

**ANTECEDENTS OF CAREER SALIENCE IN FIVE
STAR RATED HOTELS IN NAIROBI CITY COUNTY
KENYA**

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City County Kenya**

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other University

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DEDICATION

I dedicate this work to my late parents Skul Otado and Martha Atieno for their upbringing, my late cousin Cosmas Ouma and my late brother George Pambo Odero for their contribution in my education.

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LIST OF ABBREVIATIONS& ACRONYMS

ANOVA	Analysis of Variance
DV	Dependent Variable
ILO	International Labor Organization
IV	Independent Variable
PCA	Principal Component Analysis
SPSS	Statistical Package for Social Sciences
TRA	Tourism Regulation Authority
USA	United States of America
VIF	Variance Inflation Factor
WTTC	World Travel & Tourism Council

DEFINITION OF TERMS

Career Salience is the degree of importance of work and career in one's total life (Riaz *et al.*, Ramzan, Hafiz, Akram, & Karim, 2012).

Career it is a sequential, predictable, organized path through which individuals pass at various stages of their working lives (Riaz *et al.*, 2012). Southgate (2006) defines career as 'boundary less' and flexible, and considers not only the development of one's work but also one's life work.

Family Association is an organization formed by people who share a common ancestor or surname. They join together for a variety of purposes, including exchanging genealogical information, sharing current news about family members, having reunions, and promoting family pride and unity among living descendants (Hsiao & Nova, 2016). In the context of this research, the definition will be extended to the influence exerted by family friends and peers in career choice and career growth.

Leadership Style is a leader's style of providing direction, implementing plans, and motivating people (Martindale, 2011).

Organizational Culture is the way employees behave with one another at workplace (Belias & Koustelios, 2014).

Work–Life Balance is a concept including proper prioritizing between work (career and ambition) and lifestyle (health, pleasure, leisure, family and spiritual development/meditation) (Filimon, 2015).

ABSTRACT

The study aimed to establish antecedents of career salience in the five star rated hotels industry in Kenya. The study specifically focused on organizational culture, leadership styles, work life balance and family association as antecedents of career salience in 5 Star Hotels in Nairobi City County, Kenya. This study was guided by organizational culture theory, capacity theory, role theory, theory x and theory y and ego-identity theory. The research was causal and followed a cross-sectional survey as the main objective was to establish the antecedents of career salience in five star rated hotels in Nairobi City County, Kenya. The total population for this study was 4,965 employees and managers of five star rated hotels in Nairobi City County. This study adopted stratified sampling because the population of interest was heterogeneous in nature. The study used the model proposed by Naing, Winn and Rusli, (2006) to arrive at a sample size of 196 respondents. The study used structured questionnaires as the main instruments for collecting primary data from respondents and in some instances document analysis was used as source of secondary data. The researcher used drop and pick method while administering questionnaires to the respondents. The data was analyzed qualitatively through content analysis and quantitatively using SPSS to obtain descriptive statistics and inferential statistics. Data entered in SPSS was verified and missing data was deleted. Assumptions underlying the multivariate analysis were conducted using descriptive and correlation analysis. The study hypotheses were tested using multiple linear regression analysis. The results were presented using charts and tables. This study revealed that organisational culture, leadership styles and work life balance significantly influenced career salience in five star rated hotels in Kenya. Family association was found to insignificantly influence career salience in five star rated hotels in Kenya. Based on the findings, this study concluded that to ensure career salience various elements must be considered. The study recommended that five star rated hotels and other organisations should conduct an assessment on the organisational culture. The organisations should work on their weakness in terms of organisational culture that promotes teamwork, responsibility and self-belonging. The study recommends five star rated hotels and other organisation in general should ensure they have good leaders and leadership styles that can get the best out of their employees. Good leadership will increase employee engagement and influence their productivity. The study recommends that companies should have adequate work life balance policy that include leave days, provision for maternity leave that would go a long way in ensuring people continues with their normal life besides work. The study recommends that family members must be careful when providing career advice to their children and relations. This study contributes to policy and management by encouraging policy makers to identify the gaps in the current systems and put in place remedial measures that may ensure better and effective selection and retention of highly performing individuals in the hotel industry. With regard to managerial contribution, it provides guidelines for managers to be able to evaluate whether it is necessary to invest in employees to enhance the firm's performance. Given that this is not a terminal study, further studies should focus on other factors that explain the remaining 56.7% of the variation in career salience. Similarly, further studies should

focus on the factors influencing career salience but in different sector such banking specifically among millennial employees.

CHAPTER ONE

INTRODUCTION

This chapter presents the background of the study on the antecedents of career salience in the five star rated hotels industry in Kenya. The background is structure using the inverted funnel approach. The statement of the problem, objectives, research questions, significance and limitations of the study are also presented.

1.1 Background of the study

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

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

Career Salience is the degree of importance of career in one's life. It can be considered as how much an individual cares about his or her career. It is explained as the extent that one considers career as a priority in his or her life. Different people

adopt whatever professions for obvious reasons, that is, to make ends meet. However, the degree of taking one's profession as the most important thing in life varies from one individual to another. Career salience can therefore be considered as the comparative value of work and career within an individual's total life. Ricketts and Pringle (2014) posit that people who give greater importance to their career obtain more satisfaction from what they do.

It is important to distinguish between career salience, organizational commitment and career commitment, since they are related yet very unique concepts. As discussed above, career salience is the degree to which an individual considers their career as important to their total life. This is different from organizational commitment in the sense that an individual may be working very hard in their jobs and are fully committed to the organization yet they do not consider their careers as important (Career Salience). In the same note, an individual might be highly committed to their careers yet they do not consider it as important (Career Salience).

Blau, Zopiatis, Constanti and Theophorous (2014) defined career salience as one's attitude towards one's profession or vocation. From this definition, it is clear that having a positive attitude does not necessarily mean that one considers their career as important. According to Southgate (2006) career salience is the importance one places on a career when viewed as being part of one's broader life, while career commitment relates to a person's level of commitment to a specific profession or vocation.

Career salience is dependent upon many factors that may be sociological, financial, educational or economical (Rasool *et al.*, 2012). Every individual possesses different socio-psychological features which affects their career salience. These may be personality, attitude, values, self-esteem, individual motives, preferences, commitment and interests. These factors informed the choice of antecedents of career resilience in this study.

According to Markey and McIvor (2018), who focused on the hospitality industry in particular, employees in these sectors do not have ongoing employment contracts and instead rely on unconventional and contingent agreements like self-employment, sub

- contracting, and casual work. Non-standard employees are frequently devoid of entitlements including annual, sick, and career leave. 65% of all workers in the hospitality industry worldwide are non-standard workers. According to Campbell and Burgess (2018), a 25% loading on hourly pay is intended to enable individuals to establish a safety net; however this loading is insufficient to guarantee workers' livelihoods for a prolonged period of time without work.

Around the world, non-standard work is more prevalent, with individuals hired as needed without a promise of continued employment (Markey & McIvor, 2018). For instance, the relatively recent growth of peer-to-peer trade platforms and online on-demand services in the hospitality industry offers more non-standard employment alternatives (Stewart & Stanford, 2017). Platform workers, as opposed to casual employees, are not considered employees in the hospitality and tourism industries, and as a result, are not entitled to any benefits or protections. This is according to Goods, Veen, and Barratt (2019). These issues have all led to employees in the worldwide hospitality business having limited career resilience.

As discussed by Mishra and McDonald (2017), there are several antecedents of career salience of employees in the services sector, hospitality industry being one of the sectors. These include: personality attributes (conscientiousness, openness, extraversion, agreeableness, core self-evaluation, self-efficacy and self-esteem); skills developed over time (Calming down, getting help, overcoming self-defeating thoughts, and exploring for alternate employment alternatives); career-related attitudes (optimism, eagerness to learn, liking challenges, and the attitude of not taking things personally) behaviour (engaging in professional development and learning about organizational culture; setting work-life boundaries, periodic self-reflection about one's fit to one's job and profession) supportive workplace (organizational support, leadership, skills development programmes etc.); job characteristics (autonomy, intrinsic motivations); and supportive family.

In particular, Rasheed, Okumus, Weng, Hameed and Nawaz(2020) opined that within the hospitality context, organizational culture, leadership styles, work life balance and supportive family associations influence career resilience although these are predicated on the reward structures as well as motivation programmes in an

organization. This justifies why this study settled on the four antecedents of career resilience as well as the moderating variable of reward structures.

1.1.1 Global Perspective of Career Salience

In Pakistan, Rasool *et al.* (2012) carried their study in the banking sector of Pakistan on the impact of organizational culture on employee's career salience. They found that on the practical level the organizational culture and career salience enhanced the employees and organizational efficiency and effectiveness as well as it achieved the organizational and employee's goals. Hatchman (2009) examining the mediating factors between maternal employment, maternal depression, and motherhood, in Wisconsin, USA found among mothers of 12-month-old infants that those with high scores in career salience were more likely to work after childbirth and that they would prefer to work rather than stay at home.

In Turkey, Kiyani *et al.* (2011) indicated that there was a significant positive relationship between career salience and job involvement of public and private university teachers together. Another result based on gender revealed that correlation between career salience and job involvement for male and female university's teachers was highly significant. Moreover, the association between career salience and job involvement for lecturer, assistant professor, associate professor was quite significant (Kiyani *et al.*, 2011).

Riaz *et al.* (2012) examined the relationship between transformational leadership and employees' career salience on banking sector in Pakistan. The authors found out that transformational leadership and all its dimensions had insignificant relationship with employees' career salience. Rebecca (2006) in her study on family influences on young adult career development and aspirations, assessed career salience within the young adult as a possible mediator of the family's influence on career congruence. She found out that the achievement orientation of the family was predictive of career salience and extrinsic aspirations. Conflict with mothers was predictive of career salience, yet support and depth in the relationship with mothers and low amounts of conflict in the relationship with fathers were predictive of career maturity. High career salience was also predictive of career maturity.

1.1.2 Regional Perspective of Career Salience

In South Africa, Hlophe (2014) carried out research on the perception of women regarding career barriers within a municipality in the KwaZulu-Natal region in South Africa. The study found no significant relationship between the total scores for career barriers and career salience for the sample. Further, the findings revealed that a significant difference existed between women's perception of career salience groups on conflict between children and career demands, racial discrimination and disapproval by significant other.

Ogbu (2016) in the study on contributions of career salience and job satisfaction in organisational commitment of a sample of Nigerian bank workers, found that career salience significantly predicted organizational commitment [$F(1,151) = 34.0, p < .001$]. Bosch *et al.* (2012) carried out a study on life role salience among black African dual-career couples in the South African context. The authors found out that black African dual-career couples' personal satisfaction or fulfillment from life roles was higher than the level of commitment of personal resources they were willing to dedicate to these roles. Black African women displayed the same level of salience towards career over a lifespan as men.

In Namibia, Franks, Schurink and Fourie (2006) explored the role salience of dual-career women in managerial positions. The authors sought to establish if there was a positive correlation between work salience and career salience for dual-career women. They found that for dual-career women, work salience and career salience were moderately positively correlated. An increase in work salience was likely to be associated with an increase in career salience. An increase in work-role salience (expressed for example through greater participation in, commitment to, or stronger value expectations of the work role) is likely to lead to an increase in career salience. Dual-career women did not only consider the work role as highly salient but were invested in furthering their career development (Bhowon, 2013).

In Nigeria, Uzundu, Aloh and Okafor, (2018) while acknowledging the importance role of career salience posited that there need for industrial/organisational psychologists, counsellors and management experts to design staff development

programmes to incorporate the fostering of career salience by discovering the individuals; level of ascribed importance of the work in their hiring decision. Preference should be given to individuals who place adequate value in their jobs. The person-job fit would also be a good strategy in ensuring that there is appropriate level of challenge for workers in their job which will improve its importance in their lives. If there is congruence between a person expectations and organisational realities in the work place, commitment will be enhanced, which will in turn promote greater productivity in banking industry in Nigeria.

1.1.3 Local Perspective of Career Salience

Tourism is now a leading economic activity in Kenya (Ministry of Tourism, Kenya, 2010) and a major employer of hospitality management graduates. According to Kariru, Odhuno and Ouma (2013) there has been an increase in the number of hospitality management graduates working in non-hospitality organizations in Kenya. However, despite this, the factors influencing these graduates' career decisions have not been adequately addressed and previous studies conducted in Kenya, for example Kariru, Odhuno and Ouma, (2013) have tackled employee turnover in hospitality sector in general.

Many researchers have categorically demonstrated that there is much job dissatisfaction and high employee turnover in the hotel industry not only here in Kenya but worldwide (Kuria, Wanderi, & Ondigi, 2012; Mapelu & Jumah, 2013). This study therefore endeavored to establish if there was connection between the high employee turnover and career salience in the hotel industry here in Kenya.

A study by Ondieki and Kung'u (2013) on Kenya's hospitality industry indicates that, about 64 percent of jobs are either semi-skilled or unskilled. This comprises of about 6 percent in managerial, 8 percent in supervisory, 22 percent with craft while the remaining are unskilled. The low skills profile of jobs results to low status, low pay and poor working conditions in tourism and hospitality industry. Contrary to this, managers in the hospitality industry value practical and operational skills as well as on-job training, which may be acquired easily within the workplace. The ILO

(2001) report indicated that, a formal qualification from new entrants is not highly regarded within the hospitality industry (Thomann, 2011).

Organizations depend on employees with adequate career resilience to create and maintain competitive advantage and achieve superior performance (Akintayo, 2010). These employees provide the human capital which has become the most critical asset for many organizations (Hunjra *et al.*, 2010). Employees' commitment to an organization has become a great area of interest to both practitioners and researchers. It has emerged as a promising area of research because it is one of the factors that could lead to healthy organizational climate, increased morale, motivation and productivity (Adebayo, 2006). Kenya.

High turnover of labour is the most expensive thing among majority of the organisations. Organisations incurs a lot of cost in terms of training and recruitment hence undergoing the same after the employees leave becomes costly, slow down production and reduces standards (Mapelu & Juma, 2013). Ongori (2007) also highlights aspects such as separation costs, advertising and recruitment costs, cost associated with conducting interviews and cost associated with reduction in production process as some of the challenges associated with high employees' turnovers. The authors also highlighted some of the indirect cost such as employee motivation, absenteeism, tardiness which ultimately affects customer level of satisfaction.

1.1.4 Hospitality Industry in Kenya

Kenya's economy has relied heavily on the hospitality sector. According to the Kenya Economic Report (2020), the sector aspires to achieve and maintain leadership among the other sectors operating in the nation by continually improving its internal and external processes and by coordinating its strategic choices with those of the environment in which it operates. Despite its crucial position, the global hotel industry still confronts challenges in the future (Sainaghi, Phillips & Corti, 2013). According to the Council of World Travel and Tourism (2021), 0.09 percent of the world's national revenue was generated by the tourism and travel industry in 2020 alone. By 2024, it is predicted that the global tourism industry will contribute 5% of

the world's GDP, provide more than 328 million employments as well as inject almost \$20 trillion to the global economy. Due to new investments, hotels are anticipated to provide the majority of employment opportunities.

However, as reported by Campbell and Burgess (2018), the hospitality sector has the lowest career resilience index among the major sectors of most world economies. According to the authors, employees in this sector do not have ongoing employment contracts and instead rely on unconventional and contingent agreements like self-employment, sub - contracting, and casual work. Non-standard employees are frequently devoid of entitlements including annual, sick, and career leave which negatively affects their resilience.

The performance of the hotel sector in Kenya has declined as a result of some factors. According to Onyango and Kipchumba (2012), these difficulties include a lack of qualified workers, inadequate security that causes concern among investors and visitors, and poor articulation of long-term objectives. According to Kotler (2010), the two primary industries that make up the operational activities of tourism are the hotel sector and the travel sector. The differences between the services provided by the many star-rated hotels are progressively fading, and it is getting harder to tell one 5-star-rated hotel's services from another.

According to the National Tourism Strategy (2018), the number of rooms a hotel has determined its performance. Kenya is rated as the second country with the greatest number of hotel rooms after South Africa (National Tourism Strategy, 2013). In 2018 tourism generated Kshs. 205 million which represented an increase from that realized in the previous year (Kenya Economic Report, 2019). The industry is fragile to hostilities such as post-election violence, terrorism among others (Kangogo, Musiega & Manyasi, 2013). Due to the poor career resilience in the hospitality sector as noted by Campbell and Burgess (2018), this study will focus on the 5-star rated hotels in Nairobi County as they are the apex of the hospitality pillar and largely influence the overall contribution of the sector to the economy.

1.1.5 Five-Star Hotels in Nairobi County

According to the Economic Survey Report (2021), about 721,000 employments were supported by Kenya's hospitality industry in 2020. The hotel industry's continued success demonstrates its larger potential for GDP contribution. The hotel industry, which includes 5-star hotels, is one of the sectors included in Kenya's hospitality industry, according to Ayele and Obonyo (2012). The various hotel classes offer a wide variety of services to meet the various needs of its patrons. Some of the defining characteristics that differentiate the various types of hotels in the market are quality, ambiance, class, quantity, and elegance.

The capital of Kenya and the financial hub of East Africa is Nairobi City. Numerous international groups and businesses call it home. Nairobi, for instance, is home to the United Nations Environmental Program's headquarters. The county is frequently visited by visitors from all over the world, including international businesspeople, tourists, ambassadors from many nations, athletes, and performing artists from various fields and regions. Furthermore, Nairobi City is the favored residence area for Kenya's politicians, businesspeople, and athletes (Omondi, 2015). As a result of Nairobi's promotion of a wide range of extremely important activities, a number of first-rate restaurants and lodging facilities have been established to satisfy the fine dining needs of Nairobi's upper class. Regarding this, Nairobi City County is home to a number of 5-star hotels.

The amenities and level of service that hotels provide impact their rating. There are presently 14 five-star hotels in Nairobi County, according to Tourism Regulation Authority, 2021. The hotels can accommodate anywhere from forty-six and seven hundred and sixteen guests. However, as noted by Markey and McIvor (2018), the poor career resilience of employees in the hospitality sector, of which 5-star hotels make up a significant portion, has had an impact on the sector's overall contribution to the economy. Workers choose to work in hotels more as a means of subsistence than as a means of advancing their careers.

1.2 Statement of the Problem

The hospitality industry is among the leading sectors in the Kenyan economy. The tourism and hotel industry are one of the pillars of the Kenya's Vision 2030. A report by WTTC (Kyule, 2014) indicated that in Kenya, the hospitality sector alone catered for over 509,000 jobs in 2007, a ten percent of total employment. It is predicted that the sector will support 721 000 jobs by 2024. Despite these impressive numbers, this industry has historically struggled with poor career resilience among employees (Ondieki & Kung'u, 2013). Research undertaken by the Hotel & Motel Association estimated that the average annual turnover among hotel employees at non-management level at 50 percent, and 25 percent for staff in the management positions. The study also estimated the turnover levels to range from 60 to 300 percent (Hussein, 2018). According to Kyule (2014), a number of challenges endanger this industry's high potential, the most important of which is employees' low career resilience.

The hotel industry in Kenya has the lowest career resilience index among the major sectors in Kenya (Kyule, 2014). In place of traditional employment contracts, workers in this industry typically enter into ad hoc and contingent agreements like self-employment, sub-contracting, and casual employment. Non-standard workers usually lack benefits like yearly, sick, and career leaves, which has a negative impact on their career resilience.

Although there are significant differences between different businesses, Mapelu and Jumah (2013) assert that the hotel industry's turnover has been demonstrated to be very high, averaging up to 200 or 300 percent per year as a result of poor career resilience on the part of employees. They further posit that low career resilience in the hotel industry is problematic and can be dysfunctional. If team members lack a strong dedication to their careers and generally do not value them, there cannot be a cohesive, successful team. Few businesses in the hospitality sector go longer than three months without hiring new personnel at all levels as employees choose to look for new opportunities in other industries where they feel more in line with their career development. Low workplace experience has reportedly been recorded as a

result, which has had an impact on the contribution of 5-star hotels overall (Kyule, 2014). Because of the high costs associated with recruiting and training new personnel, this has proven to be expensive for the businesses (Ongori, 2007).

Studies done in this area include, Kung'u (2011) who sought to establish internal and external causes of labour turnover levels, determine labour turnover levels as well as to determine labour wastage levels in three and five star-rated hotels in Nairobi city County. The results indicated that labour turnover was high especially in three star-rated hotels as compared to the five star-rated hotels. In a study by Mapelu and Jumah (2013) the author argues that the hotel industry tended to live with high levels of employee turnover and rely on the external labour markets to fill vacancies.

It is therefore, important that this study finds out if the stakeholders in hotel industry consider their jobs and careers as the most important thing in their lives. However, most researches have been carried out on job retention, employee turnover, job commitment, and career satisfaction or employee satisfaction. There is no empirical evidence of antecedents of career salience, and particularly in Hotel Industry here in Kenya. Therefore, this study sought to fill this gap by determining the antecedents of career salience in the Five star rated Hotel Industry in Nairobi County, Kenya.

