluates and holds the accountor responsible (Witvliet et al., 2023). Building on this, Kamarubahrin, Ayedh, and Khairi (2019) proposed that accountability relationships also involve four additional components: what the accountor is responsible for, how accountability is discharged (processes), the standards used to assess performance, and the effects of

accountability. Similarly, Aleksovska (2021) identified six primary characteristics that define accountability relationships: accountors, accountees, accountability for what, processes, standards, and effects. For example, in organizational settings, employees (accountors) are answerable to supervisors or stakeholders (accountees) for specific duties such as service quality or workplace safety (accountability for what). Their performance is evaluated through processes such as audits, reporting, or performance reviews, against standards that may be legal, ethical, or organizational benchmarks. The effects of this accountability can take the form of rewards for compliance, sanctions for failure, or opportunities for learning and improvement.

Various accountability frameworks have been developed to provide deeper theoretical grounding. One of the most influential is Koppell's (2005) model, which conceptualizes accountability through five dimensions: transparency, the obligation to make actions and decisions visible and understandable; liability, the imposition of consequences in cases of failure or misconduct; controllability, the ability of superiors or institutions to oversee and direct employee behavior; responsibility, the internalized commitment of individuals to uphold professional and ethical standards; and responsiveness, the need to adapt to the concerns and expectations of stakeholders. These five dimensions highlight accountability's multifaceted nature and emphasize that it cannot be captured by a single indicator. Instead, accountability operates simultaneously as an external mechanism of oversight and an internalized commitment to responsible action.

While accountability is essential for monitoring and evaluating performance, it must also be balanced with employee autonomy. Empowering employees to make decisions within their roles strengthens their sense of ownership and fosters excellence in task performance. As Agrawal and Sybol (2025) argue, cultivating a culture of

accountability where individuals are trusted, supported, and fairly evaluated enhances organizational success and sustainability. Despite its importance, however, research on employee accountability remains limited. Empirical studies have often relied on unidimensional measures, failing to capture accountability's complexity (Hall, Frink, & Buckley, 2017). As a result, there is a need for more nuanced, multidimensional approaches that fully reflect the diverse aspects of accountability and its role in shaping organizational outcomes. These five dimensions describe numerous qualities of accountability that was used to guide the study.

### **2.1.1 Perspectives on Accountability**

According to Ackerman (2005), there are two main types of accountability: accountability as honesty and accountability as performance. Accountability as honesty version is process-oriented, but it is also negative. Duty bearers are assessed throughout time and according to how well they follow the standard operating standards (Paudel & Gupta, 2019). On the other hand, performance as accountability is focused on results and is good. It focuses on the results, which are assessed at the end of the project. Considering these two different types of accountability, it can be claimed that the rule is related to the honesty of accountability, while the pro-active public decision-makers who are expected to work efficiently and effectively are related to the performance of accountability (Ackerman, 2005).

Ebrahim and Weisband (2007) have a different perspective on accountability. They claim that accountability is a combination of four components: transparency, answerability or justification, compliance, and enforcement or consequences. Transparency involves gathering information and making it available to the public for examination. In addition, answerability or justification is about giving explicit reasons

for the acts and decisions that are made. On the other hand, compliance should be ensured by monitoring and evaluating methods and outcomes, along with reporting findings in order to maintain transparency. Last but not least, enforcement or punishments are used to address situations where organizations and responsibility bearers fail to comply, justify, or be transparent. Ebrahim and Weisband (2007) put forth an argument that can be used to support the idea that these four components are the keys that allow organizations and duty bearers to be held responsible for their actions, behaviors, and performance.

According to Bovens (2010), there are three different normative orientations through which accountability can be judged: democratic, constitutional, and learning. To begin with, from a democratic standpoint, accountability mechanisms should be able to properly connect the actions of the government to the democratic chain of delegation. Second, from a constitutional standpoint, it is crucial that accountability structures prevent or reveal abuses of governmental authority. Finally, Aucoin and Heintzman (2020) also claimed that the learning perspective of accountability focuses on the learning capacity and efficacy of public administration. This perspective encourages and promotes learning in order to continuously improve governance.

From this approach, accountability gives the duty bearer and organizations feedback-based incentives to improve their effectiveness and efficiency (Aucoin & Heintzman, 2020). Accountability is viewed as a tool that motivates governments, organizations, and individual officials to fulfill their commitments by means of learning, reflection, and feedback mechanisms. The main idea is to encourage and establish the ability of public office holders, organizations, and the executive branch to learn and to improve their performance in terms of efficiency and effectiveness.

According to Turner and Weickgenannt (2013), accountability can be viewed as both hardware and software. This is analogous to the conduct of accountability, the accountability of conduct, the mechanism of accountability, and the virtue element of accountability. Accountability as a hardware, or conduct of accountability, encompasses structure, procedures and processes inside organizations. Schillemans and Bovens (2019) also refers to it as the mechanism of accountability. This perspective on accountability is derived from the scholarly discussions that have taken place in Britain, Australia, Canada, and Continental Europe.

Bovens and Wille (2021) stated that the mechanism of responsibility is utilized in a more limited and descriptive way, and it particularly emphasizes the connection between actors and forums. Actors are required to explain or justify their actions and performance in forums, which hold them accountable for their behavior. The forum has the ability to ask inquiries, make judgments, and inflict repercussions on the actor. This is what one may also call passive accountability because actors are called to account by a forum, *ex-post facto*, for their conduct (Bovens & Wille, 2021). As a result, it can be concluded that the hardware or mechanism part of accountability does not concentrate on the behavior of agents, but rather on the way in which these institutional arrangements function as a principal-agent nexus.

Accountability as software, or accountability of conduct, is concerned with the actor's attitude, perspective, mindset, behavior, and actions (Paudel & Gupta, 2019). Bovens (2010) also refers to it as the virtue of accountability. According to Bovens (2007), it is challenging to define accountability as a virtue. He claims that there is no agreement on the standards for behavior that can be held accountable. It differs based on the political viewpoint and the circumstances of the institution. In this way, accountability

is viewed as a good attribute in organizations or officials whose real behavior is the subject of scrutiny. As a result, it gives a performer legitimacy.

Although these two ideas on accountability appear to be in opposition to one another and have different characteristics, they actually complement each other. The virtue part of accountability places a strong emphasis on the standard behaviors of the actors. An actor ought to behave in a way that is responsive, responsible, transparent, fair, and equitable. To do this, there needs to be an institutional arrangement between the actor and the forum, which would allow them to be held accountable through inquiries, judgments, and the imposition of penalties (Bovens, 2007). This mechanism requires actors to provide explanations and justifications for their actions. As a result, the performers are able to complete their duties in a responsible manner.

### **2.1.2 Dimensions of accountability**

One of the most widely recognized frameworks for understanding accountability in organizational settings is provided by Jonathan G. Koppell (2005), who outlines five distinct but interrelated dimensions: transparency, liability, controllability, responsibility, and responsiveness.

#### **2.1.2.1 Transparency**

According to Saremi and Mohammadi (2015), transparency refers to the unrestricted exchange of information and the accessibility of that information to everyone who is involved in the decision-making process. Transparency is the actual value of accountability, which is the belief that a responsible organization or employee must explain or justify their actions. Koppell (2005) conceptualizes transparency as the obligation of an entity to reveal facts, particularly operational and performance-related data, in a manner that external stakeholders can scrutinize.

Transparency implies that information regarding decisions, actions, and outcomes is available, accessible, and comprehensible. In this regard, transparency serves as the bedrock for other forms of accountability, as it enables oversight, assessment, and feedback by internal and external actors (Koppell, 2005). In the hotel industry, employee accountability is pivotal for ensuring service quality, guest satisfaction, and operational efficiency. The transparency dimension of accountability becomes especially critical due to the labor-intensive and service-oriented nature of the industry, where employee behaviors and decisions are closely tied to customer experience and brand reputation (Bulut & Nazlı, 2020). Operational transparency in this context refers to mechanisms through which employee performance is tracked and communicated. These mechanisms may include digital performance dashboards, customer feedback systems, and internal audits (Ismael & Amedi, 2019).

For example, front-line staff such as receptionists, housekeepers, and food service workers are often evaluated based on Key Performance Indicators (KPIs) like guest satisfaction scores, cleanliness ratings, and service timeliness. Making these performance metrics transparent to both employees and management fosters a culture of self-regulation and continuous improvement (Ismael & Amedi, 2019). Transparency also serves as a moderator that can enhance employee engagement and organizational trust, especially when embedded within corporate social responsibility frameworks (Kim & Kim, 2017). However, while transparency can elevate employee performance and accountability, it must be implemented with ethical sensitivity. Overuse or misapplication may be perceived as surveillance, potentially reducing employee morale. Therefore, it is crucial that organizations align transparency practices with employee well-being, shared governance principles, and long-term service quality goals (Guix, Bonilla-Priego, & Font, 2018).

### 2.1.2.2 Liability

While transparency is a foundational component of accountability, it is insufficient on its own to ensure that organizations or individuals are truly held responsible for their actions. As Fox (2022) argues, transparency must be coupled with liability to constitute effective accountability. This implies that disclosing performance data whether through internal audits or customer feedback mechanisms must be tied to enforceable consequences for employees and management alike. Accountability without liability is, as Goldsmith (2021) and Helle and Roberts (2024) suggest, fundamentally hollow. Liability ensures that there are mechanisms in place not only to identify poor or excellent performance but also to respond to it appropriately. For instance, if housekeeping repeatedly fails to meet cleanliness standards or if front-desk staff consistently delay check-ins, these patterns if left unaddressed reflect a breakdown in accountability. However, if such issues lead to retraining, reassignment, or even dismissal in serious cases, liability is effectively operationalized. Koppell (2005) presents liability as a central basis for accountability. In the hotel sector, liability translates into systems where individuals and departments face consequences both punitive and rewarding based on their performance. Such systems already exist in the form of performance-based incentives. Employees in revenue-generating roles (e.g., sales, conference planning) often receive bonuses tied to metrics such as occupancy rates or client satisfaction. These practices exemplify the application of liability as reward.

Importantly, liability in accountability also encompasses penalties for underperformance. Drawing from Hutchings (2021), elected officials are seen to be accountable since voters have the ability to "punish" them by taking them out of office. Alternative forms of punishment may be used for individuals and organizations that are

not elected. In the same way, organizations/individuals can be held legally responsible for engaging in illegal acts. This aspect of accountability is consistent with poor performance assessments, which have a subsequent effect on compensation. Paying managers based on their own performance or the performance of their organization is in line with the liability idea of responsibility. Naturally, this is most commonly seen in the private sector.

Employees in a wide range of jobs earn bonuses based on their performance, and many are paid according to their performance (for example, salespeople who are paid on a commission basis). At the managerial or departmental level, liability may take the form of budget adjustments, staffing changes, or enhanced oversight, particularly when performance consistently falls below benchmarks. As Bovens (2010) notes, true accountability requires that actors be answerable for their conduct and experience consequences whether penalties or rewards. This insight resonates in the hospitality context: consequences must be institutionalized, measurable, and tied directly to performance.

### **2.1.2.3 Controllability**

Controllability refers to the ability of an authority to direct or constrain behavior through established mandates, where the actor is judged based on adherence to instructions or authority of the forum. In the context of the study, controllability, one of Koppell's five dimensions of accountability, is a crucial lens through which employee accountability can be assessed. In practice, this means employees are considered accountable when their behavior aligns with the formal directives of management or policy. According to Han and Perry (2020), this dimension links to performance standards and rule compliance critical in service environments like hotels and restaurants where consistency, quality, and procedural adherence are essential.

When employees act in ways that deviate from established norms or protocols, controllability allows managerial actors to hold them accountable provided those actions were within the employee's sphere of control. Controllability also serves a protective function for employees. As Martin (2019) and others argue, individuals should not be held accountable for outcomes beyond their control. In the hospitality industry, where outcomes like customer satisfaction can be influenced by externalities (e.g., infrastructure problems, external vendor delays), this principle is especially salient. Mechanisms that reinforce controllability such as clear job descriptions, detailed training, and supervisory oversight help ensure fairness in evaluations and disciplinary actions, a point supported by Su, Baird, and Nuhu (2022).

Additionally, Grabs (2023) frames controllability within the broader structure of stakeholder accountability indicating how expectations from customers and regulators can shape the controllability landscape in service industries. Here, aligning frontline employee behavior with customer expectations and institutional policy becomes a balancing act of structural control and individual discretion. Thus, when viewed through Koppell's framework, controllability enhances both organizational coherence and fairness in shaping how employee accountability is structured, measured, and enacted.

#### **2.1.2.4 Responsibility**

Within the broader framework of accountability, responsibility refers to the obligation of individuals to perform their duties in accordance with the roles and expectations assigned to them. According to Cooper, Moss, Laufer, and Nissenbaum (2022) responsibility is a foundational component of accountability, requiring actors to fulfill their tasks not merely in form, but in spirit guided by both professional standards and

ethical judgment. In the hotel industry, employee responsibility manifests in both explicit role requirements and informal performance expectations. Front-desk staff, for example, are formally responsible for managing check-ins and guest inquiries, but they are also informally expected to maintain professionalism, empathy, and discretion in handling sensitive issues such as booking errors or guest complaints. Similarly, housekeeping personnel are tasked with cleaning and maintenance, but their responsibility extends to maintaining guest privacy, respecting cultural differences, and adhering to cleanliness standards.

As Narula (2019) notes, professional norms can influence behavior even in the absence of direct supervision. In hotel settings, this is reinforced through internal codes of conduct, brand values, and training programs, which shape how staff approach service delivery, teamwork, and conflict resolution. These norms cultivate a self-regulating culture of responsibility, where employees are expected not only to meet job descriptions but to act with discretion and initiative in unexpected situations. The concept of "responsible autonomy," first articulated by Friedrich (n.d.), cited in Koppell (2005), is particularly relevant in the hospitality industry. Hotel employees are often required to make real-time decisions without waiting for managerial approval such as offering a room upgrade to resolve a complaint or managing a power outage calmly. This requires balancing adherence to procedures with contextual judgment, reinforcing that responsibility is not mere obedience but involves reasoned, ethical action.

Tu and Wu (2021) emphasize that responsibilities may emerge from formal regulations, procedural standards, or internal work cultures. In hotels, this is evident in-service standards manuals, SOPs (Standard Operating Procedures), and mission statements, which employees are expected to internalize. Meanwhile, responsibilities also arise

informally for example, being proactive in guest engagement, or collaborating across departments during high-occupancy periods even if these are not written into job descriptions. Karunakaran and Scott (2022) underscores that organizational accountability requires a framework of clear norms and expectations, which in the hotel context translates into ensuring that every employee is well-oriented on what constitutes "good service" in their role. This includes technical responsibilities like operating systems correctly, behavioral responsibilities like maintaining a positive tone, and ethical responsibilities like avoiding favoritism, respecting confidentiality.

Furthermore, as Romzek and Dubnick (2018) argue, responsibility is not just about task execution, but also about contributing to the trust and legitimacy of the organisation. In this context, employees bear responsibility not only for individual guest satisfaction but also for upholding the reputation of the hotel. Whether it involves handling lost property ethically, responding to emergencies, or supporting colleagues, responsible action reinforces public confidence and internal cohesion. Responsibility in the hotel industry extends beyond task completion to include ethical judgment, professional conduct, and internalized service standards. By embedding responsibility into their accountability structures, hotels foster a culture where employees are not only held to formal rules, but are also motivated by internal norms to act with integrity and initiative. This dimension of accountability is essential for ensuring consistent service quality and sustaining trust between staff, management, and guests.

#### **2.1.2.5 Responsiveness**

Responsiveness meets the needs and demands of customers. This is the reason why Koppell (2005) claims that responsiveness focuses more on outward linkages than upward linkages. It is also referred to as a customer-oriented approach and a bottom-

line view of accountability. In the hospitality industry, responsiveness is central to ensuring that hotels meet both the needs and demands of customers. Drawing on Koppell's (2005) dimensions of accountability, responsiveness is understood as focusing on outward linkages connections with the public rather than upward linkages to supervisory authorities. This orientation aligns closely with the customer-oriented approach, which views accountability through a bottom-line lens, emphasizing customer satisfaction and service quality over bureaucratic compliance.

Employees in the hospitality sector serve as the primary actors responsible for demonstrating responsiveness. Their duties extend beyond task execution to include listening to customer feedback, providing timely responses, and adapting services to customer preferences. As front-line representatives of the organization, employees embody the paradigm shift described by reforms such as those by Osborne and Gaebler (1993) which advocate for turning accountability "outward" by focusing on the experience and satisfaction of service recipients rather than internal control structures. Koppell (2005) identifies two distinct conceptions of responsiveness: one that addresses demands and another that responds to needs. In a demand-oriented model, employees are evaluated based on their ability to react promptly and accurately to explicit customer requests. This includes activities such as handling complaints, customizing services, or responding to special accommodations. Hospitality organizations may support this through feedback mechanisms like surveys, focus groups, or advisory panels to capture and act on guest preferences (LeRoux, Piatak, Romzek, & Johnston, 2019). This feedback loop ensures that employee behavior aligns with what the market demands and helps inform resource allocation.

Conversely, a needs-oriented model emphasizes achieving organizational goals that may not be immediately visible to customers but are crucial for long-term satisfaction and success. For example, employees may be trained to anticipate guest needs, ensure safety, or maintain cleanliness standards all of which enhance the guest experience, even if not explicitly requested. This aligns with the performance-focused evaluation described by Muller (2022), where accountability is assessed through the achievement of substantive outcomes such as reducing service failures, increasing return visits, or improving online reviews. Crucially, responsiveness is not merely about control or compliance. Rather, it is tied to a broader sense of responsibility.

Employees who internalize the organization's values and goals are better equipped to combine formal rules (e.g., standard operating procedures) with informal norms (e.g., empathy, initiative) to create responsive interactions that go beyond scripted service. This layered approach supports Koppell's notion that responsiveness is more aligned with responsibility than with control, as it requires discretion, judgment, and proactive behavior on the part of staff. Responsiveness in hospitality reflects an integrated form of accountability that values both demand responsiveness (guest feedback and preferences) and needs responsiveness (organizational objectives and service quality). Anchored in Koppell's framework, it reveals how employees are not simply rule followers but are central agents of accountability, whose actions directly shape the guest experience and, by extension, the organization's public legitimacy.

## **2.2 Concept of Compliance**

Compliance is the act of fulfilling the requirements that are set out in certain standards, widely accepted norms, mandated regulations, laws, and legislation, or the terms and conditions that are defined in a contract (Gaudemet, 2020). Compliance in general,

refers to the act of following a rule, which might be a specification, policy, standard, or regulation (Bottoms, 2019). Organizations must not only prepare to comply with the conventional checkbox method, but they must also take into consideration various risks that may arise from external or internal entities.

Labor law serves as a mediator between employees, employers, and the government (Holper & Kyselova, 2021). Since the Industrial Revolution, labor rights have been an important part of social and economic progress (Lin, Peng, Wilson Au, & Baum, 2023). It is both a legal need and a moral obligation for businesses to comply with labor rules (Shah & Asad, 2018). In the hospitality sector, compliance refers to the execution of state labor laws, relevant International Labour Organization treaties, the company's code of conduct, and its rules and regulations (Jenkins & Unies, 2001). According to Servais (2024), "A comprehensive body of agreed international labour standards already exists.... but many of these standards are not respected or implemented." In almost 90% of African countries, majority of the workforce is deprived of their rights (Posel, Casale, & Vermaak, 2014). For instance, research undertaken in Egypt indicates that hotels have very low levels of compliance with job protection laws (Tawfik & Afifi, 2022). According to Wood (2024), larger hotels may have some formal staff management processes, although they often do not meet all legal standards, especially in smaller companies.

García Mestanza, Cerezo Medina, and Cruz Morato (2019) emphasized the importance of fair labor practices in the hotel industry and proposed a framework for evaluating both the fairness and quality of such practices in Spanish hotels. Their approach included assessing compliance with legal standards, such as adherence to national labor laws on wages, working hours, and occupational safety; equity in employment relationships, measured by whether employees receive equal treatment regardless of

gender, age, or nationality; and transparency in contractual agreements, which involves clarity in job descriptions, remuneration policies, and conditions of employment. Milawati and Uwiyono (2022) stressed the need for the hotel industry to actively respond to the new labor contract law in order to lower labor expenses and create harmonious labor relations.

Because of the constantly changing nature of today's work environments, it is crucial for businesses to have a thorough understanding of labor laws. This knowledge will help in protecting the rights of employees, reduce the risk of legal and financial consequences, and promote a positive workplace culture (Lin et al., 2023). Labor laws cover a variety of issues, including the establishment of minimum wage requirements, restriction of working hours, provision of overtime compensation, access to sick leave, allotment of vacation time, and several other connected concerns (ILO, 2015). Labor laws assist to balance the power between employers and employees so that neither party can take advantage of the other and both sides can engage with each other on equal terms regarding working conditions (ILO, 2015).

The issue of enforcement is considered a serious challenge because of the lack of transparency, weak sanctions, restrictions on freedom of association, weak trade unions, and/or the existence of a large informal economy, which includes many casual wage earners who do not have effective protection (Tawfik et al., 2022). The implementation of labor rights may encounter a number of obstacles and issues in some European nations (Liukkunen, 2016). Even while there are laws in place in Kenya that are meant to protect the rights of employees, it is nevertheless clear that enforcement is lacking (Mitullah, 2006). Notably, when individuals do not fully understand their rights or obligations, they are less likely to recognize violations or act to address them (Bråten, Jensen, & Svalund, 2022).

The hospitality sector, like other industries, function under a structured framework that includes rules, regulations, and standards related to labor laws (Giousmpasoglou, 2024). The sector, is known for its high work intensity, lack of unionization, poorly established internal labor market, contingent contracts, and low social and professional status (Elshaer & Marzouk, 2019; Vujičić et al., 2015). Hotel employees and labor rights organizations have made complaints that a large number of hotels do not provide their employees with complete employment contracts, terminate employees without good cause, and do not pay employees for overtime (Beddoe & Murphy, 2004). According to J. Bernhardt et al. (2015), "Compliance with employment and labour laws has received less attention." This is consistent with the conclusion of (Liukkunen, 2016), who stated that it is necessary to conduct research on the actual application of job rights protection rules.

Previous research has looked at labor law compliance and motivation (Patience, 2016); hotels' compliance with employment protection legislation (Tawfik et al., 2022), but none of them appear to have looked at labor law compliance and employee accountability. Labor laws are in place to protect employees against unfair employment practices, including those relating to salaries, time off, and other work-related issues (Gómez, 2023). According to Article 41 of the Kenyan Constitution, every person has the right to fair labor practices. The article also grants particular rights to workers, employers, trade unions, and employers' groups. Every worker has the right to fair pay, appropriate working conditions, the ability to join and participate in a trade union, and the ability to go on strike in order to advocate for their labor rights.

In order to attract and keep a qualified and dedicated workforce, employees must feel that their job is appreciated. In this context, the idea of "fair labor" is an important one (Sánchez-Teba, García-Mestanza, & Rodríguez-Fernández, 2020). In Kenya, the hotel

industry is one of the major industries that play an important role in the country's socioeconomic development. Whereas the performance of hotels is hinged on provision of quality service to customers, the challenge is to create motivated and committed employees who can facilitate that endeavour. In this regard, job satisfaction plays a key role in the hotel industry (Al-Ababneh et al., 2018) Satisfied employees provide good service for customers, thus increasing their loyalty and commitment to the hotel.

The hotel industry depends on employees to achieve their goals, implying that hotels must consider employee welfare in this context compliance to labour laws which should bring about job satisfaction and in turn work performance. Therefore, hotels must develop and motivate a committed workforce to ensure their progress. This requires managers' deeper understanding regarding the employee needs, aspirations, attitudes and concerns. Kulshrestha and Temkar (2023), argue that in order to create an environment for employee satisfaction, it is vitally important to know which factors most affect their satisfaction.

As noted, labour relations in Kenya are anchored in a robust legal framework comprising several statutes, most notably the Employment Act (2007), the Labour Institutions Act (2007), the Labour Relations Act (2007), the Occupational Safety and Health Act (2007), and the Work Injury Benefits Act (WIBA) of 2007. These laws collectively establish the minimum standards that define the rights and obligations of both employers and employees. For any organization, compliance with these statutes is not optional but fundamental to the legitimacy and sustainability of its operations. The Employment Act provides the foundation for fair terms of employment, the Labour Relations Act ensures mechanisms for voice and collective bargaining, while the Occupational Safety and Health Act secures safe and dignified working conditions.

Similarly, the Labour Institutions Act and WIBA create structures for regulatory oversight and post-incident support. In this regard, any labour force or organization in Kenya must be governed by, and comply with, these statutes in order to safeguard employee welfare, minimize disputes, and uphold ethical and legal accountability. Compliance not only ensures the protection of workers' rights but also strengthens organizational credibility, stability, and long-term competitiveness in the labour market.

### **2.2.1 Responsive Regulation**

Regulatory compliance is the state of making sure that a business's data, operations, and organization are built and function according to the regulations that apply to them, or in other words, that they meet the regulatory requirements that have been established (El Kharbili, 2012). The "responsive regulation" approach is one of the most prominent methods for explaining and determining how regulatory enforcement actions can best encourage compliance (Kulshrestha & Temkar, 2023). It suggests that in order to be effective, efficient, and legitimate, regulatory policy should not use a merely deterrent strategy or a solely cooperative one. Instead, responsive regulation suggests a logical method for combining the findings. Responsive regulation aims to improve the understanding of regulatory compliance and the practice of regulatory enforcement by putting forward a theory that explains how these multiple motivations for compliance interact with each other and respond to various deterrent and cooperative regulatory enforcement strategies.

According to responsive regulation theory, enforcement techniques should be organized in a hierarchy, or "regulatory pyramid." The base of the pyramid should consist of more cooperative strategies, and increasingly more punitive approaches should only be

utilized if and when the cooperative strategies fail. Regulatees who demonstrate the willingness and ability to fix any damage they have caused and to change their behavior in order to comply with regulations should be rewarded with less severe enforcement (Ayres & Braithwaite, 1992; Braithwaite, 2002). Regulators should take "somewhat punitive" action "only reluctantly and only when dialogue fails, and then escalate to even more punitive approaches only when the more modest forms of punishment fail" (Braithwaite, 2002) if regulatees do not collaborate in response to offers of cooperation. When regulatees become willing to collaborate, regulators should, according to Ayres and Braithwaite, be able to forgive a history of wrongdoing.

According to responsive regulatory theory, the pyramid of enforcement activates distinct (possibly contradictory) motives in order to encourage compliance and discourage resistance, game-playing, and abuse in two major ways: First, the implementation of the pyramid of enforcement tactics makes it profitable for rationally calculating regulatees to be virtuous (Braithwaite, 2002). Those who are driven by calculations on what is to their own benefit are more likely to cooperate "voluntarily" than to oppose and not comply, since the regulator will otherwise advance up the enforcement pyramid. The assertion being made here is that the existence of many selves in individuals and companies means that when they agree to negotiate with a regulator (even if it is for self-serving motives), their better self can be brought to the forefront through social and normative appeals.

Second, the pyramid makes the use of deterrence (which appeals to rational actor motivations) further up the pyramid normatively acceptable such that it does not break down people's moral commitment to comply with the law: Braithwaite (2002) states that "by resorting to more dominating, less respectful forms of social control only when more dialogic forms have been tried first, coercive control comes to be seen as more

legitimate." The concept of "responsive regulation" is a prominent method for explaining and recommending the most effective way to enforce regulations in order to encourage compliance (Ayres & Braithwaite, 1992; Braithwaite, 2002). It suggests that in order to be effective, efficient, and legitimate, regulatory policy should not rely solely on deterrence or cooperation. Rather responsive regulation suggests a principled method for combining the insights from multiple theories of compliance and enforcement. This includes theories that propose that people only comply when they believe it is in their best interest to do so (Grasmick & Bursik, 1990; Shover & Hochstetler, 2005).

The primary contribution of responsive regulation theory to the understanding of regulatory enforcement and its impact on compliance in the hospitality industry is its acknowledgment that different people have different motivations for complying with or not complying with the law. Additionally, the same person or firm can have multiple, potentially conflicting, motivations for compliance, which Braithwaite refers to as "multiple selves" (Ayres & Braithwaite, 1992; Braithwaite, 2002).

A major critique of responsive regulation is that it implies that regulatory linkages are clear and consistent to a certain degree. However, research suggests that using a responsive strategy typically leads to agents behaving inconsistently when they interact with regulated entities, both across different sites and during repeated encounters with the same site. This discrepancy decreases legitimacy, makes it difficult to communicate information, and lowers the likelihood of possible sanctions (Mascini & Wijk, 2009).

### **2.2.2 Labor Laws**

Labor law is a mechanism that promotes worker empowerment and protection, and it controls both individual and collective employment relations (Liukkunen, 2019). Labor

rights are entitlements that are explicitly related to the function of being a worker. These include the right to fair working conditions, the right to a fair wage, the right to be protected from arbitrary dismissal, and the right to belong to and be represented by a trade union (Mantouvalou, 2012).

The hospitality business has made significant progress since the 1930s, when George Orwell publicly condemned it and said that workers in the industry had no social value. At that time, the industry was known for long working hours, low salaries, and the exploitation of minorities (Baum, 2019). However, the business is still known for its labor-intensive nature, irregular working hours, and limited wages, all of which contribute to a shortage of people and a high level of employee turnover (Kuo ChunMin, Huang GuoShing, Tseng ChinYao, & Boger, 2016).

According to (Vega-Muñoz, Arjona-Fuentes, Ariza-Montes, Han, & Law, 2020), the working conditions in the hospitality industry require thorough examination and a wide range of considerations due to their precarious nature. These include low stability, seasonality, part-time work, reduced wages, long workdays, discrimination, and a high incidence of family employment, including both paid and unpaid family workers. Employees are unhappy with their jobs when they work under these conditions (Poulston, 2008). According to Pearlman and Schaffer (2013), the human resource departments of the hospitality industries encounter issues that are distinct from those of other industries. These challenges arise from the fact that the hospitality industries have long hours of operation, high job demands, and swings that occur daily or seasonally.

In the hospitality industry, the quality of customer service often depends on intangible factors such as the smiles of servers, which can make the difference between positive and negative online reviews. This issue has become even more critical in an age when

consumers have unprecedented access to information through digital technologies, enabling them to evaluate service quality instantly and publicly (Ariza-Montes, Hernández-Perlines, Han, & Law, 2019). In this context, ensuring that employees are motivated, efficient, and dedicated to their organizations becomes a decisive factor in determining whether a firm achieves long-term success or faces decline. Thus, the quality of customer service serves as an important indicator of organizational survival and competitiveness in the sector.

However, scholars such as Kusluvan et al. (2010) caution against the risks of violating labor standards and exploiting employees. Drawing on economic, psychological, and sociological perspectives including exchange theory, rational choice theory, and well-being theory they argue that individuals are more likely to seek employment in organizations that provide favorable working conditions. Consequently, if hotels fail to ensure decent working environments and neglect the mental health of their employees, they may struggle to retain a motivated and committed workforce. Poor working conditions not only undermine employee well-being but also threaten service quality, ultimately weakening the industry's ability to attract and retain both staff and customers.

The deteriorating working conditions in the hospitality industry have been well documented. Deery and Jago (2015) note that the sector is consistently characterized by low wages and unfavorable employment conditions. Their study identified several critical dimensions of these challenges, including conflicts between work and family responsibilities, heightened job insecurity, intense time pressures, escalating work-related stress, emotional exhaustion, and high turnover intentions among employees. These findings underscore the precarious nature of employment within the sector and

point to the urgent need for structural reforms. Addressing these systemic issues is not only central to protecting employee welfare but also vital for ensuring organizational sustainability and the long-term success of the hospitality industry.

In 2001, the Attorney General established a task force under the framework of an International Labour Organization (ILO) project to review and make recommendations on Kenya's labor laws. The outcome of this initiative was the enactment of five key statutes that fundamentally reshaped the workplace and transformed the nature of employer–employee relations. These statutes the Employment Act, the Labour Institutions Act, the Labour Relations Act, the Occupational Safety and Health Act, and the Work Injury Benefits Act introduced significant reforms in areas such as conditions of employment, mechanisms for dispute resolution, occupational safety, and compensation for workplace injuries (Kyalo & Waithaka, 2019). Collectively, they were designed to enhance worker protection, strengthen the accountability of employers, and ensure that employment relationships are governed by fair and transparent standards.

The guiding principles of these reforms were further reinforced by the Constitution of Kenya (2010), which explicitly recognized labor rights as part of the broader framework of social and economic rights. Labor law, in essence, is concerned with safeguarding the most fundamental aspects of employees' daily lives, ensuring that they are treated with dignity and respect in the workplace. This vision can be achieved through the promotion of social justice, recognition of labor rights as human rights, and adherence to international labor standards (Ochieng & Kamau, 2021). By embedding these values in the country's legal and constitutional framework, Kenya has sought to align its labor

practices with global benchmarks while protecting the welfare of its workforce and strengthening industrial harmony.

Kenya is a member of the International Labour Organization (ILO), but the country's labor market is still confronting significant challenges, including globalization, poverty, unemployment, underemployment, and technological innovation. However, the extent to which workers are protected is determined on how well laws are enforced, and in emerging economies, non-compliance is frequently widespread. Labor laws provide structure and justice in the workplace and have a common goal: to protect the rights of employees and to outline the roles and responsibilities of employers. Labor laws have many roles, but its main purpose is to ensure that employees have equal opportunities and that their physical and mental health and safety are protected. Labor laws also promote workplace diversity (McLellan, 2017).

#### **2.2.2.1 Employment Act, 2007 Compliance**

Labour law serves as the cornerstone of industrial relations, offering the legal framework that regulates employment relationships, protects workers' rights, and fosters industrial harmony. In Kenya, the foundation of industrial relations is rooted in Article 41 of the Constitution (Kenya Laws, 2012), which guarantee the right to fair labour practices, collective bargaining, and freedom of association. Labour law in Kenya draws from various sources, including the Constitution, Acts of Parliament, subsidiary legislation, and international conventions (Sihanya, 2011). The Employment Act of 2007 is a central piece of legislation that sets forth the minimum terms and conditions of employment, defining the rights, duties, and obligations of both employers and employees (Kamonde, 2024). The Act governs key aspects such as contracts of service, the prohibition of forced labour and discrimination, sexual

harassment, payment of wages, leave, termination, and living conditions (Collins, Ewing, & McColgan, 2019). Complementing this, the Labour Relations Act consolidates laws related to trade unions and trade disputes, focusing on the registration, regulation, and management of employer organizations and trade unions while promoting effective collective bargaining and freedom of association.

Kenya, as a member of the International Labour Organization (ILO), has ratified multiple conventions that safeguard workers' rights, thereby obligating the government to align domestic laws with international labour standards. Despite these efforts, one major weakness of the Employment Act lies in its narrow assumption that all employment relationships are based on formal contracts, which fails to capture the realities of new and flexible work arrangements. The emergence of digital platform work, which employs over 1.2 million Kenyans in areas such as ride-hailing, digital marketing, and virtual assistance, has complicated the traditional employer–employee relationship (Kutaula et al., 2020). These new forms of work blur the line between self-employment and formal employment, raising concerns about social protection, legal status, and workers' rights, as illustrated by the Uber case in the United Kingdom (Van Wart et al., 2019).

Employment relationships remain the foundation of industrial relations, defining the rights and responsibilities of both employers and employees (Omar, Chan, & Jones, 2009). However, the hospitality industry often operates informally, with many employees lacking written contracts, leaving them vulnerable to exploitation and unfair termination (Zywicki, 2016). This sector is characterized by high levels of insecurity and turnover, as many workers occupy positions within the secondary labour market jobs that are low-skilled, low-paid, and part-time, with irregular hours and limited

prospects for advancement (Tews et al., 2020; Ellingson et al., 2016). In contrast, the primary labour market offers greater job stability, higher wages, and career development opportunities (Bispo, 2007). The dominance of secondary labour conditions in the hospitality sector contributes to the perception of such employment as transitory and unattractive for long-term career development.

Job insecurity is one of the most pressing issues in modern employment and has significant psychological and organizational consequences. It is defined as the perceived threat to the continuity of one's employment and encompasses both cognitive and emotional dimensions (Keim et al., 2014; Shoss, 2017). Empirical studies reveal that job insecurity reduces creativity, motivation, and problem-solving abilities, leading to lower organizational performance (Probst et al., 2020; Abolade, 2018). Moreover, it can result in psychosomatic strain and emotional exhaustion (Darvishmotevali & Ali, 2020; Yu, Gong, & Wu, 2020). In the hospitality sector, the problem is compounded by irregular working hours and high emotional demands, which often conflict with employees' family obligations, particularly for women with caregiving responsibilities (Elnasr Sobaih & Jones, 2015). These conditions lead to stress, burnout, and reduced job engagement (Ngwenya, 2020).

The issue of working hours and overtime further complicates the employment landscape. Internationally, the ILO defines overtime as work performed beyond statutory limits, which typically requires additional pay or compensatory time off (ILO, 2019). However, national variations in legislation make it difficult to enforce standardized overtime regulations (Anxo & Karlsson, 2019). In Kenya, excessive and involuntary overtime is common in the hospitality industry, leading to increased absenteeism, physical exhaustion, and musculoskeletal problems among employees

(Odugwe, 2018; Pereira, 2019). While voluntary overtime may provide additional income, it often contributes to fatigue and poor work-life balance (Wiens-Tuers, 2018).

