THE EFFECTS OF PARTICIPATIVE LEADERSHIP STYLE ON SERVICE DELIVERY IN THE HOTEL INDUSTRY IN NAIROBI KENYA: A SURVEY OF NAIROBI COUNTY LEADING STARRED HOTELS

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It is a challenge for hotel management to motivate their employees to stay on the job and to offer the efficient, good service which customers expect, Petcharak (2002). Participatory leadership management is seen as the quick cure for poor morale, employee attrition, low productivity and job dissatisfaction. Participative decision making, information sharing, customer focus and employee training are considered important elements of participative leadership management. The purpose of this study was to establish the effects of participative management on service delivery. A descriptive survey research design was adopted. A total of 15 Star hotels in Nairobi County were used to provide 30 managerial respondents for the study. 75 customers, five from each hotel were used to evaluate the service delivery. The survey was carried out in the month of September, 2012, through a questionnaire to both managers and customers. Validity and reliability was ensured by careful development of the questionnaires and a pretest before using it for the data collection. Permit for the study and consent of the respondents were sought. Confidentiality was assured to guarantee ethical practice. Primary data was collected by use of self-developed questionnaire through a drop and pick later method. Collected data was organized, coded and typed for further analysis. Descriptive statistics, frequencies, percentages, means and cross tabulations were used to describe the data. Inferential statistics, chi-square and regression analysis were used to provide evidence to support the hypothesis and infer the findings to the population. Data was presented in text and tables. The research found that some elements of participative leadership management indeed had significant effects on service delivery. Autonomy, communication, customer care and computer literacy had significant positive effect on service quality but not on customer satisfaction. Training and customer care methods were also found to have significant and positive effects on both quality of service and customer satisfaction. The researcher concludes that while participative management is judged wholly as effective or ineffective, revelation that its components have different effects on service delivery requires that those components are treated singly on their own merits and where possible replicated across all management styles for service improvement.