1.3 Research Objectives

This section contains the research objectives that the study intends to achieve. They include general objective and specific research objectives.

1.3.1 General Objective of the Study

The study aimed to establish antecedents of career salience in the five star rated hotels industry in Nairobi County, Kenya.

1.3.2 Specific Objectives

The study was guided by the following objectives;

- i) To determine the influence of organizational culture on career salience in 5 Star rated Hotels in Nairobi City County, Kenya.

- ii) To establish the impact that leadership styles have on career salience in 5 Star rated Hotels in Nairobi City County, Kenya.
- iii) To determine the influence of work life balance on career salience in 5 Star rated Hotels in Nairobi City County, Kenya.
- iv) To find out effects family association has on career salience in 5 Star rated Hotels in Nairobi City County, Kenya.
- v) To establish the moderating effect of rewards structure on the relationship between various antecedents and career salience in the five star rated hotels industry in Nairobi City County, Kenya

1.4 Research Hypotheses

The study sought to test the following hypotheses:

- H₀₁:** There is no positive significant relationship between Organizational Culture and Career Salience in 5 Star rated Hotels in Nairobi City County, Kenya.
- H₀₂:** There is no positive significant relationship between Leadership Styles and Career Salience in 5 Star rated Hotels in Nairobi City County, Kenya.
- H₀₃:** There is no positive significant relationship between Work Life Balance and Career Salience in 5 Star rated Hotels in Nairobi City County, Kenya.
- H₀₄:** There is no positive significant relationship between Family Association and Career Salience in 5 Star rated Hotels in Nairobi City County, Kenya.
- H₀₅:** Rewards structure does not significantly moderate the relationship between various antecedents and career salience in the five star rated hotels in Nairobi City County, Kenya

1.5 Justification of the Study

Based on the findings, the study may benefit the following:

1.5.1 Republic of Kenya

The study may be useful to the government in identifying, motivating, and promoting civil servants especially those who sacrifice a lot to ensure that they advance in their careers. Through this study policy makers may be able to identify the gaps in the current systems and put in place remedial measures that may ensure better and effective selection and retention of highly performing individuals in the hotel industry.

1.5.2 Five star rated Hotel Managers

Based on the findings, managers may be able to evaluate whether it is necessary to invest in employees to enhance the firm's performance.

1.5.3 Researchers and Scholars

The researcher may acquire hands-on research skills and moreover, a deeper understanding into the antecedents of career salience in Five star rated Hotels in Nairobi County, Kenya. The study may be useful to scholars evaluating factors affecting career salience. The study shall add to the body of knowledge in the area of career salience and its results may contribute to improved decision-making and setting expectations by employees looking to advance in their careers. Future researchers may use the recommendations of this research to further study the area of career salience.

1.5.4 Hotel Industry

This study may inform the Hotel Industry immensely especially on ways of attracting and retaining highly performing employees who in return may improve the general performance of this industry.

1.6 Scope of the Study

This research focused on antecedents of career salience in the five star rated hotels industry in Nairobi County, Kenya. While the study recognized that there could be

other antecedents of career salience, this study was limited to investigate only organization culture, leadership styles, work life balance, and family association. The research focused on five star rated hotels industry in Nairobi County, Kenya as opposed to other institutions outside the stated realm of orientation or geographical boundary.

The choice of 5 Star rated hotels was for the reason that they are easily visible and accessible and also it is the destinations of most tourists visiting Kenya. The study was anchored on organizational culture theory, capacity theory, role theory, theory x and theory y, ego-identity theory and Path Goal Leadership Theory. The study population was 4,965 employees and management working the selected five star rated hotels within Nairobi County, Kenya. The total population for this study was therefore employees and managers of five star rated hotels in Nairobi City County, Kenya. A total of 5 senior managers from each of the 5-star hotels were added to 4895 other employees to bring the total population to 4965.

Nairobi's selection is partly explained by the fact that it serves as the economic center of East Africa and is the capital city of Kenya. Additionally situated in Nairobi are the regional offices and headquarters of international organizations whose visiting executives mostly opt to reside in the 5-star hotels due to their security and quality of service. Hence covering five star rated hotels in Nairobi was a fair representation of the entire study population. Focus on 5-star hotels was informed by the fact that they are the apex of the hospitality industry pillar and largely influence the overall contribution of the sector to the economy but have also reported poor career resilience indices when compared to other sectors of the economy such as finance. The study was carried out between May 2021 and August 2022.

1.7 Limitations of the Study

The main limitation that was faced by this study was that a few of the managers of the targeted five star rated hotels considered some of the information sought as being sensitive and could reveal their strategies to competitors. This limitation was managed by making clarifications and assurance that the purpose of the study was purely for academic purposes and not motivated by any other interests whatsoever.

Since few similar studies have been done especially regionally and specifically in Nairobi City County, Kenya, there was limited empirical literature on the area of factors affecting career salience in the five star rated hotels in Kenya. This limitation was minimized by the study diving deeper to find similar studies done in other geographical areas while maintaining focus on the primary variables of the study. Finally, considering that no research philosophy is void of limitation, this study was limited to the extent of the positivistic research philosophy that guided the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This study aims to find the antecedents of career salience in the five-star hotels industry in Kenya. This chapter reviews literature related to the key study variables as depicted in the conceptual framework. The chapter also sought to establish the relationship between these variables. Empirical studies related to the study variables were reviewed in this chapter in order to lay down ground for research. The chapter also sought to justify the study and reinforce and underpin the conceptual framework. It comprises of; theoretical review, conceptual framework; review of empirical studies and their implications and gaps in knowledge.

2.2 Theoretical Review

A theoretical review consists of concepts and, together with their definitions and reference to relevant scholarly literature, existing theory that is used for a particular study. The theoretical framework must demonstrate an understanding of theories and concepts that are relevant to the topic being researched and that relate to the broader areas of knowledge being considered (Abend, 2008; Swanson & Chermack, 2013). According to Magwa and Magwa (2015) the theoretical framework is most often not something readily found within the literature.

One must review course readings and pertinent research studies for theories and analytic models that are relevant to the research problem being investigated. The selection of a theory should depend on its appropriateness, ease of application, and explanatory power (Simon & Goes, 2011). This study was guided by organizational culture theory, capacity theory, role theory, theory x and theory y, ego-identity theory and Path Goal Leadership Theory.

2.2.1 Capacity Theory

According to capacity theory which was proposed by Kahneman (1972), there is a human limitation on the ability to respond to multiple stimuli or activities simultaneously (Wickens *et al.*, 2015). That is, total amount of attention that people can devote to different tasks is limited. Since demanding roles and time demands between multiple domains can act as multiple stimuli or activities and an individual's attention capacity is limited, role conflict or strain could negatively affect an individual's work-life balance.

Resource conservation theory by Krannitz *et al.* (2015) also explain that if an individual perceives loss of their resources or the threat of such a loss because of role conflict, it causes the experience of stress between two domains, family domain, and work domain and then it decreases work-life balance. As individuals have of role conflict in domains, they often cause interference in a competing domain and result in work-family conflict (Namayandeh, Yaacob & Juhari, 2010).

While perception suggests career choice is an individual decision, research indicates a variety of influences are likely to determine one's ultimate career choice. Generally, the choice of a career is influenced by parents, friends, and counselors however variations occur from one population to the other. Children as young as five years old begin to identify with the occupation of their mother or father (Jungen, 2008). For many people with spiritual or religious commitment/faith plays a critical role in the career decision making process (Jones, 2006). This theory supports family association from the element that there is a human limitation on the ability to respond to multiple stimuli or activities simultaneously. It is quite difficult to listen to parents, friends, counselors and spiritual or religious commitment/faith at the same time.

2.2.2 Role Theory

The study of work-life conflict has been predominantly approached from the role theory perspective which was proposed by Ralph Linton and George Mead and utilizes the concepts of role conflict, role overload, and role interference. Role conflict occurs when the collective demands of individuals' various roles are in some

sense incompatible so that participation in one role is made more difficult by participation in the other role (Veiga, 2009). Role conflict could include role overload as well as role interference. Role overload occurs when multiple demands exceed resources. Role-interference could occur in either direction, that is, requirements from the work role could interfere with the other life roles; similarly, the requirements of on-work roles may, in turn, impact on individuals' work responsibilities (Filimon, 2015).

Furthermore, role conflict could also be construed in terms of the objective and psychological impacts that are experienced (Riley, 2007). Individuals experience objective conflict when dealing with the everyday practicalities associated with limited time and conflicting schedules, while the psychological impacts refer to the perceptual aspect of feeling overloaded, highly stressed and overwhelmed by multiple commitments (Biddle, 2013). This theory supports work life balance in the sense that employees have an increased concern about balancing their work and personal lives as a result of a world of work characterized by change and increased demands on time, energy and work commitment (Koenig & Eagly, 2014).

2.2.3 Organization Culture Theory

The concept of organisational culture as explained by the proponent of organization culture theory (Elliott Jacques, 1962) is critical in the analysis of various organisations and in different contexts. Organisation culture is recognized among many scholars as one aspect that affect competitive advantages of a firms. According to Dauber, Fink and Yolles (2012) organisational culture affects to significant proportions and further Schein (2010) posited that the success of any organisations is not only affected by external factors but internal factors such as organisational culture also play a significant role. Dauber, Fink and Yolles (2012) also pointed out that company values which are a subset of organisational culture determine the company position in the market.

The culture theory is seen as the foundation of the concept of organisational culture and one of the remarkable publications in this field was done by Chhokar, Brodbeck & House (2013). In their publication, various societal and organisational cultures

were analysed with emphasis on the leadership dimensions that were found to be of high relevance to organisation culture. Since then, organisational culture has been a subject for further research and current there is a number of publications, model and theories in these disciplines (Schoorman, Mayer & Davis, 2007). Organisational culture has various approaches which include dimensions approach advocated by Sagiv and Schwartz (2007), interrelated structure approach which was proposed by Gelfand, Erez and Aycan (2007) and finally typology approaches which was proposed by Cartwright and Cooper, in Dauber, Fink and Yolles (2012).

Tsui, Nifadkar and Ou (2007) summarized the dimensions and argued that they strongly focus on measuring organisation culture empirically using the scale that is related to others including dependent variable of interest. For instance, according to Dauber, Fink and Yolles, (2012) interrelated approach link organisation culture to other traits of the organisations singly and therefore it is the basis for many theoretical underpinnings. On the other hand, typology approach is used to categorize organisations and not necessarily establishing relationship between organisation culture and other characteristics.

This study therefore relied on dimensions and interrelated approaches of organisational culture since it sought to analyse the relationship between organisation culture and career salience among employees of five star rated hotels in Kenya. According to this theory organisation with better and results oriented culture performed well in financials as well as reduction in employees' turnover. According to the theory there is likely to be high career salience among employees of organisations with good culture.

2.2.4 Theory X and Theory Y

This theory is credited to McGregor (1967) as re-known professional manager. McGregor (1967) covers for main aspects of styles, behaviour, situation and the extent of adaption to the situation. In the analysis of the theory, Opelman, Prottas and Davis (2008) opined that the proponent contented that the assumptions personnel have about the organisation influence the styles managers use in providing direction and that management actions flow from theory of human behaviour that manager has

constructed in their mind. These are the assumptions McGregor (1967) referred to theory X and theory Y.

The assumption theory X holds is that majority of the people are basically lazy and don't like work (Henman, 2011). The theory further argues that people have little ambitions and high tendency to shun responsibility which makes them to tend to avoid where possible. According to this proposition, to get people to work, managers must resort to coercion, intimidation and threats to achieve organisational objectives. This leads to emergent of autocratic leadership that feels strict control over employees is usually at the best interest of the organisation.

On the other theory Y managers believe that the need to work and spend energy comes naturally to people the same way as resting and playing. According to Theory Y proposition laziness is taught through experience and that people are not born shiftless. The theory negates the notion that threats and intimidations are the only ways people can be motivated to achieve organisations objectives. Rather, commitment to a goal makes people to have self-control and self-direction to attain that goal (Schermerhorn, 2010).

Theory Y leaders are argued to be very participatory and always seek information sharing during decision making. These leaders recognize that imagination, ingenuity and creativity are critical components that are distributed throughout the organisation. Kamau (2015) supports this argument and posit that provided with good conditions, employees will always accept responsibility and even go further as to seek for more responsibility. The proponents of this theory argues that majority of the managers are still in the past and use Theory X assumptions, however, the change of attitude towards people is taking shape as many managers continue adopting theory Y assumptions.

Henman (2011) on his part questions the superiority of Theory Y managers over Theory X managers. Majority of the scholars may agree but also highlights some criticism of Theory Y managers. The critics of Theory Y managers argues that it is only under special conditions that assumptions of theory Y work and that sometimes or situation demands a more authoritative approach to get the desired results

(Henman, 2011). This study used the proposition of theory X and Y managers to analyse the relationship between leadership styles and career salience. According to these assumptions, theory Y managers have high chance of ensuring employees exhibits high career salience compared to theory X managers who use threats of punishment to get people to achieve organization goals.

2.2.5 Ego-Identity Theory

Patton and McMahon (2014) developed a decision-making model which attempted to combine personal awareness with appropriate external information. Essentially, they believed that the role and process of personal choice and decision making was absent from the existing theories of career development. The basic tenets of ego identity theory (Marcia *et al.*, 2012) are that there is an intervening relationship between career and personality in an organization, with the former exerting significant influence on the later.

In this view, career development is a process of modeling a career identity through differentiation and personality integration as one comes across a work-related problem. Differentiation relates to the uniqueness which exists in the individuality and how one expresses one's individuality, while integration is the way in which the individual adjusts himself/herself to accommodate others around him/her in order to become an integral part of and an acceptable member of the organization (Uzondu, Aloh & Okafor, 2015). This theory through its tenets supports career salience by emphasizing on the progressive developmental stages of career development with career salience being significant in the process, and ultimately playing a role in the extent of one's commitment on the job.

2.2.6 Abraham Maslow Hierarchy of needs Theory

Abraham Maslow's hierarchy of needs is one of the best-known theories of motivation. He first introduced the concept of a hierarchy of needs in his 1943 paper, titled "A Theory of Human Motivation" Maslow's theory states that our actions are motivated by certain physiological and psychological needs (Food, shelter and

clothing needs, security and safety needs, social needs, esteem needs and self actualization needs. These needs progress from basic to complex.

Maslow's theory conceptualized that once a lower need is met then the next highest need becomes the focus of the individual until this need is satisfied. However, self-satisfaction is difficult as man always creates new needs for himself. Important to note here is that the motivator is only there in as far as the particular need is unfulfilled; hence this becomes the force that energizes the individual. However, the lower needs still exist, even if they stagnate at some point in time as the prime movers and people constantly return to previous needs that have been satisfied (Maslow, 1954).

Maslow's hierarchy of needs has been well cited as the original theory but the main dissension is in the fact that it is intuitive in nature and hence should not be portrayed as a straight jacket for all people. One person's key priority may not be the same in another hence the progression will be differentiated accordingly. In fact, Maslow himself expressed doubts about the validity of a completely rigid hierarchy (Armstrong and Taylor, 2014). This theory has been used by managers with the assumption that employees want to meet survival needs and that once pay and benefits are assured then results are expected.

2.2.7 Path Goal Leadership Theory

House and Mitchell (1974) proposed the theory and suggested that the functional roles of leaders entail setting and illuminating goals in the course of running operations while in cooperation with other subordinates. Consequently, the leader bears the responsibilities of helping the subordinates establish appropriate path to trail to realize the set performance goals while at the same time eliminating possible barriers that may prevent achievement of success. According to the theory, an organization is surrounded by situational factors acting as key contributors to efficient and effective leadership traits on subordinates such as their abilities, needs, self-confidence and aspects of work place environment including tasks, reward systems, and relationships amongst employees, which play a pivotal role in navigating a firm towards a desired performance direction (Schuler, 1990).

House and Mitchell (1974) further assert that leaders' behaviors can be categorized into five different styles: supportive, participative, instrumental, achievement oriented and transformational leadership. According to the theory, the behavior of leaders is only acceptable and providing satisfaction to subordinates only if it forms the basis for satisfaction and motivation on the side of subordinates. The behavior of leaders according to Evans (1970) increases the efforts of subordinates in their attempts of realizing set organizational goals and objectives. This is done through defining roles, tasks and positions, elimination of obstacles to performances, involving and enlisting group members in setting goal, promoting group cohesiveness and team efforts and minimizing stress and external controls. This is realized by making expectations clear and enhancing realization of expectations amongst the members.

The theory contributes to the current study by showcasing the need of having the right leaders with appropriate leadership styles to guide employees on the right path that will enable them discharge their duties efficiently as well as stay longer in the hotel. It is the responsibility of the management to avail the relevant leadership geared towards achieving both organizational and employees' set goals and objectives. Existence of leaders with right leadership styles characterized with commitment and support on employees' activities and welfare paves a way for a successful execution of activities by employees and discharging their duties long enough in the hotels.

2.3 Conceptual Framework

According to Green (2014) conceptual frameworks are structured from a set of broad ideas and theories that help a researcher to properly identify the problem they are looking at, frame their questions and find suitable literature. It is a concise description accompanied by a graphical or visual depiction of the major concepts of the study and hypothesized relationships and linkages among them (Mugenda & Mugenda, 2012).

The dependent variable of the study is Career Saliency, while the independent variables include; Organization culture, leadership styles, Work life balances and

Family Association. The capacity theory argues that an individual is able to devote their attention to a limited number of tasks. Similarly, the role theory asserts that role overload, interference and conflict affect the idea of career salience. As exhibited below in Figure 2.1 showing the conceptual framework, the variables listed as antecedents influencing the career salience of an individual relate to the concepts discussed in the theoretical framework.

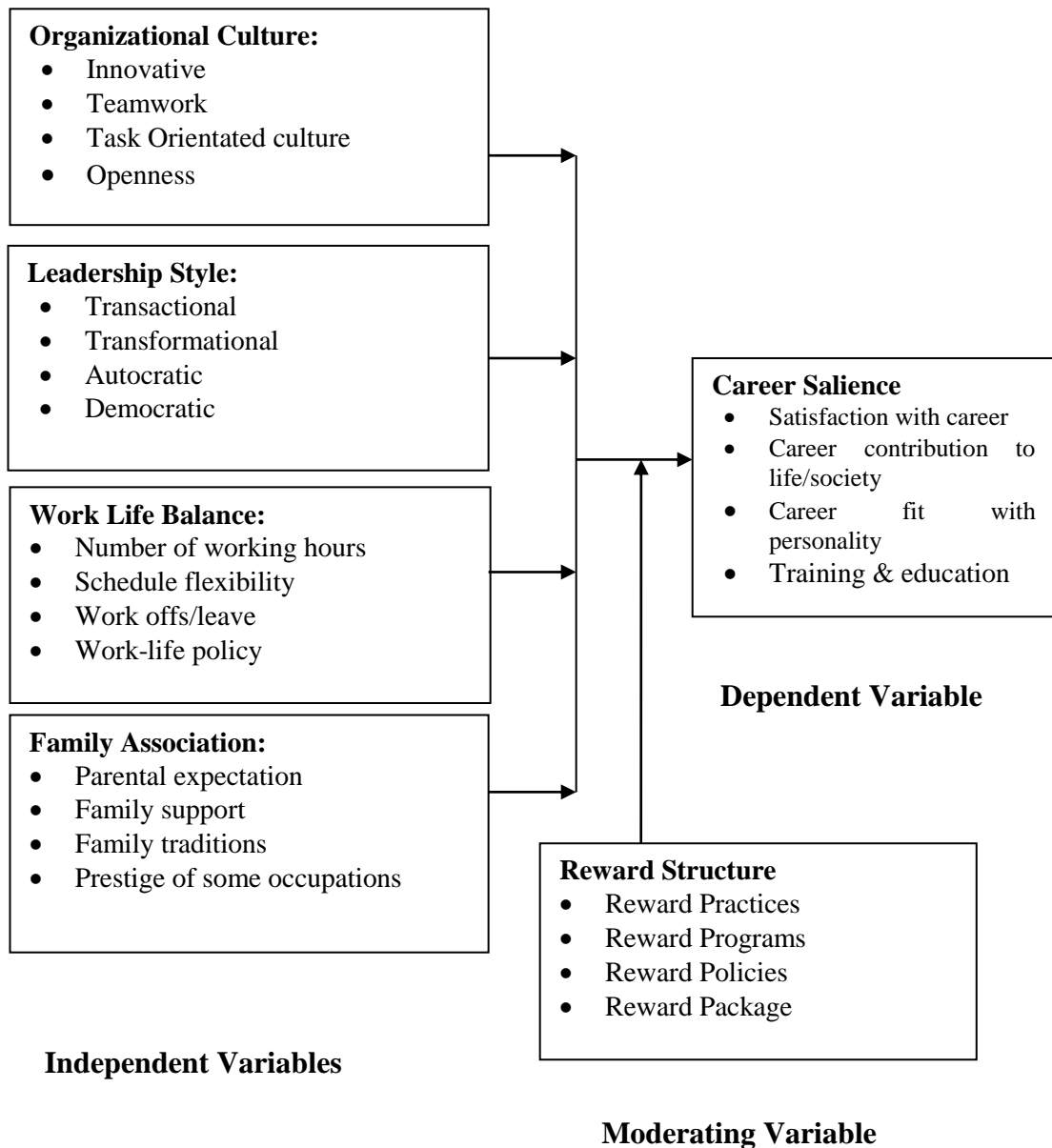


Figure 2.1: Conceptual Framework

2.3.1 Organizational Culture

Every company has its own unique personality, just like people do. The unique personality of an organization is referred to as its culture. In groups of people who work together, organizational culture is an invisible but powerful force that influences the behavior of the members of that group. Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs (Schein, 2010). Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization.