Compensation remains a critical determinant of job satisfaction and employee performance. Fair remuneration directly influences motivation, commitment, and productivity (Nagaraju & Pooja, 2017; Al Kurdi et al., 2020). The hospitality industry, however, is notorious for wage violations, including unpaid overtime and non-compliance with minimum wage laws (Bernhardt et al., 2015). Low wages lead to demotivation, dissatisfaction, and reduced productivity, forcing employees to take on multiple jobs to sustain their livelihoods (Mabaso & Dlamini, 2018). This not only disrupts work-life balance but also increases stress and turnover (Zeffane & Bani, 2017). Consequently, low pay undermines morale and performance, creating a cycle of instability within organizations (Martono, Khoiruddin, & Wulansari, 2018).

The minimum wage represents a legally mandated baseline compensation intended to protect vulnerable workers and promote equitable income distribution. According to the International Labour Organization (ILO, 2021), the minimum wage is the lowest remuneration that employers are legally permitted to pay employees for labor performed within a given period. It aims to prevent worker exploitation and reduce poverty while supporting social justice and economic stability. However, the degree to which these objectives are achieved depends largely on compliance levels, labor market conditions, and the specific characteristics of industries such as hospitality, where human labor is central to service delivery (Chacko, Davidson, & Green, 2006). The hospitality industry is among the most labor-intensive globally, heavily reliant on the human element for customer satisfaction and service quality.

Labor costs account for 40–60% of hotel operating expenses (Mandelbaum, 2017), making the industry highly sensitive to wage policy changes. As a result, minimum wage adjustments directly affect profitability, employment structures, and employee welfare (Allegretto & Reich, 2018; Kim & Lim, 2020). Hotels respond differently to increases in minimum wage depending on their service model. Limited-service hotels, which compete on low cost and efficiency, often respond to rising labor costs by reducing working hours, employing part-time or younger staff, or introducing unpaid breaks (Brown & Crossman, 2000; Ren, Qiu, Wang, & Lin, 2016). These adjustments help control costs but often lead to greater job insecurity and workload intensification for employees (Hoque, 2021).

Conversely, full-service hotels emphasize service quality and customer experience rather than cost minimization (Chathoth & Olsen, 2003; Lai & Hitchcock, 2017). Because these establishments require skilled, experienced staff across multiple departments, they are less able to cut labor without harming service standards (Sun, Aryee, & Law, 2007). Instead, they tend to absorb costs or pass them to consumers through price adjustments (Reich, Jacobs, Bernhardt, & Perry, 2016). For employees, higher minimum wages typically lead to increased financial stability, reduced turnover, and improved job satisfaction (Kim, Park, & Kang, 2021; Allegretto, Dube, & Reich, 2021). However, where businesses respond with reduced hours or staffing, employees

In Kenya, the regulation of minimum wages is primarily guided by the Employment Act, 2007 which outlines the framework for establishing and enforcing fair wage standards. The Act empowers the government, through the General Wages Council (GWC), to advise the Cabinet Secretary on periodic wage adjustments, ensuring that employees receive compensation that meets statutory minimum requirements. Under

this Act, the wages prescribed in the Wages Order represent the lawful minimum that employers must pay their workers. Failure to comply constitutes a criminal offence, and employers found guilty may face penalties or be required to reimburse employees for any wage shortfalls (Omolo & Omiti, 2004).

Despite this legal framework, enforcement of minimum wage laws in Kenya remains weak, particularly in the hospitality sector. The Danish Trade Union Council for International Development Cooperation (DTUCIDC, 2015) found that approximately 42% of Kenyan workers earned below the statutory minimum wage, with the service industry being among the most non-compliant. Compliance is far lower in the informal sector (35%) compared to the formal sector (85%), yet the informal economy accounts for over 82% of total employment (Kenya National Bureau of Statistics (KNBS, 2021). Studies attribute this poor enforcement to the complexity of wage structures, limited inspection capacity, and widespread informality (Andálon & Pagés, 2008; Borat & Stanwix, 2012).

Within the hospitality industry, which largely operates under the General Wages Order (GWO), compliance challenges are even greater due to high informality, seasonal employment, and verbal rather than written contracts (Ngwenya, 2020). Many workers, such as cooks, waiters, and cleaners, are paid below the legal minimum, receive irregular wages, and lack social protection (Zywicki, 2016; García-Pozo, Campos-Soria, Sánchez-Ollero, & Marchante-Lara, 2012). This environment disproportionately affects women and younger workers, who are more likely to accept underpaid roles (Kiarie & Mureithi, 2022; Elnasr Sobaih & Jones, 2015). For employees, the effects of inadequate wage enforcement are both economic and psychological. Economically, underpayment leads to reduced living standards, income insecurity, and limited upward

mobility (Ngwenya, 2020). Psychologically, perceived wage inequity causes demotivation, stress, and reduced job commitment (Yu, Gong, & Wu, 2020). In a sector where service quality relies on employee engagement, such effects directly undermine customer satisfaction and organizational performance.

Globally and locally, minimum wage policies play a vital role in shaping employment quality within the hospitality industry. While higher wages can enhance employee welfare, satisfaction, and service delivery, weak enforcement undermines these benefits. The gap between legislation and practice leaves many hospitality workers underpaid and unprotected, limiting the social and economic objectives of wage regulation.

Termination and dismissal are additional areas of concern within Kenyan labour law. Termination refers to an employee's voluntary resignation, while dismissal involves the employer's unilateral decision to end the employment contract (Kostic, 2021). Constructive dismissal occurs when an employer engages in unethical or coercive practices that compel an employee to resign a practice that is illegal in most jurisdictions (Onsare, 2023). Such dismissals highlight the need for stronger enforcement of labour rights and grievance mechanisms to protect employees from unjust treatment.

The hospitality industry globally, and in Kenya in particular, faces structural challenges that extend beyond legal frameworks. High staff turnover, skill mismatches, and the dominance of young, temporary workers are persistent issues. Many employees view hospitality jobs as temporary or secondary sources of income rather than long-term careers (Lacher & Oh, 2012). This perception, combined with a lack of formal training and motivation, weakens the industry's professional standards. Employers often

prioritize profit over employee development, neglecting the importance of corporate culture and training. Addressing these issues requires strategic partnerships with educational institutions, mentorship programs, and ongoing professional development to enhance skills and motivation.

In conclusion, Kenya's labour framework is anchored by regulations but gaps in enforcement, informality in employment relations, and emerging non-standard work arrangements undermine its effectiveness. Persistent challenges such as low wages, job insecurity, excessive working hours, and lack of professional development reduce job satisfaction and organizational productivity.

#### **2.2.2.2 Occupational Safety and Health Act Compliance**

The occupational safety and health (OSH) framework in Kenya is anchored in the National Occupational Safety and Health Policy (2012) and the Occupational Safety and Health Act (2007), which together aim to safeguard the safety, health, and welfare of workers and all persons lawfully present in the workplace (Manu, Emuze, Saurin, & Hadikusumo, 2019; Muriuki & Njoroge, 2023). The overarching goal of these instruments, as stated in their preambles, is to promote safe working environments and prevent occupational accidents, injuries, and diseases. The policy recognizes safety as an essential component of decent work and sustainable economic development. However, scholars note that while Kenya's OSH legislation provides a broad framework for workplace protection, it has not sufficiently integrated gender-specific considerations. Globally, there has been an increasing push to mainstream gender perspectives into occupational health and safety frameworks, yet such analysis remains limited in many Sub-Saharan African countries, including Kenya (Muriuki & Njoroge, 2023). The gender-neutral nature of Kenya's OSH laws risks overlooking hazards that

disproportionately affect women, thereby exacerbating workplace inequalities and limiting effective protection for all employees.

Occupational safety and health practices encompass multidisciplinary efforts to create and maintain safe, healthy, and productive workplaces. According to the World Health Organization (WHO, 2010), OSH aims to prevent and control occupational diseases and accidents, safeguard workers' physical and mental well-being, and ensure that work environments contribute positively to productivity and quality of life. Similarly, the International Labour Organization (ILO, 2010) emphasizes that a safe and healthy workplace enhances workers' dignity, promotes morale, and fosters industrial harmony. In Kenya, the Constitution of 2010, through its Bill of Rights, guarantees every citizen the right to fair labour practices, adequate working conditions, and a clean and healthy environment (KIPPRA, 2021). The roots of occupational safety regulation in Kenya date back to the 1950s, when the need arose for a formal legal framework to protect workers particularly in the manufacturing sector from occupational risks. Over time, these frameworks have evolved to encompass all sectors, including service industry sector such as hospitality.

The Occupational Safety and Health Act (2007) plays a critical role in promoting workplace safety by requiring employers to take measures that prevent occupational accidents, injuries, and diseases, while also protecting third parties who may be exposed to workplace hazards (Kenya Law, 2012). Empirical evidence underscores the importance of compliance: organizations that prioritize employee safety report fewer injuries, lower compensation costs, and higher productivity (Christian, 2015). Conversely, neglecting safety standards can strain employer–employee relations, damage organizational reputation, and, in severe cases, result in litigation or business

collapse (Hu, Yan, Casey, & Wu, 2021). Given that workers spend a significant portion of their lives at work, inadequate safety measures expose them to a range of occupational risks. Globally, approximately 6,300 workers die each day due to work-related injuries or illnesses, translating to about 2.3 million deaths annually (Mbugua, 2023). Poor OSH practices also lead to over 337 million non-fatal workplace accidents and 160 million cases of occupational diseases annually, resulting in lost productivity, income insecurity, and economic losses for both employees and organizations (Mbugua, 2024). These figures highlight the immense human and economic cost of unsafe workplaces costs that can be mitigated through robust implementation of OSH standards.

In Kenya, the hospitality industry presents unique occupational hazards due to its service-intensive nature. Hotel workers are exposed to risks such as slips, trips, and falls, musculoskeletal disorders, and excessive physical exertion, often exacerbated by inadequate training, limited safety inspections, and lack of awareness (Khadka & Murphy-Scanlon, 2018). Such conditions not only compromise employee well-being but also threaten organizational efficiency. According to Umugwaneza, Nkechi, and Mugabe (2019), integrating safety practices into daily operations is vital for protecting both employers and employees from accidents and legal liabilities. Effective OSH implementation requires participatory approaches that involve management, employees, and safety representatives in shared responsibility for workplace safety (Johnstone, Quinlan, & Walters, 2005). Hu et al. (2021) emphasize that high levels of safety compliance in hotels depend on both management safety practices and organizational crisis strategies. Their research shows that employees' deep compliance with safety procedures evolves through a four-stage psychological process, strengthened by consistent managerial commitment and proactive safety leadership.

Despite growing awareness, much of the existing OSH research in hospitality has focused narrowly on food safety compliance, particularly among restaurant workers, given the prevalence of foodborne illness outbreaks in such settings (Hardstaff et al., 2018). Studies have identified that employees are more likely to comply with food safety measures when they perceive such compliance as personally and organizationally valuable (Harris et al., 2017). However, this emphasis on food safety has created a research gap concerning other dimensions of occupational safety, particularly those affecting service staff who engage directly with customers, such as housekeepers, waiters, and front-office personnel. These employees face hazards ranging from ergonomic strain to exposure to infectious agents and emotional stress arising from customer interactions issues that remain underexplored in both policy and scholarship.

The state of OSH compliance in Kenya's hospitality sector reflects broader challenges within the labour market. Mitulla and Wachira (2003) found that nearly 70% of Kenyan workers rated their working conditions as average or poor, with many lacking union representation to advocate for safety improvements due to fear of job loss. The absence of unionization limits collective bargaining power and weakens the enforcement of safety standards. Moreover, Yılmaz and Özgener (2022) observed that many hotels lack structured training programs or clear policies on occupational safety. Training is an essential mechanism for building safety awareness and competency among employees. According to Elnaga et al. (2013), effective training develops employees' knowledge, skills, and attitudes necessary for safe and competent job performance. Trained employees are more confident, secure, and capable of adhering to safety protocols, which reduces accidents and enhances service quality (Martensen & Grønholdt, 2006).

Employee development has also been identified as a critical factor influencing safety culture and performance. Studies indicate that when employees perceive their organizations as investing in their growth through continuous training, they demonstrate stronger commitment, satisfaction, and loyalty (Brammah, 2016; Jehanzeb & Mohanty, 2018). Regular, structured training sessions enable hotel staff to adapt to new safety standards, technologies, and operational changes (Byju, 2013). Similarly, Chakraborty, Sharada, and Anand (2024) argue that such investment fosters a sense of belonging and organizational pride, motivating employees to adhere to safety procedures and contribute positively to workplace well-being.

Kenya's occupational safety and health act is legally comprehensive but faces significant implementation and contextual challenges, particularly in the hospitality sector. Inadequate training, and weak enforcement mechanisms hinder the full realization of safe and healthy workplaces. The hospitality industry's reliance on manual labour, informal employment practices, and insufficient safety culture exacerbates employees' vulnerability to injuries and occupational diseases.

### **2.2.2.3 Labour Relations Act Compliance**

Labour relations refer to the system of interactions between employers, employees, and trade unions, governed by laws and regulations that promote fairness, collective bargaining, and industrial peace. The concept of Labour Relations Act compliance denotes adherence to legal frameworks established to regulate these interactions, ensuring that employment relationships operate within the bounds of justice and equity (Keller & Kirsch, 2020). The Labour Relations Act, 2007 of Kenya provides the legal foundation for managing industrial relations. It consolidates laws relating to trade unions and trade disputes, mandates the registration and regulation of unions, and

promotes freedom of association, effective collective bargaining, and orderly dispute resolution as mechanisms for fostering industrial harmony and social justice (Kenya Laws, 2012).

The objective of the Act is to safeguard employee rights while promoting fair labour practices, economic development, democracy, and social stability. Trade unions play a central role in achieving these objectives by empowering workers to negotiate with employers and by serving as a bridge between management and employees (Kenya Laws, 2012). Globally, labour relations frameworks often formalized through labour relations or industrial relations acts aim to protect worker rights, promote fair labour standards, and maintain stability in the labour market (Bamber & Lansbury, 2024). These laws recognize the right of employees to form and join trade unions, engage in collective bargaining, and access mechanisms such as mediation and arbitration to resolve disputes. Furthermore, they prohibit unfair labour practices, including discrimination against unionized employees and retaliation against whistleblowers (De Stefano et al., 2021).

Compliance with labour relations laws is therefore not merely procedural but a regulatory necessity that underpins equitable employment systems (Grgurev, 2021). However, research indicates that compliance remains uneven across sectors. Employers often perceive adherence to labour laws as administratively complex or financially burdensome, which can discourage full implementation (Syed, 2020; Cooke, 2020). In many cases, enforcement mechanisms are weak, leading to widespread non-compliance, particularly in industries with informal or seasonal employment structures such as hospitality. Workers face additional barriers to legal recourse, including lack of awareness of their rights, financial constraints, fear of employer retaliation, and lengthy

legal processes (Haque, Sarker, Rahman, & Rakibuddin, 2020; Islam, Abbott, Haque, Gooch, & Akhter, 2022). These challenges highlight the necessity of strong institutional oversight and effective union representation to uphold compliance and protect vulnerable workers (Servais, 2022).

Despite their importance, trade unions have faced significant challenges in maintaining influence within the modern labour market. The global rise of precarious employment including temporary, part-time, freelance, and agency work has eroded union membership and bargaining power (Delibasic et al., 2022). The hospitality industry, in particular, is characterized by high levels of precarious work due to its seasonal and service-based nature, which creates instability in employment relations (Zampoukos, 2022). As union membership declines, unions' ability to negotiate collective agreements or advocate for better working conditions diminishes (Edralin, 2014). Broader global trends such as globalization, technological change, and financialization have further accelerated the shift toward non-standard employment contracts, reducing job security and weakening collective representation (Kalleberg & Vallas, 2018).

According to Standing (2011), the growing demand for labour market flexibility from employers since the late twentieth century has expanded precarious work arrangements, particularly in sectors like hospitality. While this shift has been partly driven by outdated and rigid labour laws, it has also been fueled by employers' pursuit of cost reductions through casualization of workforces, lowering of benefits, and avoidance of unionization (Becic et al., 2019; ILO, 2012). The result is a workforce increasingly characterized by job insecurity, low wages, and limited access to grievance mechanisms.

Existing literature consistently highlights that employment conditions in the hospitality and catering sectors are among the most precarious globally (Papadopoulos & Ioannou, 2023). Common issues include job insecurity, long working hours, work-related stress, emotional exhaustion, and lack of work life balance (Gautié & Schmitt, 2010). Institutional neglect and low union presence exacerbate these conditions, leaving many employees with limited protection. However, researchers argue that strong institutional frameworks and worker mobilization can significantly improve employment standards even in low-skilled and high-turnover sectors like hospitality (Gray, 2004; Alberti, 2016; Bergence et al., 2015). Unions can play a transformative role by lobbying for legislative reforms, incorporating precarious workers into collective bargaining, negotiating for equal pay and benefits, and demanding restrictions on excessive use of temporary contracts (Edralin, 2014).

Globally, the hospitality industry remains both labor-intensive and a major source of employment, providing millions of jobs across the world (Sun et al., 2022). For example, the European Commission (2019) estimates that the hotel and restaurant sector employ approximately 13.3 million people within the European Union. However, the sector's reliance on seasonal, low-paid, and low-skilled labour has hindered unionization efforts. Factors such as high labour turnover, tip-based compensation, and the dominance of young, female, and migrant workers make organizing difficult (Lee, Hampton, & Jeyacheya, 2015; McGinley et al., 2017). In the European Horeca sector, fewer than 15% of employees are union members, meaning that the majority lack access to union-based grievance mechanisms or collective agreements. Consequently, many workers must rely on judicial processes for redress, which are often slow and inaccessible (Meliani & Gomes, 2010).

Research on union effectiveness in the hospitality sector has produced mixed results. Edralin (2009) assessed the organizational efficiency of unions in the hospitality industry and found that while unions remain critical advocates for worker welfare, their influence is constrained by structural and managerial barriers. Similarly, Elbashbishy and El-Adaway (2024) note that in non-unionized organizations, management must adopt robust human resource practices to compensate for the absence of union protection. Other scholars, such as Rahman (2023), argue that low unionization rates are structurally embedded in the industry due to its fragmented and transient labour market. As a result, effective management practices that prioritize employee motivation, welfare, and professional development are essential for sustaining productivity and minimizing conflict (Poloski, 2009; Linhartova, 2021).

In the Kenyan context, labour relations in the hospitality industry are shaped primarily by the activities of the Kenya Union of Domestic, Hotels, Educational Institutions, Hospitals, and Allied Workers (KUDHEIHA). Established in 1942 and formally registered in 1951, KUDHEIHA is mandated to represent workers in domestic services, hotels, educational institutions, and hospitals. Its core functions include organizing workers, engaging in collective bargaining, and advocating for improved employment terms and working conditions. Despite these efforts, KUDHEIHA faces challenges similar to those experienced by unions globally, including resource constraints, declining membership, and difficulties organizing workers in informal and small-scale establishments. Nonetheless, the union remains a vital actor in promoting fair labour practices, collective representation, and workplace justice in Kenya's hospitality sector.

Overall, effective labour relations systems are fundamental to the promotion of fair labour standards and the protection of workers' rights within the hospitality industry.

However, persistent challenges such as precarious employment, weak unionization, and poor compliance with labour laws continue to undermine these objectives. Strengthening institutional enforcement, supporting union revitalization, and fostering collaborative employer–employee relations are therefore essential steps toward achieving sustainable industrial harmony. As studies by Hagos et al. (2018), Ivy (2017), and Xesha (2014) demonstrate, positive labour relations not only enhance employee welfare and job satisfaction but also improve organizational performance and service quality which are key outcomes for a labor-intensive industry such as hospitality.

### **2.3 Organizational Leadership**

Organizational leadership serves as a cornerstone of effective management, encompassing diverse principles and practices that shape how individuals guide, inspire, and mobilize teams within an organization (Abdulfatai, 2021). At its core, organizational leadership leverages collective capabilities to achieve shared objectives, foster innovation, and adapt to evolving circumstances. A leader within an organization embodies these principles, acting as a pivotal force that influences corporate culture, strategic direction, and long-term success (Kouzes & Posner, 2023). Fundamentally, organizational leadership focuses on creating synergy, enhancing communication, and motivating individuals to perform at their highest potential, thereby propelling organizations toward sustained excellence (Van Wart et al., 2019). Understanding its essence and significance is vital in today's dynamic and competitive business environment, where strong leadership is often the key determinant of organizational resilience and growth. Through their values, behaviors, and decision-making, leaders play a central role in shaping and reinforcing the corporate culture of an organization (Nuraini, 2023).

A strong and positive organizational culture fosters employee engagement, satisfaction, and retention, while also attracting talent aligned with the company's values. Effective leaders ensure that these cultural elements are consistent with the organization's mission, thereby cultivating a cohesive and purpose-driven workforce (Ali & Anwar, 2021). Moreover, organizational leadership enhances performance by establishing strategic goals, aligning teams with those goals, and inspiring commitment to excellence. Leaders provide clarity, direction, and support, improving both individual and collective outcomes. They are also responsible for critical decision-making processes that influence innovation, market expansion, and profitability, all of which are vital to sustainable organizational success (Bratton, 2023). In a volatile business landscape, adaptability and resilience have become essential competencies. Organizational leaders play a vital role in equipping teams to confront challenges and uncertainties. They cultivate adaptability through transparent communication, continuous learning, and receptiveness to feedback and innovation. Such leadership fosters resilience, empowering employees to recover from setbacks and persevere during challenging periods. Consequently, this adaptability allows organizations to seize opportunities and remain competitive in an ever-changing environment (Bolden, Gosling, & Hawkins, 2023).

Organizational leadership is typically anchored in three foundational components: visionary thinking, people-centered focus, and strategic execution. Visionary thinking involves setting a compelling and future-oriented direction that aligns with the organization's core values. Visionary leaders articulate and communicate a clear sense of purpose that motivates others, inspires innovation, and drives collective commitment toward long-term goals (Sweeney, Clarke, & Higgs, 2019). A people-focused approach emphasizes employee well-being, growth, and inclusion. Leaders who prioritize people

development recognize that human capital is the organization's greatest asset. By nurturing open communication, empathy, and collaboration, these leaders foster engagement, retention, and overall success (Oreg & Berson, 2019). Finally, strategic execution concerns the practical realization of a vision. This includes transforming strategic objectives into actionable plans, allocating resources effectively, and monitoring progress toward established goals. Effective leaders ensure alignment between team activities and organizational strategy, adjusting plans responsively and leveraging data-driven insights to guide decision-making (Ali & Anwar, 2021).

Leadership manifests in a range of styles, each with unique implications for organizational behavior and performance. Among the most prevalent are autocratic, democratic, and laissez-faire styles. The autocratic leadership style is characterized by centralized authority and limited subordinate input. Autocratic leaders maintain tight control over decision-making, emphasizing discipline, obedience, and hierarchical order (Oh, Kim, & Kim, 2023). Such leaders are typically directive, often distrusting subordinates' judgment and preferring to make unilateral decisions (Akpapere, Jengre, & Mogre, 2019; Biloa, 2023). Although this approach can enhance efficiency in situations requiring quick, decisive action, it often restricts creativity and can lower morale. Praise and criticism are used strategically to enforce loyalty and compliance, reflecting the coercive and punitive nature of this style (Biloa, 2023).

In contrast, democratic or participative leadership involves shared decision-making and active employee participation. This style emphasizes both performance and people, encouraging team members to contribute ideas and engage in problem-solving (Woods, 2021). By valuing input from subordinates, democratic leaders foster a sense of ownership and collaboration, though the process can be time-consuming and may lead

to indecision if not properly managed (Koirala, Danuwar, & Subedi, 2024; Cerutti, Macke, & Sarate, 2020). Nevertheless, democratic leadership promotes creativity, motivation, and mutual respect, allowing for balanced decision-making and stronger group cohesion (Ali, Ullah, & Haque, 2023; Dugan, 2024; Alblooshi et al., 2021).

The *laissez-faire* leadership style, derived from the French term meaning “let it be,” represents a hands-off approach. Leaders adopting this style delegate significant authority to subordinates, allowing them autonomy in task execution (Hunt & Fedynich, 2019). While such freedom can empower highly skilled teams, it often results in ambiguity and lack of direction when employees require guidance. *Laissez-faire* leaders typically avoid decision-making and oversight, which may lead to decreased morale and organizational inefficiency (Robert & Vandenberghe, 2022; Ahsan & Khalid, 2023). Critics argue that this passive form of leadership often correlates with low productivity and dissatisfaction. However, under specific conditions particularly in creative or research-driven environments it can stimulate innovation and independent problem-solving (Gill, 2014).

Thus, organizational leadership encompasses both the conceptual framework and practical application of guiding organizations toward success. It integrates visionary, people-oriented, and strategic dimensions that collectively define leadership effectiveness. Furthermore, leadership style significantly affects organizational culture, employee motivation, and performance outcomes (Dewi & Wibowo, 2020). Understanding the nuances among autocratic, transactional, transformational, democratic, and *laissez-faire* leadership provides valuable insight into how leaders can adapt their approaches to optimize organizational growth, innovation, and resilience.

The selection of transformational and transactional leadership styles in this study is grounded in their well-established theoretical foundations, extensive empirical validation, and comprehensive explanatory strength within leadership scholarship. Initially conceptualized by Burns (1978) and later expanded by Bass (1985), these two approaches collectively capture both the managerial and inspirational dimensions of effective leadership. Transformational leadership seeks to motivate followers to transcend personal interests by fostering a shared vision, inspiring creativity, and promoting innovation, whereas transactional leadership emphasizes structure, task performance, and goal achievement through contingent rewards and corrective feedback (Bass & Riggio, 2006; Avolio & Bass, 2004). The complementarity of these styles provides a balanced framework that integrates organizational stability with adaptability qualities that are essential in navigating today's complex and evolving business environments (Antonakis & House, 2014; Northouse, 2022). Accordingly, transformational and transactional leadership offer a rigorous and holistic basis for examining how leadership behavior influences employee motivation, organizational performance, and long-term sustainability.

### **2.3.1 Transactional Leadership**

Transactional leadership is a management style grounded in a structured system of rewards and punishments used to motivate followers. It operates on the principle that individuals are driven by tangible incentives and accountability mechanisms. In contrast to transformational leadership, which seeks to inspire and elevate followers beyond self-interest for the collective good, transactional leadership emphasizes maintaining control, order, and performance consistency within established frameworks (Berkovich & Eyal, 2021). Transactional leaders clearly define roles, responsibilities, and expectations, ensuring that employees understand the criteria by

which their performance will be evaluated. Compliance is achieved through the promise of rewards such as bonuses, promotions, or recognition for success, and the threat of penalties or disciplinary actions for underperformance (Dong, 2023).

This leadership approach is primarily task-oriented, focusing on efficiency, adherence to processes, and the achievement of specific outcomes. Transactional leaders are often hands-on, providing explicit instructions and closely monitoring task execution to ensure conformity to established standards. Their primary concern lies in managing existing operations rather than promoting innovation or change. In this sense, transactional leadership mirrors certain characteristics of autocratic leadership, as both emphasize hierarchical authority, rule enforcement, and limited employee participation (Purwanto et al., 2020; Wahyuni et al., 2020). Leaders operating within this framework typically value control and consistency, believing that a well-defined chain of command enhances accountability and performance.

In practice, transactional leaders tend to function more as managers than visionaries, concentrating on maintaining the status quo and ensuring procedural compliance. Their focus lies in problem-solving through conventional means, adhering to institutional policies, and enforcing established rules. Such leaders rely heavily on close supervision and micromanagement to ensure productivity, adjusting when deviations occur and imposing penalties when expectations are unmet (Jensen et al., 2019). While this approach can produce short-term efficiency and stability, it often lacks the flexibility and innovation required in dynamic business environments.

A key limitation of transactional leadership lies in its narrow motivational scope. It often fails to consider non-financial factors that influence employee engagement and long-term performance. For example, when leaders communicate clear expectations but

fail to provide corresponding rewards or recognition, motivation and morale can decline (Dong, 2023). Furthermore, transactional leaders rarely engage in the developmental aspects of leadership—such as mentoring, empowerment, and emotional support—that characterize transformational leadership. As a result, this style can sometimes produce environments marked by compliance rather than commitment, leading to mediocrity and reduced innovation (Nielsen et al., 2019).

Despite its limitations, transactional leadership retains significant relevance in industries where efficiency, compliance, and consistency are vital, such as the hospitality sector. Hotels and service organizations depend on adherence to labor regulations, standard operating procedures, and quality control to ensure excellent guest experiences. In such contexts, transactional leadership is essential for maintaining operational discipline and enforcing performance standards. However, sustainable success in service-oriented industries requires a balance integrating transactional oversight with transformational elements that foster employee engagement, creativity, and intrinsic motivation (Dong, 2023). Thus, a hybrid approach that combines structure with inspiration can cultivate a motivated and empowered workforce capable of delivering exceptional service while upholding operational excellence.

### **2.3.2 Transformational Leadership**

During the 1970s and 1980s, scholars such as James MacGregor Burns and Bernard M. Bass introduced and expanded the concept of transformational leadership, emphasizing the role of leaders in inspiring and motivating followers to exceed personal interests for the collective good. Transformational leadership rests on the belief that people are more inclined to follow a leader who instills purpose, enthusiasm, and commitment. This style involves crafting and communicating a compelling vision, nurturing meaningful

relationships, and serving as a teacher, mentor, and coach to followers (Berkovich & Eyal, 2021). Transformational leaders emerge through continuous learning and authentic relationship-building, spending significant time fostering trust and demonstrating integrity. Their goal is to reshape the values, vision, and sense of purpose of their followers, aligning them toward a unified organizational mission. By doing so, they cultivate loyalty, cohesion, and dedication, focusing on both collective goals and individual well-being (Jensen et al., 2019).

Central to transformational leadership are the four components, often referred to as the Four I's: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. Idealized Influence reflects the leader's ability to act as a role model, instilling pride and trust among followers who strive to emulate their leader's values and behavior. Inspirational Motivation involves communicating optimism and enthusiasm, creating a strong sense of purpose and team spirit that motivates employees to commit to the organizational vision. Intellectual Stimulation encourages creativity and innovation by challenging existing assumptions, reframing problems, and promoting critical thinking. Lastly, Individualized Consideration focuses on the unique needs and development of each follower through mentorship, empathy, and personalized support, fostering open communication and appreciation of individual contributions (Jensen et al., 2019).

These four dimensions are integral to fostering organizational transformation and employee empowerment. Transformational leaders facilitate change by clearly articulating the organization's mission and vision, motivating employees to align with shared objectives, and cultivating a sense of unity and purpose. Effective transformational leadership requires adaptability, as leaders must respond swiftly to

organizational changes while maintaining employee morale and trust. However, despite its strengths, transformational leadership is not without its limitations. As Hoque (2025) observes, enthusiasm and charisma can sometimes be mistaken for competence, potentially leading to misguided decisions. Kouzes and Posner (2024) further caution that passionate leadership, while inspiring, can at times steer organizations toward unfavorable outcomes when not grounded in sound judgment.

Empirical research on transformational and transactional leadership styles has demonstrated their moderating effects across a wide range of organizational relationships. For instance, Miao and Cao (2019) found that transformational leadership moderates the relationship between employee well-being and creativity, enhancing the positive connection between the two variables. Similarly, Bellibaş et al. (2021) established that transformational leadership acts as a moderator between principal instructional leadership and teachers' professional learning in Turkey. In another study, Ha and Moon (2023) examined both leadership styles and revealed that while transactional leadership mitigates the negative link between distributive justice and organizational citizenship behavior, transformational leadership strengthens the positive relationship between goal clarity and such behaviors. Likewise, Duan et al. (2022) found that transactional leadership negatively moderates the relationship between knowledge redundancy and innovation ambidexterity, suggesting it may hinder creativity when overemphasized.

In African contexts, similar patterns have been observed, though studies remain limited. For example, Katuse (2019) explored the moderating role of transformational leadership among hospital management boards in Kenya and found no significant moderating effect on mobile health innovation adoption. Conversely, Obedgiu et al.

(2022) demonstrated that transformational leadership positively influences employee performance and moderates the relationship between talent management and performance in Ugandan public universities. Within the hospitality sector, Ohunakin et al. (2019) found that the core dimensions of transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—enhanced job satisfaction and life satisfaction while reducing turnover intention among Nigerian hotel employees.

In Kenya, studies such as Wanjiku and Kungu (2022) and Wambugu and Wainaina (2024) have further affirmed the positive impact of transformational leadership on the performance of five-star hotels in Nairobi County. Complementarily, Khairy et al. (2023) revealed that transactional leadership contributes positively to organizational agility in the tourism and hospitality sector through its influence on organizational trust and ambidexterity, which in turn mediate its relationship with agility.

Despite these extensive contributions, it is evident that the majority of previous studies have been conducted in developed economies, leaving substantial conceptual, contextual, and methodological gaps in leadership research within developing regions such as Kenya. Many of these studies rely solely on either quantitative or qualitative methods, limiting the depth and generalizability of their findings. To bridge this gap, the current study adopts a mixed-methods approach, integrating both quantitative and qualitative techniques to capitalize on their respective strengths while minimizing individual limitations. Furthermore, there remains a notable absence of research examining the moderating role of organizational leadership particularly transformational and transactional leadership in the relationship between labour law compliance and employee accountability within Kenya's hospitality sector. Therefore,

this study seeks to address these gaps by providing a more holistic and context-specific understanding of leadership dynamics in organizational performance.

## **2.4 Theoretical Framework**

A theoretical framework can be defined as a collection of interrelated ideas based on theories or a reasoned set of prepositions which are derived and supported by data or evidence (Murphy, & Medin, 1985). This section provides an overview of the theories applied in the study and how they are linked to the study objectives and hypotheses. This study will be guided by three theories namely; Koppell's model concept of accountability, system theory and compliance house model.

### **2.4.1 Koppell's Model Concept of Accountability**

Koppell's (2005) model concept of accountability was adopted in this study with five dimensions that reflect multiple characteristics of accountability. In this regard, the model provides a useful framework for analyzing labour law compliance and employee accountability in star-rated hotels in Kenya. The model outlines five interrelated dimensions of accountability: transparency, liability, controllability, responsibility, and responsiveness.

Transparency is about sharing information about performance. Liability is the answer to the question of whether the organization faced any consequences due to the employee's performance. Controllability is related to how much the organization meets the expectations of the top management. Responsibility is the answer to the question that "Does the organization follow the necessary rules during the operations?" and Responsiveness, the last dimension, is about the fulfillment of the main expectation of the organization or individual. Transparency is key to the accountability process and makes an actor obligated to provide, explain, and justify information about their

activities to the forum. If the actor discloses facts related to performance or activities, then they are transparent, which in turn helps in accountability. It involves the clear and open communication of actions, decisions, and processes within the hotel. In the context of star-rated hotels, transparency could include clear communication about job roles, expectations, and adherence to labor laws, ensuring that both management and employees understand their rights and responsibilities (Koppel, 2005).

Liability is the second typology of accountability without which accountability is meaningless (Lindberg, 2013). Liability deals with consequences (reward and punishment), which are attached to the performance of an employee. In other words, employees should be held answerable for their actions; they are punished for malfeasance and rewarded for success. If an employee faces consequences for their performance, then there is accountability. This dimension refers to the legal and ethical responsibility for actions or decisions. Hotels must also comply with labor laws, such as those concerning wages, working hours, and employee welfare, and be held accountable for any violations. Employees, too, are responsible for their actions within the scope of their work.

Controllability is the third typology of accountability that deals with the authority and control of behavior or action of the actor. This means that an actor is constrained by the orders of forum. If the forum can induce the behavior or action of an actor, the forum controls the actor. As a result, actor is accountable to the forum. If an actor follows through with what its forum has ordered, then there is controllability. This means that there is evidence of accountability. This focuses on an employee ability to influence or control outcomes. In the case of employee accountability, star-rated hotels must ensure employees have the resources, training, and autonomy to make decisions within their

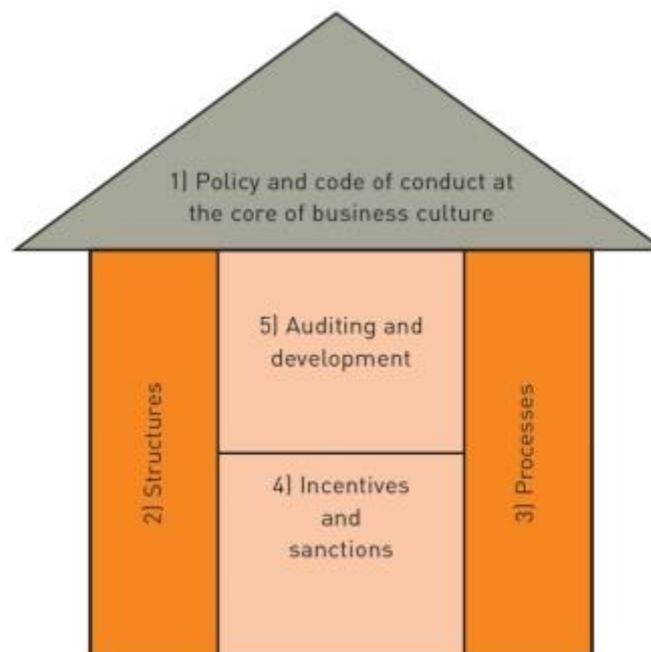
roles. However, employees should also be held accountable for those decisions (Koppel, 2005).

Responsibility is the fourth typology of accountability that constrains actors by formal and informal professional standards or behavior such as laws, rules, and norms. Such standards may encourage better behavior and set expectations against which the actor can be evaluated (Lindberg, 2013). Friedrich (n.d. cited in Koppell, 2005) argues that an accountable actor should not simply follow orders, as we mentioned in controllability, but must use their expertise constrained by professional and moral standards. Responsibility refers to an individual's duty to fulfill their role and obligations. For employees in star-rated hotels, this includes their duty to follow hotel policies, respect customer service standards, and comply with labor laws. Hotels, in turn, must be responsible for maintaining fair working conditions and complying with all relevant regulations.