According to Kotter (2008), organizational culture is composed of seven characteristics that range in priority from high to low. These characteristics include; Innovation (Risk Orientation), Attention to Detail (Precision Orientation), Emphasis on Outcome (Achievement Orientation), Emphasis on People (Fairness Orientation), Teamwork (Collaboration Orientation), Aggressiveness (Competitive Orientation), and Stability (Rule Orientation). Every organization has a distinct value for each of these characteristics, which, when combined, defines the organization's unique culture. Members of organizations make judgments on the value their organization places on these characteristics and then adjust their behavior to match this perceived set of values.

2.3.2 Leadership Styles

According to Ojokuku, Odetayo and Sajuyigbe (2012) organisational leadership styles are the policies and structures used in providing direction towards organisation strategy and motivating employees to work towards the goals and objectives of the organisation. These include implicit and explicit action taken by individuals in leadership positions. The leader's intellectual capacity helps to conceptualize solutions and acquire knowledge to do the job. A leader's conceptual abilities apply agility, judgment, innovation, interpersonal tact, and domain knowledge. Domain knowledge encompasses tactical and technical knowledge as well as cultural and geopolitical awareness.

Although good leaders use all three styles, with one of them normally dominant, bad leaders tend to stick with one style, normally autocratic (Limsila & Ogunlana, 2008). According to the proponent of this type of leadership, employees follow the directions provided by their leaders without questioning. The conditions necessary for this type of leadership styles to function include availability of all the information required to solve a certain problem, lack of adequate time for deliberations and when the employees are properly motivated otherwise this leadership styles is bound to face a lot of challenges. This style of leadership is further associated with yelling, use of derogative languages and threats and regarded as unprofessional by majority of the scholars (Dauber, Fink & Yolles, 2012). Authoritative and autocratic leadership is advised to be adopted when there is lack of adequate but more participative approach is highly recommended for long terms motivation and commitment of employees.

2.3.3 Work Life Balances

Work life balance concept includes proper prioritizing between "work" (career and ambition) and lifestyle (health, pleasure, leisure, family and spiritual development/meditation) (Goyal & Babel, 2015). Work life by far does not refer to having equally balanced life because trying to allocate same number of hours for work and other personal activities is unrewarding and unrealistic in all sense. It is argued that individual work life balance varied daily over a time period and what maybe a right balance today may not be a right balance for tomorrow.

According to Ahemad and Chaudhary (2013) right balance shifts depending on the responsibilities one has in life. For instance, right balance for married employees is completely different from single employees or those who are not in marriage. Therefore, organisations should strive to have different work life balance policies customized for different groups of people (Figuroa, 2016).

2.3.4 Family Association

While perception suggests career choice is an individual decision, research indicates a variety of influences are likely to determine one's ultimate career choice.

Generally, the choice of a career is influenced by parents, friends, and counselors; however variations occur from one population to the other. For many people with spiritual or religious commitment/faith plays a critical role in the career decision making process (Edwards & Quinter, 2011).

Parents have been found to greatly impact the career selection process of their children. Many parents are unaware of all the ways they can influence their children's career decision. Among these factors, students report that parents have the greatest influence on which career they choose (Mwaa, 2016). Additional studies show that parents have a greater influence than teachers on career choice (Jungen, 2008) and can even influence what major their children choose to pursue in college (Kisilu, Kimani & Kombo, 2012). While parents assume that their direct career advice may be influential, they may be unaware that they can also exert a strong career influence simply by serving as examples of workers (Roach, 2010). In fact, children as young as five years old begin to identify with the occupation of their mother or father (Jungen, 2008).

2.3.5 Reward Structure

Rewarding systems in organizations aim at motivating employees to be more engaged. (Saeed *et al.*, 2013) conducted a study on the impacts of leadership and rewards on employees' engagement in Pakistan banking industry. Results presented the positive relationship between rewards and employee engagement and also there is the positive relationship between leadership and employee engagement. From the previous studies it is clearly shown that reward has a positive impact on employees' engagement.

Scott and McMullen, (2010) investigated the impact of rewards programs on employee engagement. The result showed that 39% to 45% of respondents either agreed or strongly agreed that the efforts to engage employees through total rewards programs had reduced employee complaints about pay fairness and equity, reduced turnover, reduced absenteeism and reduced employee problems. The findings also indicated that impact of efforts to increase engagement through rewards programs were strongly correlated with the organizations' effectiveness in fostering high levels

of employee engagement and motivation. This indicated that organizations which can link engagement to total rewards practices are more likely to effectively engage and motivate employees. A study by Khan, Zarifa and Khan (2011) on effects of recognition-based rewards on employees' efficiency and effectiveness further clarifies the same.

Adekeye, Aremu and Ademuwagun (2012) carried out a study on effects of rewards on test performance of first year covenant university students Ota, Ogun State in Nigeria. The result shows a significant difference between the result of the unrewarded students in the control group and students rewarded with verbal praise in the experimental group. There was also a significant difference between the result of the students rewarded with primary reinforcers and the unrewarded students in the control group. This study justifies the importance of motivation on test performance and can be used in the work environment where rewards can be used to reinforce employee performance and engagement.

2.3.6 Career Salience

The origin of the word salience is traced to a Latin word “salire” which implies stepping out or being prominent and standing out from the rest. Donald (1970) linked the word salience to career development theory since then there has been a lot of research aimed at understanding the relationship between career salience and career development theory and how it can be applied in career counseling (Southgate, 2006). The proponents of career salience argue that it cannot be analysed in isolation without comparing to others life roles since it cannot exist independent of these roles.

Careers salience is the prominence of one career over his other roles such as family and leisure activities. It is argued that the family responsibility sometimes lowers the person's career salience especially when they become parents and their kids are still at a much younger age. This demonstrates that one cannot measure career salience in isolation since it must be relative to other life role and commitments at that specific time (Greenhaus & Callanan, 2006).

Similarly, one employee moves from one career stage to another, their career salience is most likely to be affected (Greenhaus & Callanan, 2006). For instance, adolescents' career salience is not significantly correlated in any way to their career salience when they are young adults. Career salience increases or decreases based on other life commitments and involvement and this is the mistake made by many researchers in these disciplines since they attempt to study career salience in isolation of other life roles. Zunker (2012) argues that career salience is an important aspect to career counselors especially when one is facing career decision making and future planning. Majority of the people find themselves engaged in multiple roles which insert a lot of pressure in their lives.

2.4 Empirical Review

2.4.1 Organizational culture

A prominent player in determining the career salience is culture. Culture is a combination of values, beliefs and norms and it is shared among the individuals. The ways employees behave with one another at workplace constitute the culture of that organization. The life experiences, education, weaknesses, strengths and upbringing of the employees are defined by organizational culture. Managerial leaders perform a vital role in defining organizational culture by their actions and leadership styles, but employees add to the organizational culture (Belias & Koustelios, 2014).

Various studies show positive relationship between organizational cultures and employees' commitment, job satisfaction, performance, motivation, productivity and employee retention which are the key indicators of career salience. Ting (2011) mentions the direct impact of job involvement on organizational commitment. Individuals who gave greater importance to their career obtain more satisfaction from what they do (Hussain, 2013).

According to Rasool *et al.* (2012) in their study in the banking sector of Pakistan on the impact of organizational culture on employee's career salience, organizational culture and career salience enhanced the employees and organizational efficiency

and effectiveness as well as it achieved the organizational and employees' goals. Employees career salience replete with organization cultural practices.

Sharma and Sharma (2010), Examined the relationship between organizational culture and leadership styles and observed that competitive and innovative culture traits were directly linked with performance and had strong and positive associations. Community and bureaucratic cultural traits were not directly related. From the negative link between bureaucratic culture and organizational performance revealed that internally oriented organizational culture might prove disadvantageous than externally oriented organizational culture. It also suggested bureaucratization reduced short term profitability, hindered long term growth and might even affect the existence of the organization.

According to Habib *et al.* (2014) in their study the impact of organizational culture on job satisfaction, employees' commitment and turn over intention, concluded that organizational culture highly influences the employee commitment, job satisfaction and employee retention as it impacts positively or negatively on these three variables and considered as the base for performance of any organization. They contend that strong organizational culture is very helpful for the new employees to adopt the organizational culture and to get the competitive advantage, thus enhancing employees' career salience.

In their study on the effects of organizational culture on the performance of Non-Governmental Organizations in Kenya, Njugi and Agusioma (2014) observed that organization culture has a great influence on performance as it dictates how things are done, organization's philosophy, work environment, performance targets and organizations stability, all of which impacts on the career salience of employees.

2.4.2 Leadership Styles

Leadership style largely affects the emotional familiarity with organization shown by employees. Lian and Tui (2012) recommended that there are two key leadership styles that exist. These are transformational and transactional. Transformational leaders persuade their underlings to keep emphasis on their beliefs and on making

efforts to arrange their individual beliefs with the organizational beliefs in a line (Givens, 2008).

Melchar and Bosco (2010) in their study Achieving high organization performance through servant leadership, contend that inspirational leaders inspire their commitment and loyalty towards company with the help of giving a specific direction to their activities, creating self-confidence among them and developing faith in grounds. Followers will be well aware of their significance towards work, start to work with passion, excitement, emotional attachment with commitment towards collective goals if they are influenced ideally, thus inspiring and helping new employees to develop career salience.

Lassance and Sarriera (2012) in their study; Adaptation and validation of the Salience Inventory to Brazilian adult concluded that Leadership can affect many work-related behaviors like, employee's attitude, motivation and performance, Job involvement which have impact on employees' career salience. Kiyani *et al.* (2011), mention that there is positive and significant relationship between job involvement and career salience.

In their study on Transformational Leadership on Followers' Affective and Normative Commitment, Ramchandran and Krishnan (2009) observed that the degree to which employees show their emotional intimacy with organization is largely influenced by leadership style. A leader and their style of leadership is one of the most important determinants of employee's commitment and this commitment refers to degree of employees' career salience.

Riaz *et al.*, (2012) studied Transformational leadership and employees career salience; an empirical study conducted on banks of Pakistan. They posit that transactional leaders inspire employees to attain expectable degree of performance by helping them to be aware with job accountabilities, identify goals and figure up self-confidence approximately meeting the anticipated performance stage. Transformational leaders fetch a positive change in those who shadow them. They are frequently energetic, intense, passionate and reimbursing consideration on the achievement of every member of the group.

Past research shows that career salience is affected by Job Involvement and job involvement with organizational commitment and this commitment level is affected through transformational leadership. Mert, Keskin and Bas (2010) mention that organizational commitment of employees is positively affected by transformational leadership. But no direct study has been still conducted on leadership and employees career salience with reference to any organization.

Gonos and Gallo (2013) in their study; Model for leadership style evaluation posits that there are two types of autocratic leadership styles: dictatorial and paternalistic. Under dictatorial leadership style, leaders decide alone and give orders to subordinates and expect the subordinates to carry out them without comment or discussion. This is based on top-down communication. The leaders use their positions to decide on rewards or penalties for success or failure. The relationship between the leader and subordinate is highly formal; there is strict control, very little respect or no respect at all shown by the leader.

The other type of autocratic style is paternalistic. As in the dictatorial, it is highly characterized by close supervision, detailed instruction and highly structured leader-subordinate relationship. This leadership is mainly centered, and the focus is on the leader taking control so as to get the work or tasked one within specified period. In other words, it relies heavily on the employee taking orders from the leader and no dialogue.

According to Russell (2011), autocratic leadership is the extreme form of transactional leadership with absolute power, and does not allow input from subordinates. Employees are inspired through threats of correction and reprimand. This type of leadership has the advantages of swiftness of project completion. The style suffers from several disadvantages such as oppressiveness and therefore employees cannot develop their own initiatives, work may not be completed because workers depend on instructions from the leader (Teresa, 2013). This may impact negatively on career salience.

Heilman (2015) studied Gender stereotypes: Impediments to women's career progress and posits that a democratic leader believes the cooperation of subordinates

in the attainment of organizational goals can be enlisted only if they (subordinates) are committed to the organization and that commitment can be ensured only by an honest and open communication of ideas and development of team spirit. Subordinates are therefore encouraged to function as a team making use of their talents and abilities (Heilman, 2015). This kind of leadership enhances career salience of employees.

Irawanto (2015) studied Employee participation in decision making: Evidence from state owned enterprise in Indonesia and concluded that leaders, who allow employees to participate in decision making, encourage employee commitment and diminishes employee rejections. Participative leadership leads to increased occupational contentment (career salience) and organizational allegiance, organizational ownership behaviour, labour management collaboration and improved employee performance. This is according to Miao *et al.* (2013) in their study Participative leadership and the organizational commitment of civil servants in China: the mediating effects of trust in supervisor.

2.4.3 Work Life Balance

Employees have an increased concern about balancing their work and personal lives (Lewis, Gambles & Rapoport, 2007). This is the result of a world of work characterized by change and increased demands on time, energy and work commitment (Cartwright & Holmes, 2006). Studies in the area of work-life interaction have so far mainly concentrated on the conflict between people's work and other life roles. It is generally accepted that there is a clear link between work-life conflict and work-life balance, as attaining work-life balance is dependent on managing or reducing the conflict between various roles. From the literature referring specifically to work-life balance, the concept could generally be described as successfully balancing the needs arising from work and other life roles (Beauregard & Henry, 2009).

Study by Filimon (2015) shows that the concern is not limited to a specific group of employees. He observed that in industrial countries employees across different organizational levels and with different family structures are concerned with

achieving a better balance between working life, family obligations, leisure and socializing. An inability to create a balance between work and personal life could influence employees' effectiveness and productivity in the workplace thus affecting their career salience (Chiang, Birtch & Kwan, 2010).

Ishaya *et al.* (2008) in their study; Predicting work-family conflict via perceived involvement and overload, observed that conflict occurs when either time devoted to the requirements of one role, or strain from participating in a role or finally, specific behaviors required by a role, make it difficult to fulfill the requirements of another. Moreover, conflict intensifies when roles are salient, central to the individual's self-concept or when there are negative consequences for not meeting role demands. Role conflicts and failure to meet role demands negatively impacts on career salience.

Katie (2011) studied how Work-life programs enhance employee retention and proposed that in addition to time-based conflict, social identity should be considered concurrently. He found that as time spent in the work role and the identity that an individual derives from the work role became incongruent, the conflict increased. Furthermore, individuals who have strong identities with either role, or significant identities in both the work and non-work roles, experience more role conflict.

Shaheen (2012) did a study on Type of behavior and work-family conflict in professional women in Pakistan. He concluded that certain job characteristics were strongly correlated with work-family conflict. These included the number of hours worked, irregular starting times, frequent and uncontrollable overtime work, an inflexible work schedule and physically or psychologically demanding work. On the other hand, Armstrong and Taylor (2014) found that organisational values, associated with high performance and involvement, created an environment that may make it more difficult for employees to achieve or even wish to achieve balance in their work and life roles.

Apart from the job characteristics and organizational values mentioned above, (Potgieter & Barnard, 2010) stated that individual variables could also influence work-life balance. These included age, sex, qualifications, pay, professional aspirations and family status as well as attitudes, expectations and priorities assigned

to the various roles by both partners. Ahmad (2008) found that the greater number of roles that individuals have, the more likely that they will experience high role overload. Amongst these, married individuals with children or eldercare experienced the highest conflict.

Reddy (2010) in his study, work–life balance among married women employees established that professional women in households where both spouses pursue careers did indeed experience work-life role conflict. Their experienced conflict originated from their participation and value expectations being mainly concentrated in their work roles, whilst they felt more committed to some of their other life roles. Whitehead’s study (2008) concurs in that the respondents did feel pressure because of the conflict (“role conflict was dynamic and a constant challenge”) but it occurred at different levels and the minimum level of comfort varied for individuals.

Studies show that an imbalance on social and personal life is observed due to the over emphasis on the work life and the inability of the individual to find time to perform other roles of life. Failure to strike the chord between work and family may lead to fatigue, poor performance and poor quality of life (Ahsan *et al.*, 2009; Kinman & Jones, 2008; Rethinam & Ismail, 2007). This has also led to divorces and increase in the number of single parent families (Paludi & Neidermeyer, 2007).

2.4.4 Family Association

The perception that one’s career is his sole decision was negated by research that proved that various influencers determine a career of an individual. These influencers include parents, guardians, friends and close associates. Parents and family have been established to have a great influence on career choice of their children selection courses they pursue in colleges either consciously or unconsciously (Clutter, 2010). According to study conducted by Jungen (2008) parents denied any association with their kids’ career choice. Pappas and Kounenou (2011) studies demonstrated that parents greatly influence the career choice of their kid which was also confirmed by a study conducted by Lagajino *et al.* (2015).

In his study at the University of Wisconsin-Stout on how parents influence careers of their children, Jungen (2008) observes majority of the children that are as young as 5 years old start identifying with the career of their parents. The influence is said to be at play the moment the children start pronouncing the career title of their parents. Majority of the parents only think their advice is influential on the career choice of their children but forget they are the first role models in their children lives and hence have an influence on the choice of their children career by being a living example (Weinshenker, 2006).

In a study by Edwards and Quinter (2011) on role model influence on the career decisiveness of college students, it was found that role model supportiveness, and quality of relationship contributed to the career choice of students. The same study indicated that majority of the students selected same gender role models. Research on the role of spirituality and religion in career development although limited in scope has suggested that such factors relate positively to desirable career development outcomes such as career decisions. For many people with spiritual or religious commitment faith plays a critical role in the career decision making process.

Studies by Oyamo and Amoth (2008) showed that in Kenya rural students tend to seek help from parents more than urban students and that parents more than teachers play a major role in the career choice of students. Generally, the choice of a career is influenced by parents, friends, and counselors however variations occur from one population to the other. In Kenya, every year form four secondary school students make their career choices before sitting for their final Kenya Certificate of Secondary Examination. The result of this final examination determines who joins university since admissions into various careers are determined by grades obtained from the Kenya Certificate of Secondary Education. Before making their career choices, students are often provided with a list of careers from which they are supposed to make choices. Most of the students lack adequate information regarding various careers hence the choices that they make are embedded in their perception of the ideal job and the subjects they study in secondary school.

Ailexandra (2007) studied family influence on the career life cycle and found out that Job candidates take family considerations into account when searching for work, and

employees do likewise when deciding whether or not to remain with their employers. He posits that organizations offering attractive benefits, flexible working practices, and a supportive work-family culture will be in an advantageous position to both recruit and retain these workers.

2.4.5 Reward Structure

Loi (2015) examined the moderating effect of reward in the relationship between work engagement and job performance. A quantitative methodology research design was adopted by collecting data through self-administered survey questionnaire distributed to 242 randomly chosen academic staff from all job groups (tutor, assistant lecturer, lecturer, senior lecturer, assistant professor, associate professor, and professor) of a private higher education institution. Results of multiple regression analyses revealed that work engagement significantly predicted job and reward moderated the association between work engagement and job performance.

While the study focused on the relationship between work engagement and job performance, this study adopted reward structure to moderate the relationship between antecedents of career resilience and career resilience. Moreover, the study by Loi(2015) failed to focus on the hospitality sector while this study was limited to 5-star hotels in the local context.

Ismail, Majid, Jibrin-Bida, and Joarder (2021) studied the moderating effect of management support on the relationship between HR practices and employee performance in Nigeria. The study investigated moderating effect of management support on the relationship between recruitment and selection, training and development, compensation, performance appraisal and succession planning and employee performance.