Responsiveness is the final typology of accountability that satisfies the demands and needs of clients. In this typology, accountability turns outward rather than upward (Lindberg, 2013). That is why it is also called customer-oriented approach and bottom-line vision of accountability. If actor fulfills the demand and need of the forum, then he/she is a responsive actor. The responsive actor means there is evidence of accountability. This dimension emphasizes the need for quick and effective reactions to issues or challenges. Likewise, employees should respond to feedback and adapt to organizational needs or changes. Hence, accountability is combined form of transparency, liability, controllability, responsibility, and responsiveness. In this study, Koppel's five dimensions was used as a theoretical basis of employee accountability.

### 2.4.2 The Compliance House Model

The compliance house model was developed by Pletscher in 2010 as a model for effective compliance management with essential components for effective compliance. Private and public stakeholders expect that any organisation will conduct its business in a way that complies with applicable standards. Within an organisation, compliance management is the key instrument for ensuring law-abidance and is therefore a vital component of good, diligent management. Organizations therefore have everything to gain by adopting a culture of complete integrity and professional compliance management. Although there is no single binding model for effective compliance management, there are common fundamental elements for effective compliance as shown below in the ‘Compliance House’ model.



**Figure 2.1: Compliance house model**

*Source: Adopted from Pletscher, 2010*

To begin with, it is essential to have a policy and code of conduct element that is at the top of the compliance house. For compliance to be effective, management must be

committed to following the law, which is a fundamental requirement for all corporate operations. This dedication to law and order must be sincere, unambiguous, steadfast, and unwavering; it is the basis of a corporate culture that is focused on compliance. The organization must publicly demonstrate its commitment to following the law, both internally and externally, and managers must serve as role models. Management provides a code of conduct and establishes the ethical and moral framework under which the organization operates. It serves as a collection of rules and a moral compass for the organization. Management is entitled, motivated, and obligated by the code of conduct (Pletscher, 2010). The policy and code of behavior in this study are the labor laws, which include the Employment Act, the Occupational Safety and Health Act, and the Labor Relations Act.

Secondly, the structure of the compliance organization, which is the first pillar of the Compliance House, guarantees that management effectively implements the code of conduct, particularly the necessity to abide by the law, by making sufficient financial, human, and material resources accessible. The structural guarantee of the efficacy of compliance includes the establishment of independent organizations that may be contacted confidentially to report concerns and violations. For example, members can form a trade union where they can discuss and resolve their issues. The Compliance House is built on two fundamental pillars: its structure and its methods for compliance. They allow for the implementation of the principles that are established in the code of conduct. The structure pillar in this study involves the implementation of labor laws, which include the Employment Act, the Occupational Safety and Health Act, and the Labor Relations Act. The human resources department is responsible for ensuring compliance with these regulations. If the laws are not implemented correctly, they will not be effective (Pletscher, 2010).

Thirdly, the compliance processes, which are the second pillar of the Compliance House, include the steps that need to be taken in order to comply with the law, or the "how" of the application of the laws. In this study, compliance processes was conceptualized as the planned, systematic processes that are operational components of an effective compliance program. These processes include conducting regular safety audits, having safety guidelines, publishing and implementing internal regulations, training staff, providing safety wear, and addressing concerns and violations. The processes are systematic procedures that involve surveying, evaluating, and testing relevant information to ensure compliance with legislation and standards. These procedures include establishing and publishing internal rules and directives, developing and applying concrete measures to minimize risk, training and supporting staff, processing reports, and conducting checks. In addition to the processes that are expressly compliance-oriented, compliance aspects should also be consistently integrated into the company activities. Regularly training personnel helps them grasp the significance of the code of conduct and the internal standards of behavior. Because compliance with legislation needs a basic knowledge of the law and awareness of the rules of behavior, the business is required to train its workers properly (Pletscher, 2010).

The fourth pillar is appropriate incentives and sanctions in the Compliance House, which refers to the measures that the hotel has implemented to ensure that personnel follow the rules. Punishment and deterrence should be used to underline that compliance is mandatory and cannot be negotiated. Therefore, those who are guilty of breaking the law should be punished. As a result, compliance programs must mandate adherence to the law and, if appropriate, provide incentives to encourage compliance. On the other hand, a punishment is imposed for culpable violations of the law and

internal regulations. Sanctions can include a decrease in financial entitlements, an official warning, or even termination of employment.

Finally, monitoring the effectiveness of compliance measures and constantly improving them are essential components of the Compliance House. This guarantees that management frequently examines the effectiveness of compliance by checking for gaps in the program and implementing the appropriate individual steps that comply with the law. In this study, the established safety criteria can be checked for effectiveness and adjusted if necessary such as periodic assessments of safety and health issues. Investigations can be undertaken internally or outside to determine whether management and personnel are following the rules and regulations. For instance, the labor officers conduct frequent investigations to see whether the hotels are complying with the existing labor regulations. The level of expertise and business practices must be analyzed, and business operations and communications must be scrutinized in detail and assessed. Just because a compliance program is ineffective in one particular circumstance does not suggest that it is useless in general. However, if a substantial violation of the code of conduct and the norms of conduct is found, the compliance program must be reviewed again. It is necessary to determine the cause of the breach. If any individual breach can be traced back to a lack of or unclear regulations, insufficient training or support for staff, or incomplete or faulty compliance organization, then the compliance program must be changed (Pletscher, 2010).

The Compliance House Model was vital for this study because it provides a structured framework for understanding how organizations can effectively implement and sustain compliance with labour laws. The model highlights essential elements policy and code of conduct, organizational structure, compliance processes, incentives and sanctions,

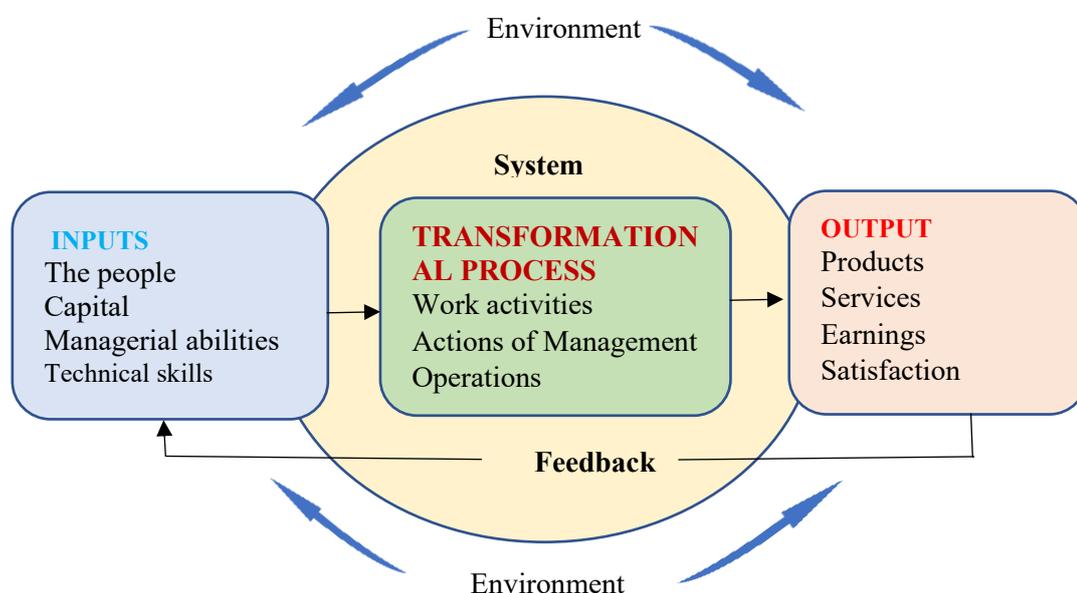
and continuous monitoring—that directly align with the enforcement of employment, occupational safety, and labour relations laws in star-rated hotels. It emphasizes leadership commitment, resource allocation, employee training, and accountability mechanisms, all of which are central to ensuring compliance.

### **2.4.3 Systems Theory**

Ludwig von Bertalanffy's work (1973) acknowledged that organizations must interact with their external environment, which is different from the perspective of classical school theorists like Max Weber, F. Taylor, and Henri Fayol, who considered organizations as closed systems. He believes that an organization should function as an open system rather than a closed system in order to thrive, similar to how a biological thing survives. He stated that the system is open and interacts with the external environment, and he underlined the importance of holism for solving problems within the organization. Today organizations are regarded as an open-ended process of coordinating purposeful individuals whose actions derive from applying their distinctive interpretations to the particular problems confronting them.

Organizational management systems are made up of various internal subsystems that must be kept in alignment with one another at all times. The subsystems work together to help the overall organization survive and succeed (Chikere et al., 2015). The system concept and its use in current management practices are important ideas in the field of systems science. Bertalanffy (1968) states that the term "system" refers to a collection of pieces that are interacting with one another. He described a system as a collection of elements that interact with each other and can be expressed in numerous forms. It is a collection of activities (functions) that are linked together in both time and location by a collection of practices that involve decision-making and behavior evaluation (which is referred to as control) (Hall & Fagen, 1956).

As businesses expand, they create increasingly complicated subsystems that must work together to convert inputs into outputs (McShane and Von Glinow, 2003). These interdependencies can become so complicated that a small incident in one subsystem might lead to major unintended effects in other parts of the organization. This thesis claims that organized enterprise cannot exist in isolation. It is well recognized that it relies on its external environment, which is a component of a bigger system. This broader system includes the industry to which it belongs, the economic system, and society (Wehrich et al., 2008). Wehrich states that the organization takes in inputs, changes them, and then sends the outputs out into the environment. The inputs include the people, capital, managerial abilities, and technical understanding of skills. It also encompasses the different groups of individuals who are placing demands on the business, including employees, consumers, suppliers, stockholders, and federal, state, and local governments. The system theory model is as shown in the diagram below



**Figure 2.2: Systems Theory Model**

*Source: Adopted from Bertalanffy 1968*

The inputs in this study have been defined as the laws that govern labor compliance, which include the Employment Act, the Occupational Safety and Health Act, and the Labor Relations Act. The Employment Act covers wage pay, compensation, employment contracts, termination, and dismissal. The Occupational Safety and Health Act compliance includes the work environment, such as the provision of protective gear, safety and health training, safety guidelines in the workplace, and safety audits. The Labour Relations Act compliance includes issues related to the right to join trade unions, employee discrimination, collective bargaining agreements, and dispute resolution. In an organizational system, inputs are converted into outputs in a way that is both effective and efficient.

According to Mithun (2022), the transformational process refers to the work activities of employees, the actions of management, and the ways of operation. In this study, it is usually the component of the organization's activities that involves the implementation and assimilation of the acts by the management or human resources of the hotels. For example, does the management provide its employees with employment contracts? Do they have a policy on overtime pay? Do they offer paid leave days? Do they equip their staff with protective gear? Do they have rules that address employee non-discrimination? These are decided by the management actions and processes that the organization has put in place. It is worth mentioning that labor rights are becoming a more significant concern for businesses in impoverished nations (Welford, 2002), and this trend is gaining traction in African businesses and environments. According to Folger and Cropanzano (1998), the human resource management techniques and activities of a company can generate a work atmosphere that encourages employees to behave in a way that is more focused on customers. This is consistent with the remark

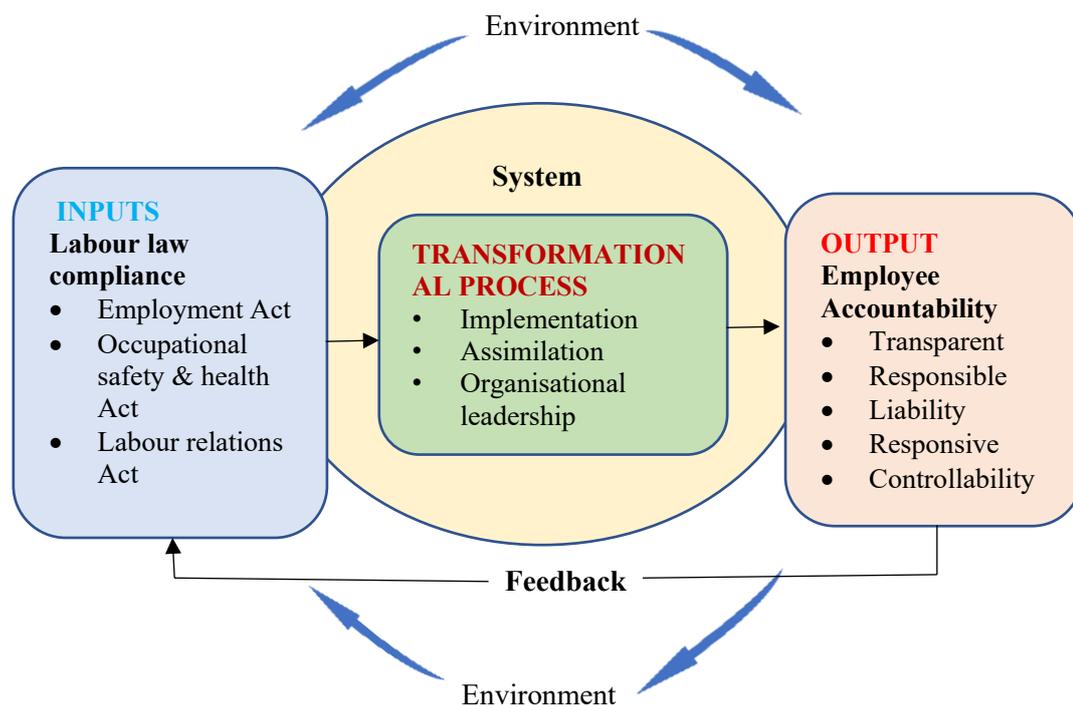
made by Tsaur and Lin (2004), that ensuring justice for employees in an organization could result in positive reciprocity.

The inputs are secured and transformed into outputs through the managerial functions, considering external variables. The outputs of different types vary depending on the company (Sony & Naik, 2020). This might involve a variety of things, including products, services, earnings, satisfaction, and the integration of the interests of the numerous claimants to the organization. In this study, outputs was conceptualized as accountability of employees, which is demonstrated via their services and actions, in form of the five dimensions of accountability by Koppell; responsiveness, transparency, responsibility, liability, and controllability.

The external environment is an important part of the systems model since it is involved in the process of changing inputs into outputs. Organizations have little or no authority to affect the external environment, but they have little choice but to adapt to it (Chikere et al., 2015). The external environment in this study includes the Kenyan constitution, the government, trade unions, and labor offices. For instance, the labor office monitors the enforcement of laws, receives complaints from employees, and acts when firms fail to comply or when there are incidents of unfair implementation. The external environment can influence the types of activities an organization undertakes (Mithun, 2022). For example, when the government amends labor laws, hotels must comply with the new regulations.

According to Chikere et al. (2015), the systems theory of management promotes a way of thinking that helps to reduce some of the complexity of a situation while also helping the manager to understand the nature of the complex problems and therefore operate within the perceived environment. According to Von (1972), systems theory

emphasizes the relationships between the components of a system instead of breaking down an object into its individual parts. In this sense, the organization is viewed as a system made up of interconnected components that need to work together in order to be efficient and effective. For these reasons, systems theory was chosen to guide the research. The systems theory model that has been adjusted for the study is shown in Figure 2.3.



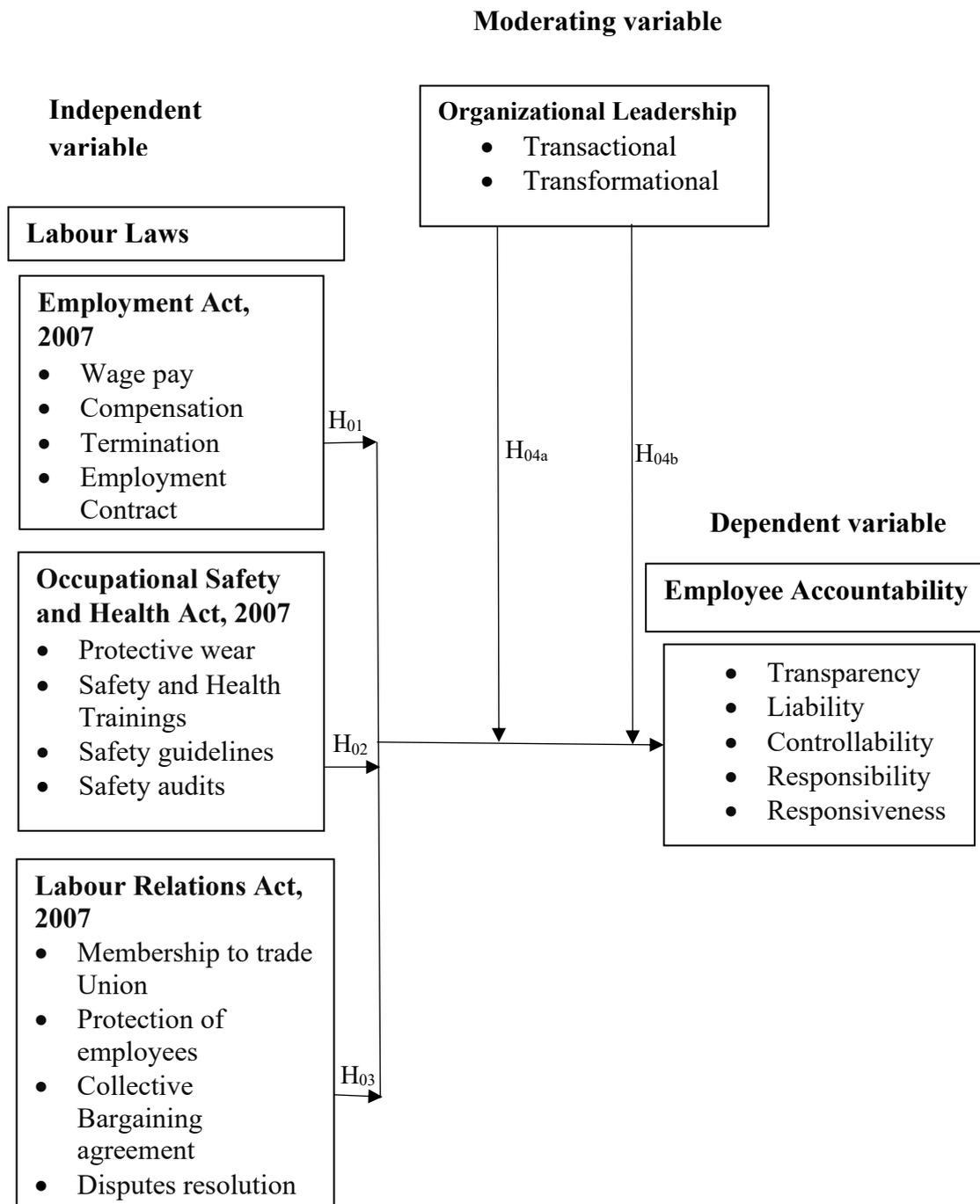
**Figure 2.3: Systems Theory Model**

*Source: Adapted from Bertalanffy (1968)*

## 2.5 Conceptual Framework for the Study

The conceptual framework (figure 2.4) was developed based on contextual labour law compliance underpinnings as well as theoretical models on employee accountability. It models the relationship between labour law compliance and employee accountability. The model assumes that labour law compliance; employment act, occupational safety

and health act and labour relations act influence employee accountability in terms of transparency, liability, controllability, responsibility and responsiveness. In addition, the study also established the moderating effect of organizational leadership in terms of transactional and transformational leadership on the relationships between labour law compliance and employee accountability.



**Figure 2.4: Conceptual Framework Diagram**

*Source: Adopted and modified from Kenya Labour Laws (2012), J. M. Burns and B. M. Bass (2006), Dong (2023) and Koppell's (2005).*

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the methodology that guided the study in addressing the set objectives and hypotheses. The chapter specifically comprises of the research philosophy, research design, target population, sampling design and procedure, data collection instrument, validity and reliability of the research instrument, data collection procedure, data analysis, and ethical considerations.

#### **3.1 Research Philosophy**

A research philosophy can be defined as an individual's perspective or belief regarding the appropriate approach for collecting, analyzing, and utilizing data pertaining to a specific topic (Singh, 2015). The five major philosophical perspectives in research; positivism, realism, interpretivism, postmodernism, and pragmatism represent distinct epistemological and ontological standpoints that guide how researchers understand and investigate reality. Positivism is grounded in the belief that reality is objective and can be observed, measured, and quantified through empirical investigation. It emphasizes the use of scientific methods to identify general laws and causal relationships. Realism, while acknowledging the existence of an objective reality independent of human perception, posits that such reality can only be partially understood due to the limitations of human cognition. It integrates both empirical observation and theoretical reasoning to explain the mechanisms underlying observable phenomena. Interpretivism, on the other hand, focuses on the subjective meanings individuals attach to social interactions and experiences. It contends that knowledge is socially constructed and best understood through qualitative inquiry that captures participants' perspectives. Postmodernism challenges the assumption of a single, universal truth,

arguing that knowledge is context-dependent, fragmented, and influenced by language, culture, and power structures. It promotes pluralism and critical reflection on dominant narratives. Lastly, pragmatism adopts a practical and problem-oriented approach, asserting that the value of knowledge lies in its usefulness in addressing real-world issues. Pragmatists advocate methodological flexibility, employing both qualitative and quantitative methods as appropriate to the research question (Winit-Watjana, 2016).

According to Kirongo and Odoyo (2020), the selection of a research philosophy has a direct impact on the quality and attributes of the knowledge generated. The philosophical paradigm that underpinned this study was pragmatism. Creswell and Turyahikayo (2021), believe that knowledge arises out of actions, situations and consequences rather than antecedent conditions. The pragmatism research philosophy acknowledges that there are multiple ways of interpreting the world. For this reason, it was considered appropriate for the present study. Pragmatism also supports the use of mixed-method research, which was employed in this study (Kenworthy & McMullen, 2014).

A similar study which was based on the foundation of mixed-method research carried out by Younus and Zaidan (2022) identified a close link between pragmatism and the use of mixed methods in the social and behavioral sciences. Mixed-methods studies involve the collection and analysis of both quantitative and qualitative data in a single study in which the data is collected concurrently or sequentially and involve the integration of the data at one or more stages in the process of research. Thus, for the mixed methods researcher, pragmatism opens the door to multiple methods, different worldviews, and different assumptions, as well as different forms of data collection and analysis.

### **3.2 Research Design**

A research design refers to a systematic and methodological framework that outlines the specific procedures and strategies employed to gather data in a study. The present study used explanatory concurrent mixed methods design. Explanatory research design was appropriate for this study because of the ability to reduce bias through probability sampling and maximizing the reliability of data to be collected (Rahi, 2017). On the other hand, explanatory concurrent research design was used as it converges or merges quantitative and qualitative data in order to provide a comprehensive analysis of the research problem (Rovai, Baker, & Ponton, 2013). The rationale of this approach is that the researcher collects both forms of data at the same time and then integrates the information in the interpretation of the overall results.

This research employed a mixed methods approach which involves the integration of qualitative and quantitative approaches for data collection and analysis (Toyon, 2021). The selection of this method was based on its higher credibility, which arises from the equal attention placed on both quantitative and qualitative data collection (Toyon, 2021).

A mixed-methods design offers a number of benefits to approaching complex research issues as it integrates philosophical frameworks of both post-positivism and interpretivism (Oranga, Matere, & Njurai, 2025). It also offers a logical ground, methodological flexibility and an in-depth understanding of smaller cases (Toyon, 2021). In other words, the use of mixed-methods enables researchers to answer research questions with sufficient depth and breadth (Dawadi, Shrestha, & Giri, 2021) and helps generalize findings and implications of the researched issues to the whole population.

### 3.3 Study Area

Uasin Gishu County provided a highly relevant setting for research on labour law compliance and employee accountability due to its expanding economic activities and rapidly urbanizing environment. The County comprises six sub-counties, specifically Turbo, Moiben, Kesses, Ainabkoi, Soy, and Kapseret as presented in Appendix VII showing the map of Uasin Gishu county. As the economic hub of the North Rift and now officially designated as a city in 2024, Eldoret and its surrounding sub-counties host a growing number of formal enterprises in agriculture, hospitality, transport, manufacturing, and services. This shift toward formalization increases the need to monitor the implementation of labour regulations and accountability systems, particularly in sectors previously characterized by informal practices. With a labor force of over half a million and a diverse, multicultural population, Uasin Gishu offers a rich and varied sample for assessing employment conditions and the application of national labor standards (KNBS, 2019).

Additionally, the county's strategic infrastructure including Kenya's third international airport and robust transport links has attracted numerous businesses and investors, further fueling employment growth. The increase in classified hotels and tourism-related activities underscores the importance of compliance in hospitality and service sectors, where employee relations and workplace rights are increasingly under scrutiny. The combination of high economic potential, a significant workforce, and evolving institutional frameworks makes Uasin Gishu County an ideal and timely case study for examining how labour law is practiced and how employee accountability is managed within a transforming regional economy.

### 3.4 Target Population

The term "target population" denotes a collective grouping of entities, individuals, or elements that adhere to a defined set of criteria being examined (Willie, 2024). Individuals can potentially belong to either an actual or theoretical group of individuals, occurrences, or entities that a researcher intends to apply the findings of their research study (Alabi, 2017). Hammersley (2023) define a population as the comprehensive assemblage of elements that a researcher intends to draw inferences about. The target population refers to the broader group to which an individual aims to generalize or apply their findings (Silva, 2017). The target population of this study consisted of 465 employees drawn from eight (8) classified hotels in Uasin Gishu County which include; Boma inn hotel, Noble conference hotel, Poa Place Resort, Hotel Winstar, Hotel Comfy & Lodge, Cicada Hotel, Kenmosa Resort and Star bucks Hotel as shown on table 3.1. The study also targeted 8 managers and two labour officers.

**Table 3.1: Target Population**

	<b>Hotel</b>	<b>No of Staff</b>
1.	Boma inn Hotel	95
2.	Noble Conference Hotel	90
3.	Poa Place Resort	90
4.	Hotel Winstar	35
5.	Hotel Comfy	40
6.	Cicada Hotel	45
7.	Kenmosa Resort	15
8.	Starbucks Hotel	55
	<b>Total</b>	<b>465</b>

**Source:** Tourism Regulatory Authority, (2015, Classification) and Hotel records (2023)

### 3.5 Sample and Sampling Technique

A sample refers to a subset of units that are chosen from a larger population (Levy & Lemeshow, 2013) and the primary subject of investigation chosen in a manner that ensures representation of the broader study population (Kumar 2014).

### 3.5.1 Sample Size

The present study employed the sample determination formulae proposed by Yamane in 1967 to ascertain the appropriate sample size. A sample size of 215 respondents was

derived using the following formula: 
$$n = \frac{N}{1+N(e)^2}$$

Where:

n = Sample size

N = Population size

e = the error of Sampling

$$n = \frac{465}{1 + 465 (0.05)^2} = 215.02 \cong 215$$

This study allowed the error of sampling on 0.05. Thus, sample size was 215 employees, to get the proportionate sample size for each hotel, the researcher took the population of each hotel divided by the total population then multiply by the total calculated sample size as shown in the sample distribution table 3.2. In addition, the study had a sample of eight (8) Managers and two (2) Labour officers.

**Table 3.2: Sample Size Distribution**

	<b>Hotels</b>	<b>No of Staff (N)</b>	<b>Sample Size (n)</b>
1.	Boma Inn Hotel	95	44
2.	Noble Conference Centre	90	42
3.	Poa Place Resort	90	42
4.	Hotel Winstar	35	16
5.	Hotel Comfy	40	18
6.	Cicada Hotel	45	21
7.	Kenmosa Resort	15	7
8.	Starbucks Hotel	55	25
	<b>TOTAL</b>	<b>465</b>	<b>215</b>

**Source:** Researcher's Computation

### **3.5.2 Sampling Techniques and Procedure**

Sampling pertains to the procedure of selecting a number of participants (sample) from a wider population (sampling) in order to serve as the foundation for estimating the prevalence of certain information that is of relevance to the researcher (Singh & Masuku, 2014). The research employed multiple sampling techniques. Star rated hotels were selected because they had internationally-accepted indicator of a hotel's quality, cleanliness and standards then census sampling was done for all-star rated hotels in Uasin Gishu County. Thereafter, stratified sampling was used to divide the population into smaller groups or strata according to departments then simple random sampling was used to proportionately pick the sample, given the homogeneity of the population.

Stratified random sampling refers to the methodology employed for selecting a sample in a manner that ensures the inclusion of defined subgroups within the population in proportions that mirror their distribution in the overall population (Mweshi & Sakyi, 2020). The sample was proportionately represented from each stratum (department). Furthermore, the participants for the study were selected through the utilization of simple random sampling which according to Toyon (2023) enables the generalization of findings to a wider population with a statistically measurable margin of error and facilitates the utilization of inferential statistics. To ensure equal chance of inclusion, simple random sampling was used to select the 215 employees who participated in the study. Random numbers were generated using excel to identify the employees. The labour officers and hotel managers were purposively selected.

### **3.6 Data Collection**

Data collection is a process of gathering information from respondents. This was done through the use of research instruments (Sukmawati, 2023).

### **3.6.1 Data collection sources**

Both primary and secondary data were collected in this study. Primary data refers to information that is directly collected by the researcher specifically for the purpose of a research assignment. These data are gathered from respondents through various methods, such as questionnaires, interviews, and surveys (Creswell & Creswell, 2018; Saunders, Lewis, & Thornhill, 2019). Primary data collection allows researchers to obtain first-hand information that is tailored to the specific objectives of the study (Kumar, 2019).

Secondary data refers to information that has been collected by someone other than the researcher for purposes other than the current study, often at a different time in the past. This data was obtained through review of documentary such as journal, theses, text books, government reports and from the internet. This type of data allowed validation and comparison of analyzed results in relation to the documented information in discussing research findings (Mazhar et al., 2021).

### **3.6.2 Data collection instruments**

Data for this study were collected using multiple instruments, including questionnaires, interview schedules, dyadic interviews, and court ruling/case. A questionnaire is a structured list of questions designed to gather information from respondents about their attitudes, experiences, or opinions (Sharma, 2022). A review of prior empirical studies conducted by researchers who explored similar topics indicates that the self-administered questionnaire is the most appropriate tool for this research (Leon, Lapkin, Fields, & Moroney, 2022). This method is particularly advantageous due to its self-reporting nature, minimal intrusiveness, and cost-effectiveness, which make it suitable for collecting large volumes of data efficiently (Clark et al., 2021).

The questionnaire (Appendix II) collected data from 215 employees and contained five sections labeled A-F. Section A comprised of demographic questions, section B consisted of questions on employment act compliance while section C comprised of questions on occupational health and safety compliance, section D comprised of questions on labour relations act compliance, section E comprised of questions on employee accountability while section F comprised of questions on organisational leadership.

The respondents were asked a series of questions that are designed in a structured format and are presented using a five-point Likert scale. This scale was used to assess the participants' opinions on different areas of the study. The respondents were asked to indicate the extent to which they agree or disagree with various statements. with response options *indicating "1"-strongly disagree (SD), "2-disagree (D), "3- moderate (M), "4-agree (A), and "5 -strongly agree (SA)*. Sullivan and Artino (2013), observes that the Likert scale has been used in most fields of scholarly and business research. According to Sullivan and Artino (2013), this is particularly useful where the value sought is a belief, opinion, or effect, and could not be asked directly and with precision.

An interview schedule (Appendix III) was used to collect data from eight managers of the hotels. According to Roberts (2020) the advantages of using a structured interview is that the researcher is able to clarify any queries concerning the questions. An interview guide ensures that answers are reliably aggregated and allows probing.

Dyadic interviews (Appendix IV) was used to solicit data from two labour officers in Uasin Gishu County. A dyadic interview is a qualitative research method and data collection technique in which it involves two participants, who may already share a relationship (such as coworkers). In this method, data is generated through their

interaction and conversation, focusing on the dynamic exchange between just two individuals (Robinson, 2020).

Court ruling/case (Appendix V) was used as one of the instruments for data collection. A court case which is a written opinion by a judge is a primary legal source because it directly states the law and sets a legal precedent. It is the original source of the court's decision. This can include pleadings, motions, court rulings, witness statements, evidence, legal arguments, and judgments (Schäfer & Ott, 2022). In the context of the study the researcher looked at court cases related to labour law issues this typically include employer-employee disputes, tribunal findings, unfair dismissal cases, and more.

### **3.6.3 Data Collection Procedure**

The questionnaires were administered flexibly, allowing participants the option to complete them on-site or take them away to fill out at their convenience. To mitigate prejudice and facilitate the opportunity for further information gathering, a drop-and-pick later methodology was implemented for the collection of questionnaires. This provided a great sense of anonymity and a lower chance of biasness.

To expedite the data collection, the researcher enlisted two research assistants to help deliver questionnaires to participants. The research assistants were graduates who know research procedure and were able to deliver within the specified time frame. The researcher trained the research assistants on how to administer the questionnaires, understand all the questions and the identification of respondents. To facilitate the interviews with hotel managers and the dyadic interviews with labour officers, the researcher formally booked appointments with the respective personnel, who subsequently scheduled specific dates for the interviews. With respect to court cases,

the researcher primarily relied on the Kenya Law Reports, accessible at [www.kenyalaw.org](http://www.kenyalaw.org), which comprehensively publish decisions from all superior courts in Kenya, including the High Court, the Court of Appeal, and the Supreme Court.

### **3.7 Operationalization of Study Variables**

Operationalization of variables involves redefinition of abstract notions and concepts into observable measurable and quantifiable units (Albertini, 2014). Independent and dependent variables were reduced to their respective measurable subcomponent. The independent variables under labour law; employment act was measured by; wage pay, overtime compensation, termination and dismissal, leave benefits and employment contract (Employment Act, 2007); occupational safety and health act was measured by; protective wear, safety & health trainings, safety guidelines and safety audits (The Occupational Safety and Health Act, 2007); lastly, labour relations act was measured by; freedom of association, protection of employees and collective bargaining agreement (Labour Relations Act, 2007). The dependent variable; employee accountability was measured using Koppell's five dimensions of accountability components which include transparency, liability, controllability, responsibility and responsiveness (Koppell, 2005). The moderating variable; organisational leadership was measured using transformational and transactional (Burns & Bass, 2006). Both variables were on ordinal scale.

### **3.8 Pre-testing of Research Instruments**

Pretesting is a method of checking that questions work as intended and are understood by those individuals who are likely to respond to them (Häder, 2022). Also pretesting has the capacity to reduce sampling error and increase questionnaire response rates (Sundram & Romli, 2023). It consists of the administration of the data collection instrument with a small set of respondents from the population for the full-scale survey.

The purpose of pre-testing is to identify problems with the data collection instrument and find possible solutions. Pre-testing should be conducted in circumstances that are as similar as possible to actual data collection and on population members as similar as possible to those that will be sampled (Hilton, 2017). A sample of 30 participants from Sirikwa Hotel was used to pre-test the research instruments so as to assess the reliability and validity of the research measurements. The size of 30 for piloting was chosen since this study was dependent on a large sample. According to the rule of the thumb, 30 represents the minimum size for a large sample (VanVoorhis & Morgan, 2007).

### **3.9 Reliability and Validity of Instruments**

In order to assess the internal consistency of the data collection tools and the applicability of the proposed constructs, the study conducted reliability and validity tests using data collected during the instrument pre-testing stage prior to data analysis (Knapp & Mueller, 2010).

#### **3.9.1 Reliability**

Reliability refers to the degree to which a variable or a set of variables consistently assesses the intended construct. It refers to the questionnaire's ability to consistently yield reliable results under varying circumstances and over time (Sürücü & Maslakci, 2020) and the extent to which data collection techniques or analysis procedures yield consistent outcomes. The internal consistency method, specifically utilizing Cronbach's alpha, was selected due to its superior reliability compared to other methods. It evaluates the extent to which a set of test items accurately measures a particular behaviour or characteristic.

According to Cho and Kim (2015), to ensure internal consistency, reliability estimates should be derived from the mean inter-correlations among individual items within a

test. Sideridis, Saddaawi, and Al-Harbi (2018) recommend a minimum Cronbach's alpha coefficient value of .7 for assessing reliability. Cho and Kim (2015) states that Cronbach's alpha values ranging from .6 to .7 are considered reliable.

According to Tashakkori and Teddlie (2010), a questionnaire is considered highly reliable if it registers a Cronbach Alpha coefficient of between 0.82 and 1.00; sufficient reliability if between 0.64 and 0.82; has low reliability of between 0.46 and 0.64; and not reliable if between 0.10 and 0.46. The researcher employed Likert-type question items to measure the variables. The reliability coefficient results from the pre-testing displayed the findings in a Table 3.3 show that all the study variable were above the recommended threshold of 0.70 with employment act having a reliability coefficient of 0.891; occupational safety and health had a reliability coefficient of 0.953; labour relations acts had a reliability coefficient of 0.927; organizational leadership had a reliability coefficient of 0.935 and employee accountability had a reliability coefficient of 0.940 respectively. Triangulation, credibility, transferability, dependability and confirmability was used to establish reliability in qualitative data collected from the interview schedule.

**Table 3.3: Reliability Analysis**

	<b>Cronbach's Alpha</b>	<b>N of Items</b>
Employment Act	0.891	18
Occupational Safety and Health	0.953	11
Labour Relations Acts	0.927	9
Organisational Leadership	0.935	19
Employee Accountability	0.940	27

**Source: Data Analysis, 2024**

### 3.9.2 Validity

Validity refers to the degree to which an instrument effectively assesses the intended construct (Bryman, 2016). A well-designed questionnaire ensures the collection of accurate and consistent data. The four types of validity are; face validity, content validity, criterion validity, and construct validity. Face validity refers to the general agreement that a question, scale, or measure appears to logically and accurately reflect its intended measurement (Terry & Nguyen, 2024). Face validity was assessed by supervisors and experts from Moi University School of Tourism, Hospitality and Events Management, who reviewed the items of the research instrument and gave their approval.