The cross-sectional survey approach was used in which data were collected from 450 academics in the state-owned polytechnics in Nigeria. The partial least squares method (PLS) algorithm and bootstrapping techniques were used to test the study's hypotheses. The results signified that recruitment and selection, training and development, performance appraisal and succession planning are strong and positive

predictors of employee performance, and management support is a moderator in training and development employee performance relationship, and in compensation–employee performance connection. However, while the study used HR practices as the independent variables, this study focused on antecedents of career resilience. Moreover, Ismail *et al.* (2021) focused on state-owned polytechnics in Nigeria while, contextually, this study focused on 5-star rated hotels in Nairobi County, Kenya which are mostly privately owned.

Anyango, (2016) conducted a study on the effects of reward system on employee performance. The objective of this study was to establish the effect of rewards on the job satisfaction of the employees. The study targeted a population of 823 employees, comprising the supervisory, confidential and the union sable cadres. The population was stratified departmentally with each department made of 10% participants per each category. The study used simple random sampling. Closed-ended questionnaire was used to collect data from the field since the method is easy to analyze it is immediate usable form, economical reliable, affordable and easy to administer. The study finding showed that reward systems significantly affected the job satisfaction of employees and hence career salience.

Mikander (2010) also conducted a study on the impact of a reward system on employee motivation in Motonet-Espoo. The empirical part of the thesis was conducted by using a quantitative research method. The data was gathered with the help of a questionnaire and two interviews. The aim of the research was to compare the different reward systems used in Motonet-Espoo and find the pros and cons of them. The research results support the assumption that a well-developed and functional reward system can increase employee motivation and satisfaction.

Murphy (2015) studied the relationship between reward structure of employees and employees' performance in modern work environment. The purpose of the research was to try and establish the link between reward systems and employee satisfaction and whether this satisfaction can result to higher employee performance. The study employed literature review methodology and critical analysed 20 published reports and empirical studies in this area of research. The findings demonstrated that right

combination of rewards systems influence employee satisfaction and overall employee performance.

2.4.6 Career Salience

Career Salience was considered as the degree of importance of career in one's life. It is all about how much an individual cared about his career. It also explained the extent one considered career as priority in his life. It is obvious that whatever profession was adopted by a person was adopted to meet the ends, but the degree of taking profession as the most important thing in life varies from individual to individual (Rasool *et al.*, 2012). Career salience deals with the comparative value of work and career within an individual total life.

Rasool *et al.* (2012) conducted a study on impact of organizational culture on employee's career salience: An Empirical Study of Banking Sector in Islamabad, Pakistan and found out that there was significant relationship between organizational culture and employee's career salience. He concludes that respondent considered the organizational culture to be an important cause to enhance the employee's career salience.

Kiyani *et al.* (2011) in their study on Impact of career salience on universities teachers' job involvement: A study on public and private universities in Pakistan found out that the relationship between career salience and job involvement provide a convincing support to the argument that career Salience has significant relationship with job involvement of university teachers of private and public universities and that the career knowledge plays significant role for job involvement, it control ambiguities and difficult situations and enhanced the level of satisfaction and confidence in the life of an employee.

Uzundu (2014) studied contributions of career salience and job satisfaction in organisational commitment of a sample of Nigerian Bank Workers. They concluded that career salience and job satisfaction significantly predicted organizational commitment of bank workers and that if employees are matched to jobs according to their abilities, interests, intelligence, attitude and aptitude, their individual needs and

values are fully met, the employees will undoubtedly demonstrate a strong concern for the centrality of their career, thereby increasing their level of commitment to their organization.

Careers salience is the prominence of one career over his other roles such as family and leisure activities. It is argued that the family responsibility sometimes lowers the person's career salience especially when they become parents and their kids are still at a much younger age. This demonstrates that one cannot measure career salience in isolation since it must be relative to other life role and commitments at that specific time (Greenhaus & Callanan, 2006).

Similarly, once an employee moves from one career stage to another, there career salience is most likely to be affected (Greenhaus & Callanan, 2006). For instance, adolescents' careers salience is not significantly correlated in any way to their career salience when they are young adults. Career salience increase or decrease based on other life commitments and involvement and this is the mistake made by many researchers in these disciplines since they attempt to study career salience in isolation of other life roles.

Zunker (2012) argues that careers salience is an important aspect to career counselors especially when one is facing career decision making and future planning. Majority of the people find themselves engaged in multiple roles which insert a lot of pressure in their lives. In their study of Transformational leadership and employees career salience; an empirical study conducted on banks of Pakistan, Riaz *et al.* (2012) found out that transformational leadership has insignificant relationship with employees' career salience. They recommended that this study be conducted in a different sector and the scope be broadened to other countries to find out if it might provide different result.

2.5 Critique of Literature Review

The study of career salience in five star rated hotels in Nairobi is important because there is an increase in turn-over rate and a decline in employee retention in the hotel industry in Kenya. This is especially relevant to the tourism industry which provides

employment to many Kenyans and a big contributor to the country's economy. However, the study fails to take cognizant of the fact there are smaller hotels that are ranked as two stars and three stars but also operate in the same industry and share the challenges especially in terms of employee retention. While evidence shows that good attempts have been made to study various aspects relating to this subject area, it is clear that most of such studies are foreign. Therefore, this study proposes to review career salience in the context of five star rated hotels in Nairobi City County, Kenya.

2.6 Summary of Literature Review

The researcher in this chapter has discussed in depth other studies touching on antecedents of career salience with a focus on the five star rated hotels in Kenya. The theories that guided this study which include Organizational Culture Theory, Capacity Theory, Role Theory, Theory X and Theory Y, and Ego-Identity Theory have been discussed in this chapter. The conceptual framework has been presented to show the relationship between the dependent variable of the study (Career Salience) and the independent variables which include; organization culture, leadership styles, work life balances and family association.

Further, the influence of organizational culture, work life balance, leadership style, and family association on employees' career salience has been discussed in this chapter. The chapter further operationalizes the indicators that will be used as a measure of career salience. This chapter has also delved into other studies related to antecedents of career salience with bias on organization culture, leadership styles, work life balances and family association.

2.7 Research Gap

Despite the fact that a number of studies on career salience abound, there are clear gaps in these studies that provided the impetus to carry out this study. As such, this study was able to delineate conceptual, as well as contextual gaps and consequently sought to address them. For instance, a good number of existing studies conceptualized career salience differently and no universally agreed constructs of this concept exist. For instance, Kiyani *et al.* (2011) conceptualised salience in terms

of commitment to one's career while Uzundu (2014) perceived career salience as commitment to both career and organization where one works.

Moreover, the studies discussed above only focused on one or two antecedents of career salience. However, according to Mishra and McDonald (2017), there are several antecedents of career salience of employees including personality attributes; skills developed over time; career-related attitudes; behaviour; supportive workplace; job characteristic and supportive family.

Therefore, it is inappropriate to predicate career salience on just one antecedent. For instance, Mert, Keskin and Bas (2010) mention that organizational commitment of employees is positively affected by transformational leadership. Moya, Exposito, and Ruiz (Kirchmeyer, 2006) carried out a study on close relationships, gender, and career salience. The results show that women and men obtained similar scores in career salience. However, women with children, a low educational level, and traditional gender ideology and those who were strongly influenced by their partners showed lower career salience than women with the opposite characteristics. Uzundu, Aloh and Okafor (2017) sampled Nigerian Bank Workers on Contributions of Career Salience and Job Satisfaction in Organisational Commitment. Results showed that career salience significantly predicted organizational commitment.

Similarly, geographical and sectoral differences in the studies done prior to the current one presented contextual gaps. As noted in the background, the hospitality sector is unique in terms of employee career salience as individual hotels in this industry find themselves having to constantly recruit to replace departed employees who do not deem their long-term career to be in this industry. It is therefore incorrect to generalize findings on career resilience in other sectors to the hospitality sector. Equally, there are differences in career salience across different economies in the world with more developed ones having the right structures to promote careers in the hospitality industry as compared to developing countries like Kenya.

Many other studies have been carried out on career salience (Rasool *et al.*, 2012; Riaz *et al.*, 2012; Southgate, 2006), but no direct study has been conducted on the influence of work life balance, leadership styles, family association and

organizational culture on employees' career salience with reference to any organization in the hotel industry in Kenya and with specific reference to five star rated hotels.. It is evident throughout the literature review that the antecedents of career salience in five-star rated hotels in Kenya have not been thoroughly explored or analyzed. This is the knowledge gap that the research wants to fill through this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out research methodology that was adopted to meet the objective stated in chapter one of this study. The research design, the population of study, sample design and data collection instruments as well as data analysis techniques are discussed in the sections that follow.

3.2 Research Philosophy

The underlying philosophy of science in this study is wholly influenced by the positivism paradigm. The positivist paradigm, also known as epistemology, focuses on integrating the method of generating knowledge with the use of quantification, which is crucial to improving precision in the description of parameters and the identification of their relationships (Aliyu, Bello, Kasim & Martin, 2014). It was appropriate to gather verifiable empirical information in support of the study's theories or hypotheses because positivism heavily relies on determinism, empiricism, and the generality of conclusions. This deductive philosophy was chosen because it enables researchers to focus on facts rather than subjective considerations.

Additionally, positivist paradigm was selected for this study because it clarified the necessity of using scientific research methods to generate accurate, verifiable, systematic, and theoretical responses to the study's hypothesis (Aliyu et al., 2014). The epistemological stance of this research followed quantitative paradigm as it relied primarily on the collection of quantitative data (Johnson & Christensen, 2008). It was approached in a hypothetical way with the aim of testing hypothesis with data and generalizing the findings (Bryman & Bell, 2015).

3.3 Research Design

According to Verschuren, Doorewaard and Mellion (2010) a research design is the master plan or a framework for action that specifies methods and procedures for

acquiring the information needed to obtain answers to the research questions. Researchers view a research design as the way the research is organized, the evidence to be gathered, where and how it was interpreted. So as to develop the research design, research scholars contend that significant choices have to be made based on given rationale (Creswell, 2013).

The research was causal and followed a cross-sectional survey as the main objective was to establish the antecedents of career salience in five star rated hotels in Nairobi, Kenya. Causal research design allowed the use of inferential statistics to determine relationship between the variables in the model (Hair *et al.*, 2010). The goal of causal research design is to investigate and find correlations between variables. It usually incorporates at least two variables and considers a wide range of potential causes for a relationship. This approach was chosen because it offered explanations that represented tests of the study's hypotheses. The researcher was able to establish a causal relationship between variables and rule out other explanations by making empirical association a fundamental tenet of causal survey design.

On the other hand, cross-sectional studies offer a picture of the result and the traits connected to it at a particular moment. They concentrate on researching and deducing conclusions from existing variations among individuals, groups, or occurrences. To reveal correlations between variables at a certain period, a cross-sectional survey involves gathering data from and about one point in time. The use of cross-sectional research methods was preferred because they can make use of data from a large number of subjects, can estimate the prevalence of an outcome of interest because the sample is typically drawn from the entire population, are generally less expensive to carry out, and require little time (Verschuren *et al.*, 2010).

3.4 Target Population

According to Kasomo (2006), a population is any group of institutions, people or objectives that have at least one characteristic in common. Target population refers to the entire group of objects of interest from whom the researcher sought to obtain the relevant information for the study (Cooper & Schindler, 2011; Oso & Onen, 2011;

Kombo & Tromp, 2011). The source of information was employees and management of the five star rated hotels in Nairobi City County, Kenya.

The selection of five-star hotels was made because they are conspicuously located, easily accessible and where the majority of visitors to Kenya reside. Similarly, the choice of Nairobi is attributed to the fact that Nairobi is capital city of Kenya, it is also economic hub of East Africa. The head offices and regional offices of international organizations are also based in Nairobi. Moreover, over 65% of all five star rated hotels in Kenya are in Nairobi County which is thus a fair representation of the 5-star hotels in Kenya. The unit of analysis in this study was five star rated hotels in Nairobi City County, Kenya while the hotel staffs were the unit of observation. The total population for this study was employees and managers of five star rated hotels in Nairobi City County, Kenya. A total of 5 senior managers from each of the 5-star hotels were included to bring the total population to 4965 as shown in table 3.1

Table 3.1: Target Population

Hotel Name	Top Management	Other Staff
Crowne Plaza Nairobi	5	195
Fairmont Norfolk	5	295
Hemingways Nairobi	5	197
Intercontinental	5	495
Nairobi Serena	5	495
Ole Sereni	5	254
Sankara	5	303
Sarova Stanley	5	495
The Boma	5	495
Tribe-The Village Market Hotel	5	395
Villa Rosa Kempinski	5	454
Giraffe Manor	5	295
Dusit D2	5	264
RaddissonBlu	5	263
Sub-total	70	4895
Total	4,965	

Source: Tourism Regulation Authority

3.5 Sampling Frame

A sampling frame refers to a list of accessible population from which a sample is drawn (Kothari, 2011). It is the source from which a list of all elements within a population that can be sampled is drawn (Lohr, 2009). Cochran (2007) postulate that the importance of a sampling frame is the provision of a single representation of the unique details about each and every element, contact information, location and other relevant information in a logical and systematic fashion that excludes elements outside the population of interest. The sampling frame for this study constitutes a list of all five star rated hotels in Nairobi City County, Kenya as already depicted in table

3.6 Sample Size and Sampling Technique

Levy and Lemeshow (2013), define a sample as a representation of a total population enumerated for analysis. Gall, Gall and Borg (2007) define a sample as a carefully selected subgroup that represents the whole population in terms of characteristics. It is the process of obtaining information about an entire population by examining only a part of it. Cooper and Schindler (2011) and Oso and Onen (2011), argue that sampling is commonly used in inferential statistics to make predictions on the behaviour of the population. Using sampling techniques, a researcher is guaranteed that the characteristics of the population are accurately reproduced in the sample. This study adopted stratified sampling because the population of interest is heterogeneous in nature.

Research scholars offer different strategies that can be used to determine the sample size. For a small population a researcher may use census, copy a sample size from similar studies or even apply a formula to calculate the size. According to Ahmed, Mahfouz and Fdul (2011), a sample should be sufficient so as to capture the desired effect sizes and represent a population. Francis *et al.* (2010) proposed a minimum sample size for quantitative surveys to be 300 to 500 respondents. This study will be guided by the model proposed by Naing, Winn and Rusli, (2006)

$$n = (z^2pq)/d^2$$

Where:

n = is the desired sample size when the target population is $< 10,000$

z = standardized normal deviations at a confidence level of 95.0% which is 1.96

p = the proportion in the target population that assumes the characteristics being sought. In this study, a 50:50 basis was assumed which is a probability of 50% (0.5).

q = The balance from p to add up to 100%. That is $1-P$, in this case was 50% (0.5) = 0.5

d = measure of level of Significance, at 95.0% confidence interval, the level of significance is 0.05

The effective sample population for the study is derived as: $n = (1.96^2 \times 0.5 \times 0.5) / 0.05^2 = 384$. Due to cost and speed of carrying out the survey and also the convenience of finding the survey sample. A second order multistage sampling technique will be applied to determine a representative sample size. The study employed Slovin's formula (Tejada & Punzalan, 2012) to come up with a smaller sample size.

$$n = N / (1 + N e^2)$$

Where;

n is the desired sample size

N is the first stage sample size that is 384

e is the margin of error at 95.0% confidence interval

$$n = 384 / (1 + 384 \times 0.05^2)$$

Therefore, the desired sample size was 196 respondents. Given the fact that the population was heterogenous, stratified random sampling was used based on population proportions as shown in table 3.2

Table 3.2: Sample Stratification

Cadre	Population	Percent	Sample size
Top management	70	1.41	3
Other staff	4895	98.59	193
Total	4965	100	196

Source: Author Calculation

3.7 Data Collection Instruments

The study used structured questionnaires as the main instruments for collecting primary data from respondents and in some instances document analysis was used as source of secondary data. Bryman (2015) define a questionnaire as a set of questions or statements that assess attitudes, opinions, beliefs, biographical information or other forms of information. Considering that the entire target population is able to read and write the researcher therefore, used questionnaires as the main instrument for primary data collection. The questionnaire also provided an opportunity for anonymity so that the researcher was able to get a precise information; thereby giving the informant an opportunity to give truthful information.

The questionnaire comprised of the following main sections; Section A, was comprised of the background information of the respondents and the institution, Section B had the Independent Variables, Section C contained the Dependent Variable. The Independent Variables include; Organizational Culture, Leadership Styles, Work Life Balances and Family Association while the Dependent Variable is Career Salience. The information obtained from the respondents was used to determine the antecedents of career salience in five star rated hotels in Nairobi, Kenya.

A 5-point Likert scale was employed to measure the ratings of various items by respondents in relation to various variables that are under study. The respondents were asked to rate on a scale of 1-5 how given statements apply to their respective areas of work/ job environment. A Likert scale was preferred because it was considered more reliable as respondents are likely to answer all or most of the questions contained in the questionnaire. Moreover, the Likert scale ratings constitute interval scale attributes hence it can be evaluated easily using standard techniques (Barua, 2013).

3.8 Data Collection Procedure

In this study the researcher met the top-level management to affirm the intention of carrying out the study on the Hotel and to clarify the significant of the study and the commitment required from the management. During the second phase, the researcher briefed the respondents before data collection. During the process, the purpose of the study and the scope of the study were communicated to the internal publics of particular Hotels. Importantly, the researcher used the meeting to assure the respondents that their responses were treated confidentially.

In addition, an introductory letter was attached to the questionnaires to emphasize on the earlier briefing on the scope and purpose of the study. This exercise aimed at building mutual trust between the researcher and the respondents. The third phase was the data collection; the researcher used drop and pick method while administering questionnaires to the respondents.

Document analysis was also used in the study. Document analysis mainly aimed at obtaining secondary data. Targeted documents were those containing information that has been collected and compiled for various other purposes. The secondary sources consisted of readily available reports, filed documents, and already compiled statistical statements whose data was used by researchers for their studies for example, annual reports and financial statements of these particular institutions.

3.9 Piloting Testing

According to Zikmund *et al.* (2012) a pilot study is a small-scale research project that collects data from respondents similar to those that will be used in the full study. It serves as a guide for a larger study or examines specific aspects of the research to see if the selected procedures will actually work as intended (Zikmund *et al.*, 2012). A pilot test was done on the questionnaire to ensure that it is consistent, clear, and understandable by all.

The data collection phase of a research process typically begins with pilot testing. This is a pre-test done prior to the commencement of data collection to determine the accuracy of the research instruments that was applied in obtaining desired information (Cooper & Schindler, 2011). Pre-testing the instruments and the entire research design permits refinement before the commencement of the study. In particular, pilot testing helped to detect weaknesses in design and instrumentation and provide proxy data for selection of a sample.

The researcher administered the questionnaire to respondents, different but identifiable to the proposed sample group of the main study from a population other than the main study. This study conducted a pilot test on 10% of sampled population. The participants of the pilot test were purposively excluded from the final study to avoid data contamination. These questionnaires were sent out to two hotels not included as sample for the main study. The feedback from the pilot study was used to test the quality of instrumentation that subsequently used during data collection and analysis.

3.9.1 Reliability of the Instrument

Reliability is broadly defined as the degree to which measures are free from error and therefore yield consistent results (Kimberlin & Winterstein, 2008). Kurpius and Stafford (2006) define reliability as the trustworthiness or accuracy of measurement of a research instrument. Reliability is concerned with the ability of an instrument to measure consistently. On reliability, the questionnaires were tested using Cronbach Alpha. Cronbach Alpha tests the correlation between the various responses and the

higher the correlation, the higher the reliability of the items. A Cronbach alpha of 0.7 and above but less than 1 is acceptable as reliable but below the threshold is not reliable (Tavakol & Dennick, 2011).

The responses from the pilot test that were conducted were used to test reliability. Reliability results indicated that all the study variables had Cronbach Alpha values of above 0.7 (organization culture =0.884, leadership styles = 0.829, work life balance = 0.789, family association =0.819, reward structures = 0.771 and Career Salienc= 0.762). The research instrument was therefore deemed reliable.

3.9.2 Validity of the Instrument

Items designed to directly assess planned behavior theory's constructs should be validated before constructing the final questionnaire (Fishbein & Ajzen, 2010). Kombo and Tromp (2006) states that validity is the degree to which a test measures what it is supposed to measure. According to Wimmer and Dominick (2013) there are two types of validity; internal and external validity. Internal validity refers to whether you are measuring what you think you are measuring while external refers to whether the research result can be generalized to respondents outside your sample. John and Benet-Martínez (2000) suggests that validity of an instrument may be established deductively by showing that the item corresponds to the definition of the traits intended to be measured.

Under the validity the authenticity of cause-effect relationships (internal validity) and their generalization to the external environment (external validity) are concerned (Sekaran, 2006). It is only during pre-testing that the researcher can be able to assess the ease of use of the instrument. Any sensitive, confusing or biased items would be identified and modified or omitted. Pre-testing permits refinement before the final test (Cooper & Schindler, 2006). This is the researcher's best opportunity to revise scripts, look for control measures and scan the environment for factors that will confound the results. In that light the researcher pre-test 20 questionnaires.