The research questionnaire's validity was assessed to ensure that the scale effectively measures what it is intended to and appears to be a reliable representation of the scale. In this study, the instrument was distributed to a panel of competent researchers including the supervisors who assessed the instrument's adequacy in determining content validity. The experts evaluated the instrument and determined the extent to which each item was pertinent to the research questions and objectives.

According to Clark and Watson (2019), construct validity pertains to the degree to which measurement questions accurately assess the intended constructs. This study aimed to replicate measurement constructs that have been previously developed and empirically tested. Internal validity pertains to the ability of a questionnaire to accurately assess the construct it is designed to measure. The researcher worked with subject matter experts to ensure the validity of the content, criteria, and constructs.

This study utilized factor analysis to test factor loadings to reveal underlying patterns. It aims to reduce a larger set of variables into a smaller set of factors, where each factor

represents an underlying dimension or construct that explains the correlations between the original variables. Essentially, factor analysis helps to simplify complex data by identifying shared variance and grouping variables that are highly correlated with each other (Widaman & Helm, 2023).

Content validity approach was used as the study's second method of validation. Content validity is defined by Shrestha (2021) as the extent to which an instrument covers the needed content of a certain construct. One of the major techniques that the researcher used for establishing the validity of qualitative data included choosing a skilled moderator. Employing a moderator helped overcome personal bias and ensure that the data was genuine and was not influenced by “what the researcher wants to see or hear”.

### **3.10 Data Analysis and Presentation**

Data from questionnaires was analyzed using both descriptive and inferential statistical methods. Data collected was coded and entered into SPSS version 26 for purposes of analysis. Data was screened first and cleaned for response rate, missing values, univariate and multivariate outliers. Data was then edited for accuracy, uniformity, completeness, consistency and order so as to simplify coding (Ganti & Sarma, 2022). This was a necessary step in ensuring that the quality of data used for the study was high. Every questionnaire was checked and the collected data entered into the SPSS code books for analysis. Descriptive analysis was conducted to explore the characteristics of the study variables. Descriptive statistics such as means, frequencies and standard deviations were used to analyze quantitative data. Descriptive analysis presentation was done using frequencies and percentages.

### 3.10.1 Multiple Linear Regression

Multiple linear regression was used to test the hypotheses at the 5% significance level to minimize chances of committing type I and type II errors. In statistical hypothesis testing, a Type I error is rejecting the null hypothesis when it's actually true (a false positive), while a Type II error is failing to reject the null hypothesis when it's false (a false negative). The regression analyses tested the effect of each of the independent variables on the dependent variable. Inferential analysis was used to model direct and moderation effects. The main inferential approaches that were employed to analyze both the direct and moderation effects were Multiple Regression and Andrew Hayes Macro 'PROCESS'. Before data analysis, assumptions of multiple regression were tested such as linearity, normality, multicollinearity, autocorrelation and homoscedasticity (James et al., 2023).

A normality test is used to decide whether sample data has been drawn from a normally distributed population. Normality plays a vital role in predicting the scores of the dependent variable and also in knowing the shape of the distribution (Smith, 2015). This study adopted Shapiro Wilk test to test for normality. Pal, Bharati, Pal, and Bharati (2019) states that the quantile-quantile plot compares ordered values of a variable with quantile of a specific theoretical distribution (the normal distribution). If two distributions match, the points on the plot will form a linear pattern passing through the origin with a unit slope.

Multicollinearity refers to the phenomenon where one independent variable in the situation of a multiple regression model is linearly predicted from the analysis of the others with a certain degree of accuracy (Sekaran & Bougie, 2010). Multicollinearity was performed on the data by examining Variance Inflation Factor (VIF) and assessing

the tolerance ( $1 / \text{VIF}$ ). The use of Variance Inflation Factor (VIF) and tolerance ( $1/\text{VIF}$ ) to assess multicollinearity in a dataset involves running a regression model and then calculating these metrics for each predictor variable. VIF quantifies how much the variance of a regression coefficient is inflated by correlations with other predictors, with higher values (e.g.,  $>5$  or  $>10$ ) indicating more significant multicollinearity. Tolerance, being the inverse of VIF, indicates the extent of multicollinearity, with smaller tolerance values (e.g.,  $<0.2$  or  $<0.1$ ) suggesting higher multicollinearity (Adam Hayes, 2025). Independent variables are considered collinear if the value of VIF exceeds 3. Multicollinearity was also tested in this study.

In a linear regression model, we assume the error term has a normal distribution with mean of zero and constant variance of which is called homoscedasticity. In a situation where the error term does not have constant variance, it is said to be heteroscedastic. When the regression error is homoscedastic that is when the regression model is accurate across the range of the dependent variable. When the homoscedasticity assumption is met, residuals form a pattern less cloud of dots (Pal et al., 2019).

Testing of independence of error also known as autocorrelation is realized through the use of Durbin Watson tests for autocorrelation check. Under this test, correlation of regression residuals of adjacent observations is easily detected (Hair et al., 2014). The autocorrelation test requires that the data contain little or no auto-correlation. Auto correlation occurs when the residuals are not independent from each other. A value of between 1.5 and 2.5 is deemed appropriate to suggest a lack of serial correlation (Ding, 2019).

Linear relationships can be expressed in a graphical format where the variable and the constant are connected via a straight line or in a mathematical format where the

independent variable is multiplied by the slope coefficient, added by a constant, which determines the dependent variable (Sarstedt, Mooi, Sarstedt, & Mooi, 2019). Linearity also refers to the point at which a dependent variable has a linear relationship with one or more independent variables. This means that the expected value of dependent variable is a straight-line function of each independent variable, holding others constant.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \dots \dots \dots \text{Equation 1}$$

**Model 1.** Testing the effect of independent variables on employee accountability.

$$y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where, Y = Employee Accountability

$\alpha$  = Constant

$\beta_1 \dots \beta_3$  = the regression coefficients

$X_1$  = employment act compliance

$X_2$  = occupational safety and health act compliance

$X_3$  = labour relations act compliance

e: Error term

### 3.10.2 PROCESS Macro

Andrew Hayes' macro 'PROCESS' model (Abu-Bader & Jones, 2021) was used to test the moderating effect of moderator variable on the relationship between the independent variables and the dependent variable. PROCESS Macro is widely used in social, business, and health sciences and is a powerful tool for estimating direct and indirect effects in single and multiple mediator models, and analyzing two- and three-way interactions in moderation models (Jollineau & Bowen, 2023).

“Moderation analysis” was used to examine the moderating effect of organizational leadership (transactional and transformational) on the relationship between labour law compliance and employee accountability. The ability to describe the conditional or contingent nature of the mechanism(s) by which a variable transmits its effect on another, and testing hypotheses about such contingent effects influenced the choice of this technique (Abu-Bader & Jones, 2021).

Based on the conceptual framework, the following model specification were derived:

**Model 2.** Focused on the moderation of transactional leadership on the relationship between labour law compliance and employee accountability. Therefore, the regression equation for this model is as shown in equation 2.

$$Y = \alpha + \beta_1 \sum_{i=1}^3 X_i + \beta_2 M_1 + \beta_3 \sum_{i=1}^3 X_i * M_1 + \varepsilon \dots \dots \dots \text{Equation 2}$$

Where;

Y = Employee Accountability

$\alpha$  = Constant

$\beta_1 \dots \beta_3$  = the regression coefficients

$\sum_{i=1}^3 X_i$  = labour law compliance

$M_1$  = Transactional leadership

$\sum_{i=1}^3 X_i * M_1$  = Interaction term

**Model 3.** Examined the moderating influence of Transformational leadership on the relationship between labour law compliance and employee accountability. It was modeled using equation 3.

$$Y = \alpha + \beta_1 \sum_{i=1}^3 X_i + \beta_2 M_2 + \beta_3 \sum_{i=1}^3 X_i * M_2 + \varepsilon \dots \dots \dots \text{Equation 3}$$

Where;

$Y$  = Employee Accountability

$\alpha$  = Constant

$\beta_1 \dots \beta_3$  = the regression coefficients

$\sum_{i=1}^3 X_i$  = labour law compliance

$M_2$  = Transformational leadership

$\sum_{i=1}^3 X_i * M_2$  = Interaction term

### 3.10.3 Content Analysis

Qualitative data in this study were analyzed using content analysis, a versatile technique for systematically examining textual data to identify patterns and meanings. Content analysis is a general term encompassing various strategies for analyzing text-based information (Vears & Gillam, 2022). It provides a structured approach to organizing large volumes of qualitative data by categorizing text to identify trends, frequencies of word usage, relational patterns, and underlying structures of communication (Kleinheksel, Rockich-Winston, Tawfik, & Wyatt, 2020). In this study, content analysis was applied to data obtained from interview schedules with hotel managers and dyadic interviews with labor officers to gain deeper insights into the phenomenon under investigation. This approach enabled the researcher to interpret participants' narratives systematically, drawing meaningful inferences about leadership practices, employee accountability, and compliance with labor laws.

One of the key advantages of content analysis is its systematic and replicable nature, which enhances the transparency and reliability of qualitative findings. It allows for the examination of both manifest content (explicitly stated information) and latent content (underlying meanings), offering a comprehensive understanding of textual data.

Additionally, it enables researchers to quantify qualitative information, making it possible to compare patterns and themes across participants. The method is also flexible, allowing the integration of inductive (data-driven) and deductive (theory-driven) approaches. Furthermore, it helps preserve the context and richness of qualitative data, making it well-suited for exploratory studies that aim to uncover emerging concepts and relationships (Vears & Gillam, 2022).

However, content analysis is not without its limitations. One notable shortcoming is the potential for researcher bias during data coding and interpretation, particularly when identifying themes or determining meaning in context. The process can also be time-consuming and labor-intensive, especially when handling large datasets requiring manual coding and validation. Additionally, over-reliance on word frequency or textual patterns may lead to oversimplification of complex phenomena, potentially neglecting the nuanced meanings embedded in participants' narratives. Finally, the subjectivity inherent in qualitative interpretation may reduce the generalizability of findings if not carefully managed through inter-coder reliability checks or triangulation (Kleinheksel et al., 2020).

### **3.11 Ethical Considerations**

Prior to conducting the study, the researcher obtained approval and authorization from the University. A research authorization was sought from NACOSTI (Appendix VII) together with the transmittal letter (Appendix 1) and the questionnaire, the introduction letters from Moi University (Appendix VI) and the research permit was used to collect data from the respondents for the study.

This research adhered to ethical considerations such as obtaining authorization, ensuring voluntary participation, protecting participant safety, maintaining anonymity

and confidentiality, avoiding deception in analyzing and reporting the results. The researcher explained to the respondents the purpose of the study and assured them of confidentiality of information aimed at securing cooperation from respondents and facilitate the collection of data (Cacciattolo, 2015). The researcher also maintained objectivity during data analysis and reporting. These ethical considerations are supported by various authors (Hasan, Rana, Chowdhury, Dola, & Rony, 2021). Anonymity was also maintained by not mentioning individual's names or hotel in the study. The researcher did a plagiarism assessment on the document and it was within the University recommended percentage of below 20% (Appendix IX).

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Overview

This chapter presents data, analysis and interpretation of the study findings. It includes data processing, response rate, missing data, univariate and multivariate outliers, and respondents' demographic characteristics, descriptive findings infused with case analysis, content analysis results and inferential statistical results.

#### 4.2 Response Rate

The response rate is a crucial factor in any research study as it directly impacts the validity, dependability, and reliability of the obtained results (Ali et al., 2021). Therefore, all the field questionnaires were thoroughly reviewed to verify the integrity and coherence of the collected data, excluding those that contained errors or erroneous information from the analysis. The response rate was determined by dividing the aggregate number of valid or useable questionnaires returned by the total number of questionnaires administered. A total of 215 questionnaires were administered in line with the sample size. All the 215 questionnaires were returned resulting to a 100 percent return rate (Table 4.1). To achieve this excellent return rate, the researcher engaged two research assistants to follow up the respondents through phone calls to ascertain that the questionnaires were fully answered. This response rate was also enhanced through the researcher's personal administration of the questionnaires and engagement with the participating employees. Beullens et al. (2018) state that a response rate exceeding 60% is deemed satisfactory for a social science study, since it allows for the formulation of reliable research results. Hence, the researcher deemed the response rate to be satisfactory since it exceeded the threshold of 60% and yielded ample data for analysis and drawing inferences from the study.

**Table 4.1: Response Rate**

<b>Questionnaire</b>	<b>Count</b>	<b>Percentage</b>
Distributed	215	100.00
Returned	215	100.00

**Source: Data Analysis, 2024**

### **4.3 Data Preparation, Screening and Cleaning**

The collected data were first processed by opening the necessary codebook. The coding of responses was completed after the clear and complete questionnaires were selected. Coding is a process that entails the conversion of raw data into a format that is suitable for a computerized data file. This is achieved by assigning specific numbers or letters to each observation of a variable. Each item in the questionnaire was assigned a code that upon completion was entered into a statistical analysis software package IBM SPSS version 26.

Data were then prepared for the analysis. Data preparation is the process of collecting, cleaning, and consolidating data into one file or data table, primarily for use in analysis (Karen, 2019). The data was prepared for analysis by ensuring it met the minimum requirements for qualitative and quantitative analysis. Upon receiving the questionnaires from the field, the researcher examined them to verify that all the questions were answered. Additionally, the researcher sorted the questionnaires checking questions that were left incomplete and those that were fully answered. This allowed the researcher to assess the accessibility, adequacy, and appropriateness of the gathered data in order to proceed with the data analysis procedure. This technique also helped assess the appropriateness of the proposed analysis methods based on the received comments. Cleaning and screening the data involved checking for inconsistencies, missing responses, and other errors to ensure accuracy and

completeness. All of these tasks were completed in anticipation of data coding and entry.

#### **4.3.1 Missing Value Analysis**

In order to assure the accuracy and reliability of this research, the researcher took proactive steps from the beginning to prevent any instances of missing data in the collected data. Missing data remains a concern in statistical analysis since such data can yield inconsistent parameters (Berchtold, 2019). Pham et al. (2022) emphasize that although the quantity of missing data is not a problem, its arrangement or structure must not be overlooked. According to Pham et al. (2022), the concept of missing data can be traced through three distinct assumptions. The first assumption, the Missing Completely At Random (MCAR), assumes that missing data are fully comparable to the observed data. This assumption is quite restrictive where missing data is not related to any values in the data set. The second assumption, the Missing At Random (MAR), works on the assumption that data missing in one variable can be fully compared to the observed data in the same variable. This assumption finds favor with the standard implementation of multiple imputation. The third assumption, the Missing Not At Random (MNAR) is the least restrictive yet trickiest to deal with given the difficulty of knowing practically how the ideal model for the missing mechanism looks like. MNAR assumes that missing data in one variable cannot be compared with observed data, even in the same variable.

In this study, the MAR assumption was used where in, all cases with less than five percent of missing data were replaced using the hot deck imputation approach (Myers, 2011). According to Myers (2011), hot deck imputation handles missing data by replacing the missing data using observed data from similar cases. The main advantage

of this approach is that it preserves the original data distribution and does not introduce bias. After running the missing value analysis, three cases (4, 45, and 88) were found with 1 missing value each. Meanwhile, five cases (9, 38, 70, 102, and 195) had two missing values each (Table 4.2). The missing data were however below 5% allowing for replacement by hot deck imputation.

**Table 4.2 Missing Patterns (cases with missing values)**

Case	# Missing	% Missing
4	1	1.2
38	2	2.3
45	1	1.2
88	1	1.2
70	2	2.3
9	2	2.3
102	2	2.3
195	2	2.3

**Source: Data Analysis, 2024**

#### 4.3.2 Analysis of Outliers

Outliers are data points that deviate significantly from the expected values or fall outside the normal range. Outliers can serve as indicators of errors or data that is unrelated to the remainder of the dataset (Zhang, Meratnia, & Havinga, 2010). Screening data for outliers is essential since their existence would make the data non-normal, which contradicts one of the study's assumptions. Therefore, data were screened for both univariate and multivariate outliers. According to Aggarwal and Springerlink (2017), univariate outliers are data points with significant amounts of deviations away from other data points of a single variable. Often, univariate outliers are identified using a threshold of  $\pm 3$  or through histograms or box plots. In the event that they occur, they point to potential inconsistencies in parameter estimates due to under or over estimation. Therefore, in this study, box plots were run, with outliers

identified as values outside the range ( $Q1 - 1.5 \cdot IQR$ ,  $Q3 + 1.5 \cdot IQR$ ). No such values were identified confirming a lack of univariate outliers.

Next, data were screened for multivariate outliers. Little and Rubin (2020) contend that when multiple variables are examined simultaneously, chances of multivariate outliers increase. In such cases, observations deviate from the expected pattern. Although occurrence of multivariate outliers is not unusual in single variables, they are significantly sensitive in combination of variables. This study employed the Mahalanobis distance  $D^2$  to examine the presence of multivariate outliers. Consequently, the Mahalanobis  $D^2$  chi-square values with probabilities below 0.001 suggested existence of multivariate outliers. As shown from the output in Table 4.3, the first seven cases arranged in descending order had Mahalanobis  $D^2$  chi-square values with probabilities below 0.001, an indication that the seven cases had multivariate outliers and were deleted from further analysis. Therefore, after the screening and cleaning of the data set, 208 cases were retained for analysis indicating 97% effective response rate.

**Table 4.3 Results of Multivariate Outlier Test**

Case	MAH_1	P_MAH_1
1	73.66008	.00000
2	30.35783	.00000
3	24.70823	.00006
4	22.60570	.00015
5	22.43458	.00016
6	20.91482	.00033
7	20.70938	.00036
8	14.23588	.00658
9	14.23588	.00658
10	14.13958	.00686

**Source: Data Analysis, 2024**

#### 4.4 Respondents' Demographic Information

This section provides results of the analysis of the demographic attributes of the employees of star-rated hotels in Uasin Gishu County. Three demographic factors, gender, education, and experience were targeted in examining star rated hotel's compliance with labour laws and accountability. Examining the prevailing levels of these demographic factors was necessary because of their contribution to the contemporary hospitality environment. For instance, Mooney (2022) reckons that it is time to reflect on the gender research in tourism and hospitality management. Giousmpasoglou (2024) references gender and experience when advocating for fair and decent work that looks upon working conditions. Moreover, employee experience has been associated with happier guests, lower turn-over and enhanced hotel reputation (Lončar & Knežević, 2023).

The analysis of these demographics was facilitated through the questionnaire data collected from 208 respondents and focused on their gender, education level and work experience. Table 4.4 presents the distribution of the employees' demographic characteristics. The gender distribution results of the respondents indicated a majority of females (63.0%; n = 131) followed by males (37%; n = 77).

Further, the study revealed that in relation to the academic qualification of the employees, the results revealed that majority of the respondents were holders of diploma education and they accounted for 49.5% (n = 103), this was followed by those that had bachelors' degree qualification with 29.3% (n = 61) and those with certificate level qualification with 21.2% (n = 44).

The experience distribution revealed that majority of respondents accounting for 46.6% (n = 97) had a work experience ranging between 6 to 9 years of experience, this was

followed by those that had an experience of between 4 to 6 years who accounted for 38.5% (n = 80) and only 14.9% (n = 31) had work experience ranging between 1 and 3 years of experience.

**Table 4.4: Demographic Characteristics of Employees**

		Frequency	Percent
<b>Gender</b>	Male	77	37.0
	Female	131	63.0
	<b>Total</b>	<b>208</b>	<b>100.0</b>
<b>Education</b>	Certificate	44	21.2
	Diploma	103	49.5
	Degree	61	29.3
	<b>Total</b>	<b>208</b>	<b>100.0</b>
<b>Experience</b>	1-3 Years	31	14.9
	4-6 Years	80	38.5
	7-9 Years	97	46.6
	<b>Total</b>	<b>208</b>	<b>100.0</b>

Source: Data Analysis, 2024

#### 4.5 Exploratory Factor Analysis

The study employed Principal Components Analysis (PCA) to identify key components signifying the most important variables while removing redundant items. In this way, variance in the specific constructs was maximized allowing for the capture of large volumes of information. Besides, use of PCA enabled the research to cross-validate data by way of construct validity (measured through extracted constructs), convergent validity (measured through the strength of the factor loadings), discriminant validity (measured through distinct factors), content validity (measured through cumulative variance explained), and sampling adequacy, measured through KMO and Bartlett's measure of sphericity (Tavakol & Wetzel, 2020). The researcher performed principal component analysis with variance maximization (Varimax) rotation on all variables in order to identify factors from each construct and any elements with a loading below 0.50.

Gewers et al. (2021) state that the primary objective of Principal Component Analysis (PCA) is to extract pertinent information from data and visually represent the similarities between observations and variables. The statistical outcomes of factor analysis included the KMO measure of sampling adequacy, the Bartlett's test of sphericity, the rotated component matrix, the total variance explained.

#### 4.5.1 PCA for Employee Accountability Variable

An analysis using Principal Component Analysis (PCA) was performed to investigate the loadings of elements related to employee accountability. This facilitated the identification and elimination of any superfluous items from the analysis. A list of twenty-seven items was used to evaluate employee accountability. The KMO score for employee accountability was 0.600, surpassing the required threshold of 0.5, indicating that the sampling was adequate to facilitate the running of PCA. In addition to the KMO test, the Bartlett's test of sphericity yielded a very significant result of 7650.104 at 351 degrees of freedom, with a p-value of less than 0.05. The Bartlett's Test of Sphericity yielded a p-value of 0.000, suggesting a substantial correlation across the components in the dataset, and supporting construct validity as shown in table 4.5.

**Table 4.5: KMO and Bartlett's Test for Employee Accountability**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.600
Bartlett's Test of Sphericity	Approx. Chi-Square	7650.104
	Df	351
	Sig.	.000

**Source: Data Analysis, 2024**

The PCA further extracted five components (transparency, responsiveness, controllability, liability and responsibility) that exhibited strong loadings with

acceptable levels of eigen values (above Kaiser's threshold of 1). Moreover, the five components achieved strong construct validity given their meaningfulness in employee accountability and their strong theoretical support (Karsono, 2023; Paudel & Gupta, 2019).

The variance explained output (Table 4.6), high levels of content validity in the employee accountability construct were registered basing on the cumulative variance explained by the extracted components. The five components extracted had eigenvalues in the excess of 1.5, and cumulatively explained 74.50 percent of the variance in employee accountability, showing that they covered the expected employee accountability information adequately. Individual factor contribution to the variance explained revealed that transparency attained (41.18%) and responsiveness (13.72%) are critical pillars of employee accountability.

**Table 4.6: Total Variance Explained in Employee Accountability**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Transparency	11.12	41.18	41.18	11.12	41.18	41.18
Responsiveness	3.71	13.72	54.90	3.71	13.72	54.90
Controllability	1.94	7.20	62.10	1.94	7.20	62.10
Liability	1.83	6.76	68.86	1.83	6.76	68.86
Responsibility	1.52	5.64	74.50	1.52	5.64	74.50

Extraction Method: Principal Component Analysis.

**Source: Data Analysis, 2024**

Table 4.7 shows the results of the rotated component matrix (using varimax with Kaiser Normalization rotation). Principal component analysis extraction method was used to extract the components, by ensuring that all loadings less than 0.50 were suppressed using Shrestha (2021) recommendation. From the results, most of the items loaded

highly on their respective components ( $> 0.5$ ). These high loadings confirm that unidimensionality whereby items converged in measuring the respective components (factors) showing high convergent validity. In addition, there was no cross loadings observed, with all items loading highly on only one individual component. Therefore, the results show that there was strong discriminant validity.

**Table 4.7: Rotated Component Matrix for Employee Accountability**

	Component				
	1	2	3	4	5
I disclose correct information of my functions and performances	.889				
I update my performance and functions to my superiors	.885				
I work within the set standards of performance	.868				
I share information even when it is uncomfortable to do so	.814				
I brief my supervisor of my progress of my work	.700				
I discharge my duties in a straightforward manner	.668				
I show sincere interest to solve service-related problems on time.		.812			
I give prompt attentiveness when asked something		.736			
I am never too busy to respond to people's request.		.728			
I listen to the need, demand, and concerns of clients without any biasness		.718			
I take blame for any happenings within my station		.705			
I react to queries and inquiries in a timely manner		.688			
I evaluate my progress and performance			.824		
I monitor feedback about my performance			.801		
I take charge of my duties and assigned tasks.			.526		
I am accountable for my actions				.813	
I am answerable for my actions to someone in authority				.786	
I feel obliged to give utmost service to hotel				.648	
I own up to my mistakes				.577	
I meet my daily set goals as per my job descriptions					.817
I audit my functions and performances					.721
I take corrective action in my work					.696
I carry out my job effectively within the set rules and procedures					.635
I am ready to face the consequences for my actions					.585
Extraction Method: Principal Component Analysis.					
Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 10 iterations.					

**Source: Data Analysis, 2024**

#### 4.5.2 PCA for Employment Act Variable

Principal Component Analysis was used to assess the loadings of the employment act construct items, allowing for the identification and removal of redundant items from the analysis. Initially, a total of eighteen items were utilized to assess the employment act construct. The KMO value for the employment act was 0.669, which suggests that the sampling was sufficient. In addition, the Bartlett's test of sphericity produced a very significant result of 4012.516 at 153 degrees of freedom, with a p-value below 0.05. The Bartlett's Test of Sphericity resulted in a p-value of 0.000, indicating a strong connection among the components in the dataset as shown in table 4.8.

**Table 4.8: KMO and Bartlett's Test for Employment Act**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.669
Bartlett's Test of Sphericity	Approx. Chi-Square	4012.516
	Df	153
	Sig.	.000

**Source: Data Analysis, 2024**

The factor analysis procedure revealed the presence of four components with significant loadings, as displayed in Table 4.9. These components had Eigen values greater than 1.0. The four components; wages, overtime, termination, and contract terms collectively explained 75.85 percent of the overall variation, confirming high content validity. The wages (40.30%), overtime (14.43%) and termination (11.62%) components accounted for most of the percentage variance explained in the employments act construct, showing why star rated hotels need to emphasize aspects of the employment act.

**Table 4. 9: Total Variance Explained in the Employment Act Construct**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Wages	7.25	40.30	40.30	7.25	40.30	40.295
Overtime	2.60	14.43	54.73	2.60	14.43	54.727
Termination	2.09	11.62	66.35	2.09	11.62	66.352
Contract Terms	1.71	9.50	75.85	1.71	9.50	75.850

Extraction Method: Principal Component Analysis

**Source: Data Analysis, 2024**

A rotated component matrix was performed for the indicators of employment act. The factor loadings were largely above 0.5, an indication of good convergent validity showing the unidimensionality of most items as shown in Table 4.10.

**Table 4. 10: Rotated Component Matrix for Employment Act**

	Component			
	1	2	3	4
Due process is followed when dismissing employees	.919			
Summary dismissal occurs on grounds of evidence of gross misconduct	.908			
The organization gives notice before termination	.862			
If terminated without notice employees are paid in lieu of notice	.850			
Redundancy is declared using clear and acceptable criteria	.670			
I work within the stipulated working hours	.570			
Female employees are allowed minimum of three months maternity leave with full pay		.523		
My contract specifies that I work eight hours a day		.948		
My contract specifies the nature of employment		.879		
My terms of service in the contract are adhered to.		.605		
Wages are paid on time			.877	
I am compensated for working overtime			.769	
I am paid the minimum wage as stipulated by the law			.640	
Male employees are allowed a minimum of 14 days paternity leave with full pay.			.523	
My salary is not deducted when I am on sick leave				.746
I have an employment contract				.746
The contract is renewed when expired				.660
I go on leave annually with full pay				.637

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

**Source: Data Analysis, 2024**

### 4.5.3 PCA for Occupational Safety and Health Act Construct

The PCA approach was also used to validate the occupational safety and Health Act construct. The essence was to extract important factors while deleting redundant items. Moreover, there was need to examine the adequacy of sampling with regards to occupational safety and health hazards construct to justify PCA. A total of eleven items were initially identified to measure occupational safety and health act. The KMO statistic for the occupational safety and health act was 0.839, indicating that sampling was adequate to run PCA. Furthermore, the Bartlett's test of sphericity yielded a very significant chi-square result of 2683.935 at 55 degrees of freedom, with a p-value less than 0.05. The Bartlett's Test of Sphericity yielded a p-value of 0.000, showing a strong relationship between the components in the dataset as shown in Table 4.11.

**Table 4. 11: KMO and Bartlett’s Test for Occupational Safety and Health Act**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.839
Bartlett's Test of Sphericity	Approx. Chi-Square	2683.935
	Df	55
	Sig.	.000

**Source: Data Analysis, 2024**

PCA extracted two components, with high eigenvalues that loaded highly on the Occupational Safety and Health Act construct, the two components cumulatively explained up to 79.11% of the variance showing a high content validity. The two components identified as safety and audit individually accounted for 68.65% and 10.45% of the variance in the Occupational Safety and Health Act construct, showing the centrality of safety as a component of the Occupational Safety and Health Act as shown in Table 4.12.

**Table 4.12: Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Safety	7.55	68.65	68.65	7.55	68.65	68.65
Audits	1.15	10.45	79.11	1.15	10.45	79.11

Extraction Method: Principal Component Analysis.

Source: Data Analysis, 2024

The rotated component matrix output (Table 4.13) revealed high factor loadings on the two components extracted ( $> 0.6$ ). The data had very good convergent validity and exemplified strong discriminant validity in addition to being unidimensional. All the 11 items initially suggested to measure occupational safety and health act were subsequently retained.

**Table 4.13: Rotated Component Matrix for Occupational Safety and Health Act**

	Component	
	1	2
I am trained on occupational health and safety matters	.893	
Hotel managers respond positively when safety and health is	.878	
I am aware of the health and safety guidelines in place	.823	
Safety training manuals and records are available in the hotel	.821	
The hotel promotes a culture of safety in the workplace	.786	
The hotel evaluates factors that could affect the health and safety of employees	.776	
I feel satisfied by the level of safety at my workplace	.727	
I am provided with an appropriate working attire for my work station		.905
The hotel ensures staff use appropriate gear in their station		.896
The hotel identifies potential hazards in the work place		.662
The hotel undertakes periodic assessment on safety and health issues		.638

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Source: Data Analysis, 2024

#### 4.5.4 PCA for the Labour Relations Act Construct

To examine the loadings of elements pertaining to the Labour Relations Act, an analysis was conducted using Principal Component Analysis (PCA). Because of this, it was

much easier to spot and exclude irrelevant items from the study. The Labour Relations Act was assessed using a checklist consisting of nine items. The sampling was sufficient for further examination, as the KMO score for the Labour Relations Act was 0.733, which is greater than the minimum threshold of 0.5. With 36 degrees of freedom, the Bartlett's test of sphericity produced a highly significant result of 1909.057, with a p-value lower than 0.05, complementing the KMO test. A significant correlation among the dataset's components was suggested by the Bartlett's Test of Sphericity, which returned a p-value of 0.000 as shown in table 4.14.

**Table 4.14: Bartlett's Test for Labour Relations Act**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.733
Bartlett's Test of Sphericity	Approx. Chi-Square	1909.057
	Df	36
	Sig.	.000

**Source: Data Analysis, 2024**

In Table 4.15, results reveal two components that have significant loadings that have been identified through the process of factor analysis. These components had Eigen values that were more than 1.0. A total of 75.91% of the overall variance may be attributed to the two components; employee protection (63.92%) and dispute resolution (11.99%). Based on these findings, the construct validity of this variable has been established.

**Table 4.15: Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Employee Protection	5.75	63.92	63.92	5.75	63.92	63.92
Disputes Resolution	1.08	11.99	75.91	1.08	11.99	75.91

Extraction Method: Principal Component Analysis.

**Source: Data Analysis, 2024**

A rotated component matrix was conducted to analyze the indicators of labour relations act. All nine items pertaining to labour relations act were retained. The findings revealed that a total of nine items had been identified and had robust loadings on two factor components (Table 4.16).

**Table 4.16: Rotated Component Matrix for Labour Relations Act**

	Component	
	1	2
The union intervenes in cases of trade disputes	.871	
The unions are involved in disciplinary processes involving employees	.838	
I am free to join a trade union without victimization	.781	
Employee benefits are negotiated under CBA	.767	
The hotel honors the CBA negotiated	.761	
The hotel has a policy against discrimination of employees	.653	
The hotel takes action in cases of discrimination of employees		.904
The hotel has internal mechanisms for resolving disputes		.880
Employees are able to challenge unfairness through dispute resolution forum		.749

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

**Source: Data Analysis, 2024**

#### 4.5.5 PCA for Organizational Leadership

An analysis was carried out using Principal Component Analysis (PCA) to assess the loadings of factors relating to the organizational leadership. This made it much simpler to identify and remove redundant items. Organizational leadership assessment inventory consisted of nineteen items. The organizational leadership KMO score was 0.737, which is higher than the minimum criterion of 0.5, indicating that the sampling was enough for further analysis (Table 4.17). The Bartlett's test of sphericity, which complements the KMO test, yielded a highly significant result of 5716.518 with a p-value lower than 0.05 and 171 degrees of freedom. With a p-value of 0.000, Bartlett's Test of Sphericity indicated that there was a statistically significant association among the variables in the dataset.

**Table 4.17: KMO and Bartlett's Test for Organizational leadership**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.737
Bartlett's Test of Sphericity	Approx. Chi-Square	5716.518
	Df	171
	Sig.	.000

**Source: Data Analysis, 2024**

Four components with substantial loadings were found by factor analysis and are shown in Table 4.18. The Eigen values of these parts were more than 1. These four factors, when combined, account for 81.72% of the total variation. Together, the four factors influence (56.05%), inspiration (13.41%), intellectual (6.66%) and individualized (5.61%) account for about 81.72% of the total common variation among the 19 items. These results prove that this variable has construct validity.

**Table 4.18: Total Variance Explained**

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Influence	10.65	56.05	56.05	10.65	56.05	56.05
Inspiration	2.55	13.41	69.46	2.55	13.41	69.46
Intellectual	1.26	6.66	76.11	1.26	6.66	76.11
Individualized	1.07	5.61	81.72	1.07	5.61	81.72

Extraction Method: Principal Component Analysis

**Source: Data Analysis, 2024**

A rotated component matrix was conducted to analyze the indicators of organizational leadership. All 19 items pertaining to organizational leadership were retained. The findings revealed that a total of 19 items had been identified and had robust loadings on four factor components as shown in table 4.19.

**Table 4.19: Rotated Component Matrix for Organizational leadership**

	Component			
	1	2	3	4
I feel supported enough to give my best at work	.902			
There are opportunities for me to progress in the company	.800			
I feel recognized for my hard work	.786			
My ideas and opinions are valued in the organisation	.687			
Managers find ways to satisfy needs of employees.	.583			
Managers negotiate with employees to meet their needs.	.571			
I am in line with the company's vision and goal	.550			
Managers go out of their way to ensure employees meet set targets.		.866		
I know what to expect to receive when performance goals are achieved.		.860		
Managers are clear about expectations and establish rewards for meeting the expectations.		.801		
I am assisted in exchange for my efforts.		.714		
Managers monitor task execution for any problems and correct the problems to maintain performance levels.		.645		
Managers take corrective actions on the basis of results of employer employee transactions.			.767	
The management approach exemplifies teamwork.			.656	
I am empowered and trusted at my work place			.643	
I am inspired by my supervisors			.568	
Management creates an environment of care for each other				.852
Management only reacts after problems have become serious to take corrective action.				.629
I feel I belong in the Organisation				.533

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 13 iterations.

**Source: Data Analysis, 2024**

#### 4.6 Descriptive Statistics of Study Variables

Descriptive statistics were run on the dependent and independent variables to primarily capture the data distribution across these variables. This made it possible to gauge the levels of employee accountability and compliance with labour laws in the sampled hotels at the time of research. Stockemer et al. (2019) assert that all types of quantitative analysis rely on accurate measurement largely devoid of coding errors. It is advisable

to perform descriptive statistics on one's data to ensure that the data aligns with the expected values for means and standard deviations.

The descriptive statistics of interest included means scores that elicited typical responses among employees, standard deviations computed to show variability, skewness to show the side that most responses leaned towards, and Kurtosis showing the peakedness among the responses. Skewness and kurtosis were employed to assess normality in the data distributions (Khatun, 2021). A distribution is regarded to be regularly distributed if the values of skewness and kurtosis are within the range of -3.0 to +3.0. When the skewness and kurtosis values of the research variable fell within the acceptable range, it was concluded that the normalcy assumption had been satisfied.

The descriptive statistics analysis was run on all variables after a factor analysis on the study's retained items, which include employment act compliance, occupational safety and health act compliance, labour relations act compliance, organizational leadership, and employee accountability. Responses were based on a 5-point Likert type rating scale where "1" represented strong disagreement (SD), "2" represented disagreement (D), "3" represented moderate agreement (MA), "4" represented agreement (A), and "5" represented strongly agreement (SA). Therefore, average response scores were interpreted on the following continuum.  $1 \leq SD < 1.5$ ;  $1.5 \leq D < 2.5$ ;  $2.5 \leq MA < 3.5$ ;  $3.5 \leq A < 4.5$ ;  $SA \geq 4.5$ .

#### **4.6.1 Descriptive Statistics for the Employment Act Construct**

The employment act was the first independent variable in the study. The respondents were asked to express their level of agreement with the various statements reflecting the employment act practices employed in the various star rated hotels. The descriptive results in Table 4.20 presents conflicting views on the compliance with diverse

employment act practices applied in the star rated hotels. Respondents tended to strongly and consistently agree that their contracts were renewed on expiry ( $M=4.65$ ,  $SD=0.599$ ) and that they were duly given employment contracts ( $M=4.53$ ,  $SD=0.689$ ).