3.9.4 Factor Loading Analysis

Mertler and Reinhart (2016) explain factor analysis as a technique used to identify relationships of groups of variables and their underlying structures. The study proposes to extract factors using principal component analysis (PCA) technique. PCA is considered appropriate method because it reveals the set of factors which can account for all common and unique variances (Hair *et al.*, 2010). Factor extraction according to Pallant (2010) entails determination of smallest number of factors that can best represent the interrelationships among set of variables. Orthogonal rotation using Varimax method was then applied to minimize the number of variables with high loadings on each factor and obtain a clear pattern of loadings (Garson, 2012).

According to Leech, Barrett and Morgan (2014), variable items should be retained if they are consistent with the theoretical labels and have factor loadings greater than or equal to 0.3. Tabachnick and Fidell (2007) set the bar at 0.32 while Leech, Barrett and Morgan (2014) proposed inter-correlations among items at values ranging between 0.3 and 0.5. This study used factor loading of 0.35 to 0.4 for the specific variable items. Any factor loading less than 0.35 led to the item being dropped from the instrument or being changed. After factor analysis reliability of each variable again was checked for new summated scales (Hair *et al.*, 2010).

3.10 Data Analysis and Presentation

The section outlines the method that the study adopted to analyse data. Data collected was first be edited, formatted and organized for coding into the SPSS data viable table. Data entered in SPSS was verified and missing data was deleted.

3.10.1 Descriptive Statistics

Descriptive statistics is a method of presenting data quantitatively and describing it in a manageable form (Simons & Buitendach, 2013). It is the transformation of raw data into a form that can be easily understood and interpreted and usually the first form of analysis where averages are calculated, frequency distributions given and percentage distributions provided. According to Babin, Carr, Griffin and Zikmund

(2012) it is the most basic form of information but provides an indication of the frequency or the number of times one variable was considered at a time.

The descriptive statistics that were used in this study include frequency, percentages, mean and standard deviation. The study used descriptive analysis to provide the overview on how the respondents responded to various statements in the questionnaire. Demographic information was analysed using descriptive statistics and presented using charts and tables.

3.10.2 Inferential Statistics

The study used both Pearson correlation and Multiple Linear Regression Analysis to establish the relationship between the study variables. Linear regression analysis was used to estimate the relationship between the dependent (Career Salience) and the antecedents of career salience, and provide a means of objectivity in assessing the degree and nature of the relationship between the dependent and independent variables. Further, Analysis of Variance (ANOVA) was carried out to test the significance of the overall model, while also testing hypotheses of the study. The decision rule for F-statistic is to accept the alternative hypothesis if p-value is smaller or equal to the critical value of 0.05 level of significance or to reject the alternative hypothesis if p-value is greater than the critical value 0.05 level of significance (Garson, 2012).

Regression analysis is a statistical tool for the investigation of relationships between variables (Seber & Lee, 2012). Multiple regression analysis involved combining several predictor variables in a single regression equation. Multiple linear regressions are used where the independent (Predictor) variables are more than one and the multiple regression assumptions (Discussed above) are met by the data being analysed (Ho, 2006).

The study was guided by a model of the form:

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

Where:

Y = Represents the dependent variable (Career Salience)

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

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

X_i = The independent variables ($i = 1, 2$ and 3) (Antecedents of Career Salience), will explain the variation in Firm Performance. In this case:

X_1 = Organization Culture

X_2 = Leadership Styles

X_3 = Work Life Balances

X_4 = Family Association

ε = the error term (To account for all other Variables or antecedents not considered in the study), assumed to be normally distributed with mean zero and constant variance.

Test for Moderation

a) $Y = \alpha + \beta_1 X + \beta_2 Z + \beta_3 X * Z + \varepsilon_0 \dots \dots \dots (2)$

Where b above is the OLS for the relationship between the moderator variable, dependent variable and the independent variables

Where

Y = Career Salience

α = Constant

$\beta_{1...3}$ = Associated Regression Coefficients

X = Represents Composite for independent variables

Z= is the moderator variable – Rewards Systems

X*Zis the interaction variable

3.10.3 Content Analysis

Content analysis is a method that may be used with either qualitative or quantitative data and in an inductive or deductive way (Neuendorf, 2016). Content analysis is a method of analyzing written, verbal or visual communication messages. Qualitative data collected using open ended questions was analyzed using content analysis. The study employed direct quotation and thematic analysis to analyze the qualitative data collected from open ended questions.

3.11 Diagnostics Tests for Regression Assumptions

The assumptions for linear regression analysis include: the dependent variable is normally distributed; the relationship between each of predictor variables and the dependent variable is linear; the dependent variable exhibits variance across a range of independent variables; no multicollinearity, singularity and outliers.

3.11.1 Test of normality

According to Ghasemi and Zahediasl (2012), many of the statistical procedures including correlation, regression, t tests, and analysis of variance, namely parametric tests, are based on the assumption that the data follows a normal distribution or a Gaussian distribution (after Johann Karl Gauss, 1777–1855); that is, it is assumed that the populations from which the samples are taken are normally distributed. The assumption of normality is especially critical when constructing reference intervals for variables. Normality and other assumptions should be taken seriously, for when these assumptions do not hold, it is impossible to draw accurate and reliable conclusions about reality (Singh & Masuku, 2014). Normality test was done by inspecting the output of the normal Q-Q plot for the dependent variable (Tabachnick & Fidell, 2007; Pallant, 2010).

Linearity was tested by using correlations among variables and by generating scatter plots from the SPSS dataset. Curvilinear estimation was used for easier observation

of a linear relationship between the predictor and the dependent variable. According to Garson (2012) the importance of testing for linearity lies in the fact that many statistical methods require an assumption of linearity of data (i.e. the data was sampled from a population that relates the variables of interest in a linear fashion). This means that before using common methods like linear regression, tests for linearity must be performed (otherwise, the linear regression results cannot be accepted).

3.1.2 Multicollinearity

Multicollinearity was tested by generating a table from the SPSS dataset. The aim was to see the inter-correlations among all pairs of predictors and determine whether multicollinearity is likely to be a problem (Leech, Barrett & Morgan, 2014). In case of any presence of multicollinearity, Leech, Barrett and Morgan (2014) recommends combining the variables into a composite variable or deleting one or more of the highly correlated (Tolerance levels at 0.6 and above) variables.

Tolerance refers to the amount of variability of the selected independent variable not explained by other independent variables, while VIF is the inverse of tolerance value. According to Montgomery, Peck and Vining (2015), the suggested cut-off point for multicollinearity is tolerance level of 0.8. Also, Hair *et al.* (2010) and Leech, Barrett and Morgan (2014) proposed a cut-off point for determining presence of multicollinearity at a tolerance value of less than 0.10, or a VIF of above 10.

3.11.3 Heteroscedasticity Test

Heteroscedasticity refers to the circumstance in which the variability of a variable is unequal across the range of values of a second variable that predicts it (Su *et al.*, 2012). According to Kalina (2012), a scatter plot of these variables will often create a cone-like shape, as the scatter (or variability) of the dependent variable (DV) widens or narrows as the value of the independent variable (IV) increases. A test of homoscedasticity of error terms determines whether a regression model's ability to predict a DV is consistent across all values of that DV.

If a regression model is consistently accurate when it predicts low values of the DV, but highly inconsistent in accuracy when it predicts high values, then the results of that regression should not be trusted. In this study, heteroscedasticity was examined by generating a scatter diagram of the dependent variable (DV) as advised by (Pallant, 2010). More specifically, it is assumed that the error (residual) of a regression model is homoscedastic across all values of the predicted value of the DV.

3.12 Ethical Considerations

For this study, a letter of introduction from Jomo Kenyatta University of Agriculture and Technology and a research permit from NACOSTI were sought for in accordance with regulatory criteria. The study also noted the three basic responsibilities of research ethical standards. Firstly, respondents' voluntary involvement in the survey was ensured. Participants were also given the assurance that the information would only be utilized for academic purposes. Throughout the research, the highest standards of honesty, sincerity, and coherence of thought and deed were upheld.

By gaining their informed consent, it also made sure that no respondents were tricked into participating in the study or coerced into doing so. With information provided to them regarding the negative outcomes, if any, of such participation, participants were made fully aware of what they were being requested to participate in. Additionally, they were shielded from any injury, whether it be psychological or physical. The researcher also made sure that the study participants' identities were kept private and anonymous, and nothing about them was released in the final report. The responses given by the respondents were also kept private and/or anonymous. While reporting the study's conclusions, the researcher avoided academic fraud, misrepresenting the results, and plagiarism.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter contains results from data analysis and the discussion of the findings. Data analysis was conducted using both descriptive and inferential statistics. Under descriptive statistics the study used frequencies and percentages while under inferential statistics the study used correlation and regression analysis. Diagnostic tests were conducted prior to conducting regression analysis. Finally, the study conducted hypothesis testing based on the findings of the multivariate regression analysis.

4.2 Response Rate

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

Table 4.1: Response Rate

Response Rate	Frequency	Percentage (%)
Returned Questionnaires	160	82
Unreturned Questionnaires	36	18
Total	196	100

4.3 Pilot Test

Prior to conducting the actual data collection, the study conducted a pilot study to determine the reliability and validity of the research instrument. The study conducted a reliability to determine the internal consistency of the data obtained. Internal consistency method was preferred as measures whether several items that propose to measure the same general construct produce similar scores thus a referred technique of measuring reliability (Saunders, Lewis & Thornhill, 2009).

4.3.1 Results Reliability Test Results

Reliability is the degree to which measures are free from error and therefore yield consistent results (Kimberlin & Winterstein, 2008). The study adopted a Cronbach's Alpha value to test the scale reliability of the questionnaire. A Cronbach alpha of 0.7 was taken as a threshold in the study. The reliability results for each of the variable are presented below:

Organizational Culture

The combined Cronbach's Alpha value for 14 items measuring organization culture was 0.884. The Cronbach Alpha value was above 0.7. This implied that there was no need of editing the items addressing organizational culture in the questionnaire. The items were considered consistent thus reliable for collecting data for the main study. The results of item total statistics for organizational culture does not show any significant change in Cronbach's Alpha if one item in the variable is deleted. The Cronbach's Alpha of 0.884 was above the 0.7 threshold and therefore there was no need of deleting any of the item addressing organizational culture. This therefore means the instrument was fit to collect the intended information on organizational culture without any editing.

Table 4.2: Reliability Analysis for Organizational Culture

Cronbach's Alpha	N of Items	Comment
.884	14	Accepted

Leadership Styles

The combined Cronbach's Alpha value for 11 items measuring leadership styles was 0.829. The Cronbach Alpha value was above 0.7. This implied that there was no need of editing the items addressing leadership styles in the questionnaire. The items were considered consistent thus reliable for collecting data for the main study. The results of item total statistics for leadership styles does not show any significant change in Cronbach's Alpha if one item in the variable is deleted. The Cronbach's Alpha of 0.829 was above the 0.7 threshold and therefore there was no need of deleting any of the item addressing leadership styles. This therefore means the instrument was fit to collect the intended information on leadership styles without any editing.

Table 4.3: Reliability Analysis for Leadership Styles

Cronbach's Alpha	N of Items	Comment
.829	11	Accepted

Work Life Balance

The combined Cronbach's Alpha value for 11 items measuring work life balance was 0.789. The Cronbach Alpha value was above 0.7. This implied that there was no need of editing the items addressing work life balance in the questionnaire. The items were considered consistent thus reliable for collecting data for the main study. The results of item total statistics for work life balance does not show any significant

change in Cronbach's Alpha if one item in the variable is deleted. The Cronbach's Alpha of 0.789 was above the 0.7 threshold and therefore there was no need of deleting any of the item addressing work life balance. This therefore means the instrument was fit to collect the intended information on work life balance without any editing.

Table 4.4: Reliability Analysis for Work Life Balance

Cronbach's Alpha	N of Items	Comment
.789	11	Accepted

Family Association

The combined Cronbach's Alpha value for 10 items measuring family association was 0.819. The Cronbach Alpha value was above 0.7. This implied that there was no need of editing the items addressing family association in the questionnaire. The items were considered consistent thus reliable for collecting data for the main study. The results of item total statistics for family association does not show any significant change in Cronbach's Alpha if one item in the variable is deleted. The Cronbach's Alpha of 0.819 was above the 0.7 threshold and therefore there was no need of deleting any of the item addressing family association. This therefore means the instrument was fit to collect the intended information on family association without any editing.

Table 4.5: Reliability Analysis for Family Association

Cronbach's Alpha	N of Items	Comment
.819	10	Accepted

Reward Structures

The combined Cronbach's Alpha value for 5 items measuring reward structures was 0.771. The Cronbach Alpha value was above 0.7. This implied that there was no need of editing the items addressing reward structures in the questionnaire. The items were considered consistent thus reliable for collecting data for the main study. The results of item total statistics for reward structures does not show any significant change in Cronbach's Alpha if one item in the variable is deleted. The Cronbach's Alpha of 0.771 was above the 0.7 threshold and therefore there was no need of deleting any of the item addressing reward structures. This therefore means the instrument was fit to collect the intended information on reward structures without any editing.

Table 4.6: Reliability Analysis for Reward Structures

Cronbach's Alpha	N of Items	Comment
.771	5	Accepted

Career Salience

The combined Cronbach's Alpha value for 12 items measuring Career Salience was 0.762. The Cronbach Alpha value was above 0.7. This implied that there was no need of editing the items addressing Career Salience in the questionnaire. The items were considered consistent thus reliable for collecting data for the main study. The results of item total statistics for Career Salience does not show any significant change in Cronbach's Alpha if one item in the variable is deleted. The Cronbach's Alpha of 0.762 was above the 0.7 threshold and therefore there was no need of deleting any of the item addressing Career Salience This therefore means the instrument was fit to collect the intended information on Career Salience without any editing.

Table 4.7: Reliability Analysis for Career Salience

Cronbach's Alpha	N of Items	Comment
.762	12	Accepted

4.3.2 Validity Test Results

Validity according to Kombo and Tromp (2006) is the degree to which a test measures what it is supposed to measure. The current study assessed both the content and construct validity of the questionnaire. In assessing the content validity, the researcher involved the supervisor in reviewing the contents of the questionnaire and whether they captured what they purported to capture. The comments from the supervisor were used to enhance the items in the questionnaire.

Component Factor Analysis was employed in the study to assess the construct validity of the questionnaire. The study used communalities where item with factor loading value of 0.35 to 0.4 were dropped (Hair *et al.*, 2010). The shows that all 14 items assessing organizational culture, 11 items assessing leadership styles, 11 items assessing work life balance, 10 items assessing family association, 5 items assessing reward structures and 12 items assessing career salience had a factor loading value of above 0.4. This implied that all the items in the questionnaires were valid and could be used to gather data for the main study.

4.4 Demographic Information

The study analyzed the demographic characteristics of the respondents and the results are contained in this section. Variables analyzed include gender of the respondents, age bracket of the respondents, highest academic qualification, position in the organization and work experience.

4.4.1 Gender of the Respondents

The study analyzed the gender of the respondents and the results are presented in Table 4.8. The results presented in table 4.3 show that 53.8% (86) of the respondents were male while 46.3% (74) were female. These findings implied that the selected sample represented both male respondents and female respondents hence the findings were devoid of gender bias. Similarly, the finding implied that the hotel industry has adhered to the two thirds gender rule enshrined in the Kenya Constitution 2010. Therefore, the findings presented in this study represent the opinion of both male and female genders.

Table 4.8: Gender of the Respondents

Gender	Frequency	Percent (%)
Female	74	46.3
Male	86	53.7
Total	160	100

4.4.2 Age Bracket of the Respondents

The study also sought to establish the age bracket of the respondent working in 5-star hotels in Kenya. The results are presented in figure 4.1. The results presented in Figure 4.1 show that 34.4% of the respondents were between 26 and 35 years, 33.8% were between 36 and 45 years of age, 16.9% were between 46 and 55 years, 10.6% were between 56 and 60 years while 4.4% were between 18 and 25 years. These finding implied that majority of the employees in 5-star hotels industry were less than 45 years. Hotel industry is among the most versatile and trendy industries, therefore to keep up with the competition there is a need to hire up to date and versatile employees which could justifies why most of the selected hotels had younger staff. Ružić, (2015) also posited that because of industry's unique feature of labour intensity and the heterogeneity of the sector, there is a need to hire employees that can meet the expectations.

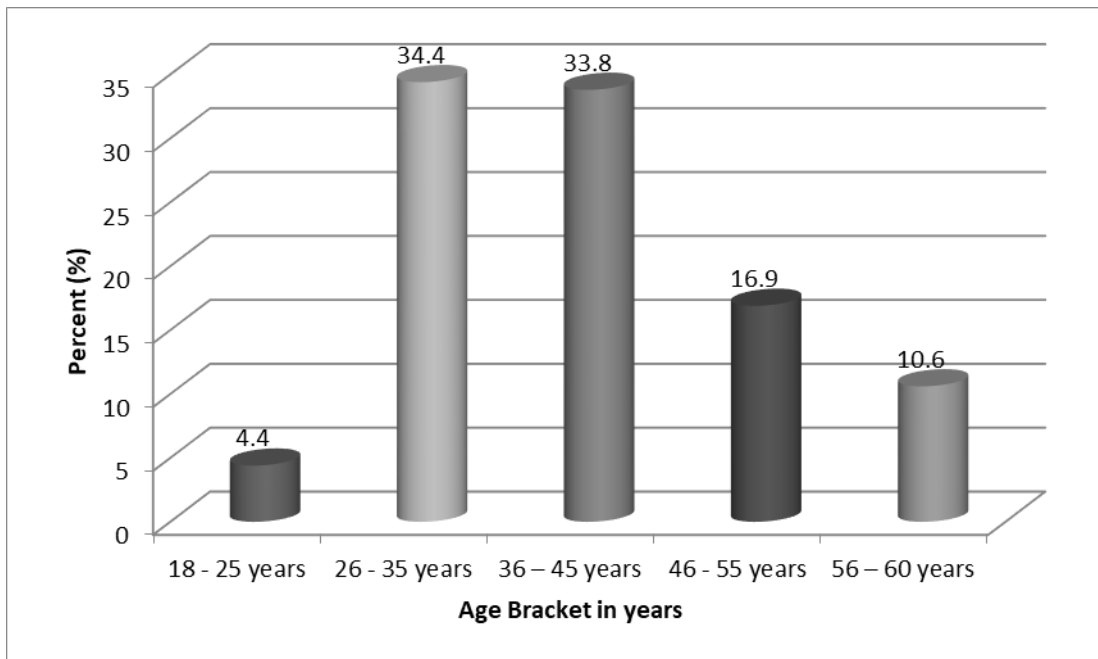


Figure 4.1: Age Bracket of the Respondents

4.4.3 Highest Academic Qualification of the Respondents

The study further sought to establish the highest academic qualification of the respondents. The results presented in Table 4.9 indicate slightly below half (47.5%) of the respondents had undergraduate level of education. Those who had master's level of education were 39.4% while only 13.1% had Diploma as their highest academic qualification. These findings are justified on the basis that the study targeted employees in management level and other top position whose requirement is high on education level. Additionally, in order to keep up with competition, majority of the five star rated hotels opt for highly qualified individuals to steer business and this further justifies why majority of the respondent were well educated. Kamau and Waudo (2012) also reported that the hospitality industry development was due to the evolvement of the transport industry which led to the demand for trained personnel.

Table 4.9: Highest Academic Qualification of the Respondents

Academic Qualification	Frequency	Percent (%)
Diploma	21	13.1
Graduates	76	47.5
Masters	63	39.4
Total	160	100

4.4.4 Designation Level of the Respondents

The study was also interested in findings out the position the respondents held in their respective organization. The results are presented in Figure 4.2. The results presented in Figure 4.2 show that 38.1% of the respondents held top management positions, 29.4% held middle management position, 20% subordinates and finally 12.5% held supervisory position. These findings implied that the sample size contained employees from all the levels of management hence the findings can be generalized for all the employees in the hotel industry.

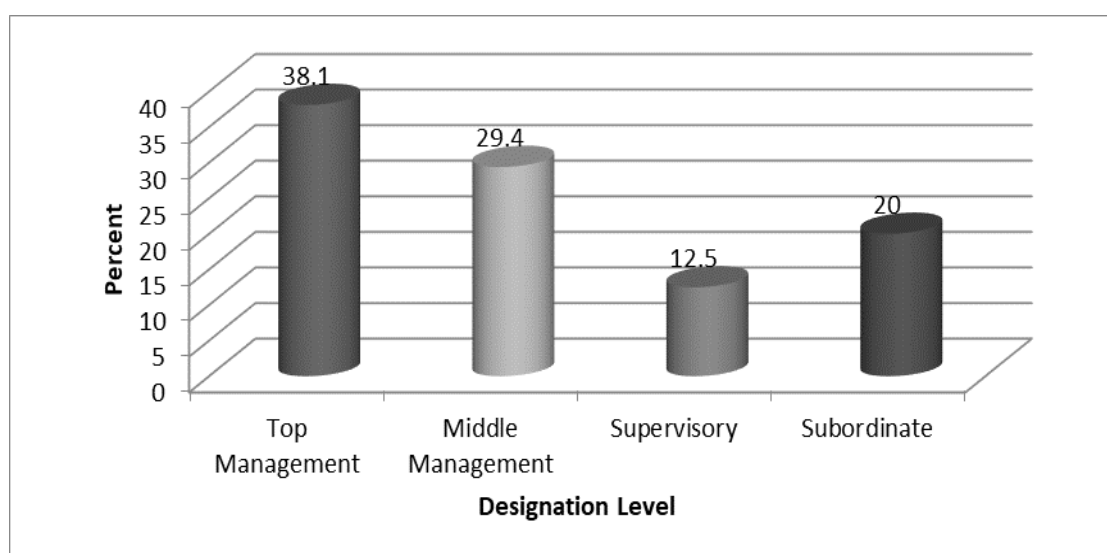


Figure 4.2: Designation Level of the Respondents

4.4.5 Work Experience of the Respondents

This section contains the findings on the work experience of the respondents. The results are presented in Table 4.10. The results show that the respondents with the least experience had worked in the industry for 1 year while most experienced respondents had worked in the industry for 20 years. However, the mean was 6.31 which implied that majority of the respondents had worked for about 6 years in the hotel industry. These findings implied that the results presented in this study covers employees with varying experience in the hotel industry.

Table 4.10: Work Experience of the Respondents

	N	Minimum	Maximum	Mean	Std. Deviation
Work Experience	160	1	20	6.31	4.195
Valid N (list wise)	160				

4.4.6 One-way ANOVA between Demographics Characteristics and Career Salience

The study conducted a one-way ANOVA to test whether there was a significant association between demographic characteristics and career salience. The results presented in Table 4.11 show that none of the demographics characteristics significantly influence career salience staff in five-star hotel in Kenya.

Table 4.11: One-way ANOVA between Demographics Characteristics and Career Saliency

		Sum of Squares	df	Mean Square	F	Sig.
Age	Between Groups	1.603	4	0.401	1.867	0.119
	Within Groups	33.268	155	0.215		
	Total	34.871	159			
Gender	Between Groups	0.078	1	0.078	0.354	0.553
	Within Groups	34.793	158	0.22		
	Total	34.871	159			
Academic Qualification	Between Groups	0.118	2	0.059	0.266	0.767
	Within Groups	34.753	157	0.221		
	Total	34.871	159			
Position	Between Groups	0.43	3	0.143	0.649	0.585
	Within Groups	34.441	156	0.221		
	Total	34.871	159			
work Experience	Between Groups	1.518	12	0.126	0.557	0.873
	Within Groups	33.353	147	0.227		
	Total	34.871	159			

4.5 Diagnostic Tests Results

This section provides the inferential statistics results which include correlation, univariate regression and multivariate regression analysis. Prior to conducting the inferential statistics, the study conducted diagnostics tests to adhere to the assumption of regression analysis. Among the diagnostics tests conducted include normality tests, heteroskedasticity test, multicollinearity and factors analysis.

4.5.1 Factors Analysis

Factor loadings represent how much a factor explains a variable in factor analysis. The general rule of the thumb for acceptable factor loading is 0.35 or above (David, Patrick, Phillip, & Kent, 2010). The importance of conducting a factor analysis was to summarize the information contained in a number of original variables into a smaller number of factors without losing much information. This implies that the newly created variables should represent the fundamental constructs, which underlie the original variables (Gorsuch, 1990).

The findings presented in Table 4.12 revealed that all the items were accepted based on the general rule of thumb for acceptable factor loading of 0.50 and above. The results of factor analysis showed that the variables had factor loadings above 50% and were acceptable based on the general rule as no item was removed acceptable factor loading is 0.35 or above.

Table 4.12: Factor Analysis Results

Variables	Number of Items	Factors Loadings	Comment
Organisational Culture	14	Above 0.50	Accepted
Leadership Style	11	Above 0.80	Accepted
Work life Balance	12	Above 0.60	Accepted
Family Association	11	Above 0.70	Accepted
Reward Structure	5	Above 0.60	Accepted
Career Salience	12	Above 0.70	Accepted

4.5.2 Normality Test

One-Sample Kolmogorov-Smirnov Test (K-S) was conducted to test the normality of the dependent variable. The Kolmogorov-Smirnov test (also known as the K-S test or one sample Kolmogorov-Smirnov test) is a non-parametric procedure that determines whether a sample of data comes from a specific distribution, such as normal, uniform, Poisson, or exponential distribution. The results are presented in Table 4.13.

The null hypothesis was H_0 : the data is normally distributed while alternative hypothesis was H_1 : the data is not normally distributed.

The rule is that if the p-value is greater than 0.05, we fail to reject H_0 , if the p-value is less than 0.05, H_0 is rejected. The results obtained indicate that Kolmogorov-Smirnov Z statistic for all the variables was greater than 0.05, therefore the study failed to reject null hypothesis and concluded that the data for all the variables was normally distributed and therefore fit for linear regression analysis.

Table 4.13: Normality Test Results

		Organisational Culture	Leadership Styles	Work life Balance	Family Association	Career Salience
N		160	160	160	160	160
Normal Parametersa,						
b	Mean	3.9942	3.8369	4.0028	3.7925	3.8602
	Std. Deviation	0.70674	0.74465	0.60821	0.78545	0.46499
Most Extreme						
Differences	Absolute	0.246	0.172	0.159	0.191	0.167
	Positive	0.154	0.094	0.099	0.092	0.113
	Negative	-0.246	-0.172	-0.159	-0.191	-0.167
Kolmogorov-Smirnov Z		1.114	1.177	1.01	0.415	0.11
Asymp. Sig. (2-tailed)		0.072	0.088	0.101	0.435	0.876

a) Test distribution is Normal.

b) Calculated from data.

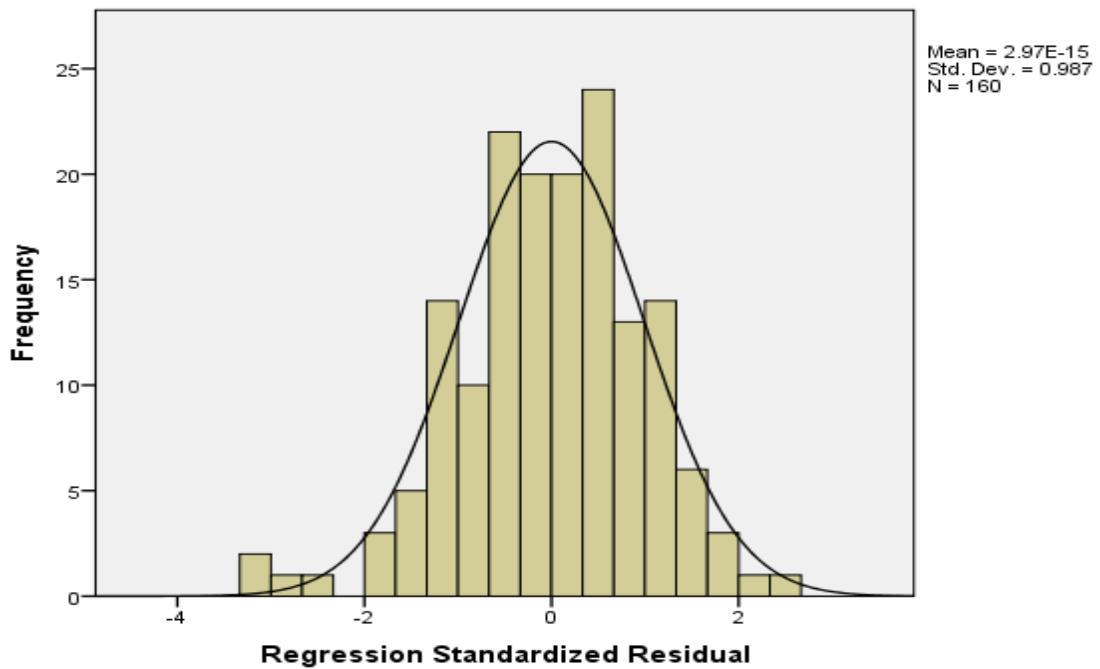


Figure 4.3: Normality Plot

4.5.3 Heteroscedasticity Test Results

Heteroscedasticity suggests that the dependent variable has an unequal level of variability for each of the values of the independent variables (Garson, 2012). A test for Heteroscedasticity is made to test for variance in residuals in the regression model used. If there exist equal variance of the error term, we have a normal distribution. Lack of an equal level of variability for each value of the independent variables is known as heteroscedasticity, The Breusch-Pagan test developed by Breusch and Pagan (1979) was used to test for homogeneity in a linear regression mode.

The null and alternative hypotheses are stated below. **H₀**: The data is not heterogeneous in variance; **H₁**: The data is heterogeneous in variance. The rule is that if the p-value is greater than 0.05, H₀ is accepted and H₁ is rejected, if the p-value is less than 0.05, H₀ is rejected and H₁ is accepted. The result of the test is shown in

table 4.20, which indicate that the test statistic is 5.9474 (p-value = 0.8395) with the degree of freedom. Since the test –Statistic is small with the p-value greater than 0.05, the null hypothesis was accepted and concluded that there was homoscedasticity in the data (that is, the data is not heterogeneous in variance), which satisfies the assumption of regression.

Table 4.14: Test for Homoscedasticity in the Response and Residuals

Test – Statistic	Degree of Freedom	P-Value
5.9474	4	0.8395

4.5.4 Test for Multicollinearity

To test for multicollinearity the study used VIF. This study adopted the rule of thumb for VIF value of 10 as the threshold. The VIF values of greater than 10 indicated presence of multicollinearity. These results indicated that the VIF values of the independent variables were within the threshold of 10. This indicated that that there was no threat of multicollinearity problem and therefore, the study used linear regression model. The tolerance value closer to zero also indicates presence of multicollinearity therefore the tolerance values for the study variables confirmed that there was no threat of multicollinearity.

Table 4.15: Test for Multicollinearity Results

	Collinearity Statistics	
	Tolerance	VIF
Organisational Culture	0.41	2.437
Leadership Styles	0.433	2.311
Work life Balance	0.791	1.265
Family Association	0.477	2.097

4.6 Descriptive Statistics

This section contains the descriptive results on the items used in the questionnaires. The study used percentages, mean and standard deviation to show the respondents opinion on various statements. In this section, SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3), A = Agree (4), and SA = Strongly Agree (5). Descriptive analysis was conducted for all the research objectives.

4.6.1 Organisational Culture and Career Salience

The first objective of the study was to determine the influence of organizational culture on career salienc in 5 Star Hotels in Kenya. The study used fourteen statements to measure the influence of organisational culture on career salienc. Table 4.16 contains the results on the statement used to measure organisational culture and its influence on career salienc. The study sought to determine whether 5-star rated hotels in Kenya emphasized on meeting customers' needs more than following the correct organizational procedures.

The results presented show that 42.5% and 33.1% of the respondents agreed and strongly agreed respectively while 6.9% and 3.8% disagreed and strongly disagreed. The statement had a mean response of 3.94 which further confirmed that majority of the respondents agreed. The standard deviation of 1.04 indicated that the responses varied slightly from the mean. These finding implied that most hotels preferred customers' satisfaction to organisational procedures.

On whether the culture in the respondent's department encouraged openness to new thoughts, 41.9% of the respondents strongly agreed, 40.0% agreed, 3.8% disagreed while 3.1% strongly disagreed. The mean of 4.14 further confirmed that majority of the respondents agreed with the statement on their department encouraging openness to new ideas. These findings implied that 5-star hotels in Kenya encouraged new ideas among the employees which could be motivated with the need to remain competitive in the industry.

The study sought to find out whether 5-star rated Hotels in Kenya had prepared internal capabilities to adopt new ideas, process, or product successfully. This statement had a mean response of 3.99 which confirmed that majority of the respondents agreed and strongly agreed with the statement. The findings further showed that 41.9% and 36.9% of the respondents strongly agreed and agreed that most employees in the hotel industry want to make real contribution to the success of the company.

On whether, 5-starrated hotels had clear lines of authority and responsibility and the work was well planned and organized. The results show that 40.6% and 37.5% of the respondents agreed and strongly agreed with the statement. The mean of 3.97 further indicated that majority of the respondents agreed with the statement. The standard of 1.13 implied that the responses slightly varied from the mean.

The study further sought to establish whether respondents were encouraged to make suggestion at their work. The mean response for this statement was 3.95 implying that majority of the respondents either agreed or strongly agreed with the statement. These findings further showed that 5-starrated hotels in Kenya instilled a culture of freedom of impression to enhance employees' comfortability. The results further showed that 37.5% and 36.9% of the respondents agreed and strongly agreed that they were clear on what their duties and responsibilities were at their work place.

Similarly, the findings revealed that 40.0% and 38.8% of the respondents strongly agreed and agreed that in their hotel they practiced a culture of teamwork, trusting, encouraging work and a people-oriented environment. Those who strongly disagreed were 6.2% while 2.5% disagreed. The statement had a mean response of 4.04 which further confirmed that majority of the respondents agreed.

The results further showed that the statements "I am expected to have more responsibility for my job performance" "In general decisions are taken by individuals" "I feel stressed at work because my company is only interested in the work employees produce" "The culture in my Hotel is job-orientated and emphasizes judgement by results" "I am expected to show patience and perseverance in achieving results and goals" "Most employees perceive themselves as avoiding risks

and spending only a limited effort in their jobs” all had a mean response of above 3.5 which implied that majority of the respondents agreed and strongly agreed with the statements.

The results presented in Table 4.10 implied that 5 star rated hotels had cultivated a culture of team work, encouraging work and a people-oriented environment to provide a conducive environment for their staff. The findings concur with Belias and Koustelios (2014) who posited that culture was a combination of values, beliefs and norms and it is shared among the individuals. The ways employees behave with one another at workplace constitute the culture of that organization. Similarly, Sharma and Sharma (2010) examined the relationship between organizational culture and leadership styles and observed that competitive and innovative culture traits were directly linked with performance and had strong and positive associations.

The study further concurred with Habib *et al.* (2014) concluded that organizational culture highly influences the employee commitment, job satisfaction and employee’s retention as it impacts positively or negatively on these three variables and considered as the base for performance of any organization. They contend that strong organizational culture is very helpful for the new employees to adopt the organizational culture and to get the competitive advantage, thus enhancing employees’ career salience. Similarly, Njugi and Agusioma (2014) observed that organization culture has a great influence on performance as it dictates how things are done, organization’s philosophy, work environment, performance targets and organizations stability, all of which impacts on the career salience of employees.

Table 4.16: Descriptive Results on Organisational Culture and Career Saliency

Statement	SD	D	N	A	SA	Mean	Std Dev
My Hotel emphasizes on meeting customers' needs as results are more important than following the correct organizational procedures	3.8%	6.9%	13.8%	42.5%	33.1%	3.94	1.04
The culture in my department encourages openness to new thoughts	3.1%	3.8%	11.2%	40.0%	41.9%	4.14	0.97
My Hotel has prepared internal capabilities to adopt new ideas, process, or product successfully	6.2%	4.4%	9.4%	44.4%	35.6%	3.99	1.09
Most employees want to make real contribution to the success of the company	7.5%	5.0%	8.8%	36.9%	41.9%	4.01	1.18
In my Hotel there are clear lines of authority and responsibility and the work is well planned and organized.	5.6%	7.5%	8.8%	40.6%	37.5%	3.97	1.13
I am encouraged to make suggestion	7.5%	5.6%	10.6%	36.9%	39.4%	3.95	1.19
I am clear on What my duties and responsibilities are	6.2%	6.2%	13.1%	36.9%	37.5%	3.93	1.15

Table 4.17: Descriptive Results on Organisational Culture and Career Saliency

Statement	SD	D	N	A	SA	Mean	Std Dev
In my Hotel we practice a culture of teamwork, trusting, encouraging work and a people-oriented environment	6.2%	2.5%	12.5%	38.8%	40.0%	4.04	1.09
I am expected to have more responsibility for my job performance	5.6%	11.2%	4.4%	35.6%	43.1%	3.99	1.20
In general decisions are taken by individuals	8.8%	3.8%	8.1%	38.1%	41.2%	3.99	1.20
I feel stressed at work because my company is only interested in the work employees produce.	3.8%	7.5%	8.1%	45.0%	35.6%	4.01	1.04
The culture in my Hotel is job-orientated and emphasizes judgement by results.	6.2%	8.1%	6.9%	40.6%	38.1%	3.96	1.16
I am expected to show patience and perseverance in achieving results and goals	5.0%	5.6%	13.8%	41.2%	34.4%	3.94	1.08
Most employees perceive themselves as avoiding risks and spending only a limited effort in their jobs	4.4%	8.8%	8.1%	35.0%	43.8%	4.05	1.13
Average						3.99	1.11

4.6.2 Leadership Styles and Career Saliency

The second objective of the study was to determine the influence of leadership styles on career saliency in 5 Star Hotels in Kenya. The study used eleven statements to measure the influence of leadership styles on career saliency. Table 4.18 contains the results. The study sought to establish from the respondents whether it was the

leader's job to help subordinates find passion in their work. The results presented in table 4.8 showed that 37.5% and 36.2% of the respondents agreed and strongly agreed with the statement. The findings further showed that 8.8% and 8.1% disagreed and strongly disagreed respectively. The mean of 3.85 further confirmed that majority of the respondents agreed and strongly agreed. The standard deviation of 1.23 also showed that the response slightly varied from the mean.

On whether the head of department gave orders and clarified procedures, the results presented in table 4.18 showed that 38.1% and 33.1% of the respondents agreed and strongly agreed with the statement. The findings further showed that 8.8% and 9.4% disagreed and strongly disagreed respectively. The mean of 3.77 further confirmed that majority of the respondents agreed and strongly agreed. The standard deviation of 1.26 also showed that the response slightly varied from the mean.

The results also showed that 37.5% and 33.8% of the respondents agreed and strongly agreed that generally their team leader left subordinate's performance alone. The findings further showed that 9.4% and 7.5% strongly disagreed and disagreed respectively. The mean of 3.84 further confirmed that majority of the respondents agreed and strongly agreed. The findings also showed that the statement on whether the leader was the chief judge of the achievements of the members of the group had a mean of response of 3.84 which also showed that majority of the respondents agreed and strongly agreed.

The study further sought to establish whether leaders helped subordinates accept responsibility for completing their work. The results showed that 38.8% and 37.5% of the respondents agreed and strongly agreed with the statement. The findings further showed that 5.6% and 8.1% disagreed and strongly disagreed respectively. The mean of 3.94 further confirmed that majority of the respondents agreed and strongly agreed. The standard deviation of 1.23 also showed that the response slightly varied from the mean.

The study aimed to establish whether leaders allowed subordinates to appraise their own work. The results revealed that 40.0% of the respondents strongly agreed, 30.0% agreed, 8.1% strongly disagreed, 5.6% disagreed while 16.2% were neutral.

The mean of 3.88 confirmed that majority of the respondents agreed and strongly agreed with the statement. On whether, most employees felt insecure about their work and need direction. The results revealed that 36.9% of the respondents strongly agreed, 33.8% agreed, 8.1% strongly disagreed, 6.2% disagreed while 15.0% were neutral. The mean of 3.85 confirmed that majority of the respondents agreed and strongly agreed with the statement.

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

The study further sought to find out whether employees want to be a part of the decision-making process in the hotel industry. The results revealed that 37.5% and 34.4% strongly agreed and agreed respectively. The results further showed that the statement had a mean of 3.81 which further confirmed that majority of the respondents agreed and strongly agreed with the statement. Finally, the study sought to establish whether employees were supervised closely, in order to do their work. The results showed that 35.6% and 34.4% of the respondents strongly agreed and agreed with statements. Those who disagreed and strongly disagreed were 10.6% and 8.8% respectively.

The finding presented in Table 4.18 implied that leadership styles played a significant role in career salience. The findings further implied that employees had a lot of expectations from their leaders at their work place. Similarly, Melchar and Bosco (2010) in their study Achieving high organization performance through servant leadership, contend that inspirational leaders inspire their commitment and loyalty towards company with the help of giving a specific direction to their activities, creating self-confidence among them and developing faith in grounds. Ramchandran and Krishnan (2009) also observed that the degree to which employees

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

Table 4.18: Descriptive Results on Leadership Styles and Career Salience

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

4.6.3 Work life Balance and Career Saliency

The third objective of the study was to determine the influence of work life balance on career saliency in the 5 star rated Hotels in Kenya. Descriptive results for this objective are presented in Table 4.19. The study sought to find out whether there was work life balance among the 5 star hotels in Kenya. To measure work life balance the study sought to find out whether respondents were satisfied with the working hours of their hotel.