They agreed with activities in the employment act such as female employees being granted a fully paid minimum of three months maternity leave ( $M=4.46$ ,  $SD=0.857$ ); the contract's specificity on eight working hours ( $M=4.33$ ,  $SD=1.031$ ); being granted annual leave with full pay ( $M=4.29$ ,  $SD=0.762$ ); the specificity of contracts on nature of employment ( $M=4.20$ ,  $SD=1.070$ ); and non-deduction of salary when on sick leave ( $M=4.11$ ,  $SD=0.781$ ).

However, the respondents showed moderate agreement on hotels compliance with paying wages on time ( $M=3.27$ ,  $SD=1.007$ ); pegging summary dismissal on evidence of gross misconduct ( $M=2.94$ ,  $SD=1.315$ ), issuing of notices before termination ( $M=2.58$ ,  $SD=0.987$ ); adherence to terms of service in the contract ( $M=2.56$ ,  $SD=0.974$ ); and paying employees for termination in lieu of notice ( $M=2.54$ ,  $SD=0.975$ ). Meanwhile, there were disagreements among the respondents regarding hotels compliance with other activities, although such disagreements were inconsistent basing on the relatively large standard deviations. For instance, they disagreed that they are paid the minimum pay as stipulated in the law ( $M=2.41$ ,  $SD=1.249$ ); that they are compensated for working overtime ( $M=2.20$ ,  $SD=1.182$ ); that they work within stipulated hours ( $M=2.19$ ,  $SD=1.185$ ), that male employees are granted a minimum of 14 days paternity leave with full pay ( $M=2.17$ ,  $SD=1.144$ ); that due process is followed when dismissing employees ( $M=2.03$ ,  $SD=1.100$ ); and that redundancies are declared using clear and acceptable criteria ( $M=2.01$ ,  $SD=1.083$ ). The skewness and kurtosis

statistics were within the  $\pm 3$  threshold indicating that the distribution of the employment act data was largely normal.

**Table 4.20: Descriptive statistics for Employment Act**

	Mean	SD	Skewness	Kurtosis
The contract is renewed when expired	4.65	.599	-2.575	1.265
I have an employment contract	4.53	.689	-1.928	2.260
Female employees are allowed minimum of three months maternity leave with full pay	4.46	.857	-1.972	1.866
My contract specifies that I work eight hours a day	4.33	1.031	-1.472	.832
I go on leave annually with full pay	4.29	.762	-2.013	.844
My contract specifies the nature of employment	4.20	1.070	-1.295	.519
My salary is not deducted when I am on sick leave	4.11	.781	-1.556	.542
Wages are paid on time	3.27	1.007	.010	-.797
Summary dismissal only occurs on grounds of evidence of gross misconduct	2.94	1.315	.187	-1.076
The organization gives notice before termination	2.58	.987	.402	-.071
My terms of service in the contract are adhered to.	2.56	.974	.432	.058
If terminated without notice employees are paid in lieu of notice	2.54	.975	.471	.076
I am paid the minimum wage as stipulated by the law	2.41	1.249	.709	-.548
I am compensated for working overtime	2.20	1.182	.933	.003
I work within the stipulated working hours	2.19	1.185	.960	.040
Male employees are allowed a minimum of 14 days paternity leave with full pay.	2.17	1.144	.972	.181
Due process is followed when dismissing employees	2.03	1.100	1.127	.586
Redundancy are declared using clear and acceptable criteria	2.01	1.083	1.176	.791
<b>Employment Act</b>	<b>3.19</b>	<b>1.00</b>	<b>-0.23</b>	<b>0.41</b>

**Source: Data Analysis, 2024**

The descriptive statistics indicate a mixed level of compliance with the Employment Act among star rated hotels in Uasin Gishu County, with some employment act practices being complied with and others receiving little attention. Some hotels have

endeavored to comply with the act in terms of employment contracts, maternity and annual leave, and payment for employees who are on sick leave. However, they appear to show a lukewarm compliance with timely wage payment, summary dismissals, termination notifications, adherence to contracts, and compensation of employees terminated in lieu of notice. More worrisome, the star rated hotels in the study context appear to have little regard to practices that may endear employees more to them such as minimum wage, overtime compensation, adhering to stipulated working hours, and following due processes in dismissals. Indeed, the issue of employee compensation featured during the dyadic interview with labour officers. When asked whether hotels comply with the labour laws, the typical verbatim responses were;

*...aah actually we have noted some laxity among the hotels in complying with some provisions particularly compensating overtime and unlawful termination (DI-1)*

Besides, implicitly accepting that they were actually having issues compensating employees for overtime rendered, some managers pointed a finger towards resources in the hotels. Citing verbatim;

*...our hotel being not so established; we find it difficult complying with some of the employment act provisions given their costly nature (INT-1)*

*...because of the provisions such as those of minimum wage and overtime compensation, we often resort to hiring casual or contract workers who may not be as demanding (INT-3)*

The finding that star rated hotels in Uasin Gishu County have endeavored to comply with the act in terms of employment contracts, maternity and annual leave, and payment for employees who are on sick leave augurs well with their operations. For instance, by giving employment contracts and renewing them promptly on expiry, these hotels emphasize job stability and compliance with the provisions of the Employment Act related to contract renewal. Research has shown that instability is a threat to job

security, and has the potential to exacerbate tension in the workplace thereby eroding trust among employees and fueling turnover (Karatepe et al., 2022).

However, by not complying with such legal requirements the hotels jeopardize employees' productivity and retention and opening doors for wrongful dismissal claims as is consistent with the findings from the following case analyses.

In a case ruling referenced *Julius Mwangi v Meridian Hotel Limited* [2021] eKLR the claimant was employed on 14<sup>th</sup> June, 1995 as a waiter by the respondent, he rose to become a supervisor, a rank held until his termination on 10<sup>th</sup> March, 2016. He claimed that he had been maliciously terminated thus seeking compensatory damages for unlawful termination, payment in lieu of leave allowance, salary for the days worked in March 2016, 2 months' pay in lieu of notice, service gratuity and unpaid overtime.

The respondent denied that the claimant was summarily dismissed without justifiable cause. He averred that the claimant had absconded duty without any justifiable cause, neglected his duties, refused to obey commands within his scope of duty, and together with other employees, had manipulated the respondent's accounting system. He further averred that he duly informed the claimant these allegations, this amounted to gross misconduct, warranting summary dismissal under section 44(4) of the Employment act. The claimant testified, stating that he failed to report to work on 6<sup>th</sup> March 2016 because he was unwell, and his whereabouts were known to his immediate supervisor. He then reported to work on Monday, where he was directed to go back home, later recalled and given a letter of summary dismissal. He further testified that he was charged in a court of law with the offence of stealing by servant, where he was dismissed as the respondent didn't present any witnesses. The Court was required to make a determination on two

issues, whether the claimant's termination is wrongful and unlawful, and whether the claimant was entitled to the reliefs sought

Under sections 43(1) and 45(2) of the Employment Act, the employer is obliged to give reasons for the termination of the employee and that such reason(s) were justified and fair. The court concluded that the reasons for the termination of the claimant were stated in the letter of summary dismissal but were not justified because there was no evidence provided to support the allegations in the letter and did not hear and consider any representations of the employee and/or the employee himself before the dismissal. Consequently, the court held that the claimant's termination was unfair and unlawful, and the claimant was awarded 7 months' gross salary in compensation, 4 month's salary in lieu of notice, untaken leave days and 10 days worked in March, 2016.

In another case which was an appeal case from the Chief Magistrate court referenced ***Simba Corporation t/a Acacia Premier Hotel v Kirui [2024] eKLR***, the respondent was an employee (waiter) of the appellant, whose services were summarily dismissed on grounds of gross misconduct. The respondent, in the trial case, was awarded one-month salary in lieu of notice, damages for wrongful termination, damages for loss of employment and costs of the suit. The appellant sought to set aside the magistrate's judgment and decree.

The appellant assert that the respondent was terminated for gross misconduct and thus did not require notice pay, since the respondent contributed to the loss of his employment, he was not entitled to damages of the loss and that the respondent was not wrongfully terminated. The respondent argued that he was not issued a notice of termination, the investigations for his misconduct were conducted by the same individuals that constituted the disciplinary committee which is contrary to the rules of

natural justice and that he proved his case on a balance of probability as legally required thus entitled to the award. Two issues for determination were identified. Whether the Trial Court erred in finding that the Respondent was unfairly terminated, and whether the Trial Court erred in awarding the Respondent the reliefs sought.

The court relied on sections 43(2) and 45 of the Employment Act, which requires the employer to provide reasons for termination. The respondent had been dismissed on fraudulent acts, which he admitted. The court found that the appellant had valid, justified and fair reasons to dismiss the respondent. On the second issue, the court dealt with each relief awarded to the respondent. On the maximum award for 12 months, the court reduced it to 4 months, because there wasn't a valid explanation for a 12-month's pay. After all, the respondent contributed to his termination. On a one-month payment in lieu of notice, the court agreed with the trial court on the payment of the same because no evidence that the respondent was given a notice of termination or paid in lieu. The court set aside damages for loss of employment stating that a remedy known to section 49 of the Employment act and thus devoid of merit.

In yet another case, *Moses Njoka v The Sarova Stanley* [2018] eKLR, the claimant filed the suit seeking damages for unfair termination by lock-out from employment service. The claimant worked as a "guest room attendant" where while performing his duties, he injured his back from lifting heavy bag load linen material, after which he visited the respondent's clinic and was referred to Bliss Gvs clinic for further medical attention. He underwent several medical x-rays at Coptic Hospital and MRI scan at Nairobi West Hospital Limited, which declared him suffering from "low back pain radiating to the left leg". He further sought medical attention at Kikuyu Orthopedic Hospital, where the doctor recommended a light working performance through a letter,

which he submitted to the Human Resource Assistant Manager for adoption. The letter was, however, negatively received. This led to his termination, thus this suit.

The claimant asserted that he was injured while in his line of duty, where light work was medically recommended and eventually early retirement. The further stated that the respondent acted unlawfully by not adhering to the procedure stipulated in the employment act. The respondent argued that the claimant was dismissed for absenteeism and not for his health condition. Three issues were set forth for determination whether the respondent had a valid reason for dismissing the claimant, whether the respondent followed due process in the dismissal; and the remedies available for the claimant.

The court found that the reason given by the respondent, absenteeism, was valid since the claimant was not at the time the decision was reached, not on sick leave neither was he lawfully absent. The respondent, however, failed to follow the due process as they did not conduct any hearing despite having knowledge about the claimant's health condition. The dismissal was held to be unfair. The court also held that indeed the claimant had sustained injuries while at work and awarded him, alongside other damages, Kshs. 300,000 shillings for the injury he suffered at work.

Similarly, in the case of *Case of Kenya Union of Domestic, Hotels, Educational Institutions, Hospitals and Allied Workers v General Manager, Sirikwa Hotel [2016] eKLR*, the claimant filed a suit which was commenced by the union against the respondent for unfair dismissal of Mr. Zachareous Ondongi (the grievant). The grievant had initially been employed by the respondent as a casual cook from 1997 to 1999, and as a cook through a letter dated 1<sup>st</sup> March 2010. He was on a probationary contract for 2 months during which his contract could be terminated by either party giving 1 months'

notice or pay in lieu of notice. He was informed on 19<sup>th</sup> May, 2010 that the probation was being extended for a further 2 months to June 2010, on grounds of intending him improve his performance. On 12<sup>th</sup> July, the respondent through a letter informed the claimant that he had not satisfactorily performed during his probation period and his services were being terminated on 13<sup>th</sup> July, 2010. The parties engaged in an alternative dispute resolution mechanism, conciliation and they failed to reach an amicable agreement as on 24<sup>th</sup> February, 2011. This prompted this suit, initially filed at the Nairobi Industrial court in December 2011 and later transferred to Nakuru on 6<sup>th</sup> June, 2013.

The court relied on the statement of claim, the respondent's response and the parties' written submissions in determining the matter. Three issues were set forth for determination; whether the grievant was still on probation at the time of separation, whether the termination of the grievant was unfair and if it was the appropriate remedy.

The court found that even though the appointment letter didn't provide for extension of the probation, the appointment was subject to the collective bargaining agreement of the union. The court confirmed that the agreement limited the probation period to two months, but where the employee had been employed in the industry for at least a year, the probation period for such an employee was limited to one month. On the first issue, the court held that the grievant was deemed to be a confirmed employee because the extension of the grievant's probation period lacked a mutual agreement. The grievant was not on probation at the time of termination.

On the second issue, the court was of the view that since the respondent failed to end the contract for unsatisfactory performance at the end of the initial probation contract, the respondent had automatically absorbed the grievant as their employee and could not

bring the contract to an end. The respondent was obligated to adhere to the provisions of section 41 of the Employment Act which requires that the employee be informed of the intention of termination, stating the reasons in a language that the employee understands and grant the employee an opportunity to make representations before termination. The court asserted that the respondent did not inform the employee of the intention of termination neither provided an opportunity for the grievant to represent themselves. It was held, therefore, that the actions of the respondent were procedurally unfair. On issue three, the court held that the grievant was entitled to the amount calculated by the respondents, as the claimant had not provided any information as to the damages he seeks.

Another Case of *Marita & 8 others v Bakers Parlour (Maggies Hotel and Bakery Eldoret)* [2023] eKLR, the claimants were employees of the respondent, whose employment was terminated on a redundancy basis. The claimants sought notice pay, leave dues, severance pay, overtime pay and maximum compensation.

The court relied on the claimants' case that the respondent unlawfully, un-procedural, unfairly and orally terminated their employment on grounds of redundancy. They further averred that despite the reason for their termination, the respondent did not pay them their terminal dues. The respondent denied the claims through a statement of defense and did not also appear in court. One issue was set forth for determination; whether the claimants were entitled to the reliefs sought.

The court, relied on the Employment Act, 2007, in determining the legality of termination of the claimants on a redundancy basis. The court found that the respondents contravened the act since they had not issued any notice of termination to the claimants as mandated by section 40(1)(b) of the Employment Act; they had not

issued a notice of termination to the claimants' union as required under section 40(1)(a) of the Employment Act; they had not issued a notice of termination to the labor officer required under section 40(1)(a) of the Employment Act; and had not given the claimants their pay in lieu of notice as required under section 40(1)(f) of the act. The court further found that the claimants were not compensated and thus held that their termination by way of redundancy was unfair. The claimants were each awarded benefits separately from each other.

The preceding case analysis demonstrate the significance of companies maintaining comprehensive documentation of employee misconduct or performance difficulties prior to implementing disciplinary measures or termination. This encompasses written admonitions, documentation of inquiries, and any substantiating proof justifying the grounds for dismissal. Employers must guarantee that all terminations are carried out in compliance with applicable employment rules and regulations. This encompasses the act of giving prior notification of termination, compensating for accumulated days of leave, and adhering to just dismissal protocols as stipulated by the legislation. Management must guarantee that investigations into employee wrongdoing are carried out in an unbiased manner and in compliance with the principles of fairness and due process. It is important for employees to have knowledge of their rights as outlined in the Employment Act. These rights encompass many entitlements, such as notice pay, compensation for wrongful termination, and other forms of remedies. Employees must maintain records of their communication with employers regarding any suspected wrongdoing or termination processes.

#### 4.6.2 Descriptive Statistics on Occupational Safety and Health

Occupational safety and health act was conceptualized as the second labour law act whose compliance has potential to impact employee accountability in star rated hotels. Eleven provisions were identified to measure hotels compliance with occupational safety and health act. Respondents were therefore asked to rate their levels of agreement or disagreement with each of the provisions on a scale of 1 to 5. Results of the mean response scores together with associated standard deviations (Table 4.21) revealed the following: Respondents agreed, albeit inconsistently that they were aware of the health and safety guidelines in the respective hotels ( $M=3.81$ ,  $SD=1.215$ ); that the hotels promote safety culture in the work place ( $M=3.69$ ,  $SD=1.086$ ); that the hotels undertake periodic assessment of safety and health issues ( $M=3.52$ ,  $SD=1.167$ ); and that hotels evaluate factors that could affect employees health and safety ( $M=3.52$ ,  $SD=1.040$ ).

In contrast, the respondents inconsistently and moderately agreed that hotels identify potential workplace hazards ( $M=3.43$ ,  $SD=0.983$ ); that safety manuals and records are availed in the hotels ( $M=3.35$ ,  $SD=1.218$ ); that hotels ensure that employees use appropriate working gear ( $M=3.33$ ,  $SD=1.251$ ); that they get training on occupational health and safety ( $M=3.27$ ,  $SD=1.148$ ); that they are satisfied with the level of safety in the respective workplaces ( $M=3.24$ ,  $SD=1.006$ ); and that they are provided with appropriate working attire ( $M=3.14$ ,  $SD=1.107$ ). The skewness statistics were largely negative (-0.42) showing that the responses were slightly negatively skewed but their distribution remained normal.

**Table 4. 21: Descriptive statistics for Occupational Safety and Health Act**

	Mean	SD	Skewness	Kurtosis
I am aware of the health and safety guidelines in place	3.81	1.215	-0.581	-0.873
The hotel promotes a culture of safety in the workplace	3.69	1.086	-0.276	-0.608
The hotel undertakes periodic assessment on safety and health issues	3.59	1.055	-0.568	-0.354
Hotel managers respond positively when safety and health is	3.52	1.167	-0.332	-0.996
The hotel evaluates factors that could affect the health and safety of employees	3.52	1.040	-0.078	-0.954
The hotel identifies potential hazards in the work place	3.43	0.983	-0.728	0.059
Safety training manuals and records are available in the hotel	3.35	1.218	-0.064	-1.162
The hotel ensures staff use appropriate gear in their station	3.33	1.251	-0.605	-0.689
I am trained on occupational health and safety matters	3.27	1.148	-0.427	-1.056
I feel satisfied by the level of safety at my workplace	3.24	1.006	-0.171	-0.109
I am provided with an appropriate working attire for my work station	3.14	1.107	-0.764	-0.538
<b>Occupational Safety and Health</b>	<b>3.44</b>	<b>1.12</b>	<b>-0.42</b>	<b>-0.66</b>

**Source: Data Analysis, 2024**

However, the marginal compliance of the hotels with some of the OSHA provisions, including training employees on occupational health and safety matters, offering satisfactory levels of safety, and providing appropriate working attire lends credence to views arising from some managers showing partial application of OSHA provisions.

One manager had this to say:

*...to be honest, as a hotel we endeavor to deliver the best services while complying with the required provisions. However, the nature of provisions under the occupational safety and health act are so constraining that complying with all of them has proven to be a huge task (INT-1).*

Similar sentiments were shared during the second dyadic interview with the labour officers. When asked if hotels comply with the labour laws, the typical response quoted verbatim was as highlighted below

*...Most of the hotels do not know especially occupational safety and health act, this necessitates our office to engage their regulator TRA to help in the implementation...for instance, when most of these hotels are bidding for government tenders they are forced or prompted to comply; but on their own initiative they don't; only few do especially the highly star rated hotels e.g. (4 and 5 star) (DI-2)*

#### **4.6.3 Descriptive Statistics on Labour Relations Act**

The Labour Relations Act was conceptualized in this study as a component of labour laws that constituted the third independent variable. This variable was measured using nine provisions aligned with labour relations. Respondents were asked to rate their agreement/disagreement with the hotels compliance with these provisions. On the continuum of  $1 \leq SD < 1.5$ ;  $1.5 \leq D < 2.5$ ;  $2.5 \leq MA < 3.5$ ;  $3.5 \leq A < 4.5$ ; and  $SA \geq 4.5$ , the results presented in Table 4.22 were realized.

Respondents agreed that their respective hotels had put in place mechanisms for resolving internal disputes ( $M=3.86$ ,  $SD=1.266$ ). However they showed moderate and inconsistent agreements that hotels act on discrimination incidents among employees ( $M=3.40$ ,  $SD=1.259$ ); that hotels have policies against employee discrimination in place ( $M=3.35$ ,  $SD=1.161$ ); that the employees challenge unfair treatment through dispute resolution fora ( $M=3.16$ ,  $SD=1.462$ ); that they are free to join trade unions without victimization ( $M=2.57$ ,  $SD=1.371$ ); and that unions intervene in trade disputes ( $M=2.54$ ,  $SD=1.262$ ).

In contrast, they tended to disagree that unions get involved actively in disciplinary processes involving them ( $M=2.39$ ,  $SD=0.982$ ); that their benefits are negotiated under a CBA ( $M=2.22$ ,  $SD=1.238$ ); and that the hotels honour negotiated CBAs ( $M=2.05$ ,  $SD=1.022$ ). The data distribution for this construct was normal as highlighted by the skewness (0.01) and kurtosis (-0.96) statistics that were within the acceptable threshold.

**Table 4.22: Descriptive statistics for Labour Relations Act**

	Mean	SD	Skewness	Kurtosis
The hotel has internal mechanisms for resolving disputes	3.86	1.266	-1.053	-0.08
The hotel takes action in cases of discrimination of employees	3.40	1.259	-0.301	-0.964
The hotel has a policy against discrimination of employees	3.35	1.161	0.061	-0.972
Employees are able to challenge unfairness through dispute resolution forum	3.16	1.462	-0.343	-1.171
I am free to join a trade union without victimization	2.57	1.371	0.284	-1.333
The union intervenes in cases of trade disputes	2.54	1.262	0.302	-0.716
The unions are involved in disciplinary processes involving employees	2.39	0.982	0.191	-0.958
Employee benefits are negotiated under CBA	2.22	1.238	0.476	-1.407
The hotel honours the CBA negotiated	2.05	1.022	0.468	-1.026
<b>Labour Relations Act</b>	<b>2.84</b>	<b>1.22</b>	<b>0.01</b>	<b>-0.96</b>

**Source: Data Analysis, 2024**

Breach of CBAs in the hotel industry are explicitly underscored through the case referenced **Odemba & 7 others V Laico Hotels & Resorts Management Co. Ltd t/a Laico Regency Hotel Nairobi [2023] KEELRC 2099 (KLR)**. In this case, the claimants initiated their claim by a Memorandum of Claim filed on 12<sup>th</sup> June, 2018 alleging that their employment was unlawfully terminated on 6<sup>th</sup> June 2018. The claimants aver that there was a recognition agreement and a CBA between Kenya Hotel Keepers and Caterers Association (KHKCA) and KUDHEIHA registered on 11<sup>th</sup> January, 2017. However, in an attempt to make a follow-up to an earlier meeting on wage increment and salary arrears with the General Manager on 12<sup>th</sup> April, 2018, they were arrested and charged with the offense of creating disturbances only to be released on a cash bail of Kshs. 5,000 each.

They claimants further aver that on 13<sup>th</sup> April, 2018 the union branch secretary was informed that they engaged in illegal activities leading to their suspension on 25<sup>th</sup> April, 2018. On 26<sup>th</sup> April, 2018, the union issued a strike notice which was however called off on 5<sup>th</sup> May, 2018 following the intervention of the management on 3<sup>rd</sup> May, 2018. They further aver that they were invited to a disciplinary hearing on 4<sup>th</sup> June, 2018 and were subsequently dismissed on 6<sup>th</sup> June, 2018. A meeting held on 8<sup>th</sup> June, 2018 between the Union and management to resolve the matter fell through.

Among the claimants' prayers were that the finding that the summary dismissal by the respondent was unlawful; unconditional reinstatement or in the alternative 12 months compensation, pending leave, off-days, service gratuity for years served, notice as provided by the CBA, unpaid leave traveling allowance, 10% wage increment as to be tabulated; and the third prayer was costs of the suit. The court found two issues for determination, including whether the summary dismissal of the claimants by the Respondents was lawful and whether the claimants were entitled to the reliefs sought.

In the upshot judgement was entered for the claimants against the Respondent as follows: Unpaid leave traveling allowance from 1<sup>st</sup> October, 2016 to 6<sup>th</sup> June, 2018; unpaid salary arrears at 10% increment in Basic Salary and House Allowance from 1<sup>st</sup> October, 2016 to 30<sup>th</sup> September, 2017; equivalent of one (1) month's salary, the Union was awarded Kshs. 70,000 for costs expended; and interest at court rates from date of judgement till payment in full.

From this case analysis, it is apparent that the Laico Hotels & Resorts management was aware of the existence of the CBA as indicated in their case. Therefore, in line with the views shared by (Musili, 2018) this was a blatant case of breaching the CBA brought about by non-compliance of some of the provisions of the labour relations act.

#### 4.6.4 Descriptive Statistics on Organizational Leadership

Organization leadership was conceptualized as the moderating variable on the relationship between labour law compliance and employee accountability. Organizational leadership was measured using nineteen leadership practices. Respondents were asked to rate the leadership in their respective hotels by showing their agreement or disagreements with these nineteen practices. Table 4.23 presents their ratings.

**Table 4.23: Descriptive statistics for Organizational leadership**

	Mean	SD	Skewness	Kurtosis
Managers monitor task execution for any problems and correct the problems to maintain performance levels.	4.12	0.645	-0.225	-0.178
I feel recognized for my hard work	3.92	0.972	-0.663	-0.347
I am in line with the company's vision and goal	3.88	0.879	-1.012	1.729
There are opportunities for me to progress in the company.	3.87	0.931	-0.282	-0.765
I am empowered and trusted at my work place	3.77	0.955	-0.697	0.466
Managers go out of their way to ensure employees meet set targets.	3.75	1.128	-0.687	-0.382
I am inspired by my supervisors	3.73	0.848	-0.317	0.025
Managers take corrective actions on the basis of results of employer employee transactions.	3.73	0.740	-0.379	0.44
I know what to expect to receive when performance goals are achieved.	3.72	1.016	-0.783	-0.243
Management creates an environment of care for each other.	3.71	0.897	-0.127	-0.608
My ideas and opinions are valued in the organisation.	3.70	1.054	-0.418	-0.338
I feel supported enough to give my best at work	3.69	0.950	-0.089	-0.818
I am assisted in exchange for my efforts.	3.63	0.945	-0.504	-0.527
The management approach exemplifies teamwork.	3.61	1.223	-0.312	-1.134
Managers find ways to satisfy needs of employees.	3.58	0.776	-0.746	0.584
Managers are clear about expectations and establish rewards for meeting the expectations.	3.52	1.094	-0.576	-0.502
I feel I belong in the Organisation	3.51	1.099	-0.19	-1.142
Managers negotiate with employees to meet their needs.	3.34	1.105	-0.102	-0.91
Management only reacts after problems have become serious to take corrective action.	2.96	1.060	0.013	-0.386
<b>Organizational Leadership</b>	<b>3.67</b>	<b>0.960</b>	<b>-0.43</b>	<b>-0.27</b>

Source: Data Analysis, 2024

An overview of the ratings shows an overall agreement that star rated hotels in Uasin Gishu County were exhibiting satisfactory leadership. The mean response score of 3.67 typically reflected agreement among the respondents with the identified leadership practices, while the standard deviation value of 0.960 was indicative of consistency in the agreement. Most individual practices attracted agreements although there were inconsistencies in some of the agreements.

For instance, respondents consistently agreed that managers monitor task executions for corrective measures to maintain performance ( $M=4.12$ ,  $SD=0.645$ ); that employees hard work was often recognized ( $M=3.92$ ,  $SD=0.972$ ); that most of them align with the individual hotels visions and goals ( $M=3.88$ ,  $SD=0.879$ ); that the hotels offer opportunities for progress ( $M=3.87$ ,  $SD=0.931$ ); that the hotels empower and trust them ( $M=3.77$ ,  $SD=0.955$ ); that managers make extra efforts to help them meet targets ( $M=3.75$ ,  $SD=1.128$ ); that supervisors are inspirational ( $M=3.73$ ,  $SD=0.848$ ); that managers maintain cordial relationship between them and the employer ( $M=3.73$ ,  $SD=0.740$ ); that they are rewarded for meeting performance goals ( $M=3.72$ ,  $SD=1.016$ ); that the management creates a positive work environment ( $M=3.71$ ,  $SD=0.897$ ); that employees ideas and opinions are valued ( $M=3.70$ ,  $SD=1.054$ ) and that they are supported to give their best ( $M=3.69$ ,  $SD=0.950$ ). The skewness statistics were largely negative (-0.43) kurtosis (-0.27) showing that the responses were slightly negatively skewed but their distribution remained normal.

These results show that the leadership in star rated hotels in Uasin Gishu County often seek to enhance employee experience by emphasizing service excellence and authenticity. Through agreements on the identified leadership practices it was apparent that the hotels leadership is loaded with traits such as people management, decision-

making, and service orientation. Moreover, results showing agreement that managers make extra efforts to help employees to navigate and meet targets confirm the element of charisma in the hotel leadership underscoring the charm and persuasiveness among hotel leaders. The finding that hotels supervisors are inspirational and that employees' opinions are valued reflects the elements of transformational leadership in the leadership exhibited by the hotels in question.

#### **4.6.5 Descriptive Statistics on Employee Accountability**

Employee accountability was conceptualized as the dependent variable in this study. Employee accountability was measured using 27 accountability practices that loaded highly on five components of transparency, responsiveness, controllability, liability and responsibility. Respondents were required to rate their agreements or disagreements with the practices relative to how they perceived their accountability, allowing for their levels of transparency, responsiveness, responsibility, liability and controllability at work to be gauged.

Through the response scores reported in Table 4.24, it was clear that respondents accountability in terms of transparency was high as discerned from the agreements elicited in practices such as discharging duties in a straight forward manner ( $M=4.45$ ,  $SD=0.708$ ); briefing supervisors on work progress ( $M=4.10$ ,  $SD=1.067$ ); disclosing correct information of functions undertaken and performance realized ( $M=4.02$ ,  $SD=1.085$ ); working within set performance standards ( $M=4.00$ ,  $SD=0.959$ ) and sharing information irrespective of whether doing so could be uncomfortable ( $M=3.82$ ,  $SD=1.003$ ).

Accountability through responsiveness was also implicit in the consistent agreements that employees react to queries and inquiries in a timely manner ( $M=4.54$ ,  $SD=0.617$ );

that they listen to the needs, demands and concerns of guests without bias ( $M=4.51$ ,  $SD=0.735$ ); that they show sincere interest to solve service related problems on time ( $M=4.49$ ,  $SD=0.633$ ); that they are never too busy to respond to customer requests ( $M=4.40$ ,  $SD=0.702$ ); being promptly attentive ( $M=4.35$ ,  $SD=0.758$ ); and taking responsibility for issues in their work areas ( $M=3.95$ ,  $SD=0.977$ ).

Respondents also elicited controllability in the agreements of taking charge of duties and assigned tasks ( $M=4.36$ ,  $SD=0.900$ ); evaluating their progress and performance ( $M=4.13$ ,  $SD=0.864$ ); and monitoring feedback on their performance ( $M=4.07$ ,  $SD=0.891$ ). They also agreed to the accountable ethos of liability through being accountable for their actions ( $M=4.37$ ,  $SD=0.923$ ); being answerable for their actions ( $M=4.33$ ,  $SD=0.761$ ); being obliged to give their utmost services to the hotels ( $M=4.09$ ,  $SD=1.008$ ); and owning up for their mistakes ( $M=3.93$ ,  $SD=0.873$ ).

Responsibility as an accountability component was also manifested through employee agreements that they take corrective action in their work ( $M=4.39$ ,  $SD=0.727$ ); that they meet their daily goals as set in their job description ( $M=4.32$ ,  $SD=0.664$ ); that they audit their functions and performances ( $M=4.27$ ,  $SD=0.678$ ); that they are prepared to face consequences for their actions ( $M=4.20$ ,  $SD=0.882$ ); and that they carry out their jobs within set rules and procedures ( $M=4.11$ ,  $SD=0.816$ ). The skewness and kurtosis statistics were (-1.37) and (3.00) respectively.

**Table 4.24: Descriptive statistics for Employee Accountability**

	Mean	SD	Skewness	Kurtosis
I react to queries and inquiries in a timely manner	4.54	.617	-1.720	5.730
I perform my duties to achieve results	4.53	.661	-2.070	7.425
I listen to the need, demand, and concerns of clients without any biasness	4.51	.735	-2.052	6.113
I show sincere interest to solve service-related problems on time.	4.49	.633	-1.871	7.574
I discharge my duties in a straightforward manner	4.45	.708	-2.099	7.446
I take pride in my duties	4.40	.784	-2.129	6.698
I am never too busy to respond to people's request.	4.40	.702	-1.558	4.542
I take corrective action in my work	4.39	.727	-2.069	7.495
I am accountable for my actions	4.37	.923	-2.176	5.361
I take charge of my duties and assigned tasks.	4.36	.900	-1.314	1.312
I give prompt attentiveness when asked something	4.35	.758	-1.591	3.562
I am answerable for my actions to someone in authority	4.33	.761	-1.676	4.294
I meet my daily set goals as per my job descriptions	4.32	.664	-1.229	3.708
I audit my functions and performances	4.27	.678	-.845	1.830
I am ready to face the consequences for my actions	4.20	.882	-1.352	2.044
I evaluate my progress and performance	4.13	.864	-.685	-.323
I carry out my job effectively within the set rules and procedures	4.11	.816	-1.189	2.567
I brief my supervisor of my progress of my work	4.10	1.067	-.881	-.555
I feel obliged to give utmost service to hotel	4.09	1.008	-.870	.087
I monitor feedback about my performance	4.07	.891	-.737	.012
I disclose correct information of my functions and performances	4.02	1.085	-.901	-.318
I work within the set standards of performance	4.00	.959	-1.144	.774
I take blame for any happenings within my station	3.95	.977	-.988	.463
I own up to my mistakes	3.93	.873	-1.277	1.566
I am able to measure my performance	3.89	.915	-1.031	1.048
I share information even when it is uncomfortable to do so	3.82	1.003	-.704	-.293
I update my performance and functions to my superiors	3.82	.967	-.851	.069
<b>Employee Accountability</b>	<b>4.21</b>	<b>0.83</b>	<b>-1.37</b>	<b>3.00</b>

Source: Data Analysis, 2024

Therefore, the findings established that hotel leadership and employee accountability in star rated hotels in Uasin Gishu County appeared to be satisfactory despite muted compliance with some of the labour law Acts.

#### **4.7 Results of Multiple Linear Regression**

Multiple regression analysis like other advanced statistical approaches is run on the premise of assumptions to ensure that parameters are valid and reliable. These assumptions include linearity, normality, multicollinearity, homoscedasticity, and independence of error observations (Keith, 2019). Therefore, these assumptions were tested before the regression analysis.

##### **4.7.1 The Assumption of Linearity**

The assumption of linearity is the core proposition of multiple linear regression. This proposition posits that there exists a linear relationship between the dependent variable and the independent variables. Linearity testing was executed using the compare means approach. To decide on whether the variables were linearity related, two decision-making criteria were drawn. The first criterion was that linearity should be assumed if deviation from linearity was not statistically significant (Sig for Deviation from Linearity  $> 0.05$ ). The second criteria was that if the deviation from linearity was significant, then linearity was violated.

The results of the linearity test (Table 4.25) revealed that there were no significant deviations from linearity between employee accountability and compliance with the employment act (F=1.413, Sig for Deviation  $> 0.05$ ), employee accountability and compliance with the labour relations act (F=1.386, Sig for Deviation from linearity  $> 0.05$ ); employee accountability and transactional leadership (F=1.105, Sig for deviation from linearity  $>0.05$ ); and between employee accountability and transformational

leadership ( $F=0.925$ , Sig for deviation  $>0.05$ ). Although the deviation between employee accountability and compliance with occupational safety and health Act ( $F=1.748$ ,  $p<0.05$ ) was slightly significant, the linearity score ( $F=16.276$ ,  $p<0.001$ ) was highly significant showing that deviation from linearity may have been marginal. Therefore, the linearity assumption was not violated.

**Table 4.25: Results of Linearity Test**

				Mean		
				Square	F	Sig.
Employee accountability Employment Act	*	Between Groups	(Combined)	1.004	3.311	.000
			Linearity	11.360	37.481	.000
			Deviation from Linearity	.428	1.413	.145
Employee accountability Occupational safety and health Act	*	Between Groups	(Combined)	.863	2.555	.002
			Linearity	5.498	16.276	.000
			Deviation from Linearity	.591	1.748	.047
Employee accountability Labour Relations Act	*	Between Groups	(Combined)	1.021	3.503	.000
			Linearity	12.749	43.736	.000
			Deviation from Linearity	.404	1.386	.154
Employee accountability Transactional leadership	*	Between Groups	(Combined)	.886	2.758	.001
			Linearity	10.978	34.176	.000
			Deviation from Linearity	.355	1.105	.360
Employee accountability Transformational leadership	*	Between Groups	(Combined)	.443	1.057	.407
			Linearity	1.493	3.567	.062
			Deviation from Linearity	.387	.925	.554

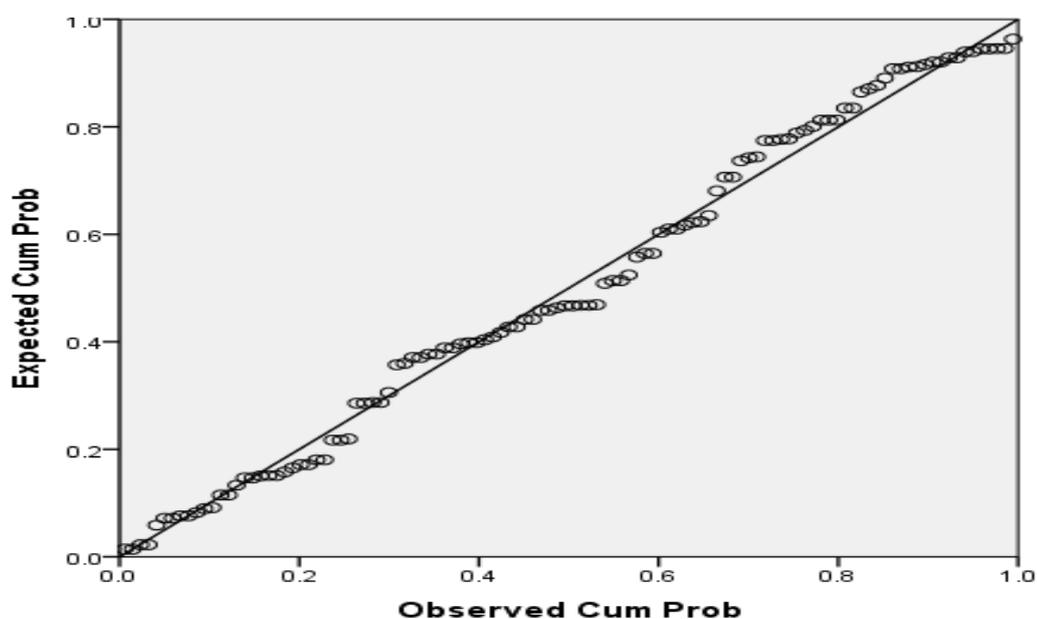
**Source: Data Analysis, 2024**

#### **4.7.2 Normality Assumption**

Non-violation of the normality assumption is a necessary aspect of multivariate analysis (Khatun, 2021). Under this assumption the distribution of the residuals (differences between predicted and observed values) follows a normal distribution, in which case it is symmetrical about the true mean or centered mean. In this study, the assumption of

normality was assessed using the Q-Q plot. Also known as a quantile-to-quantile plot, the Q-Q graphically enables the assessment of the plausibility of data having come from a normal distribution. The Q-Q plot involves plotting two sets of quantiles against each other, and generating a scatter plot. For a normal distribution, the scatter plot aligns closely with the diagonal. When the points don't align with the diagonal, then skewness may be inferred.