From the findings presented in table 4.12, the results showed that 38.8% and 33.8% of the respondents agreed and strongly agreed with the statement. These findings were also confirmed by the mean of 3.96. The study findings further showed that 40.0% and 30.6% of the respondents agreed and strongly agreed that they got enough time for my family after work. These findings implied that there was work life balance among the hotel industry.

The study also sought to establish whether respondents were able to balance between work and life. The findings showed that the statement had a mean response of 3.90 implying that majority of the respondents agreed and strongly agreed with the statement. The findings similarly showed that 40.0% and 35.6% of the respondents agreed and strongly agreed respectively that most often they think or worry about work even when they are not actually at work or travelling to work. These findings imply poor work life balance. Worrying about work all the time inhibits one from focusing on other aspects of life that matters besides work.

The study was also interested in whether; hotels took initiative to manage work life of its employees. The findings revealed that 36.9% and 37.5% strongly agreed and agreed respectively. The results further showed that the statement had a mean of 3.98 which confirmed that majority of the respondents agreed with the statement. On whether respondents work for long hours or overtime and even on holidays, 38.8% and 36.9% of the respondent agreed and strongly agreed. The mean of 4.06 also confirmed that majority of the respondents agreed and strongly agreed that they often miss out quality time with my family and friends because of work pressure. The

responses on those statements further confirm lack of work life balance for most employees in the hotel industry.

The study also sought to establish whether policy for work life management helped to increase productivity of the organization. The results showed 40.6% and 36.2% of the respondents strongly agreed and agreed respectively. The statement had a mean of 4.06 which further confirmed that majority of the respondents agreed and strongly agreed. On whether the leave policy of the company was not satisfactory, the results revealed that majority of the respondents agreed and strongly agreed as shown by the mean of 4.11.

The results also showed that majority of the respondents agreed and strongly agreed that they had a good career prospect in the hotel industry since the statement had a mean of 3.97. The results further showed 43.1% and 32.5% of the respondents strongly agreed and agreed respectively that they had very flexible working hours that allow me time personal life. The results further showed that the statement had a mean of 4.06. The findings also showed that all the statement had a standard deviation of close to 1 which implied small variation between the response and the mean.

This finding underpins the importance the work life balance on career salience. The findings further implied that employees are usually comfortable with jobs that provide good opportunities to pursue other life issues other than work related. The study findings concurs with those of Ishaya *et al.* (2008) who observed that conflict occurs when either time devoted to the requirements of one role, or strain from participating in a role or finally, specific behaviors required by a role, make it difficult to fulfill the requirements of another.

Similarly, Katie (2011) studied how Work-life programs enhance employee retention and proposed that in addition to time-based conflict, social identity should be considered concurrently. He found that as time spent in the work role and the identity that an individual derives from the work role became incongruent, the conflict increased. Reddy (2010) in his study on work life balance among married women

employees established that professional women in households where both spouses pursue careers did indeed experience work-life role conflict.

The study findings Filimon (2015) observed that in industrial countries employees across different organizational levels and with different family structures are concerned with achieving a better balance between working life, family obligations, leisure and socializing. An inability to create a balance between work and personal life could influence employees' effectiveness and productivity in the workplace thus affecting their career salience.

Katie (2011) studied how Work-life programs enhance employee retention and proposed that in addition to time-based conflict, social identity should be considered concurrently. He found that as time spent in the work role and the identity that an individual derives from the work role became incongruent, the conflict increased. Furthermore, individuals who have strong identities with either role, or significant identities in both the work and non-work roles, experience more role conflict.

Table 4.19: Descriptive Results on Work life Balance and Career Salience

Statements	SD	D	N	A	SA	Mean	Std Dev
I am satisfied with the working hours of my hotel	6.2%	3.1%	18.1%	33.8%	38.8%	3.96	1.12
I get enough time for my family after work	2.5%	6.2%	20.6%	40.0%	30.6%	3.90	0.99
I am able to balance my work and my life	5.6%	1.9%	20.0%	41.9%	30.6%	3.90	1.04
Most often I think or worry about work even when am not actually at work or travelling to work	4.4%	2.5%	17.5%	40.0%	35.6%	4.00	1.02
My organization takes initiative to manage work life of its employees	3.8%	6.2%	15.6%	37.5%	36.9%	3.98	1.06
I work for long hours or overtime and even on holidays	1.9%	6.2%	16.2%	36.9%	38.8%	4.04	0.99
I often miss out quality time with my family and friends because of work pressure	2.5%	7.5%	13.1%	35.0%	41.9%	4.06	1.04
Policy for work life management helps to increase productivity of the organization	3.8%	4.4%	15.0%	36.2%	40.6%	4.06	1.04
The leave policy of the company is not satisfactory	3.8%	3.1%	16.2%	32.5%	44.4%	4.11	1.03
I think I have a good career prospects in the hotel	5.0%	6.2%	13.8%	36.9%	38.1%	3.97	1.11
I have very flexible working hours that allow me time personal life	4.4%	3.8%	16.2%	32.5%	43.1%	4.06	1.07
Average						4.00	1.04

4.6.4 Family Association and Career Salience

The study finally sought to determine the influence of family association on career salience in Kenya. Descriptive results for this objective are presented in 4.20. The study sought to determine from the respondents whether family helped them to generate different possibilities and new experiences. The findings showed that 37.5% and 30.0% of the respondents strongly agreed and agreed respectively. The statements had a mean of 3.66 which confirmed that majority of the respondents. On whether, they joined this career because most of their friends encouraged them and some of them were already in it. The findings showed that 38.1% and 29.4% of the respondents strongly agreed and agreed that they ended up in their career because it was in our family traditions to pursue such. The statement had a mean of 3.84 which also confirmed that majority of the respondents agreed and strongly agreed with the statements.

The study also sought to determine whether the families of respondents provided all the tangible assistance they needed to pursue this career. The findings showed that that statement had a mean of 3.78 which confirmed majority of the respondents agreed and strongly agreed. The findings also show that majority of the respondents as shown by the mean of 3.86 agreed and strongly agreed that they were in this career because they felt it was prestigious and fulfilling. These findings implied that respondents choose the job by themselves without involvement of their family.

The study sought to establish whether the respondents were offered all the emotional support they needed by all of my friends and family members. The statement had a mean of 3.87 which showed that majority of the respondents agreed with the statement. The study results also showed that 39.4% and 31.9% of the respondents agreed and strongly agreed respectively that they are in this career because it was the only course they qualified for after sitting my O-Level exams. The statement had a mean of 3.73 which confirmed the results.

On whether family and friends suggested alternatives regarding schools, training and respondents' career, 39.4% agreed, 30.6% strongly agreed, 10.6% disagreed and 7.5% strongly disagreed. On whether, parents pushed them into this career for family

interest respondents agreed as shown by the mean of 3.86. Finally, the study findings showed that majority respondents as shown by the mean response of 3.76 agreed and strongly agreed that their career choice did not have any disruptive impact on the family. All the statement under the on-family association had standard deviation close to 1 which implied small variation in the way the respondents' responded to various statements.

The findings presented in Table 4.20 implied that family played a role in the choice of the career by the respondents. The results further implied that being related to someone in a certain industry can influence one to pursue such career even though they don't have passion with the career hence influencing career salience. These findings concurs with Jungen (2008) who found that children as young as five years old begin to identify with the occupation of their mother or father. Parents start influencing career decisions as soon as their children can pronounce their job title. Similarly, Oyamo and Amoth (2008) showed that students tend to seek help from parents more than urban students and that parents more than teachers play a major role in the career choice of students.

Table 4.20: Descriptive Results on Family Association and Career Salience

Statement	SD	D	N	A	SA	Me an	Std Dev
The family helped me to generate different possibilities and new experiences	10.0%	11.2%	11.2%	37.5%	30.0%	3.66	1.29
I joined this career because most of my friends encouraged me and some of them were already in it	8.1%	8.1%	16.2%	29.4%	38.1%	3.81	1.25
I ended up in this career because it is in our family traditions to pursue such	6.2%	8.8%	14.4%	36.2%	34.4%	3.84	1.18
My family provided all the tangible assistance I needed to pursue this career	10.0%	7.5%	13.1%	33.8%	35.6%	3.78	1.28
I am in this career because I feel it is prestigious and fulfilling	6.2%	12.5%	11.2%	28.8%	41.2%	3.86	1.26
I was offered all the emotional support I needed by all of my friends and family members	9.4%	5.6%	9.4%	40.0%	35.6%	3.87	1.23
I am in this career because it was the only course I qualified for after sitting my O-Level exams	10.6%	8.8%	9.4%	39.4%	31.9%	3.73	1.29
My family and friends suggested alternatives regarding schools, training and my career	7.5%	10.6%	11.9%	39.4%	30.6%	3.75	1.21
My parents pushed me into this career for family interest and not mine	7.5%	9.4%	11.2%	33.1%	38.8%	3.86	1.24
My career choice did not have any disruptive impact on the family	11.2%	5.6%	12.5%	36.9%	33.8%	3.76	1.29
Average						3.79	1.25

4.6.5 Reward Structures

The result in the table below shows how the respondents reported on the statement regarding reward structure. On whether they were adequately rewarded majority (30.4%) were neutral, 22.9% agree while 21.9% fully agreed. The statement had a mean response of 3.3 and standard deviation of 1.2 which shows the response varied across the scale. On the second statement, majority (24.5%) agreed and another 24.5% fully agreed that pay and reward packages motivate employees.

Majority also fully agreed that they would go an extra mile in their job if they were paid more. On the other hand 69.2% of the respondents indicated that pay and rewards are not the only motivators in working life. These findings imply that despite reward affecting engagement it also have a repulsive effects if not managed properly. These findings can be backed by from Maslow theory which argues that the motivator is only there in as far as the particular need is unfulfilled.

Table 4.21: Descriptive Analysis of Reward Structures

	SD	D	N	A	SA	Mean	Std Dev
My work contribution is adequately rewarded.	8.6	16.2	30.4	22.9	21.9	3.3	1.2
I feel motivated by the pay and reward package.	12.3	18.9	19.5	24.5	24.5	3.7	1.3
If I was paid more I would be more willing to go the extra mile.	7.5	7.5	12.3	20.8	51.9	4.0	1.3
I feel that my work is challenging and utilizes my potential.	10.5	9.5	19.0	27.6	33.3	3.6	1.3
I think my reward package is all inclusive and is competitive.	19.4	18.4	18.4	22.3	21.4	3.1	1.4

4.6.6 Career Salience

This section contains the descriptive results on the level of career salience among 5 star hotels in Kenya. Career salience was measured in terms of career choice and level of engagement towards their career. The study sought to find out whether respondents considered their career choice as a good occupational decision for them. The results showed that 36.9% of the respondent agreed while 30.6% strongly agreed. Those who disagreed were 1.9% with equal percent strongly disagreeing. On whether the respondents' career enabled them to make significant contributions to society, the finding indicated that 31.9% and 30.0% of the respondents agreed and strongly agreed with the statement. The mean of 3.83 further confirmed that majority of the respondents agreed with the statement.

The study was further interested in establishing whether their level of education had opened new opportunities and enabled their career to grow steadily, 31.9% strongly agreed, 28.8% agreed while 36.2% were neutral. The findings presented in table revealed that majority of the respondents agreed as shown by the mean response of 3.72 that the career they were in fit them and reflected their personality. Similarly, 30.6% and 28.8% of the respondents strongly agreed and agreed that their education

and training were tailored for this career while 35.6% and 30.6% agreed and strongly agreed that they were ambitious and this had enabled them to grow their career and steer it in the right direction. On whether they don't intend changing careers, majority of the respondents agreed as shown by the mean of 3.86 implying agreement.

The study also sought to find out whether the respondents felt that all the planning and thought they gave for pursuing this career were waste. The results showed that 33.1% and 30.0% of the strongly disagreed and disagreed respectively. Those who agreed and strongly agreed were 3.8% and 2.5% respectively. The findings also revealed that majority of the respondents felt that their career was an integral part of their life since the statement had a mean response of 3.89. Similarly, majority of the respondents agreed and strongly agreed that their job gave them satisfaction and that it was important to them as shown by the mean of above 3.5 for the statements.

These findings implied that there was high level of career salience among employees in the hotel industry in Kenya. The results show that majority of the employees were satisfied and highly engaged in their work. These findings concur with those of Kiyani *et al.* (2011) who posited that career Salience has significant relationship with job involvement and engagement.

Similarly, Uzundu (2014) concluded that career salience and job satisfaction significantly predicted organizational commitment of workers and that if employees are matched to jobs according to their abilities, interests, intelligence, attitude and aptitude, their individual needs and values are fully met, the employees will undoubtedly demonstrate a strong concern for the centrality of their career, thereby increasing their level of commitment to their organization.

Table 4.22: Descriptive Results on Career Saliency

	SD	D	N	A	SA	Mean	Std Dev
My career choice is a good occupational decision for me	1.9%	1.9%	28.8%	36.9%	30.6%	3.93	0.91
My career enables me to make significant contributions to society	2.5%	3.8%	31.9%	31.9%	30.0%	3.83	0.99
My level of education has opened new opportunities and enabled my career to grow steadily	1.2%	1.9%	36.2%	28.8%	31.9%	3.88	0.93
The career I am in fits me and reflects my personality	2.5%	2.5%	40.6%	29.4%	25.0%	3.72	0.95
My education and training are tailored for this career	1.9%	3.1%	35.6%	28.8%	30.6%	3.83	0.97
I am an ambitious person and this has enabled me to grow my career and steer it in the right direction	3.8%	3.1%	26.9%	35.6%	30.6%	3.86	1.01
I don't intend changing careers	1.9%	3.8%	30.6%	33.8%	30.0%	3.86	0.95
All the planning and thought I gave for pursuing this career are waste	33.1%	30.0%	30.6%	3.8%	2.5%	3.88	1.00
My career is an integral part of my life	1.9%	3.1%	30.6%	33.1%	31.2%	3.89	0.95
My job gives me satisfaction	1.9%	1.2%	26.9%	36.2%	33.8%	3.99	0.91
My job is important for me	3.8%	1.9%	34.4%	30.6%	29.4%	3.80	1.01
Average						3.86	0.96

4.7 Correlation Tests Results

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

4.7.1 Organisational Culture and Career Salience

The first objective of this study was to determine the influence of organisational culture in career salience in 5 star hotels in Kenya. The findings of correlation test are presented in Table 4.23. The results of correlation analysis indicated that organisational culture had a positive and significant correlation with career salience in 5 star hotels in Kenya ($r=0.541$, $p=0.000$). The findings imply that improvement in organisational culture would result in increase in career salience. The finding of this study concurs with the arguments of Belias and Koustelios (2014) who showed a positive relationship between organizational cultures and employees' commitment, job satisfaction, performance, motivation, productivity and employee retention which are the key indicators of career salience.

According to Rasoo *et al.* (2012) organizational culture and career salience enhanced the employees and organizational efficiency and effectiveness as well as it achieved the organizational and employees' goals. Employees career salience replete with organization cultural practices. Habib *et al* (2014) also contended that strong organizational culture is very helpful for the new employees to adopt the organizational culture and to get the competitive advantage, thus enhancing employees' career salience.

4.7.2 Leadership Styles and Career Salience

The second objective of this study was to determine the influence of leadership styles in career salience in 5-star hotels in Kenya. The findings of correlation analysis are

presented in Table 4.23. The results of correlation analysis indicated that leadership styles had a positive and significant correlation with career salience in 5-star hotels in Kenya ($r=0.665$, $p=0.000$). The findings imply that improvement in leadership styles would result in increase in career salience. Similarly, Melchar and Bosco (2010) in their study Achieving high organization performance through servant leadership, contend that inspirational leaders inspire their commitment and loyalty towards company with the help of giving a specific direction to their activities, creating self-confidence among them and developing faith in grounds. Ramchandran and Krishnan (2009) also observed that the degree to which employees show their emotional intimacy with organization is largely influenced by leadership style. A leader and their style of leadership is one of the most important determinants of employee's commitment and this commitment refers to degree of employees' career salience.

4.7.3 Work Life Balance and Career Salience

The study further used correlation analysis to test the association between work life balance and career salience in Kenya Hotel industries. Table 4.23 contains the correlation results for association between work life balance and career salience. The results of correlation analysis indicated that Work life Balance had a positive and significant correlation with career salience in 5-star hotels in Kenya ($r=0.624$, $p=0.000$). The findings imply that improvement in Work life Balance would result in increase in career salience. The study findings concur with those of Ishaya *et al.* (2008) who observed that conflict occurs when either time devoted to the requirements of one role, or strain from participating in a role or finally, specific behaviors required by a role, make it difficult to fulfill the requirements of another.

Similarly, Katie (2011) studied how Work-life programs enhance employee retention and proposed that in addition to time-based conflict, social identity should be considered concurrently. He found that as time spent in the work role and the identity that an individual derives from the work role became incongruent, the conflict increased. Reddy (2010) in his study on work life balance among married women employees established that professional woman in households where both spouses pursue careers did indeed experience work-life role conflict.

4.7.4 Family Association and Career Salience

The study also used correlation analysis to test the association between family association and career salience in Kenya Hotel industries. Table 4.23 contains the correlation results for association between family association and career salience in Kenya Hotel industries. The results of correlation analysis indicated that family association had a positive and significant correlation with career salience in 5 star hotels in Kenya ($r=0.386$, $p=0.000$). The findings imply that improvement in family association would result in increase in career salience.

These findings concur with Jungen (2008) who found that children as young as five years old begin to identify with the occupation of their mother or father. Parents start influencing career decisions as soon as their children can pronounce their job title. Similarly, Oyamo and Amoth (2008) showed that students tend to seek help from parents more than urban students and that parents more than teachers play a major role in the career choice of students.

Table 4.23: Correlation Matrix

		Organisational Culture	Leadership Styles	Worklife Balance	Family Association
Organisational Culture	Pearson Correlation	1			
	Sig. (2-tailed)				
Leadership Styles	Pearson Correlation	0.475**	1		
	Sig. (2-tailed)	0.000			
Worklife Balance	Pearson Correlation	0.478**	0.304**	1	
	Sig. (2-tailed)	0.000	0.000		
Family Association	Pearson Correlation	0.596**	0.482**	0.300**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
Career Salience	Pearson Correlation	0.541**	0.665**	0.624**	0.386**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
N		160	160	160	160

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

4.8 Univariate Regression Analysis

Since the study has established that all assumptions of linear regression model are adhered to, the study conducted a bivariate regression between the independent variables (Organizational Culture, Leadership Styles, Work Life Balances and Family Association) and the dependent variable (Career Salience). The study adopted a univariate regression analysis to establish how each antecedent affects career salience. The study further assessed the combined effects of the four antecedents on Career Salience.

4.8.1 Organizational Culture and Career Salience

To establish how organizational culture affects career salience while holding other independent variables constants, the study adopted a univariate regression model in the form of $Y = \beta_0 + \beta_1 X_1 + \varepsilon$ where $Y = \text{Career Salience}$, and $X_1 = \text{Organizational culture}$. The summary results presented in table 4.24 shows that holding other factors constant, organizational culture accounts for 56.6% in the variations of career salience in five star rated hotel in Kenya as shown by R-square value of 0.566. The R value of 0.754 shows existence of a moderately high relationship between organizational culture and career salience.

Table 4.24: Organizational Culture and Career Salience (Model Summary)

R	R Square	Adjusted R Square	Std. Error of the Estimate
.754 ^a	0.566	0.547	0.454689

a. Predictors: (Constant), Organisational Culture

The results of ANOVA presented in table 4.25 shows that the model linking organisational culture and career salience in five star rated hotels in Kenya was statistically significant ($F = 8.102$, $\text{Sig} = .03651$, < 0.05) at 5% significant level. This bears the implications that the univariate regression model linking organisational culture and career salience of five star rated hotel in Kenya was a good fit.

Table 4.25: Organizational Culture on Career Salience (ANOVA)

		Sum of		Mean		
	Model	Squares	Df	Square	F	Sig.
1	Regression	0.632	1	0.632	8.102	.03651
	Residual	12.28	158	0.078		
	Total	12.912	159			

a. Dependent Variable: Career Salience

b. Predictors: (Constant), Organizational Culture

The study further concurred with Habib *et al.* (2014) concluded that organizational culture highly influences the employee commitment, job satisfaction and employee's retention as it impacts positively or negatively on these three variables and considered as the base for performance of any organization. They contend that strong organizational culture is very helpful for the new employees to adopt the organizational culture and to get the competitive advantage, thus enhancing employees' career salience. Similarly, Njugi and Agusioma (2014) observed that organization culture has a great influence on performance as it dictates how things are done, organization's philosophy, work environment, performance targets and organizations stability, all of which impacts on the career salience of employees.