Results presented in Figure 4.1 shows that the distribution of residuals between observed cumulative probabilities and expected cumulated probabilities was largely aligned with the diagonal, a confirmation of a normal distribution of the residuals.



**Figure 4.1: The distribution of residuals**

**Source: Data Analysis, 2024**

#### **4.7.3 Independence of Error Assumption**

The independence of Error Assumption was tested using the Durbin-Watson (DW) test. Multiple regression analysis requires that residuals from a model should not correlate with one another. In other words, the dependent variable should be independent of

errors (Flatt & Jacobs, 2019). In the context of the DW test, a value in the neighborhood of 2 ( $1.5 \leq DW < 2.5$ ) was deemed to indicate a lack of serial correlation among the residuals. Pronounced positive serial correlation was deemed in the case that the DW statistics were within the neighborhood of 0. A DW value close to 4 signified extreme negative serial correlation.

Results in Table 4.26 show that the DW statistics were all in the neighborhood of 2. More precisely, the DW statistics for the employment act construct was 1.899, an indication observation used for this construct were independent. The similar picture was repeated for occupational safety and health act (DW=1.722), Labour relations act (DW = 2.123); and the computed labour law's construct (DW=2.252). The independence of error assumption was therefore upheld.

**Table 4.26: Testing for independence of errors**

<b>Variable</b>	<b>Durbin-Watson Statistics</b>
Employment Act	1.899
Occupational Safety and Health Act	1.722
Labour Relations Act	2.123
Labour Law	2.252

**Source: Data Analysis, 2024**

#### **4.7.4 Homoscedasticity assumption**

Homoscedasticity, a condition of uniform variance among regression residuals was tested using the Levene test for homogeneity of variances. In the ordinary least squares (OLS) regression, residuals are expected to maintain a uniform variance (Conover et al., 2018). Under the Levene test, uniform variance was inferred in the case that the computed Levene statistics was not significant at the 5% significance level. In contrast, a significant Levene Value was construed to imply violation of the homoscedasticity assumption.

The test for homoscedasticity revealed that all the regression residuals associated with the independent variables exhibited uniform variance (Table 4.27). In particular, the employment act construct had a non-significant statistic value of 1.902 with an associated p-value of 0.171 ( $>0.05$ ) indicating that the regression residuals associated with the employment act had uniform variance. The Levene statistic for occupational safety and health act also exhibited uniform variance among its residuals (Levene Statistic = 0.021,  $P=0.886$ ) as were the labour relations act residuals (Levene = 0.388,  $P=0.535$ ), and the overall labour law residuals (Levene =0.023,  $P=0.880$ ) respectively.

**Table 4.27: Test of Homogeneity of Variances**

	Levene Statistic	df1	df2	Sig.
Employment Act	1.902	1	205	.171
Occupational Safety and Health Act	.021	1	205	.886
Labour Relations Act	.388	1	205	.535
Labour Law	.023	1	205	.880

**Source: Data Analysis, 2024**

#### 4.7.5 Multicollinearity Assumption

The multicollinearity assumption test for the independent and dependent variables was facilitated using Variance Inflation Factors (VIFs). According to Taherian (2020), multicollinearity defines a situation when two or more independent variables used in a regression model exhibits strong correlations between them. When such a scenario occurs, parameter estimates may be unrealistic due to standard errors that may be inflated or exaggerated regression coefficients. A threshold of 10 was used to gauge collinearity as suggested by Taherian (2020). The results of the multicollinearity test as presented in (Table 4.28) revealed that all the VIF values for the three independent variables were within the acceptable threshold of below 10. Consequently, there were no discernible threats of multicollinearity.

**Table 4.28: Multicollinearity Test**

Model	Collinearity Statistics	
	Tolerance	VIF
1 Employment Act	.595	1.681
Occupational Safety and Health Act	.291	3.435
Labour Relations Act	.292	3.419

a. Dependent Variable: Employee Accountability

**Source: Data Analysis, 2024**

#### 4.8 Testing for the Direct Effects

Direct effects in this research focused on establishing the individual effects of the labour laws on employee accountability in the context of star rated hotels in Uasin Gishu County. Such effects paved way for modeling employee accountability in future operations within these hotels. The Ordinary Least Squares (OLS) Multiple regression analysis was used to compute the direct effects of the individual labour compliance acts on employee accountability. Prior to running the multiple regressions, bivariate correlations were run with the knowledge that correlation is a precursor to regression such that when variables are correlated, then regression may be examined and inferred.

##### 4.8.1 Bivariate Correlation

Bivariate correlations were computed using the Pearson Product Moment Correlations (PMCC) framework. It helps understand the strength and direction of the linear relationship between two variables before and after conducting the regression. It assesses how well the independent variable explains the variation in the dependent variable, helping to interpret the regression results. In this framework, the correlation coefficients, denoted as  $r$  were interpreted using the following criteria. An  $r$  value in the interval  $\pm 0.5$  to  $\pm 1.0$  was deemed substantial and demonstrated a robust connection. An  $r$  value between  $\pm 0.3$  and  $\pm 0.5$  was moderate, while that between  $\pm 0.1$  and  $\pm 0.3$  was deemed weak. The correlation results (Table 4.29) show that there were significant

correlations between the labour law components and the dependent variable (employee accountability). In particular employment act had a positive and significant moderate correlation with employee accountability ( $r=0.462$ ,  $p<0.01$ ); occupational safety and health act had a positive and significant moderate correlation with employee accountability ( $r=-0.475$ ,  $p<0.01$ ); and labour relations act had a positive and significant substantial correlation with employee accountability ( $r=0.574$ ,  $p<0.01$ ). Therefore, it was prudent to test correlation on employee accountability on all these variables.

**Table 4.29 Bivariate Correlation**

	1	2	3	4
1. Employment Act (EA)	1			
2. Occupational safety and health Act	.610**	1		
3. Labour Relations Act	.608**	.832**	1	
4. Employee Accountability	.462**	.475**	.574**	1

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

**Source: Data Analysis, 2024**

#### 4.8.2 Effects of Labour Law Compliance Acts

Multiple regression analysis was used to determine the effects of labour law compliance acts, comprising employment act, occupational safety & health act, and labour relations act on employee accountability in the context of star-rated hotels in Uasin Gishu County. In retrospect, employee accountability was regressed on the three acts respectively. The model summary (Table 4.30) yielded the following statistics the R-value was equal to 0.592; R-square value was 0.351; Adjusted R-square was 0.333; and the DW-Statistic was 2.299.

**Table 4.30 Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.592 <sup>a</sup>	.351	.333	.53120	2.299

a. Predictors: (Constant), Labour relations act, occupational safety & health act, employment act

b. Dependent Variable: Employee accountability

From these statistics, there was moderate correlation ( $R = 0.592$ ), showing that regression was feasible. The three labour law acts accounted for 35.1% of the variance in labour law compliance ( $R^2=0.351$ ). However, after adjusting for the three labour law acts, only 33.3% of the variance in employee accountability was meaningfully explained (Adjusted  $R^2 = 0.333$ ). There were no issues of serial correlation among the respective acts ( $DW = 2.299$ ). This implies that regression residuals remained uncorrelated over time.

The ANOVA output (Table 4.31) testing whether the proposed multiple regression model was a good fit yielded the following statistics; the residual sum of squares was 57.528 against 16.477 for the regression sum of squares; there were 3 degrees of freedom in the numerator reflecting the three acts, and 204 degrees of freedom in the denominator, given by the 208 respondents whose questionnaires were validly completed, less the three predictors, less 1 ( $n-k-1$ ). The Fisher statistic was 19.465 and was significant ( $p<0.05$ ).

**Table 4.31 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.477	3	5.492	19.465	.000 <sup>b</sup>
	Residual	57.528	204	.282		
	Total	74.005	207			

a. Dependent Variable: Employee Accountability

b. Predictors: (Constant), Labour relations act, occupational safety & health act, employment act

These results showing a significant Fisher statistic ( $F_{3, 204} = 19.465$ ,  $p < 0.001$ ) confirm that the model pitting labour law compliance to employee accountability in the context of star-rated hotels in Uasin Gishu County was a good fit.

### 4.8.3 Effect of Employment Act Compliance on Employee Accountability

The first hypothesis Employment Act Compliance does not significantly affect Employee Accountability in star rated hotels in Uasin Gishu County. The unstandardized regression coefficients derived from Employment Act Compliance construct on the employee accountability construct (Table 4.32) revealed that compliance with the employment act positively and significantly influenced accountability among the employees ( $b=0.387$ ,  $t=3.299$ ,  $p<0.05$ ). The hypothesis was rejected. The regression coefficient value of 0.387 indicates that when star rated hotels increase their compliance with the employment Act by 1 percentage point, employees are likely to improve on their accountability by 38.7%. The p value was .001 which is  $< 0.05$  and consequently the hypothesis was rejected.

**Table 4.32: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.188	.350		3.394	.001		
	Employment act	.387	.117	.300	3.299	.001	.726	1.377
	Occupational safety & health act	.063	.094	.060	.673	.503	.746	1.340
	Labour relations act	.384	.102	.351	3.760	.000	.692	1.446

a. Dependent Variable: Employee Accountability

**Source: Data Analysis, 2024**

These findings confirm that hotel compliance with the Employment Act is key to fostering employee accountability. By adhering to the relevant provisions of the Act, employers not only ensure equal opportunities for all employees but also promote a humane and supportive working environment. Therefore, by adhering to this act and the relevant regulations pertaining to the employment act star rated hotels in the study

area can foster accountability among the employees leading to improved service delivery and overall performance.

#### **4.8.4 Effect of the Occupational Safety and Health Act Compliance on Employee Accountability**

The second hypothesis Occupational Safety and Health Act Compliance does not significantly affect Employee Accountability in star rated hotels in Uasin Gishu County. The unstandardized regression coefficient for Occupational Safety and Health Act Compliance construct on Employees Accountability construct (Table 4.32) revealed a mild positive effect on employee accountability, this effect was not significant ( $b=0.063$ ,  $p>0.05$ ) with the p value of .503 which is greater than 0.05 thus the hypothesis was not rejected.

Although this finding showing the non-significant effect of occupational safety and health act compliance on employee accountability contradicts other scholarly evidence, it reflects the descriptive statistics which pointed to inconsistency in responses among respondents regarding the hotels capacity to identify potential work place hazards, ensure usage of appropriate working gear, provide safety manuals, and provide ample training on safety measures.

#### **4.8.5 Effect of Labour Relations Act Compliance on Employee Accountability**

The third hypothesis Labour Relations Act Compliance does not significantly affect Employee Accountability in star rated hotels in Uasin Gishu County. The unstandardized regression coefficient for Labour Relations Act Compliance construct on Employees Accountability construct (Table 4.32) confirmed that labour relations act compliance had a positive and significant effect on employee accountability in star rated hotels in Uasin Gishu County ( $b=0.384$ ,  $t=3.760$ ,  $p < 0.05$ ). The p value was .000

which is less than 0.05 and thus the hypothesis was rejected. The coefficient value of 0.384 indicates that with a one percentage increase in the labour relations act compliance, star rated hotels in Uasin Gishu County would see an increase of 38.4% in employee accountability. Moreover, the bigger t-value of 3.760, confirmed that of the three acts, the labour relations act has a larger influence on employee accountability.

#### **4.8.6 The moderating effect of organizational leadership on the relationship between labour law compliance and employee accountability**

The fourth hypothesis was on Organisational Leadership which was the moderating variable of the study. Organizational leadership was measured through two leadership styles, transformational and transactional. Therefore, two moderation models were run featuring (1) transactional leadership as a moderator and (2) transformational leadership as a moderator. The PROCESS Macro model 1 was applied in each of the moderation models seeking to establish the moderating effect of the leadership styles on the relationship between Labour Law Compliance and Employee Accountability.

This was tested using transactional leadership and transformational leadership construct.  $H_{04a}$  Transactional leadership does not significantly moderate the relationship between Labour Law Compliance and Employee Accountability in star rated hotels in Uasin Gishu County.  $H_{04b}$  Transformational Leadership does not significantly moderate the relationship between Labour Law Compliance and Employee Accountability in star rated hotels in Uasin Gishu County.

##### **4.8.6.1 Transactional Leadership as a Moderator**

The model using transactional leadership as a moderator was conceptualized as shown in equation 1.

$$f(X, M_1, X*M_1) = \beta_0 + \beta_1 X + \beta_2 M_1 + \beta_3 (X*M_1) + \varepsilon \dots\dots\dots \text{Equation 1}$$

Where  $f(X, M_1, X*M_1) = \text{Employee Accountability}$

X	= Labour law compliance = $\sum_{i=1}^3 X_i$
M <sub>1</sub>	= transactional leadership
X*M <sub>1</sub>	= Interaction term (moderating effect)
β <sub>1</sub>	= Direct effect of labour law compliance
β <sub>2</sub>	= Direct effect of transactional leadership
β <sub>3</sub>	= Moderating effect
ε	= Error term

In the PROCESS ‘Macro’ model 1, employee accountability (Y) was entered as the dependent variable, labour laws compliance was entered as the independent variable, and transactional leadership (M<sub>1</sub>) was entered as the moderating variable. The confidence interval was set at 95% so as to risk only 5% of type I or type II errors. Bootstrapping was set at 5000 samples because of the lower number of hotels (<100) and the desire to enhance the statistical power.

The model summary results (Table 4.33) confirmed that the function  $f(X, M_1, X*M_1)$  was statistically significant and that labour law compliance, transactional leadership and their interaction contributed up to 37% of the variance in employee accountability. None of the variables and the interaction term had a significant effect on employee accountability. In addition, the test of highest order unconditional interactions between labour laws compliance and transactional leadership revealed a non-significant R<sup>2</sup> – change ( $\Delta R^2=0.003$ ,  $p=0.507$ ). Since the p-value was greater than 0.05, transactional leadership was not a significant moderator of the relationship between labour laws compliance and employee accountability. Thus, the hypothesis was not rejected.

**Table 4.33: Model Summary**

R	R-sq	MSE	F	df1	df2	P
.608	.370	.274	21.152	3.000	204.000	.000
<b>Model</b>						
			Coeff	Se	T	P
Constant			1.820	1.206	1.509	.5134
X			.362	.396	.915	.362
M <sub>1</sub>			-.023	.499	-.046	.963
X*M <sub>1</sub>			.104	.156	.666	.507
<b>Test(s) of highest order unconditional interaction(s)</b>						
	R <sup>2</sup> -Change	F	df1	df2	p	
X*M <sub>1</sub>	.003	.444	1.000	204.000	.507	

Source: Data Analysis, 2024

**4.8.6.2 Transformational Leadership as a Moderator**

The moderation model with transformational leadership as the moderator was formulated as shown in equation 2

$$f(X, M_2, X*M_2) = \beta_0 + \beta_1 X + \beta_2 M_2 + \beta_3 (X*M_2) + \varepsilon \dots\dots\dots \text{Equation 2}$$

Where  $f(X, M_2, X*M_2)$  = Employee Accountability

X = Labour law compliance =  $\sum_{I=1}^3 X_I$

M<sub>2</sub> = transformational leadership

X\*M<sub>2</sub> = Interaction term (moderating effect)

$\beta_1$  = Direct effect of labour law compliance

$\beta_2$  = Indirect effect of transformational leadership

$\beta_3$  = Moderating effect

$\varepsilon$  = Error term

Employee accountability was entered as the dependent variable, labour law compliance was entered as the independent variable and transformational leadership was entered as the moderating variable. The confidence interval was set at 95% and 5,000 bootstrap samples were used. The resulting summary model results confirmed that the moderation model involving transformational leadership was statistically significant ( $F_{3, 204} =$

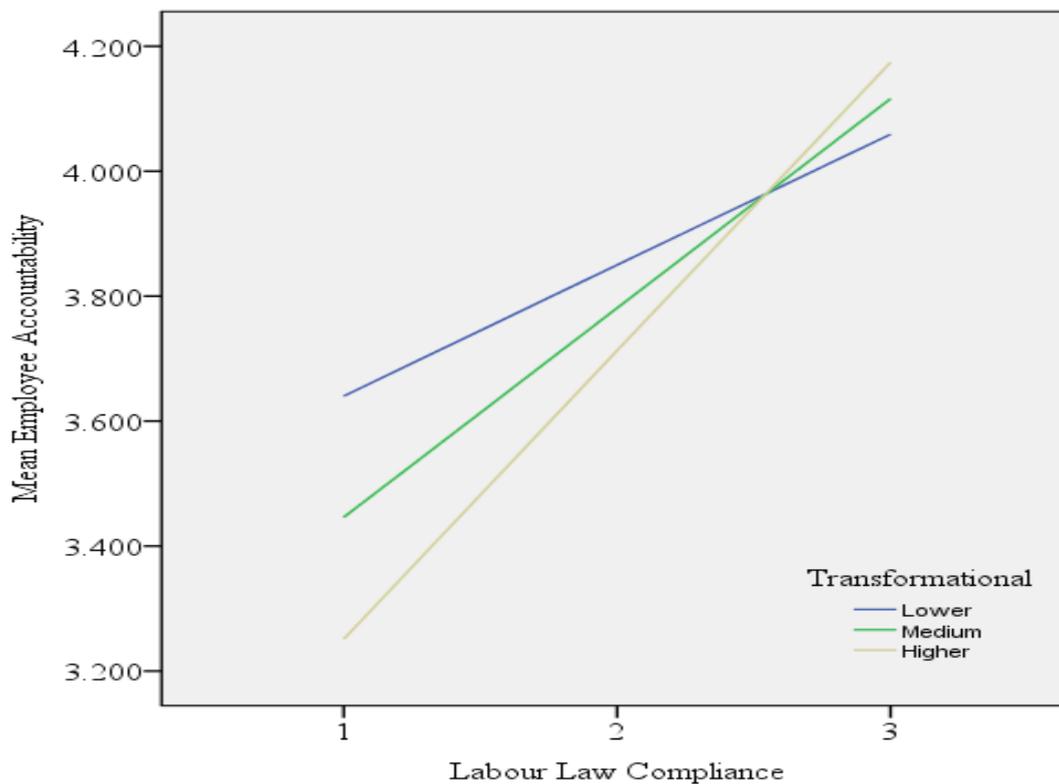
20.027,  $p < 0.05$ ). Besides, the model parameters revealed that labour law compliance had no significant direct effect on employee accountability. However, this effect was moderated by transformational leadership ( $b = 0.393$ ,  $p < 0.05$ ). The test of highest order unconditional interaction (Table 4.34) confirmed that transformational leadership moderated the relationship between labour laws compliance and employee accountability ( $\Delta R^2 = 0.033$ ,  $p < 0.05$ ). The hypothesis was rejected.

**Table 4.34: Model Summary**

R	R-sq	MSE	F	df1	df2	P
.598	.357	.279	20.027	3.000	204.000	.000
<b>Model</b>						
			Coeff	Se	t	p
Constant			5.837	1.861	3.137	.002
X			-.559	.581	-.963	.338
M2			-1.316	.530	-2.483	.015
X*M2			.393	.167	.2.357	.020
<b>Test(s) of highest order unconditional interaction(s)</b>						
	R <sup>2</sup> -Change	F	df1	df2	P	
X*M2	.033	5.557	1.000	204.000	.020	

**Source: Data Analysis, 2024**

The moderation potential is reflected in the interaction plot (Figure 4.2) which shows that at the lower level (1) of transformational leadership, the slope of the line is less steep than the slope for the line produced when transformational leadership is at the highest level (3). This means that an increase in transformational leadership elicits a larger influence of labour law compliance on employee accountability.

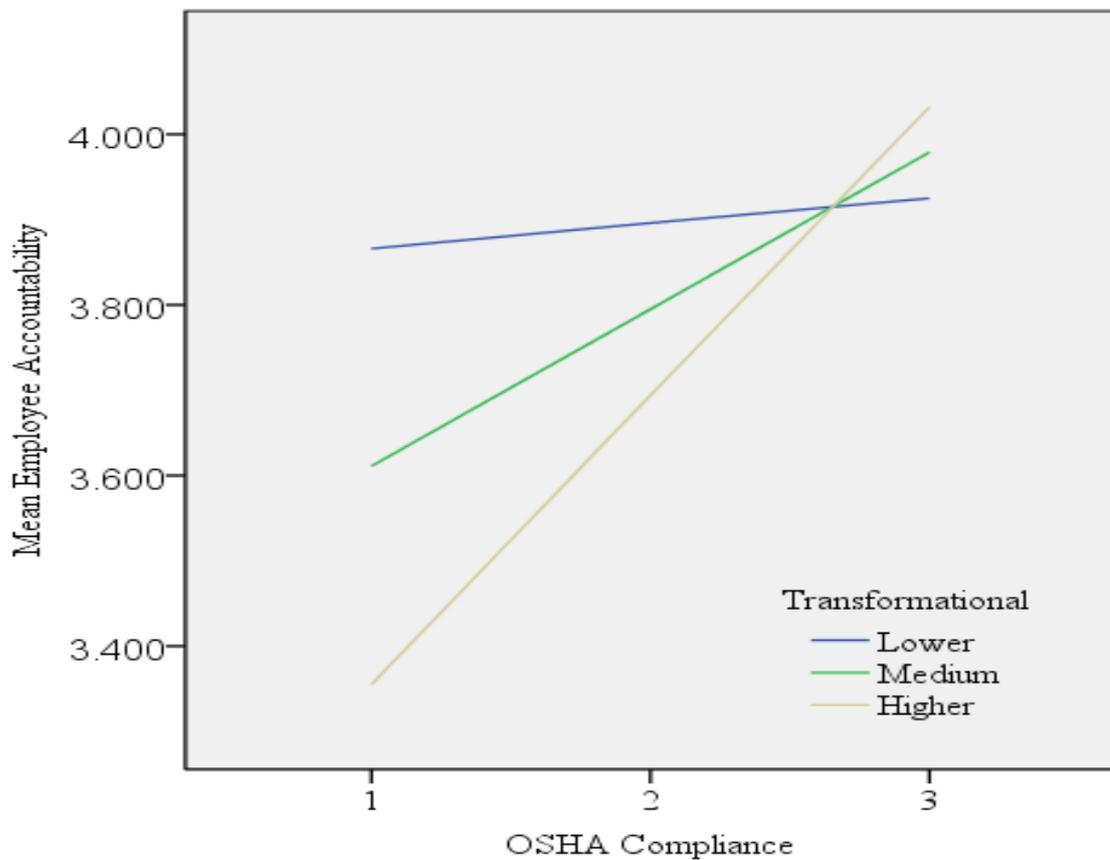


**Figure 4.2: Interaction Plot of Labour Law Compliance and Employee Accountability Moderated by Transformational Leadership**

Following the finding showing that transformational leadership moderated the relationship between labour law compliance and employee accountability, and having found that occupational safety and health act compliance had no significant effect on employee accountability, it was necessary to establish whether transformational leadership was needed to boost the influence of compliance with OSHA on employee accountability. Andrew Hayes PROCESS Macro was again employed where employee accountability (Y) was entered as the dependent variable, occupational safety and health act compliance ( $X_1$ ) was entered as the independent variable, and transformational leadership ( $M_2$ ) was entered as the moderator.

The test of highest order unconditional interaction revealed that transformational leadership moderated the relationship between OSHA compliance and employee accountability. Moreover, the interaction plot for OSHA compliance and employee

accountability moderated by transformational leadership (Figure 4.3) shows that at the lower level of transformational leadership, the slope of the line linking employee accountability to OSHA compliance was almost horizontal, an indication of minimal influence. However, at the highest level of transformational leadership, the slope was very steep positively, indicating that as transformational leadership increases, the effect of OSHA compliance on employee accountability increases exponentially.



**Figure 4.3: Interaction Plot of OSHA Compliance and Employee Accountability Moderated by Transformational Leadership.**

**Table 4.35: Summary of Hypotheses**

<b>Null Hypothesis</b>	<b>Regression coefficient/R<sup>2</sup>-Change</b>	<b>Decision criteria</b>	<b>p</b>	<b>Decision</b>
<b>H<sub>01</sub>:</b> Employment act compliance has no significant effect on employee accountability	b=0.387	1.Reject if p<0.05 2. Do not reject otherwise	.001	Reject H <sub>01</sub>
<b>H<sub>02</sub>:</b> Occupational safety and health act compliance has no significant effect on employee accountability	b=0.063	1.Reject if p<0.05 2. Do not reject otherwise	.503	Do not reject H <sub>02</sub>
<b>H<sub>03</sub>:</b> Labour relations act compliance has no significant effect on employee accountability	b=0.384	1.Reject if p<0.05 2. Do not reject otherwise	.000	Reject H <sub>03</sub>
<b>H<sub>04a</sub>:</b> Transactional leadership does not significantly moderate the relationship between labour law compliance and employee accountability	R <sup>2</sup> -Change = 0.003	1.Reject if p ( $\Delta R^2$ -Chng) <0.05 2. Do not reject otherwise	.507	Do not reject H <sub>04</sub>
<b>H<sub>04b</sub>:</b> Transformational leadership does not significantly moderate the relationship between labour law compliance and employee accountability	R <sup>2</sup> -Change = 0.033	1. Reject if p ( $\Delta R^2$ -Chng) <0.05 2. Do not reject otherwise	.020	Reject H <sub>05</sub>

**Source: Field Data, 2024**

#### 4.9 Qualitative Analysis

The data from interviews conducted from hotel managers and labour officers were analyzed using content analysis. Content analysis was appropriate because it allows researcher to systematically organize and analyze the qualitative data gathered from interviews (managers) and dyadic interviews (labour officers) (Goldsmith, 2021). Content analysis allowed for a comprehensive understanding of the perspectives, experiences, and opinions of hotel managers and labour officers on specific issues related to their work environments. Additionally, content analysis enabled the

researchers to derive meaningful insights from the data that could inform future decision-making processes within the hotel industry.

Labour law officers play a crucial role in the hospitality industry by ensuring that employers comply with labor laws enacted by the government. They play a vital role in maintaining fair employment practices within the industry by ensuring that management adhere to legal requirements while promoting a safe working environment for all stakeholders involved. This section synthesizes insights from the labour officers regarding the complaints received; knowledge of the labour laws by the hotels and how they are applied; compliance of the labour laws by hotels; percentage of compliance; how labour office ensures compliance by hotels; percentage of cases received on labour related issues from hotels; duration of resolution of cases; percentage of cases resolved and their involvement in the labour cases that end up in court.

Interview schedules were conducted with the hotel managers at each hotel, and each manager was assigned a respondent ID, such as INT-1 for Hotel Manager 1, INT-8 for Hotel Manager 8, and so on for the remaining managers. whereas Dyadic interview was conducted with the two labour officers, one in charge of implementation of employment act assigned respondent ID as DI-1 and the other in charge of occupational health and safety act matters assigned as DI-2. It elicited several views as presented/explained below:

#### **4.9.1 Perception of Labour Law Compliance**

The hospitality industry is one of the most influential sectors globally, providing millions of jobs and significantly contributing to economies. Given its labor-intensive nature, understanding labor laws is crucial for managers in this industry. This section synthesizes insights from interviews with hotel managers and labour officers regarding

their knowledge, application, compliance strategies, challenges faced, employee accountability, protection of interests in labor laws, and recommendations for policymakers.

#### 4.9.2 Knowledge of Labour Laws

The study aimed to explore managers understanding and interpretation of labour laws within the hospitality industry specifically star rated hotels in Uasin Gishu County, Kenya. Interviews were conducted among the managers on what labour laws they were familiar with which elicited the following responses.

*“Five labour laws which are Employment Act, Occupational Health and Safety Act (OSHA), Labour Relations Act, Work Injury Benefits Act (WIBA) and Labour Institutions Act” (INT-1)*

*“Occupational safety and health act, WIBA, WIBA+ that take care of injuries, Employment act and labour relations act” (INT-2)*

*“Employment act, OSHA, Labour relations and WIBA” (INT-3)*

*“Employment act, occupational safety and health act, labour relations act, WIBA and Labour Institutions act” (INT-4)*

*“Employment act, occupational health and safety act, Labour relations act and WIBA” (INT-5)*

*“Employment act, Occupational health and safety act, labour relations act and WIBA” (INT-6)*

*“Employment Act, Occupational Health and Safety Act (OSHA), Labour Relations Act, Work Injury Benefits Act (WIBA) and Labour Institutions Act” (INT-7)*

*“Employment Act, Occupational Health and Safety Act (OSHA), Labour Relations Act, Work Injury Benefits Act (WIBA) and Labour Institutions Act” (INT-8)*

From the managers’ responses on knowledge of labour laws, what comes out is that there is a clear consensus among the managers about the key labor laws governing their operations, specifically the Employment Act, Occupational Health and Safety Act (OSHA), Labour Relations Act and Work Injury Benefits Act (WIBA). This common

understanding indicates that managers understand compliance and recognize the importance of these regulations in industry. With multiple references to the Employment Act and Occupational Health & Safety Act (OSHA), it was noted that they regard the laws as important and necessary for the well-being of employees. Managers can foster a culture of safety by implementing robust safety protocols, routine training, and assessments to ensure compliance.

Additionally, views of labour officers on hotels knowledge regarding labour laws and how they apply are captured and summarized as shown below;

*“Yes, they are aware; through Wages code; Engaging unions through CBA and their HR and Directors engage with the labour office” (DI-1)*

*“Most of the hotels do not know especially occupational safety and health act, this necessitated our office to engage their regulator TRA to help in the implementation” (DI-2)*

*When most of these hotels are bidding for government tenders they are forced or prompted to comply; but on their own initiative they don't; only few do especially the highly star rated hotels e.g. (4 and 5 star). Normally its a government requirement that anyone applying for tenders should comply to the stipulated acts)” (DI-2)*

#### **4.9.3 Application of Labour Laws**

The research aimed to investigate the application of labour laws within the hotels. Interviews were conducted with the managers regarding the labour laws the hotel applies. The following are their insights:

*“...our hotel being not so established; we find it difficult complying with some of the employment act provisions given their costly nature (INT-1)*

*“We apply the employment act, WIBA, OSHA and Labour relations act” (INT-2)*

*“The hotel has applied WIBA which deals with work place injuries, Employment Act, Occupational Safety and Health Act and Labour relations act” (INT-3)*

*“We apply mostly the Employment act, Occupational health and safety act and labour relations act. As much as our employees are not unionized, we have tried to follow the laws to the later and not partly” (INT-4)*

*“Mostly the ones that apply to the industry like the Employment act, Occupational health and safety act and labour relations act” (INT-5)*

*“OSHA, Employment act, Work Injury Benefits Act (WIBA)” (INT-6)*

*“Employment Act, Occupational Health and Safety Act (OSHA) and Work Injury Benefits Act (WIBA)” (INT-7)*

*“Employment Act, Occupational Health and Safety Act (OSHA) and Labour Relations Act (INT-8)*

It can be drawn from these responses that star rated hotels comply with some of the labour laws but partially on others. This indicates a general commitment to compliance with legal frameworks governing labor relations and worker safety. Although managers broadly agree on the laws being applied, there are variations in how they express their application of these laws. For instance, while some may apply all five laws, others focus on the ones that mostly pertain to their specific circumstances. Most managers highlight that they pay particular attention to the requirements that are relevant to their industry. This suggests an understanding that the application of labor laws can be context-dependent, accommodating the specific operational environment of each hotel.

INT-4 acknowledgment that their employees are not unionized but that they follow the laws meticulously indicates a recognition of the need to uphold employee rights and protections even in the absence of union representation. This points to a managerial commitment to maintaining fair labor practices. References to OSHA and WIBA by multiple managers highlight the importance of workplace safety and injury management within the hotel industry. This demonstrates a proactive approach to safeguarding employees' health and acknowledges the potential risks associated with hospitality work.

#### 4.9.4 Compliance of Labour Laws

The research aimed to investigate the compliance of labour laws within the hotels.

Interviews were conducted with the managers regarding how the hotels ensure compliance. The responses were as follows:

*“Through audits organized by the hotel and also done by county labour officers twice a year, also the hotel has formed a committee that looks at issues to do with labour laws and its compliance; this committee does a report to management on the same” (INT-1)*

*“We do trainings through human resource office, anything labour comes through HR where it is implemented meaning (documentation, training and compliance), the hotel also has a legal team within the group that deals with compliance issues/cases in court and ensure compliance is done on time and the right documentation filled” (INT-2)*

*“The hotel has come up with internal policies that are guided by the national policies in place. These policies are to be followed by each employee depending on the department they work in. Apart from the internal policies we are also guided by the national government policies which inspections are done frequently to ensure compliance” (INT-3)*

*“Internally, we have a committee that deal with labour matters and ensures compliance but also there are several bodies that are mandated by the government that do audit e.g. Ministry of Labour and Social Protection (Labour Inspections Department, Directorate of Occupational Safety and Health Services), KUDHEIA which we work closely with in ensuring we are compliant with the stipulated laws” (INT-4)*

*“The human resource department created a committee that looks at labour issues; this committee is mandated to ensure the hotel complies, audits are done and reports done on the same, the group works closely with the government bodies that do inspection to ensure the hotel is up to date in regards to compliance” (INT-5)*

*“We have Compliance Officers from the ministry of labour who do frequent inspections which keeps the hotel in check also internally, the hotel has come up with policies which are in line with the various labour laws that are to be followed by each staff” (INT-6)*

*“The hotel has established programs like trainings to help in familiarizing with the key labor laws in Kenya and also Establishing Clear policies for the hotel that are in line with national laws” (INT-7)*

*“By organizing training on awareness of the labour laws; the hotel has also come up with internal policies that are to be applied and followed by all staff; this is guided by the national labour laws” (INT-8)*

The views from labour officers on whether hotels comply with the labour laws elicited the following responses.

*“aah actually we have noted some laxity among the hotels in complying with some provisions particularly compensating overtime and unlawful termination (DI-1)*

*“The high star rated hotels comply but the lower cadre don't” (DI-2)*

Further the study sought to find out the percentage of labour law compliance by hotels, this was brought forward by the labour officers who indicated that;

*“hotels comply 90% and mostly the classified hotels” (DI-1)*

*“the highly rated hotels comply to about 30% but the rest, the lower cadre hotels must be pushed” (DI-2)*

Additionally, the dyadic interview brought forth ways on how labour officers ensure compliance by hotels. The following were their responses;

*“through random inspection to ascertain compliance, when there is a complaint becomes a trigger for inspection, how often complaints are made of a hotel” (DI-1)*

*“We encourage self-regulation; do awareness, encourage hotels to form a committee which can implement the laws; the committee will be responsible to ensure hotels comply. It is stipulated in the act that hotels that have more than 20 employees should constitute a committee that looks at labour law issues. When we go for inspection, we meet the committees make them aware of their responsibilities, and check whether they are trained at least every two years. We also do random inspections” (DI-2).*

#### **4.9.5 Challenges Faced in Complying with Labour Laws**

The research aimed to investigate the challenges faced by the hotels while complying to the labour laws. From the Interviews conducted with the managers of the star rated hotels and these were the responses:

*“So far we have not experienced any challenges because we work within the parameters of the law” (INT-1)*

*“There are several and mostly from the side of the government, I can give out a scenario whereby when a staff does something which is considered a gross misconduct, normally there is a disciplinary process followed and even hearing but besides having followed all this, hotels will still get a court injunction when the employee goes to a lawyer. Another thing is that labour laws in the country are pro-employee than employer so one has to be very careful with any interaction that comes in between employer and employee because a slight disregard to the procedures stipulated by the law can easily cause a lot of damage to the company. It is also a good thing to the employees because the laws protect their welfare” (INT-2)*

*“Working hours; the nature of business of the industry forces employees to stretch their working hours, especially the peak season but in return, we do compensate them with extra off days. But generally, there are no major challenges” (INT-3)*

*“High Labor Costs- Labor laws in Kenya mandate minimum wages, leave entitlements, and other employee benefits. Hotels, especially small and mid-sized establishments, may struggle to meet these requirements due to limited revenue streams, leading to difficulties in maintaining profitability while complying with the law. Seasonal Nature of the Hospitality Industry- The hospitality industry, including hotels, experiences peak and off-peak seasons. During low seasons, hotels may find it challenging to maintain full-time employees and comply with labor laws related to redundancy, notice periods, and severance pay when laying off workers” (INT-4)*

*“Inconsistent or weak enforcement of labor laws by government agencies which create uneven playing field, where some hotels comply fully while others bypass regulations without facing significant consequences, fostering unfair competition. The labour laws impose limits on working hours and mandate overtime pay for work done beyond these hours. Hotels that operate 24/7, particularly during peak seasons, often face challenges in scheduling shifts to avoid excessive overtime while remaining compliant” (INT-5)*

*“Limited revenue - Hotels, especially the not so established ones may struggle to comply with some of requirements e.g. the minimum wage, compensation leading to difficulties in maintaining profitability while complying with the law. Informal Employment Practices Some hotels may resort to hiring casual or contract workers to cut costs, but this practice often lead to violations of labor laws” (INT-6)*

*“Ambiguity of the laws, some of the laws are not straight forward, corruption, too much availability of labour, Lack of awareness or*

*misunderstanding of new laws can result in unintentional violations” (INT-7)*

*“Employee Turnover- High employee turnover in the hospitality industry creates challenges in maintaining proper contracts, record-keeping, and compliance with statutory benefits. Limited Legal Knowledge-Many small or independent hotel operators lack legal expertise, making it difficult for them to fully understand and comply with labor regulations” (INT-8)*

It can be drawn from the above that the managers expressed concerns about the complexity and ambiguity of labor laws, suggesting that some regulations are not straightforward. This can lead to unintentional violations due to a lack of clarity or understanding of legal requirements. The interviewees noted that labor laws in Kenya are perceived as being more pro-employee than employer. This means that hotels must be careful with their interactions with employees to avoid potential legal repercussions. Inconsistent or weak enforcement of labor laws by government agencies was highlighted as a challenge, creating an uneven playing field where some hotels may bypass regulations without facing significant consequences, leading to unfair competition. High labor costs and limited revenue streams were cited as major challenges for hotels, particularly small and mid-sized establishments. Compliance with minimum wages, leave entitlements, and other employee benefits was noted to pose difficulties in maintaining profitability.

#### **4.9.6 Employee Accountability**

Participants in the interview put forth their thoughts on whether compliance with labour laws led to employee accountability in their duties. Various responses were elicited as follows:

*“I feel they are because they are obliged as the law fully supports them and they know their rights and limits regarding what is stipulated by the law” (INT-1)*

*“Yes, when we get the laws there is the CBA that most hotels have with their representatives for hotels nationally and regionally, what happens is that it brings a smooth landing between the employee and employer to get a middle person the trade union representatives which we pay for staff membership for them to facilitate the welfare of the staff, the team train the staff on their rights & their limits. Each hotel has code of conduct should be aligned with the labour laws. Whether they are aware or not is a different discussion. However, some of the younger generation, below 30, are not aware of their limits. In summary, I can say that not only do the labour laws make employees accountable but they also inform them of their rights on different issues e.g. understanding that if they work extra hours it is not that they are overworked but they will be compensated; when they work in hazardous areas what is needed to protect them etc” (INT-2)*

*“Yes, they are; most of them this is because we try and develop a culture where employees are accountable in their work; like what they do should be seen from the results of their work” (INT-3)*

*“Yes, they are; when employees feel that their needs in terms of working conditions, compensation is taken good care of they become accountable in the execution of their duties; that is, they take charge” (INT-4)*

*“Yes, they do, the moment they see their welfare issues are being taken care of most of them about 80% become accountable” (INT-5)*

*“Mostly yes. Like I have seen most hotels instances where employees are not paid on time or paid less, they steal and start having mischievous activities. So, I can say it makes them accountable” (INT-6)*

*“Yes, and when they are paid on time, paid well the hotel avoids fraudulent activities” (INT-7)*

*“They do especially if their working conditions are taken good care of, they are paid on time and given the protection they need; I feel they do” (INT-8)*

From the interview findings, it can be inferred that the accountability of employees is influenced by various factors, including their awareness of labor laws and rights, training on workplace rights and limits, working conditions, compensation, welfare issues, and overall treatment by employers. Managers highlighted that when employees welfare issues are taken care of, wages are paid on time, they tend to be more accountable in their work. Additionally, the presence of trade union representatives who

educate and advocate for employees' welfare was noted as a factor impacting employee accountability.

#### **4.9.7 Sufficiency of Labour Laws in Protecting Interests of Employees and Employers**

The research aimed to investigate whether labour laws were sufficient in protecting the interests of both employees and employers within their hotels. From the interviews conducted with the managers regarding the same, below are the resulting responses:

*“Yes, because the laws in place have tried to look at the issues across all board. I feel the laws are good and if we all follow the work environment will be super” (INT-1)*

*“The labour laws in Kenya stand out to be the best in Africa or so, COTU body has done good work in comparison with other countries, they are sufficient as of now, in terms of covering women, foreigners, working conditions and injuries. They are also adequately updated on a need basis like the WIBA+ which is an addition to the WIBA act which was created to deal with the challenge related to insurance. Yes, I feel they are sufficient and of course, more can be done in different regions in terms of implementation but stipulations are clear” (INT-2)*

*“Not really it protects the employees more; it tends to be inclined to the employees” (INT-3)*

*“Yes, they do though the law in place right now favours the employees more” (INT-4)*

*“Yes, they do but at times they are compromised” (INT-5)*

*“It is not sufficient, especially for employees; because in some instances you will find an employee has been fired because they did something wrong which shouldn't necessarily be a basis for firing but the labour laws will not protect them, the laws are there but they do not directly impact the employees so employees are forced to go look for private representation e.g. get a lawyer to follow up for them compensation/complaints etc. For example, we had an incident where the employee went to report to labour office; the labour office wrote to the hotel to address certain issues which the hotel did but nothing was done, and the employee ended up not being assisted” (INT-6)*

*“For the employer, the labour laws are not lenient; it has not factored/considered several things e.g. minimum wage, the law has not factored in the revenue collected by the hotel, seasonality issues which*

*greatly affects the employer. For employees I feel that they are sufficient”*  
(INT-7)

*“Yes, they are if they are followed to the letter without interference from corrupt systems”* (INT-8)

Concerns were raised by some managers about potential loopholes in labor laws. One manager highlighted instances where employees might not feel adequately protected by labor laws when facing issues such as termination or seeking compensation. Another manager mentioned that while labor laws may protect employees well, they can be compromising at times. Additionally, one manager specifically highlighted concerns about how labor laws do not sufficiently consider returns on revenue of the hotel which are affected by seasonality and may times affect the wage pay of employees thus violating minimum wage. Overall, it can be concluded from this interview that there is a mixed perception regarding the sufficiency of labor laws in protecting the interests of both employees and employers. While some view them as comprehensive and effective with potential biases towards employee protection or employer constraints; others see shortcomings in specific areas which impact their effectiveness for one party or another.

#### **4.9.8 Complaints received about labour laws**

The study sought to find out from labour officers the type of complaints they receive in relation to labour laws. The responses were as follows;

*“Dismissals, Non-payment of dues, Delay of salaries”* (DI-1)

*“The common issues relating to occupational safety and health which include; process of compensation, safety of the work equipment”* (DI-2)

They further noted that the percentage of cases received on labour law issues from hotels were;

*“Between 5 to 10% maybe some of the causes of the number being low is their unions are very active, there could be a working committee*

*solving issues internally and maybe high compliance rate by the hotels” (DI-1)*

*“Less than ten percent” (DI-2)*

On how long the cases take to be resolved by labour office the discussion elicited the following responses;

*“Within 45 days, and should be disposed off within that period” (DI-1)*

*“Immediately after inspection and making recommendations” (DI-2)*

On the percentage of cases labour office resolved, they noted that;

*“90%, very little proceed to the court because there are a number of ways on how cases can be resolved which may include; through the union, labour court, labour office” (DI-1)*

*“100% on safety and health matters but on claims its between 30-50%” (DI-2)*

On the involvement of labour office in cases that end up in court the dyadic interview elicited the following responses;

*“Yes; in two ways when cases come either as individual or through union. In cases of Individual- if the employer has contravened certain laws, we take the employer to court through the Attorney General and the labour officer becomes a witness. In this case, the AG now prosecutes the case but labour office gives them information. Through union- the office calls a joint meeting with the employer and if they don't agree a certificate is written of unresolved dispute and given to both parties and either can take the other to court. Court referral comes from the court itself-this is where the employee takes himself to court through a certificate of urgency or advocate- then the judge feels that it should be handled by labour office, once a court referral comes both parties are called and the court gives 60 days for the case to be handled; if they agree a report is written and they both sign but we appear to court as labour officer and give a report and recommendations of the case. This is condensed so that the line of argument to use is known” (DI-1)*

*“Initially labour office were the ones taking the cases to court cited as prosecutors but from 2010 that power was removed, right now the concerned individual takes the file to the DPP then proceeds from there” (DI-2)*

The dyadic interview with the county labour officer in charge of Employment Act issues revealed several important points: Firstly, common complaints received relate to dismissals, non-payment of dues and delay of salaries. Secondly, in regard to compliance, hotels are generally aware of labour laws and mostly comply with them. However, there was sometimes laxity in overtime compensation. Thirdly, the labour officers ensure compliance through random inspections at times triggered by reported complaints. Fourth, that mostly 90% of cases are resolved within 45 days by the labour office, with very few proceedings to court due to various potential resolution mechanisms such as union involvement or direct court referral. Lastly, the labour officers are involved in both individual and union labor cases that end up in court, providing information or recommendations for resolution. Overall, the dyadic interview provided insight into the common issues faced within the hotel industry regarding labor law compliance, as well as the methods used by the labor office to ensure adherence to these laws.

The dyadic interview with the Labour Officer in charge of occupational safety and health act matters brought to the fore the following: First, the lack of knowledge and compliance by hotels in regard to OSHA. It is noted that hotels, especially lower-rated ones, lack knowledge and compliance with safety and health laws. That only a small percentage of high-end hotels comply voluntarily. Secondly, the labor office encourages self-regulation through awareness programs and the formation of committees within hotels to oversee implementation. Random inspections are also conducted to check for compliance. Thirdly, the percentage of hotels complying with safety and health laws is low, particularly among lower-rated establishments. Fourth, Occupational Safety and health issues are resolved relatively quickly after inspection, but there are challenges in resolving compensation claims. Overall, this dyadic

interview highlighted the need for greater awareness and enforcement efforts to ensure occupational safety and health compliance within the hotels.

#### **4.9.9 Recommendations to the Policy Makers**

The research aimed to gather respondents' recommendations, if any, regarding the current labor laws. The interviews conducted with the managers elicited the following responses:

*“There is need to review the laws, the current ones were enacted in 2007 and times have changed, new trends have emerged and these changes need to be aligned with the laws. Also, while at it to factor in the operations of the different industries e.g. the hotel industry the working hours is not necessarily from 8.00am to 5.00pm as stipulated by the law, it operates in shifts; like we have 3 shifts. Finally, when coming up with the laws the policy makers should do market research on what happens on the ground, it should be a bottom-up kind of approach and involve stakeholders” (INT-1)*

*“Need to create awareness to staff/employees of the labour laws especially the younger generation employees, something should be done through their representatives' bodies. Industrial courts that deal with this labour issues/cases should be decentralized; I think currently they are only in the major towns; this will enable speedy handling of the cases if any” (INT-2)*

*“They should involve the stakeholders in policy making and not make board room policies” (INT-3)*

*“Need to incorporate stakeholder views when coming up with policies; Come up with policies that favor all parties involved. Simplify Regulatory Framework i.e. streamline business licensing by simplifying licensing procedures for hotels, lodges, and restaurants to attract more investors and also provide tax relief and grants to small and medium enterprises in hospitality to encourage their growth and ability to compete in the industry” (INT-4)*

*“Need to make sure the policies in place are implemented fully by all establishments” (INT-5)*

*“The policymakers should visit the industry and engage industry players and get to know of their challenges and views before coming up with policies” (INT-6)*

*“To do market research first” (INT-7)*

*“Adopt global hospitality standards: Align Kenya’s hospitality industry with international quality, safety, and service standards to ensure competitiveness in the global market” (INT-8).*

From the interviews with managers several key issues emerged. The managers emphasized the need for a comprehensive review of existing labor laws to align with current trends and industry operations. They stressed the importance of involving stakeholders, conducting market research, and adopting a bottom-up approach in policy making. Managers also highlighted the significance of increasing awareness among employees about labor laws, decentralizing industrial courts to ensure speedy resolution of labor-related cases, simplifying regulatory frameworks for businesses such as hotels and restaurants, and implementing policies effectively across all establishments.

The recommendations also emphasized the need to raise awareness among staff and employees about labor laws, especially for younger employees. Additionally, there was an emphasis on the need to incorporate stakeholder views when coming up with policies as elicited by INT-4, INT-3 and INT-6. Overall, these findings suggest that there is a consensus among managers regarding the need for inclusive policymaking processes that address current industry practices while considering stakeholder input. The overarching goal appears to be creating an environment where both employees' rights are protected under updated labor laws while supporting employers' needs within specific industries such as hospitality.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents a summary of the study findings, the discussion of these findings in relation to existing literature, draws conclusions, gives implications for the theory and practice and makes recommendations for practice and policy, giving suggestions for future research directions. The main finding of this research, which amounts to the researcher's thesis is that transformational leadership style moderates the relationships between labour law compliance and employee accountability in star rated hotels, with higher transformational leadership levels greatly influencing employee accountability. The summary of the other key findings is presented in the following subsection.

#### 5.1 Summary of Findings

Objective one was to determine the effect of employment act compliance on employee accountability in star rated hotels in Uasin Gishu County. The study found that hotels partially comply with the employment act, particularly in areas concerning employee welfare, such as paid rest and leave, but fall short in impartiality, dismissals, and compensation. Regression analysis confirmed that compliance with employment regulations significantly enhances employee accountability, aligning with previous research that links fair treatment to higher commitment and performance. The findings build on Tawfik et al. (2022) by specifying how employment legislation influences accountability and support Ruon and Mwangi's (2024) argument that ethical behavior improves performance. Comparisons with studies from Turkey and Slovakia reinforce the idea that fairness in corporate governance and remuneration fosters dedication and reduces employee turnover. Ultimately, these hotels' efforts to meet international labor

standards suggest a growing commitment to transparency and employee welfare, which can enhance workplace trust and job performance and ultimately accountability.

Objective two was to examine the effect of occupational safety and health act on employee accountability in star rated hotels in Uasin Gishu County. The study found moderate employee agreement on OSHA compliance among hotels, with inconsistencies in areas such as workplace hazard identification, provision of safety manuals, and use of protective gear. While the regression analysis indicated a modest positive effect of OSHA compliance on employee accountability, this effect was statistically non-significant.

Objective three was to establish the effect of labour relations act on employee accountability in star rated hotels in Uasin Gishu County. The study found that while labour relations are crucial for governing workplace relationships, hotels still struggle with compliance, particularly in allowing union involvement in disciplinary processes, negotiating employee benefits under CBAs, and honoring existing CBAs. Despite these challenges, regression analysis confirmed that labour relations act compliance significantly enhances employee accountability. This underscores the role of trust, fairness, and effective communication in fostering healthy labour relations, as supported by Baquero (2023). While the hotels show some commitment to dispute resolution and non-discrimination, improving labour relations compliance could enhance employee accountability and overall competitiveness, as emphasized by the World Economic Forum (T&T, 2008).

Objective four was to establish the moderating effect of Organizational Leadership on the relationship between labour law compliance and employee accountability in star rated hotels in Uasin Gishu County. The study found that leadership in hotels

emphasized service excellence, people management, and decision-making, with transformational leadership traits such as charisma, inspiration, and employee value recognition. Regression analysis found that transformational leadership moderated the relationship between labour law compliance and employee accountability, as well as between OSHA compliance and employee accountability, reversing the previously non-significant effect of OSHA compliance. Unlike transformational leadership, transactional leadership did not moderate the compliance-accountability relationship.

From the interview findings, it can be inferred that the sufficiency of labour laws in protecting the interests of both employees and employers is perceived differently by managers. Some managers expressed a positive view, stating that labour laws are sufficient and comprehensive. They noted that the laws cover various aspects such as working conditions, injuries, protection for women and foreigners, and updates to address new challenges. However, some managers felt that although the laws are sufficient overall, they tend to favor employees more than employers which echoes the findings of Luvhengo and Thomas (2019) who asserted that workers believe they should have a voice on a broad set of workplace issues, but substantial gaps exist between their expected and their actual level of voice at work.

## **5.2 Discussion of Findings**

### **5.2.1 Employment Act Compliance and Employee Accountability**

The findings revealed that star rated hotels comply partially with the provisions of the employment act such as paid rest aligned with the welfare needs of the employees. However, the hotels were found not to comply fully with the provisions for impartiality, summary dismissals and compensation. The regression analysis results pointed towards

employment act compliance having a positive and significant effect on employee accountability among star rated hotels.

The positive and significant influence of compliance with the employment act on employee accountability aligns with the perspective which argues that compliance with employment regulations can enhance employee accountability. For instance, the findings by Tawfik et al. (2022) in their study demonstrated that employee protection legislation alongside CSR provides a roadmap through which to illuminate employees' rights. This study extends this axis by identifying the specific legislation, being the employment act, and showing the resultant influence on employee accountability.

Star rated hotels were found to comply with elements of the employment act aligned with employee welfare and a positive influence of compliance with the employment act on employee accountability which shows that higher accountability among employees in hotels arise from a feeling of being treated fairly. A culture of transparency and trust is created through genuine leave guidelines and unbiased sacking, and this is bound to reduce conflicts and court cases, leading to improved job performance. These findings are supported by Byrne et al., (2016) that espoused the notion of fairness and employee accountability measured through commitment and dedication. Cagri Bulut and Murat Nazli (2020) used the Turkish hotel industry context to show that hotel employees perception of responsibility and fairness in the internal cooperate governance (ICH) stimulates their vigor and dedication. Vetrakova et al. (2020) used Slovak hotels to show that an environment that does not value and respect employees equally, such as non-transparent remuneration, contributed significantly to employee fluctuation. Meanwhile, these results showed that star rated hotels are keen to address employees' welfare needs, including providing sick leave with full pay, fully paid annual leave, and

mandatory maternity leave, confirms the desire of these hotels to align with international labour standards (Jou et al, 2017, Sawaneh & Kamara, 2019).

The finding that hotels comply with maternity and annual leave requirements indicates that these establishments value the well-being of their employees by recognizing the importance of paid time off for rest, recovery, and personal matters. This level of support reflects a commitment to employee welfare, which positively influence employee accountability. Specifically, when employees feel supported, especially women during and after pregnancy, they are more likely to reciprocate through increased engagement, responsibility, and commitment to their roles. This aligns with Ma et al. (2021), who highlight maternity leave as a critical component of work-family support policies in the hospitality industry. Furthermore, as Jasuale (2023) notes, flexible scheduling for new mothers not only facilitates smoother transitions back to work but also enhances their sense of loyalty and accountability to the organization.

However, the lukewarm compliance among hotels with regulations on summary dismissals, termination notifications, and compensation in lieu of notice places these establishments on precarious legal ground and exposes them to potential wrongful dismissal claims. More critically, such non-compliance undermines employee morale and trust in the organization, which affect accountability. When employees perceive that their rights are not safeguarded, they may become disengaged, less committed, and less likely to take responsibility for their roles. As Halim et al. (2023) note, failure to uphold fair termination practices not only leads to financial and psychological strain for affected employees but also threatens overall productivity, retention, and ultimately, employee accountability.

The finding that hotels show little regard for key labour provisions such as minimum wage, overtime compensation, and proper dismissal procedures raises serious concerns about service quality and workforce morale in the hospitality sector. These labour standards are not only legal obligations but also serve as critical motivators that influence employees' commitment, performance, and sense of responsibility. When employees feel underpaid or unfairly treated, their engagement and accountability in the workplace are likely to decline. A study by Mutiso et al. (2022) in star-rated hotels in Nairobi found that base pay had a significant impact on employee turnover intentions, highlighting the importance of fair compensation. Similarly, Fatma et al. (2017) associated wage levels with productivity, emphasizing that adequate pay contributes to a more motivated and accountable workforce within the hotel industry.

The managers also emphasized that a positive work environment where employees feel valued through fair compensation, timely payment and good working conditions leads to increased accountability among employees. Conversely, instances, where there are issues with pay delays or inadequate compensation, were mentioned as potential triggers for misconduct or reduced accountability among some employees. It can be concluded that ensuring employee accountability involves not only legal compliance but also creating a supportive work environment that addresses employee welfare concerns effectively (Solomon, 2020).

Compensation and employee engagement are among the key factors associated with employee turnover in the tourism and hospitality industry (Okoe, 2018). The finding that some hotels are potentially exposing themselves to wrongful dismissal claims aligns with the case analysis, which revealed labor disputes filed against several establishments. Such disputes can severely impact hotel operations, reputation, and

financial stability. Research has shown that labor-related conflicts often lead to increased legal costs, service disruptions, and reduced customer satisfaction, all of which can negatively affect revenue and brand image (Deery & Jago, 2015).

In star-rated hotels, these conflicts may also attract media scrutiny, damaging public perception and leading to a decline in bookings (Hoque & Wright, 2003). Beyond financial and reputational consequences, labor disputes contribute to low employee morale, higher turnover, and difficulty in maintaining consistent service quality. These outcomes directly weaken employee accountability, as staff become less motivated to uphold performance standards, meet expectations, or take ownership of their roles. Therefore, proactively managing labor relations and ensuring fair treatment of employees is not only a legal and ethical obligation but also a strategic imperative for promoting accountability and sustaining operational excellence in the hotel industry.

Compliance with the employment act was found to enhance employee accountability which underscores the importance of observing employee right for hotels to foster an environment that can enable them to continue attracting global business. These findings are supported by Ruon and Mwangi (2024) who identified ethical behaviour as a product of employee accountability capable of improving employee performance. Therefore, the findings of this current study strengthen the argument of enhancing employee accountability from a star-rated hotels perspective of Uasin Gishu County.

### **5.2.2 Occupational Safety and Health Act compliance and Employee Accountability**

The results showed moderate agreement among the employees that hotels comply with provisions of the OSHA. However, there were agreements, albeit inconsistently, that employees are made aware of the health and safety guidelines, that the hotels promote

a culture of safety at the workplace, that periodic assessment of safety and health issues is often undertaken, and that hotels evaluate factors that could affect employee's health and safety. Meanwhile the moderate agreements centered on provisions such as workplace hazards, safety manuals and records, and appropriate working gear among others.

These results imply that hotels recognize the fact that occupational safety and health is a fundamental right in the workplace. Moreover, these entities places priority on occupational safety and health knowing well that accidents may erode employee confidence and jeopardize the quality of service. These findings are supported by Ambardar & Raheja (2017) that effective safety and health practices are bound to not only improve employee satisfaction but also their performance.

The results revealed a moderate level of agreement among employees that hotels comply with the provisions of the Occupational Safety and Health Act (OSHA). There was inconsistent agreement regarding whether employees are made aware of health and safety guidelines, whether hotels promote a safety culture, conduct periodic safety assessments, and evaluate workplace health and safety risks. Moderate agreement was particularly noted on aspects such as identification of workplace hazards, availability of safety manuals and records, and provision of appropriate working gear. These findings suggest that while hotels acknowledge the importance of occupational safety and health as a fundamental workplace right, their implementation of OSHA provisions is partial and lacks uniformity.

This partial compliance indicates that while hotels recognize the potential risks that accidents pose to employee confidence and service quality, their efforts are not fully institutionalized. Research by Ambardar and Raheja (2017) affirms that robust

occupational health and safety practices enhance employee satisfaction and performance both of which are closely tied to accountability. Therefore, by promoting a safety culture, conducting periodic assessments, and evaluating safety-related risks, star-rated hotels signal an intent to create safe and productive environments. These efforts can influence employee accountability positively, as safer work environments contribute to employee confidence, reduce fear of injury, and foster a sense of care and trust within the organization.

Moreover, promoting a safety culture in hospitality is particularly relevant given the rising number of work-related accidents in hotels, as highlighted by Kuo et al. (2020). Safer workplaces have been shown to reduce employee turnover and compensation claims, which indirectly support accountability by encouraging stable, engaged, and responsible teams (Chauhan & Guleria, 2024). Labour officers during the dyadic interview confirmed inconsistent awareness and compliance with OSHA among hotels, stating that most establishments lacked knowledge of the Act, prompting intervention by their regulator, the Tourism Regulatory Authority (TRA).

While the descriptive data indicates moderate compliance and some positive practices, the regression results showed that OSHA compliance had a modest but statistically non-significant effect on employee accountability. This finding contradicts existing literature. For example, Kim et al. (2019) found that occupational safety management systems significantly improve both employee performance and accountability. Similarly, Umugwaneza et al. (2019) concluded that occupational health and safety compliance positively affects employee commitment and job performance. The contradiction may be explained by the inconsistencies in hotels' safety practices revealed in the descriptive findings such as inadequate training, irregular safety audits,

and incomplete provision of protective equipment. These gaps may limit the potential impact of OSHA compliance on accountability.

This non-significant relationship also mirrors findings from Kenyan scholars who highlight widespread non-compliance with occupational safety regulations across the hospitality sector. Awino (2023), for instance, found microbial contamination in food served in fine dining hotels due to poor adherence to OSHA food safety guidelines. Makomere (2024) identified weak enforcement of legal requirements as a key barrier to regulatory compliance in tourism operations. Similarly, Musakala et al. (2024) reported that unclassified restaurants in Nairobi County lacked HACCP certifications, operational licenses, and basic food safety protocols. These examples underscore the broader pattern of weak occupational safety compliance, which may explain the limited effect on employee accountability in the current study.

Although the theoretical and empirical literature strongly suggests that occupational safety and health compliance can enhance employee accountability, the current study reveals that partial and inconsistent implementation limits its practical impact in the sampled hotels. For OSHA provisions to effectively contribute to accountability, hotels must adopt a more systematic and comprehensive approach to safety management, backed by stronger enforcement and employee training.

### **5.2.3 Labour Relations Act Compliance on Employee Accountability**

The results revealed that despite labour relations being a cornerstone for ground rules guiding governance of work relationships between workers, employers and workers representatives, hotels have challenges complying with most of the labour relations provisions. Most of them make efforts to resolve internal disputes and end discrimination. However, results showed that they have challenges honoring and

appreciating CBAs. Such findings reflect the logistical dynamism of the hospitality industry that is defined by the nature of work and enterprise location. Research shows that this industry possesses unique challenges that makes it difficult to implement and monitor requisite provisions under the labour relations act (Vettori, 2018).

Moreover, the finding on lukewarm compliance with employee's union membership among star rated hotels, may not be an isolated case. Previous studies have underscored several labour relations related challenges in the hospitality industry. For instance, in a study amplifying the fair and decent work agenda, Giousmpasoglou (2024) revisited the concerns of weak union representation earlier identified by Ioannou and Dukes (2021) as an avenue for worker exploitation in the industry. Commenting on labour relations in the hospitality industry, Ariza-Montes et al. (2019) argued that substandard working conditions, including little job security and long hours had historically plagued the industry. For instance, the hotels hardly allowed unions to get involved in disciplinary processes involving employees, were reluctant on having employees benefits negotiated under a CBA, and failed to honour negotiated CBAs.

The regression results revealed that labour relations act compliance had a positive and significant effect on employee accountability. This finding shows that the labour relations act compliance has the larger influence on employee accountability reflects the importance of paying attention to internal dynamics in the hospitality industry for the ultimate realization of customer satisfaction. The hospitality industry thrives on foundational elements such as trust, respect, and effective communication. The moderate compliance shown towards internal mechanism for conflict resolution, action against discrimination and fora for challenging fairness as established from the descriptive results, gravitate towards the recognition of the pillars of healthy labour relations.

The positive and significant influence of labour relations act compliance on employee accountability reflects the emerging scholarly interest in labour exploitation and risks in the hotel context. For instance, Bullock et al. (2024) identify enforcement gaps and power imbalances as key drivers of non-compliance to labour relations provisions, resulting in labour exploitation. Guousmpasoglou (2024) advocates for compliance with the labour relations act by arguing that it preaches the principles of decency and fairness at the workplace and can foster an inclusive ecosystem. In the same vein, Bulinska-Stangrecka and Bagienska (2021) used the Covid-19 experiences to show that positive labour relations were key to employee job satisfaction.

While it is clear that compliance with the labour relations act can exploit employee accountability in hotels, the descriptive statistics showed that star rated hotels experienced challenges honoring collective bargaining agreements (CBA) which replicate an emerging pattern in Kenya. According to Musila (2018) featuring for Kenya Institute for Public Policy Research and Analysis (KIPPRA), there have been frequent and protracted industrial actions, labour unrest, and disruption of services across diverse sectors in Kenya due to among other reasons, breach of collective bargaining agreements. These threaten to annul the good gains that accrue from complying with some of the provisions.

CBAs provide opportunities for employers, workers and unions to have a constructive rather than confrontational dialogue. Therefore, by not honoring CBAs, the hotels may face confrontations with employees. Such breaches can erode trust between management and staff and result in conflict, low morale, and reduced employee accountability. CBAs are designed to foster collaborative dialogue among employers, employees, and unions. When ignored, they create an adversarial environment that

weakens employee commitment and performance. Studies show that trade unions proactively represent workers in CBAs, since most of these workers subscribe to union membership eliciting positive attitudes towards them (Baral, 2018).

There was positive influence of labour relations act compliance on employee accountability in star rated hotels, and the attempt to provisions such as resolving internal disputes, having non-discrimination policies in place, and allowing trade unions to intervene in disputes, albeit minimally, captures the intent among these establishments to provide good management of human resources. According to Mathew (2021), good management of human resources plays a key role in sustaining competitiveness within the hotel industry. Therefore, compliance with labour relations provisions not only fulfills legal requirements but also enhances employee accountability by fostering fairness, trust, and mutual respect in the workplace.

#### **5.2.4 The Moderating Effect of Organizational Leadership on Labour Law Compliance and Employee Accountability:**

The descriptive results revealed that the leadership was above board and often sought to enhance employee experiences by emphasizing service excellence and authenticity. Through agreements on the identified leadership practices, it was apparent that the hotels leadership were loaded with traits such as people management, decision-making, and service orientation. Moreover, results showed that managers made extra efforts to help employees to navigate and meet targets confirmed the element of charisma in the hotel leadership underscoring the charm and persuasiveness among hotel leaders. The finding that hotels supervisors were inspirational and that employees' opinions were valued reflected the elements of transformational leadership in the leadership exhibited by the hotels in question.

The finding showed that hotels give priority to service excellence and authenticity in their leadership hence their desire to target quality of service by engaging employees fully to maximize customer satisfaction. Existing literature underscores the importance of service excellence and authentic leadership in the hotel industry. For example, Qiu et al. (2019) examined how authentic leadership intervened to enable leaders improve service quality in hotels drawn from the Chinese context. They determined that authentic leadership, a higher-order factor evokes the quality of service offered in the hospitality industry in the Chinese context.

The finding show that leadership empowers and shows trust to employees is a manifestation of the desire of the star rated hotels to not only motivate and spur creativity among employees, but to also foster commitment which brings about accountability, and a collaborative culture knowing clearly that this could ultimately improve customer satisfaction, employees' innovative ambition, and work engagement. Indeed, research has shown that transformational leadership has the capacity to motivate employees to adopt service innovation behaviour (Schuckert et al., 2018). Moreover, scholarly evidence has underscored the utility of leadership trust in mediating the relationship between organizational commitments and empowering leadership (Muhammad Mustafe Raziq et al., 2024). Meanwhile, Elsetouhi et al. (2018) demonstrated that leader behaviour that empowers employees ended up amplifying the employees' voice.

The test of highest order unconditional interaction established that transformational leadership moderated the relationship between labour law compliance and employee accountability. Through the interaction, it was apparent that higher levels of transformational leadership oversaw a larger contribution of labour law compliance on

employee accountability. Similarly, the test of highest order unconditional interaction revealed that transformational leadership moderated the relationship between OSHA compliance and employee accountability, reversing the earlier non-significant direct effect of OSHAC on employee accountability. Moreover, the interaction of OSHA compliance and employee accountability moderated by transformational leadership indicated that at the highest level of transformational leadership, the slope for the OSHAC to employee compliance link was very steep positively, indicating that as transformational leadership increased the effect of OSHA compliance on employee accountability increased.

The results revealed that despite the transactional leadership style not moderating the relationship between labour law compliance and employee accountability, on the contrary the transformational leadership style moderated the relationship between the two. The significance of this result is that besides having legal mechanisms through which hotels can nurture accountability, the style of leadership in the respective hotels act as a bridge between compliance and accountability among employees.

The finding showing the moderation potential of transformational leadership against the non-moderating potential of transactional leadership reflects the magnitude of the social psychological distance between the two leadership styles relative to employees. Social psychological distance has been associated with acceptance of change in the hospitality industry (Ma & Li, 2022). This underscores the nature of the hotel industry which in its demanding form can easily cause stress to employees. Transformational style that is not only empathetic but also accommodative has potential to bridge the social distance between employees and the management increasing chances of moderating in the nexus between labour law compliance and employee accountability.

Previous research has shown that transformational leadership is an avenue for enhanced exchange relationships that ultimately trigger feelings of belonging and obligation towards the leadership and in turn providing potential to adhere to regulations (Wu et al, 2022). Research also demonstrates that transformational leadership unlike the transactional one is compassionate and can evoke support for change, including the need to be accountable (Faupel & Sub, 2019). Moreover, transformational leadership has been associated with enhanced organizational identification among staff leading to improved creativity and top performance among service employees in the hotel industry (Kim et al, 2023).

The finding showing that transactional leadership had no moderating effect on the relationship between labour law compliance and employee accountability is perhaps explained by its supervisory and performance orientation. Transactional leadership style pursues clearly set goals, using monitoring and rewards/punishments to meet the goals. In such a scenario, employees may work towards getting the rewards or evading punishment without necessarily being accountable. Scholars highlight the fact that considered together, the transformational leadership style has had a more positive influence on organizational commitment and employee retention in deluxe hotels in Egypt that has had the transactional leadership style (Sobaih et al., 2020).

The study finding that transformational leadership moderated the relationship between OSHA compliance and employee accountability revealed the need to approach employee accountability from both the Koppel's model, compliance house model and the systems theory. This finding underscores the importance of envisioning and strengthening the influence of OSHA compliance by networking accountability around the legal enforcement and manner of leadership communication.

In conclusion, the findings show that transformational leadership significantly enhances the influence of labour law compliance on employee accountability. This underscores the importance of developing leadership styles that foster empowerment, trust, and commitment. While legal compliance is essential, it is the leadership culture within hotels that determines whether compliance leads to meaningful employee accountability. The study highlights the need for hotel managers to go beyond regulatory adherence by cultivating leadership approaches that inspire and engage their teams. This dual focus on compliance and leadership creates a more accountable workforce, which is crucial for service quality and long-term success in the hospitality industry.

### **5.3 Conclusions**

In view of the findings made in this study together with the ensuing discussions, the following conclusions were made in pursuance of the specific objectives.

Employment act compliance has a positive significant effect on Employee Accountability in star rated hotels. Star-rated hotels have demonstrated commitment to certain employee welfare provisions such as granting fully paid annual, maternity, and sick leave. These provisions not only protect employee rights but also reinforce a sense of fairness and trust, which are essential foundations for accountable behavior in the workplace. However, continued non-compliance with critical areas such as impartiality in employment, un-procedural terminations, and overtime compensation undermines this progress. Such inconsistencies reduce employees' motivation to act responsibly and may cultivate resentment or disengagement, thereby weakening accountability. Therefore, sustained and comprehensive compliance with the Employment Act is necessary for fostering a consistent culture of employee accountability.

Occupational Safety and Health Act (OSHA) compliance has no significant effect on Employee Accountability. This result suggests that partial or inconsistent application of health and safety provisions limits their ability to influence employee behavior. Although OSHA is designed to ensure workplace safety and promote employee well-being, the hotels in Uasin Gishu County often fall short in identifying hazards, offering adequate protective equipment, and creating a safety culture. These shortcomings not only expose employees to physical risks but also erode their trust in the management. Without a safe and secure environment, employees are unlikely to feel a sense of obligation or ownership over their roles, which are key components of accountability.

Labour Relations Act compliance has the most significant positive effect on Employee Accountability in star rated hotels. Hotels that foster internal dispute resolution mechanisms, embrace non-discrimination policies, and support union membership create a work environment grounded in respect and dialogue. These conditions build mutual trust and transparency between employees and management, which are known to enhance accountability. However, ongoing reluctance to involve unions in disciplinary actions and failure to honor collective bargaining agreements undermines this positive relationship. Without full respect for employee representation, accountability is likely to be viewed as imposed rather than collaborative, weakening its impact.

Organisational Leadership through transformational leadership style significantly moderates the relationship between Labour Law Compliance and Employee Accountability, while transactional leadership did not. While labour law compliance remains a vital tool that star rated hotels can use to arouse accountability among employees, the notion of accountability transcends legal compliance. The style of

leadership is a vital cog in such moderation with the transformational leadership style being suitable. Transformational leadership, characterized by empathy, vision, and employee empowerment, enhances employees' willingness to internalize expectations and act responsibly. This leadership style proved especially crucial in the context of OSHA compliance, where its presence reversed an otherwise non-significant effect into a meaningful predictor of accountability. On the other hand, transactional leadership, with its focus on control and contingent rewards, lacks the relational depth needed to foster genuine employee accountability.

## **5.4 Implications of the Study**

### **5.4.1 Implications for Theory**

The study enhances the ethos articulated through Koppel's model of accountability, compliance house model, and systems theory. The positive influence that employment act had on employee accountability implicitly illuminates the central role that legal compliance plays in setting the foundation for accountability. This finding enhances the tenets of liability and controllability by confirming that hotels that adhere to rules pertaining to employee welfare such as fully paid annual, maternity, and sick leave as well as exercising fairness in dismissals and termination enjoy high controllability among employees and take liability for consequences that may arise for non-compliance.

The study findings also assert that by complying with the employment act provisions, star rated hotels navigate towards a culture of law-oriented compliance which is a cornerstone for collective and moral compliance espoused by the compliance house model. Leaning towards such ethos, star rated hotels would be in a position to structure a compliant workforce that is responsive to legal systems. Moreover, by being

compliant to the employment act, hotels are able to nurture an integrated system of employee accountability that builds upon the interconnectedness of transparency, responsiveness, controllability, liability and responsibility.

Moreover, although Koppel's model of accountability views accountability in terms of the tenets of responsiveness, controllability, responsibility, liability, & transparency and requiring that star rated hotels lean towards guaranteeing employee safety and health, by proactively providing the necessary safety, having clear cut systems to comply with regulations, showing openness towards compliance, and taking full responsibility and consequences for non-compliance. Improvement of accountability in these establishments should diversify away from relying only on legal compliance, and gravitate towards entrenching managerial and cultural ethos.

Indeed, the compliance house model seeks to approach employee accountability from a multidimensional approach raising the levels of legal, risk and ethical or voluntary compliance. In the context of this study, it is apparent that the legal approach which faces weak enforcement requires integration of ethical and risk elements to complement the labour laws in place. It is envisaged that such an integration would open room for a proactive approach to labour law compliance that builds on staff awareness, safety engagement, and safety culture in the hotels. The study therefore shows the interdependence of Koppel's model and the compliance house model's ethos towards labour law compliance in star rated hotels.

Moreover, the findings showing that the OSHA compliance has no significant effect on employee accountability brings into the fore the need to lean towards the systems theory in employee accountability expectations in the hotel industry. From a systems theory perspective, star rated hotels belong to an interconnected network in which several

elements interact to assure employee accountability. Therefore, the non-significant influence in this study could be that only one element of such a system, in this case SHA compliance may not have adequately explained employee accountability in a systematic network. The findings here throw weight to the theories by showing that the three would complement each other to maximize employee accountability.

The findings surrounding the labour relations compliance amplify the importance of integrating the theoretical models of Koppel and compliance house alongside the systems theory. The marginal compliance with the labour relations act reduces the capability of the hotels to claim transparency and controllability ethos of the Koppel's model thereby, ceding the influence on accountability.

#### **5.4.2 Implication for Practice (Managerial Implications)**

The hotel industry faces a major challenge of employee turnover (Ghani et al., 2022). By complying with the employment act and providing basic benefits such as paid leaves, star rated hotels at large are bound to enjoy improvement in staff retention. Previous research underscores the importance of such fair treatment in enhancing employee engagement and productivity (Sibota et al., 2024; Wafula et al., 2015). Therefore, the finding showing provision of paid leaves as a mechanism of addressing employee welfare needs practically show that star rated hotels aspire to exploit the morale among employees and their satisfaction as an endeavor to comply with some of the provisions of the employment act.

Another key implication that arises from the hotel's compliance with the welfare expectations of the employment act is boosting hotel image and brand among prospective employees. Evidence shows that employees have the largest potential in

contributing towards the hotel's brand image by attracting new visitors and retaining existing ones (Michael et al., 2022).

Findings showing a lukewarm compliance with employment act provisions of termination compensation, termination notices, and summary dismissal have several negative implications for star rated hotels. First and foremost, hotels face the risk of legal action that may culminate in financial penalties. Indeed, the case analysis results highlighted court cases and financial penalties that have previously been levied on hotels failing to comply with termination and dismissal cases. The hotels may need Financial Risk Management. Since non-compliance leads to financial penalties, hotels should include legal risk assessments in their financial planning. Establishing a legal contingency fund can help mitigate unexpected costs from lawsuits.

Secondly, when hotels get involved in termination practices that do not comply with the employment act, employees perceive it to be unfair, and may be demotivated and reduce productivity and accountability which have the potential to affect organizational performance. Ezeabaogu et al. (2019) demonstrated that wrongful dismissal impacts organizational performance negatively. Star rated hotels that fail to comply with termination and dismissal regulation also risk their reputation. The public may develop a negative impression of such hotels leading to a regression in guests and potential employees.

The finding showing a positive effect of employment act compliance on employee accountability implies that star rated hotels that endeavor to comply with the acts provisions are likely to end up with accountable employees who in turn, can drive the hotels performance and guest experiences. Fair policies derived from compliance with the act are bound to nurture a feeling of security and motivate employees to embrace a

culture of teamwork and efficiency. Besides, employment act compliance addresses employee conflicts, turnover intent, and chronic absenteeism opening room for maximizing profitability.

The finding showing a moderate compliance to OSHA regulations and subsequent non-significant impact on employee accountability portends negative impacts to the business ambitions of the hotels in question. First, the finding exposes the hotels vulnerability to legal consequences and penalties. OSHA as an act of parliament is keen to guarantee safety, health and welfare of workers at the workplace, a violation of which has seen many hotels get hefty financial penalties for unpaid leave, traveling allowances, unpaid salary arrears, house allowances, union due for costs expended and interest at court rates.

The study findings highlighted the potential for increased health risks and accidents at the workplace, fueled by non-identification of potential health hazards and lack of suitable protective gear. In assessing the hospitality industry's awareness of safety rules, Senya (2017) used some selected hotels to show that by not disseminating safety and health standards promptly, hotel managers were exposing employees to potential harm. Such findings show that occupational safety and health is multidimensional and includes raising the requisite awareness among employees.

In addition to exposing star-rated hotels to the negative impacts of potential legal consequences, these issues could threaten the hotels' customer base and compromise their ratings. Evidence from five-star hotels in Turkey and Egypt have shown the negative impact to the hotel practice associated with non-compliance with the OSHA provisions, including diminished international recognition and excessive legal penalties (Celebi & Dalgic, 2022; Abou Kamar, 2018). Through the provision of the OSHA,

customers expect a guarantee of cleanliness, sanitary conveniences, good lighting, and ventilation among others. Compromising these health expectations would lead to negative reviews ultimately culminating into reduced ratings.

Although hotels endeavour to comply with labour relations Act, findings show reluctance to allowing unions to be proactively involved in employee disciplinary processes which exposes the hotels to potential labour disputes hence eroding any gains. The partial compliance to the labour relations act portrayed in the descriptive findings does not augur well with the hotel practice. Similar to the negative impacts in non-compliance with OSHA acts, such partial compliance with the labour relations act attracts unwarranted and disruptive disputes and penalties to hotels. Nyathi (2023) demonstrated the negative implications of weak compliance to labour relations, including the dangers of low morale and employee turnover which have the potential to affect accountability.

Moreover, research has shown that moral values embedded in managerial strategies such as complying with rules and regulations enhances employee motivation and accountability. Leal-Solis et al. (2024) highlighted the positive influence of empathy and compassion attributes of compliance with rules and regulations on alleviating employee stress and deterring brain drain in hospitality industry. Therefore, by complying partially with the provisions of the labour relations act, star rated hotels could be creating a fertile ground for employee loss of morale, enhanced stress, and turnover intentions which ultimately affects employee accountability. For instance, using the global hotel supply chain, Tiwari and Omar (2023) implicitly underscored the importance of labour relations compliance in alleviation of turnover intention.

### **5.5 Contribution to Knowledge**

The contribution of this study to existing knowledge and research endeavors are three-fold. The main contribution is that organizational leadership moderates the relationship between labour law compliance and employee accountability in star rated hotels, allowing these entities to invest in leadership. In finding that transformational leadership moderated where transactional leadership failed, enriches existing discourse by showing that star rated hotels need to sieve the leadership in order to have individuals oriented towards the transformational leadership style which is more focused on visionary and change.

Secondly, the study contributes to existing knowledge by showing that employee accountability in the hotel industry is a multifaceted phenomenon that may not rely on only one attribute. The study established that employee accountability in the hotel industry context should transcend beyond legal compliance measured through pre-defined dimensions such as advocated by Koppel's model, to subsume social and ethical values embedded in the hotel industry culture, structure and processes reminiscent of the compliant house model. In addition, the study shows that navigating the labour law compliance, organizational leadership and employee accountability landscape is a networked system that can best be handled under the systems theory.

Also, that labour relations act compliance has the most substantial impact on employee accountability followed by employment act compliance and the least being occupational safety and health act compliance, hence synergy between the legislations have the potential to maximize collective impact on employee accountability.

## **5.6 Recommendations**

### **5.6.1 Recommendations for Practice**

Hotel management should develop and consistently apply clear and standardized human resource policies that fully comply with the Employment Act. This means ensuring that every stage of employment, from hiring to termination, is conducted fairly and transparently. For example, recruitment processes should be impartial and based on merit, leave entitlements must be honored as per the law, disciplinary actions should follow due process, and compensation must be fair and timely. By doing so, employees gain trust in management's fairness, which encourages them to take ownership of their roles. To reinforce this, regular training sessions should be organized for HR staff and managers so they fully understand employee rights and legal obligations, minimizing errors and fostering a culture of compliance and accountability.

Regarding the Occupational Safety and Health Act, star rated hotels need to create a workplace environment where safety is a shared responsibility. This starts with regularly assessing the workplace for potential hazards and risks to ensure these are identified and addressed before accidents occur. Providing ongoing safety training equips employees with the knowledge and skills to work safely, while supplying proper protective equipment ensures their physical well-being. Additionally, linking safety performance to employee evaluations makes safety a personal responsibility, motivating staff to follow safety protocols diligently. This comprehensive approach reduces accidents and strengthens employees' sense of accountability toward maintaining a safe work environment.

To align with the Labour Relations Act, star rated hotels should actively engage with employee unions in an open and collaborative manner. This includes honoring

collective bargaining agreements that outline terms of employment and workplace conditions, helping build mutual trust. When disputes arise, having strong internal grievance procedures that fairly and efficiently address employee concerns further reinforces a sense of justice and respect within the organization and also eliminates penalties. Such positive labour relations encourage employees to be accountable, knowing their rights are protected and their voices are heard.

Finally, leadership within star rated hotels should embrace transformational leadership practices. This involves empowering employees by giving them autonomy and involving them in decision-making processes, which increases their commitment and sense of responsibility. Leaders should foster open communication where employees feel safe to express ideas and concerns and should model ethical, transparent, and accountable behavior themselves. In retrospect, the hotels should seek to hire management teams that are oriented towards transformational leadership ethos. In this way, hotels will have in place individuals who inspire accountability among employees clear communication of the importance of adhering to labor laws and regulations. This style of leadership acts as a powerful catalyst that bridges legal compliance and employee accountability by creating an organizational culture grounded in trust, respect, and shared purpose. When employees are inspired and supported by such leadership, they are more likely to embrace accountability naturally. Moreover, the hotels should organize labour law engagement forums between the leaders and employees. By engaging employees in discussions about labor laws or encouraging them to suggest improvements in processes related to compliance initiatives the hotels are likely to contribute actively to creating a compliant workplace.

### **5.6.2 Recommendations for Policy**

To enhance employee accountability through labour law compliance, government agencies and regulatory bodies must strengthen enforcement mechanisms. For the Employment Act, the Ministry of Labour and Social Protection should require hotels to undergo regular legal compliance audits. These audits would verify that hotels follow fair employment practices, including proper handling of terminations, payment of overtime, and honoring leave entitlements. Establishing clear penalties for violations will ensure hotels take compliance seriously and protect employee rights, which in turn encourages accountability.

In relation to the Occupational Safety and Health Act, the Directorate of Occupational Safety and Health Services should collaborate closely with the Tourism Regulatory Authority to develop and enforce safety standards tailored specifically for the hotel sector. This should include mandatory safety certifications and routine inspections to ensure that hotels maintain safe working environments also ensuring that hotels are proactive in convening seminars and workshops on safety culture. Consistent enforcement will help reduce workplace accidents and foster a culture where employees understand and embrace their safety responsibilities, thereby promoting accountability.

Regarding the Labour Relations Act, the government should require star-rated hotels to submit annual reports detailing their engagement with trade unions and the implementation of collective bargaining agreements. This transparency will encourage hotels to honor agreements and maintain good labour relations. Furthermore, labour officers should be empowered to actively mediate disputes and enforce compliance, ensuring that employee rights are respected and that a fair, responsible workplace culture is upheld.

Considering that the current labour laws were enacted in 2007 and times have changed, bringing in new trends and the need to align them with the laws. Moreover, there is need to review the laws and customize them to the respective industry needs for the ease of coming up with sector specific guidelines. Policy makers should possibly conduct market research on what goes on in the various hotels so as to come up with practical laws that can be acceptable to all and implementable without much fuss.

Finally, leadership development programs that emphasize transformational leadership principles should be mandated by relevant bodies such as the Ministry of Tourism and accredited training institutions. These programs will help align hotel management practices with legal compliance, equipping leaders to inspire, empower, and model accountability within their teams. By strengthening leadership capacity alongside legal enforcement, the industry can create an environment where employee accountability is deeply rooted in both culture and compliance.

### **5.7 Suggestions for Future Study**

Based on the findings made in this study, opportunities for future studies were identified. Future research should aim to deepen understanding of the dynamics among Occupational Safety and Health (OSHA) compliance, leadership styles, and employee accountability within the hospitality sector. The following are proposed:

- i. The present study revealed that OSHA compliance had no significant effect on employee accountability, a finding that contradicts theoretical expectations and previous empirical evidence. Future studies should therefore explore this relationship more comprehensively. Researchers could, for instance, examine how organizational size or management commitment mediate the relationship between OSHA enforcement and employee accountability outcomes.

- ii. Reassessment of LRAC and EAC Effects through Advanced Analytical Techniques. Future research should consider employing more sophisticated statistical techniques such as hierarchical regression, mediation and structural equation modeling (SEM) to determine whether the results remain robust.
- iii. A comparative analysis of Occupational Health and Safety (OHS) compliance levels across 3-star, 4-star, and 5-star hotels. Such research could reveal how organizational complexity, resource availability, and management systems influence adherence to OHS standards.
- iv. Future investigations should examine gender-based disparities in leave compliance, particularly concerning maternity and paternity leave policies. Such studies could assess both formal enforcement mechanisms and cultural perceptions that affect the implementation of gender-related leave rights.
- v. Non-compliance with stipulated working hours and overtime compensation remains a critical issue in the hospitality industry. Future studies should focus on identifying the organizational and psychological factors contributing to these violations and examine their impact on employee morale, job satisfaction, and retention.

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## APPENDICES

### Appendix I: Introductory Letter

Dear Respondent,

My name is Carolyne Kiprop, a PhD student in Hospitality Management at Moi University, School of Tourism, Hospitality and Events Management. I am carrying out a research study on **“Labour Law Compliance, Organisational Leadership and Employee Accountability in Star Rated Hotels in Uasin Gishu County, Kenya”**. You have been selected as one of the respondents for this study. Kindly complete this questionnaire as honestly and precisely as possible to assist me get data. The information given is purely intended for academic purposes and will be treated with utmost confidentiality. Note that your participation is entirely voluntary and the questionnaire is completely anonymous. Your contribution in facilitating this study will be highly appreciated.

Thank you.

## Appendix II: Questionnaire for Employees

### Instructions:

Please respond to the questions as accurately, completely and as honest as possible and tick (✓) one response as appropriate or fill the space provided.

### SECTION A: BACKGROUND INFORMATION

1. Gender: Male  Female

2. Highest level of education attained

i). Primary

ii). Secondary

iii). Certificate

iv) Diploma

v) Degree

vi). Any other, kindly specify .....

3. Years of work experience

i). Less than 1 year

ii). 1-3 years

iii). 3- 6 years

iv) 6-9 years

iv). Over 10 years

## SECTION B: EMPLOYMENT ACT

In the scale given below, please tick (√) in the appropriate space indicating your level of agreement with the following statements pertaining to Employment Act on a scale of 5 where; **5 SA- Strongly Agree, 4 A- Agree, 3 M- Moderate, 2 D- Disagrees, 1 SD – Strongly Disagree**

CODE	STATEMENTS	SA	A	M	D	SD
	<b>Minimum Wage</b>					
E1	I am paid the minimum wage as stipulated by the law					
E2	Wages are paid on time					
	<b>Overtime Compensation</b>					
E3	I am compensated for working overtime					
E4	My salary is not deducted when I am on sick leave					
E5	I work within the stipulated working hours					
E6	I go on leave annually with full pay					
E7	Female employees are allowed minimum of three months maternity leave with full pay					
E8	Male employees are allowed a minimum of 14 days paternity leave with full pay.					
	<b>Termination of Service</b>					
E9	The organization gives notice before termination					
E10	If terminated without notice employees are paid in lieu of notice					
E11	Summary dismissal only occurs on grounds of evidence of gross misconduct					
E12	Due process is followed when dismissing employees					
E13	Redundancy are declared using clear and acceptable criteria					
	<b>Employment Contract</b>					
E14	I have an employment contract					
E15	The contract is renewed when expired					
E16	My contract specifies that I work eight hours a day					
E17	My contract specifies the nature of employment					
E18	My terms of service in the contract are adhered to.					

### SECTION C: OCCUPATIONAL SAFETY AND HEALTH ACT

Please indicate the extent to which you agree with the following statements pertaining to Occupational Safety and Health Act on a scale of 5 where; **5 SA**- Strongly Agree, **4 A**- Agree, **3 M**- Moderate, **2 D**- Disagrees, **1 SD** – Strongly Disagree

CODE	STATEMENTS	SA	A	M	D	SD
	<b>Protective wear</b>					
O1	I am provided with an appropriate working attire for my work station					
O2	The hotel ensures staff use appropriate gear in their station					
	<b>Safety and Health Trainings</b>					
O3	I am trained on occupational health and safety matters					
O4	Safety training manuals and records are available in the hotel					
O5	Hotel managers respond positively when safety and health issues are raised by staff					
	<b>Safety Guidelines</b>					
O6	I am aware of the health and safety guidelines in place					
O7	The hotel promotes a culture of safety in the workplace					
	<b>Safety Audits</b>					
O8	The hotel undertakes periodic assessment on safety and health issues					
O9	The hotel identifies potential hazards in the work place					
O10	The hotel evaluates factors that could affect the health and safety of employees					
O11	I feel satisfied by the level of safety at my workplace					

**SECTION D: LABOUR RELATIONS ACT**

Please indicate the extent to which you agree with the following statements pertaining Labour Relations Act on a scale of 5 where; **5 SA**- Strongly Agree, **4 A**- Agree, **3 M**- Moderate, **2 D**- Disagrees, **1 SD** – Strongly Disagree

<b>CODE</b>	<b>STATEMENT</b>	<b>SA</b>	<b>A</b>	<b>M</b>	<b>D</b>	<b>SD</b>
	<b>Trade Union Membership</b>					
L1	I am free to join a trade union without victimization					
L2	The unions are involved in disciplinary processes involving employees					
	<b>Protection of Employees</b>					
L3	The hotel has a policy against discrimination of employees					
L4	The hotel takes action in cases of discrimination of employees					
	<b>Collective Bargaining Agreement</b>					
L5	Employee benefits are negotiated under CBA					
L6	The hotel honors the CBA negotiated					
	<b>Dispute Resolution</b>					
L7	The union intervenes in cases of trade disputes					
L8	The hotel has internal mechanisms for resolving disputes					
L9	Employees are able to challenge unfairness through dispute resolution forum					

## SECTION E: ORGANISATIONAL LEADERSHIP

Please indicate the extent to which you agree with the following statements pertaining Organisational Leadership on a scale of 5 where; **5 SA-** Strongly Agree, **4 A-** Agree, **3 M-** Moderate, **2 D-** Disagrees, **1 SD** – Strongly Disagree

CODE	ORGANISATIONAL LEADERSHIP	SA	A	M	D	SD
	<b>Transformational Leadership</b>					
O1	The management approach exemplifies teamwork.					
O2	I am empowered and trusted at my work place					
O3	I am inspired by my supervisors					
O4	There are opportunities for me to progress in the company					
O5	I am in line with the company's vision and goal					
O6	I feel supported enough to give my best at work					
O7	Management creates an environment of care for each other					
O8	My ideas and opinions are valued in the organization					
O9	I feel I belong in the Organization					
O10	I feel recognized for my hard work					
	<b>Transactional Leadership</b>					
O11	I am assisted in exchange for my efforts.					
O12	I know what to expect to receive when performance goals are achieved.					
O13	Managers find ways to satisfy needs of employees.					
O14	Managers negotiate with employees to meet their needs.					
O15	Managers go out of their way to ensure employees meet set targets.					
O16	Managers are clear about expectations and establish rewards for meeting the expectations.					
O17	Managers monitor task execution for any problems and correct the problems to maintain performance levels.					
O18	Managers take corrective actions on the basis of results of employer employee transactions.					
O19	Management only react after problems have become serious to take corrective action.					

## SECTION F: EMPLOYEE ACCOUNTABILITY

Please indicate the extent to which you agree with the following statements pertaining Employee Accountability on a scale of 5 where; **5 SA-** Strongly Agree, **4 A-** Agree, **3 M-** Moderate, **2 D-** Disagrees, **1 SD** – Strongly Disagree

CODE	STATEMENTS	SA	A	M	D	SD
	<b>Transparency</b>					
A1	I disclose correct information of my functions and performances					
A2	I update my performance and functions to my superiors					
A3	I discharge my duties in a straightforward manner					
A4	I share information even when it is uncomfortable to do so					
	<b>Liability</b>					
A5	I am answerable for my actions to someone in authority					
A6	I am accountable for my actions					
A7	I am ready to face the consequences for my actions					
A8	I feel obliged to give utmost service to hotel					
A9	I take blame for any happenings within my station					
A10	I own up to my mistakes					
	<b>Controllability</b>					
A11	I brief my supervisor of my progress of my work					
A12	I monitor feedback about my performance					
A13	I evaluate my progress and performance					
A14	I audit my functions and performances					
A15	I am able to measure my performance					
A16	I take corrective action in my work					
A17	I work within the set standards of performance					
	<b>Responsibility</b>					
A18	I carry out my job effectively within the set rules and procedures					
A19	I meet my daily set goals as per my job descriptions					
A20	I perform my duties to achieve results					
A21	I take charge of my duties and assigned tasks.					
A22	I take pride in my duties					
	<b>Responsiveness</b>					
A23	I react to queries and inquiries in a timely manner					
A24	I listen to the need, demand, and concerns of clients without any biasness					
A25	I show sincere interest to solve service-related problems on time.					
A26	I give prompt attentiveness when asked something					
A27	I am never too busy to respond to people's request.					

### **Appendix III: Interview Guide for Hotel Managers**

1. Which labour laws do you know?
2. Which labour laws do you apply?
3. How do you ensure compliance by hotels?
4. What challenges do you face while complying?
5. Are employees accountable?
6. Do you think the labour laws are sufficient in protection of the interests of both employees and employers?
7. If NOT, what recommendations would you make to the policy makers?

**Thank you for your time**

**Appendix IV: Dyadic Interview for Labour Officers**

1. What complaints do you receive in relation to labour laws in the hotel industry?
2. Do the hotels know the labour laws and how do they apply them?
3. Do you find hotels complying to the labour laws?
4. What percentage do they comply on?
5. How do you ensure hotels comply to the laws
6. What percentage of cases do you receive on labour laws issues from hotels?
7. How long do you take to resolve the cases?
8. What percentage do you resolve?
9. Are you involved in the labour cases that end up in court?

**Thank you for your time**

## **Appendix V: Case Analysis**

### ***Case 1: Julius Mwangi v Meridian Hotel Limited [2021] eKLR***

#### **Facts**

The claimant was employed on 14<sup>th</sup> June, 1995 as a waiter by the respondent, he rose to become a supervisor, a rank held until his termination on 10<sup>th</sup> March, 2016. He claimed that he had been maliciously terminated thus seeking compensatory damages for unlawful termination, payment in lieu of leave allowance, salary for the days worked in March 2016, 2 months' pay in lieu of notice, service gratuity and unpaid overtime.

#### **Arguments**

The respondent denied that the claimant was summarily dismissed without justifiable cause. He averred that the claimant had absconded duty without any justifiable cause, neglected his duties, refused to obey commands within his scope of duty, and together with other employees, had manipulated the respondent's accounting system. He further averred that he duly informed the claimant these allegations, and that the allegations amounted to gross misconduct, warranting summary dismissal under section 44(4) of the Employment act. The claimant testified, stating that he failed to report to work on 6<sup>th</sup> March 2016 because he was unwell, and his whereabouts were known to his immediate supervisor. He then reported to work on Monday, where he was directed to go back home, later recalled and given a letter of summary dismissal. He further testified that he was charged in a court of law with the offence of stealing by servant, where he was dismissed as the respondent didn't present any witnesses.

#### **Issues for determination**

- i. Whether the claimant's termination is wrongful and unlawful
- ii. Whether the claimant is entitled to the reliefs sought

#### **Analysis and determination**

Pursuant to sections 43(1) and 45(2) of the Employment Act, the employer had to prove that there are reasons for termination of the employee, and such reason(s) are justified and fair. The court concluded that the reasons for termination of the claimant were stated in the letter of summary dismissal but were not justified because there was no evidence provided to support the allegations in the letter and did not hear and consider

any representations of the employee and/or the employee himself before the dismissal. Consequently, the court held that the claimant's termination was unfair and unlawful, and the claimant was awarded 7 months' gross salary in compensation, 4 month's salary in lieu of notice, untaken leave days and 10 days worked in March, 2016.

***Case 2: Simba Corporation t/a Acacia Premier Hotel v Kirui [2024] eKLR.***

**Facts**

This is an appeal case from the Chief Magistrate court. The respondent was an employee (waiter) of the appellant, whose services were summarily dismissed on grounds of gross misconduct. The respondent, in the trial case, was awarded one month salary in lieu of notice, damages for wrongful termination, damages for loss of employment and costs of the suit. The appellant sought to set aside the magistrate's judgment and decree.

**Arguments**

The appellant assert that the respondent was terminated for gross misconduct and thus did not require notice pay, since the respondent contributed to the loss of his employment, he was not entitled to damages of the loss and that the respondent was not wrongfully terminated. The respondent argued that he was not issued a notice of termination, the investigations for his misconduct were conducted by the same individuals that constituted the disciplinary committee which is contrary to the rules of natural justice and that he proved his case on a balance of probability as legally required thus entitled to the award.

**Issues for determination**

- i. Whether the Trial Court erred in finding that the Respondent was unfairly terminated
- ii. Whether the Trial Court erred in awarding the Respondent the reliefs sought

**Analysis and determination**

The court relied on section 43(2) and 45 of the Employment act, which requires the employer to provide reasons for termination. The respondent had been dismissed on fraudulent acts, an act that he admitted. The court found that the appellant had valid, justified and fair reasons to dismiss the respondent. On the second issue, the court dealt

with each relief awarded to the respondent. On the maximum award for 12 months, the court reduced it to 4 months, because there wasn't valid explanation for a 12 month's pay because the respondent contributed to his termination. On a one-month payment in lieu of notice, the court agreed with the trial court on the payment of the same because no evidence that the respondent was given a notice of termination or paid in lieu. The court set aside damages for loss of employment stating that a remedy known to section 49 of the Employment act and thus devoid of merit.

***Case 3: Moses Njoka v The Sarova Stanley [2018] eKLR.***

**Facts**

The claimant filed the suit seeking damages for unfair termination by lock-out from employment service. The claimant worked as a "guest room attendant" where while performing his duties, he injured his back from lifting heavy bag load linen material, after which he visited the respondent's clinic and was referred to Bliss Gvs clinic for further medical attention. He underwent several medical x-rays at Coptic Hospital and MRI scan at Nairobi West Hospital Limited, which declared him suffering from "low back pain radiating to the left leg". He further sought medical attention at Kikuyu Orthopedic Hospital, where the doctor recommended a light working performance through a letter, which he submitted to the Human Resource Assistant Manager for adoption. The letter was, however, negatively received. This led to his termination, thus this suit.

**Arguments**

The claimant asserted that he was injured while in his line of duty, where light work was medically recommended and eventually early retirement. The further stated that the respondent acted unlawfully by not adhering to the procedure stipulated in the employment act. The respondent argued that the claimant was dismissed for absenteeism and not for his health condition.

**Issues for determination**

- i. Whether the respondent had a valid reason for dismissing the claimant
- ii. Whether the respondent followed due process in the dismissal; and
- iii. What were the remedies available for the claimant?

### **Analysis and determination**

The court found that the reason given by the respondent, absenteeism, was valid since the claimant was not at the time the decision was reached, not on sick leave neither was he lawfully absent. The respondent, however, failed to follow the due process as they did not conduct any hearing despite having knowledge about the claimant's health condition. The dismissal was held to be unfair. The court also held that indeed the claimant had sustained injuries while at work and awarded him, alongside other damages, 300,000 shillings for the injury he suffered at work.

### ***Case 4: Kenya Union of Domestic, Hotels, Educational Institutions, Hospitals and Allied Workers v General Manager, Sirikwa Hotel [2016] eKLR***

#### **Facts**

This suit was commenced by the union against the respondent for unfair dismissal of Mr. Zachareous Ondongi (the grievant). The grievant had initially been employed by the respondent as a casual cook from 1997 to 1999, and as a cook through a letter dated 1<sup>st</sup> March 2010. He was on a probationary contract for 2 months during which his contract could be terminated by either party giving 1 months' notice or pay in lieu of notice. He was informed on 19<sup>th</sup> May, 2010 that the probation was being extended for a further 2 months to June 2010, on grounds of intending him improve his performance. On 12<sup>th</sup> July, the respondent through a letter informed the claimant that he had not satisfactorily performed during his probation period and his services were being terminated on 13<sup>th</sup> July, 2010. The parties engaged in an alternative dispute resolution mechanism, conciliation and they failed to reach an amicable agreement as on 24<sup>th</sup> February, 2011. This prompted this suit, initially filed at the Nairobi Industrial court in December 2011 and later transferred to Nakuru on 6<sup>th</sup> June, 2013.

The court relied on the statement of claim, the respondent's response and the parties' written submissions in determining the matter.

#### **Issues for determination**

- i. Whether the grievant was still on probation at the time of separation
- ii. Whether the termination of the grievant was unfair
- iii. What was the appropriate remedy

### **Analysis and determination**

Even though the appointment letter didn't provide for extension of the probation, the appointment was subject to the collective bargaining agreement of the union. The court confirmed that the agreement limited the probation period to two months, but where the employee had been employed in the industry for at least a year, the probation period for such an employee was limited to one month. On the first issue, the court held that the grievant was deemed to be a confirmed employee because the extension of the grievant's probation period lacked a mutual agreement. The grievant was not on probation at the time of termination.

On the second issue, the court was of the view that since the respondent failed to end the contract for unsatisfactory performance at the end of the initial probation contract, the respondent had automatically absorbed the grievant as their employee and could not bring the contract to an end. The respondent was obligated to adhere to the provisions of section 41 of the Employment Act which requires that the employee be informed of the intention of termination, stating the reasons in a language that the employee understands and grant the employee an opportunity to make representations before termination. The court asserted that the respondent did not inform the employee of the intention of termination neither provided an opportunity for the grievant to represent themselves. It was held, therefore, that the actions of the respondent were procedurally unfair.

On issue three, the court held that the grievant was entitled to the amount calculated by the respondents, as the claimant had not provided any information as to the damages he seeks.

### ***Case 5: Marita & 8 others v Bakers Parlour (Maggies Hotel and Bakery Eldoret)*** **[2023] eKLR**

#### **Facts**

The claimants were employees of the respondent, whose employment was terminated on a redundancy basis. The claimants sought notice pay, leave dues, severance pay, overtime pay and maximum compensation.

## **Arguments**

It was the claimants' case that the respondent unlawfully, unprocedurally, unfairly and orally terminated their employment on grounds of redundancy. They further averred that despite the reason for their termination, the respondent did not pay them their terminal dues. The respondent denied the claims through a statement of defence and did not also appear in court.

## **Issues**

- i. Whether the claimants were entitled to the reliefs sought

## **Analysis and determination**

The court, relied on the Employment Act, 2007, in determining the legality of termination of the claimants on a redundancy basis. The court found that the respondents contravened the act since they had not issued any notice of termination to the claimants as mandated by section 40(1)(b) of the Employment Act; they had not issued a notice of termination to the claimants' union as required under section 40(1)(a) of the Employment Act; they had not issued a notice of termination to the labor officer required under section 40(1)(a) of the Employment Act; and had not given the claimants their pay in lieu of notice as required under section 40(1)(f) of the act. The court further found that the claimants were not compensated and thus held that their termination by way of redundancy was unfair. The claimants were each awarded benefits separately from each other.

## Appendix VI: Recommendation Letter



**MOI UNIVERSITY  
OFFICE OF THE DEAN  
SCHOOL OF TOURISM, HOSPITALITY & EVENTS MANAGEMENT**

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Box 3900  
**ELDORET**  
Kenya

**Ref:** MU/STHE/PG/23

31<sup>st</sup> January, 2024

**TO WHOM IT MAY CONCERN**

Dear Sir/Madam,

**RE: RECOMMENDATION LETTER FOR – MS.CAROLINE KIPROP – HOS/4928/23**

The above named is a bonafide student of Moi University, School of Tourism, Hospitality and Events Management. She is pursuing a Doctor of Philosophy in Hospitality Management degree in the Department of Hotel and Hospitality Management.

She has successfully completed her course work and defended her proposal titled:  
**“Labour Law Compliance, Organisational Culture and Employee Accountability in Star Rated Hotels in Uasin Gishu County, Kenya.”**

Ms. Kiprop has been allowed to proceed to the field for data collection.

Any assistance accorded to her will be appreciated.

Yours faithfully,

  
**DEAN**  
**SCHOOL OF TOURISM, HOSPITALITY**  
**& EVENTS MANAGEMENT**  
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### Appendix VII: NACOSTI Research Permit

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**RESEARCH LICENSE**



This is to Certify that Ms. Carolyne Toroitch Kiprop of Moi University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Uasin-Gishu on the topic: Labour Law Compliance, Organisational Culture and Employee Accountability in Star Rated hotels in Uasin Gishu County, Kenya for the period ending : 14/February/2025.

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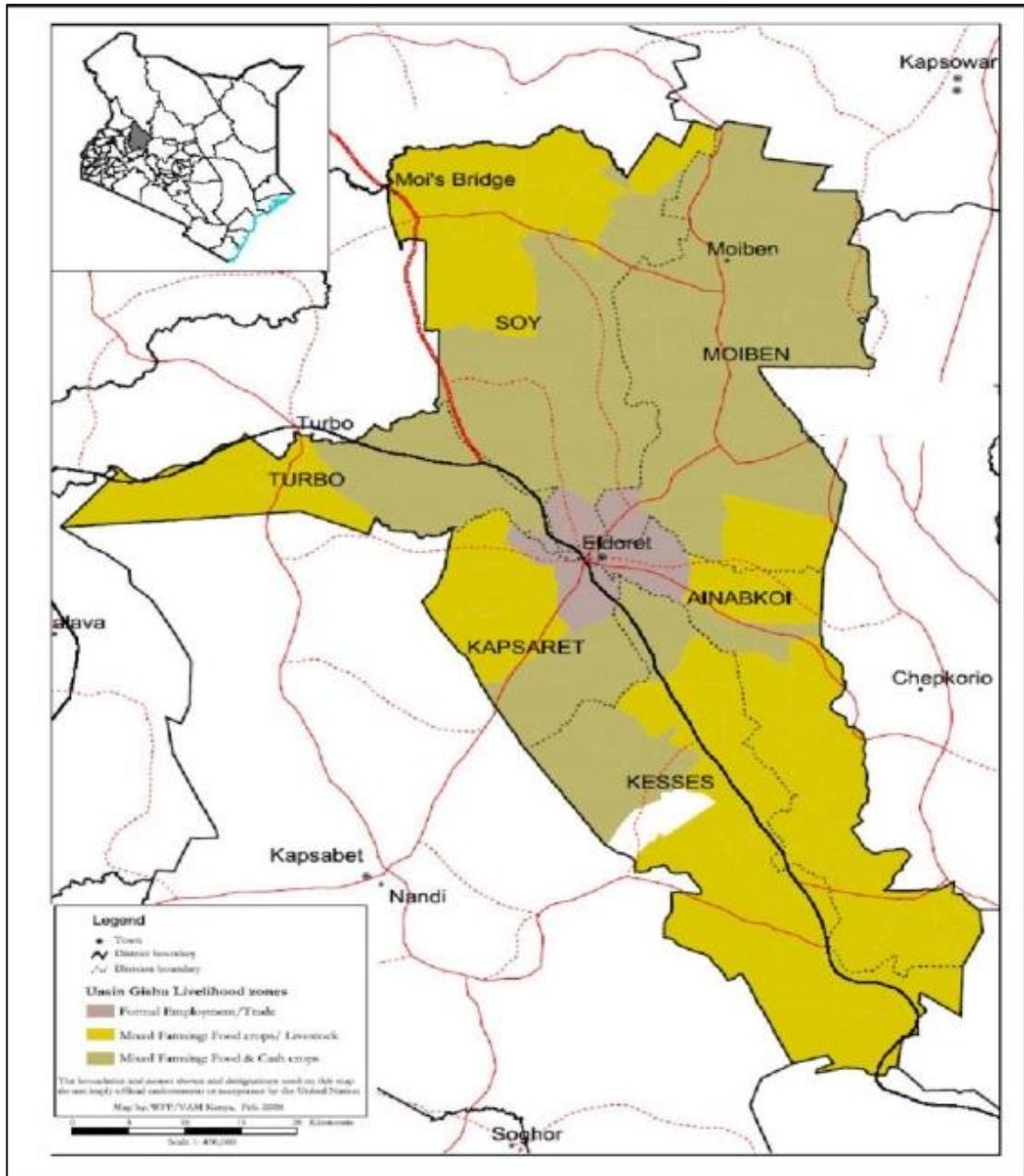
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Appendix VIII: Map of Uasin Gishu County



## Appendix IX: Plagiarism Certificate Awareness



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### THESIS WRITING COURSE

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CERM-ESA Project Leader Date: 27/05/2025