4.8.2 Leadership Styles and Career Salience

To establish how leadership style affects career salience while holding other independent variables constants, the study adopted a univariate regression model in the form of $Y = \beta_0 + \beta_1 X_1 + \varepsilon$ where $Y = \text{Career Salience}$, and $X_1 = \text{Leadership Styles}$. The summary results are presented in table 4.26. The results shows that holding other factors constant, leadership styles accounts for 45.4% in the variations of career salience in five star rated hotel in Kenya as shown by R-square value of 0.454. The R value of 0.674 shows existence of a moderately high relationship between leadership styles and career salience.

Table 4.26: Leadership Styles and Career Saliency (Model Summary)

R	R Square	Adjusted R Square	Std. Error of the Estimate
.674	0.454	0.441	0.219872

Predictors: (Constant), Leadership Styles

The results of ANOVA presented in table 4.27 shows that the model linking leadership styles and career saliency in five star rated hotels in Kenya was statistically significant ($F = 26.5870$, $Sig = 0.001653$, <0.05) at 5% significant level. This bears the implications that the univariate regression model linking leadership styles and career saliency of five-star hotel in Kenya was a good fit.

Table 4.27: Leadership Styles on Career Saliency (ANOVA)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.223	1	1.223	26.5870	.011653
Residual	4.198	158	0.046		
Total	10.421	159			

Dependent Variable: Career Saliency

Predictors: (Constant), Leadership Styles

The study finding agreed with Lassance and Sarriera (2012) that concluded that Leadership can affect many work-related behaviors like, employee's attitude, motivation and performance, Job involvement which have impact on employees' career saliency. Kiyani *et al.* (2011) also mentions that there is positive and significant relationship between job involvement and career saliency. The study also agreed with Gonos and Gallo (2013) leaders use their positions to decide on rewards or penalties for success or failure.

The relationship between the leader and subordinate is highly formal; there is strict control, very little respect or no respect at all shown by the leader. The other type of

autocratic style is paternalistic as in the dictatorial is highly characterized by close supervision, detailed instruction and highly structured leader- subordinate relationship. This leadership is mainly centered, and the focus is on the leader taking control so as to get the work or tasked one within specified period. In other words it relies heavily on the employee taking orders from the leader and no dialogue.

Finally, the study agreed with Irawanto (2015) Participative leadership leads to increased occupational contentment (career salience) and organizational allegiance, organizational ownership behaviour, labour management collaboration and improved employee performance. This is according to Miao *et al.* (2013) in their study Participative leadership and the organizational commitment of civil servants in China: the mediating effects of trust in supervisor.

4.8.3 Work Life Balance and Career Salience

To establish how work life balances affects career salience while holding other independent variables constants, the study adopted a univariate regression model in the form of $Y = \beta_0 + \beta_1 X_1 + \varepsilon$ where $Y = \text{Career Salience}$, and $X_1 = \text{work life balances}$. The summary results presented in table 4.28 shows that holding other factors constant, work life balances accounts for 59.1% in the variations of career salience in five star rated hotel in Kenya as shown by R-square value of 0.591 The R value of 0.769 shows existence of a high relationship between work life balances and career salience.

Table 4.28: Work Life Balances and Career Salience (Model Summary)

R	R Square	Adjusted R Square	Std. Error of the Estimate
.769 ^a	0.591	0.576	0.3271643

a. Predictors: (Constant), Work Life Balance

The results of ANOVA presented in table 4.29 shows that the model linking work life balances and career salience in five star rated hotels in Kenya was statistically

significant ($F = 18.8905$, $Sig = .017835 < 0.05$) at 5% significant level. This bears the implications that the univariate regression model linking work life balances and career salience of five star rated hotel in Kenya was a good fit.

Table 4.29: Work Life Balances on Career Salience (ANOVA)

		Sum of		Mean		
	Model	Squares	df	Square	F	Sig.
1	Regression	1.260	1	1.260	18.8905	.017835
	Residual	10.061	158	0.0667		
	Total	11.321	159			

a. Dependent Variable: Career Salience

b. Predictors: (Constant), Work Life Balances

The study findings concur with those of Ishaya *et al.* (2008) who observed that conflict occurs when either time devoted to the requirements of one role, or strain from participating in a role or finally, specific behaviors required by a role, make it difficult to fulfill the requirements of another. Similarly, Katie (2011) studied how Work-life programs enhance employee retention and proposed that in addition to time-based conflict, social identity should be considered concurrently. He found that as time spent in the work role and the identity that an individual derives from the work role became incongruent, the conflict increased. Reddy (2010) in his study on work life balance among married women employees established that professional women in households where both spouses pursue careers did indeed experience work-life role conflict.

The study findings Filimon (2015) observed that in industrial countries employees across different organizational levels and with different family structures are concerned with achieving a better balance between working life, family obligations, leisure and socializing. An inability to create a balance between work and personal life could influence employees' effectiveness and productivity in the workplace thus affecting their career salience.

Katie (2011) studied how Work-life programs enhance employee retention and proposed that in addition to time-based conflict, social identity should be considered concurrently. He found that as time spent in the work role and the identity that an individual derives from the work role became incongruent, the conflict increased. Furthermore, individuals who have strong identities with either role, or significant identities in both the work and non-work roles, experience more role conflict

4.8.4 Family Association and Career Salience

To establish how family association affects career salience while holding other independent variables constants, the study adopted a univariate regression model in the form of $Y = \beta_0 + \beta_1 X_1 + \varepsilon$ where $Y = \text{Career Salience}$, and $X_1 = \text{family association}$. The summary results presented in table 4.30 shows that holding other factors constant, family association accounts for 30.9% in the variations of career salience in five star rated hotel in Kenya as shown by R-square value of 0.309. The R value of 0.556 shows existence of a moderately high relationship between family association and career salience.

Table 4.30: Family Association and Career Salience (Model Summary)

R	R Square	Adjusted R Square	Std. Error of the Estimate
.556 ^a	0.309	0.282	0.5361878

a. Predictors: (Constant), Family Association

The results of ANOVA presented in table 4.31 shows that the model linking family association and career salience in five star rated hotels in Kenya was statistically significant ($F = 7.365$, $\text{Sig} = .03971$, < 0.05) at 5% significant level. This bears the implications that the univariate regression model linking family association and career salience of five star rated hotel in Kenya was a good fit.

Table 4.31: Family Association on Career Salience (ANOVA)

		Sum of		Mean		
	Model	Squares	Df	Square	F	Sig.
1	Regression	0.7192	1	0.7192	7.365	.03971
	Residual	15.43	158	0.09765		
	Total	16.1492	159			

a. Dependent Variable: Career Salience

b. Predictors: (Constant), Family Association

4.9 Multivariate Regression Analysis

A multivariate regression model was conducted to test the joint relationship of all the independent variables and the dependent variable. In order to establish the statistical significance of the hypothesized relationships, multiple linear regression was conducted at 95 percent confidence level ($\alpha=0.05$). The results are presented in Tables 4.32 to 4.33. The findings revealed a relationship $R= 0.715$, indicating a strong positive association between organizational culture, leadership styles, work life balance and family association and career salience among employees in the five-star hotels industry. $R\text{-squared}= 0.511$ indicated that 51.1% of variation in the career salience among employees in the five-star hotels industry can be explained by organizational culture, leadership styles, work life balance and family association.

Table 4.32: Model Summary for Multivariate Regression Analysis (Joint)

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	0.715	0.511	0.499	0.33154

a. Predictors: (Constant), Family Association, Work life Balance, Organisational Culture, Leadership Styles

The results of ANOVA test show that the F value is 40.562 with a significance of p value = 0.000 which was less than 0.05, meaning that there is a significant relationship between organisational culture, leadership styles, work life balance and family association and career salience among employees in the five-star hotels industry. Similarly, the study compared the F-computed of 40.562 and F-tabulated (critical) which was 2.43. Since the F-computed was greater than f-critical the study concluded that the organisational culture, leadership styles, work life balance and family association significantly affected career salience among employees in the five-star hotels industry. These findings confirm that organisational culture, leadership styles, work life balance and family association are significant predictors of career salience.

Table 4.33: ANOVA for Multivariate Regression Analysis (Joint)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.834	4	4.458	40.562	0.000
	Residual	17.037	155	.110		
	Total	34.871	159			

a. Dependent Variable: Career Salience

b. Predictors: (Constant), Family Association, Work life Balance, Organisational Culture, Leadership Styles

The study used the findings of the multivariate regression in hypothesis testing. Multiple linear regression was conducted at 95 percent confidence level ($\alpha=0.05$). In the multivariate regression analysis, the coefficient of organisational culture was ($\beta=0.177$, $p=0.011$, <0.05) shows a positive statistically significant relationship between organisational culture and career salience in hotel industry in Kenya. Hence the study findings concluded that organisational culture positively and significantly affects career salience in hotel industry in Kenya. The finding of this study concurs with the arguments of Belias and Koustelios (2014) who showed a positive relationship between organizational cultures and employees' commitment, job satisfaction, performance, motivation, productivity and employee retention which are the key indicators of career salience.

The results further revealed that the coefficient of leadership styles was ($\beta=0.208$, $p=0.007$, <0.05) shows a positive statistically significant relationship between leadership styles and career salience in hotel industry in Kenya. The study concluded that leadership styles positively and significantly affect career salience in hotel industry in Kenya. The findings also show that leadership styles had the largest effect on career salience. The findings of this study concur with those of Melchar and Bosco (2010) who demonstrated that inspirational leaders inspire their commitment and loyalty towards company with the help of giving a specific direction to their activities, creating self-confidence among them and developing faith in grounds.

The findings of multivariate regression analysis showed that the coefficient of work life balance was ($\beta=0.202$, $p=0.002$, <0.05) shows a positive statistically significant relationship between work life balance and career salience in hotel industry in Kenya. The study concluded that work life balance positively and significantly affects career salience in hotel industry in Kenya. The findings were in agreement of assertion by Filimon (2015) who argued that inability to create a balance between work and personal life could influence employees' effectiveness and productivity in the workplace thus affecting their career salience.

The findings of multivariate regression analysis finally showed that the coefficient of family association was ($\beta=0.138$, $p=0.009$, <0.05) shows a positive and statistically significant relationship between family association and career salience in hotel industry in Kenya. The study concluded that family association significantly influences career salience in hotel industry in Kenya. These findings mirrored those by Pappas and Kounenou (2011) that found that parents have a greater influence than teachers on career choice and can even influence what major their children choose to pursue in college.

Table 4.34: Coefficients for Multivariate Regression Analysis

	B	Std. Error	Beta	t	Sig.
(Constant)	0.929	0.237		3.915	0.000
Leadership Styles	0.208	0.076	0.241	2.741	0.007
Work life Balance	0.202	0.063	0.248	3.217	0.002
Organisational Culture	0.177	0.069	0.219	2.558	0.011
Family Association	0.138	0.053	0.17	2.633	0.009

a Dependent Variable: Career Salience

4.10 Moderated Regression Analysis

The study sought to test the moderating effect of reward structure on the relationship between various antecedents and career salience among five star rated hotels in Kenya. The study used a moderated linear regression equation where the predictors variables included X (composite for independent variables), reward structure (moderator variable) and X*Z (Interaction Variables). The criteria used in this study was testing the significance of the interaction variable (X*Z) to test whether reward structure moderated the relationship between leadership styles, work life balance, organisational culture, family association and career salience.

The model summary results presented in Table 4.35 shows that the moderated regression equation had r-squared =0.567 which implied that inclusion of the reward structures improves the explanatory power of leadership styles, work life balance, organisational culture, family association on career salience. The r-squared without moderating variable was 0.511, with moderating variable r-squared became 0.567 which implies that reward structure enhanced the relationship between leadership styles, work life balance, organisational culture, family association and career salience.

Table 4.35: Model Summary for Moderated Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	0.753	0.567	0.562	0.33034

a Predictors: Constant), X4Z, Work life Balance, Leadership Styles, Organisational Culture, Family Association, X3Z, X2Z, X1Z

The ANOVA results showed $F=20.291$, $p=0.000$ which indicated that moderated regression model had a goodness of fit. The finding further implied that leadership styles, work life balance, organizational culture, and family association combined, reward structures and interaction variables ($X*Z$) were significantly affected career salience in five star rated hotels in Kenya. Similarly, the study compared the F-computed of 20.291 and F-tabulated (critical) which was 3.053. Since the F-computed was greater than f-critical the study concluded that the leadership styles, work life balance, organizational culture, and family association combined, reward structures and interaction variables ($X*Z$) significantly affected career salience among employees in the five star rated hotels industry.

Table 4.36: ANOVA for Moderated Regression Analysis

	Sum of Squares	df	Mean Square	F	Sig.
Regression	18.066	8	2.258	20.291	.000b
Residual	16.805	151	0.111		
Total	34.871	159			

a Dependent Variable: CareerSalience

b Predictors: (Constant), X4Z, Work life Balance, Leadership Styles, Organisational Culture, Family Association, X3Z, X2Z, X1Z

The regression coefficient results shows that X had a coefficient of 0.743, $p=0.000$ which implied that when X (leadership styles, work life balance, organizational

culture, and family association) significantly affected career salience. The interaction variable (X*Z) had a beta value= 0.208 with a corresponding p=0.007 which showed that the interaction variables significantly affected career salience. These findings implied that a reward structure was a significant moderating variable of the relationship between leadership styles, work life balance, organizational culture, and family association and career salience.

Table 4.37: Coefficients for Moderated Regression Analysis

	B	Std. Error	Beta	t	Sig.
(Constant)	7.172	0.616		11.633	0.000
Organisational Culture	0.276	0.141	0.17	1.955	0.050
Leadership Styles	0.469	0.091	0.357	5.169	0.000
Worklife Balance	0.346	0.122	0.204	2.824	0.005
Family Association	0.671	0.203	0.245	3.307	0.001
X1*Z	0.108	0.021	0.38	5.07	0.000
X2*Z	0.069	0.034	0.206	2.006	0.046
X3*Z	0.08	0.029	0.222	2.794	0.006
X4*Z	0.124	0.043	0.256	2.897	0.004

a Dependent Variable: Career Salience

4.11 Hypotheses Testing

The study used the findings of the multivariate regression in hypothesis testing. Multiple linear regression was conducted at 95 percent confidence level ($\alpha=0.05$).

H₀₁: There is no significant relationship between Organizational Culture and Career Salience in 5 Star Hotels in Kenya.

In the multivariate regression analysis, the coefficient of organisational culture was ($\beta=0.177$, $p=0.011$, <0.05) shows a positive statistically significant relationship between organizational culture and career salience in Hotel industry in Kenya. Hence the study findings concluded that organizational culture positively and significantly affects career salience in Hotel industry in Kenya. The study rejected **H₀₁** at $\alpha=0.05$

and concluded that there is a positive significant relationship between organizational culture and career salience in 5 star hotels in Kenya.

The study asked the respondents to mention the dominant type of organisational culture in their respective hotels. The most frequently mentioned organisational culture include; culture of quality service to customers, customers satisfaction, hierarchy culture, market culture for competition, quality services culture, good customer relations, culture that enhances career growth and results oriented culture.

The results further implied that improvement in organisational culture by a unit would lead to an increase of 0.177units in career salience among employees in the five star hotels industry. The finding of this study concurs with the arguments of Belias and Koustelios(2014) who showed a positive relationship between organizational cultures and employees' commitment, job satisfaction, performance, motivation, productivity and employee retention which are the key indicators of career salience.

H₀₂: There is no significant relationship between Leadership Styles and Career Salience in 5 Star Hotels in Kenya.

The results further revealed that the coefficient of leadership styles was ($\beta=0.208$, $p=0.007$, <0.05) shows a positive statistically significant relationship between leadership styles and career salience in Hotel industry in Kenya. The study concluded that leadership styles positively and significantly affects career salience in Hotel industry in Kenya. The study rejected H₀₂ at $\alpha=0.05$ and concluded that there is a positive significant relationship between leadership styles and career salience in 5 star hotels in Kenya.

The study further asked respondents the kind of leadership styles used their managers, majority of the respondents mentioned team work, team leadership, autocratic, good management and democratic styles of the leadership as the most used by the bosses at work. The findings concur with Ramchandran and Krishnan (2009) who also observed that the degree to which employees show their emotional intimacy with organization is largely influenced by leadership style.

H₀₃: There is no significant relationship between Work Life Balance and Career Salience in 5 Star Hotels in Kenya.

The findings of multivariate regression analysis showed that the coefficient of work life balance was ($\beta=0.202$, $p=0.002$, <0.05) shows a positive statistically significant relationship between work life balance and career salience in Hotel industry in Kenya. The study concluded that work life balance positively and significantly affects career salience in Hotel industry in Kenya. The study rejected H₀₃ at $\alpha=0.05$ and concluded that there is a positive significant relationship between work life balance and career salience in 5 star hotels in Kenya.

The study asked the respondents to mention ways of improving work life balance in their work place. The respondents frequently mentioned employment of enough employees to enable flexible shifts, flexible working hours, adequate staff, less working hours, restructuring of employees, good salary package, quality allowance, educating employees about work life balance, good communication and understanding among employees and management.

The study findings concurs with those of Ishaya *et al.* (2008) who observed that conflict occurs when either time devoted to the requirements of one role, or strain from participating in a role or finally, specific behaviors required by a role, make it difficult to fulfill the requirements of another. Similarly, Katie (2011) studied how Work-life programs enhance employee retention and proposed that in addition to time-based conflict, social identity should be considered concurrently.

H₀₄: There is no significant relationship between Family Association and Career Salience in 5 Star Hotels in Kenya.

The findings of multivariate regression analysis finally showed that the coefficient of family association was ($\beta=0.138$, $p=0.009$, <0.05) shows a positive and statistically significant relationship between family association and career salience in Hotel industry in Kenya. The study concluded that family association significantly influences career salience in Hotel industry in Kenya. The study rejected H₀₄ at $\alpha=0.05$ and concluded that there is a positive significant relationship between work

life balance and career salience in 5 star hotels in Kenya. The study also asked respondent to mention the kind of career advice received from their family and results showed that majority of the respondents mentioned that their family advised them to be satisfied in their current jobs, focus on teaching profession, being a doctor, business ideas, fiancé related profession, and finally they should ensure career growth in terms of experience for better opportunity in future. These findings concur with Jungen (2008) who also established a positive relationship between family association and career choice.

H₀₅: Rewards structure does not significantly moderates the relationship between various antecedents and career salience in the five star hotels industry in Kenya

The interaction variable (X*Z) had a beta value= 0.208 with a corresponding p=0.007 which showed that the interaction variables significantly affected career salience. These findings implied that a reward structure was a significant moderating variable of the relationship between leadership styles, work life balance, organisational culture, and family association and career salience. The study rejected **H₀₅**: and concluded that rewards structure significantly moderates the relationship between various antecedents and career salience in the five star rated hotels industry in Kenya.

Table 4.38: Summary of the Hypotheses Testing

Hypothesis	Method and Criteria	Remark
H₀₁: There is no significant relationship between Organizational Culture and Career Salience in 5 Star Hotels in Kenya	<ul style="list-style-type: none"> • Multivariate regression analysis (P< 0.05) 	Reject H₀₁
H₀₂: There is a no significant relationship between leadership styles and Career Salience in 5 Star Hotels in Kenya	<ul style="list-style-type: none"> • Multivariate regression analysis (P< 0.05) 	Reject H₀₂
H₀₃: There is no significant relationship between work life balance and Career Salience in 5 Star Hotels in Kenya.	<ul style="list-style-type: none"> • Multivariate regression analysis (P< 0.05) 	Reject H₀₃
H₀₄: There is no significant relationship between family association and Career Salience in 5 Star Hotels in Kenya	<ul style="list-style-type: none"> • Multivariate regression analysis (P< 0.05) 	Reject H₀₄
H₀₅: Rewards structure does not significantly moderates the relationship between various antecedents and career salience in the five star rated hotels industry in Kenya	<ul style="list-style-type: none"> • Moderated regression analysis (P< 0.05) 	Reject H₀₅

4.12 Optimal Model

The multiple Model $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$, therefore became,

Career Salience = 0.929 + 0.208 (Leadership Styles) + 0.202 (Work life Balance) + 0.177 (Organisational Culture) + 0.138 (Family Association)

$$Y = \text{Career Salience}$$

$\beta_0 = 0.929$ (Constant)

$\beta_1 = 0.177$ (Coefficients of Organisational Culture)

$\beta_2 = 0.208$ (Coefficients of Leadership Styles)

$\beta_3 = 0.202$ (coefficients of Worklife Balance)

$\beta_4 = 0.138$ (coefficients of Family Association)

ϵ = Represents the Error Term

In the revised conceptual framework, all the variables were maintained since they had a significant effect on career salience. Leadership styles had the largest influence on career salience followed by work life balance, organisational culture and finally family association as shown in Figure 4.3.

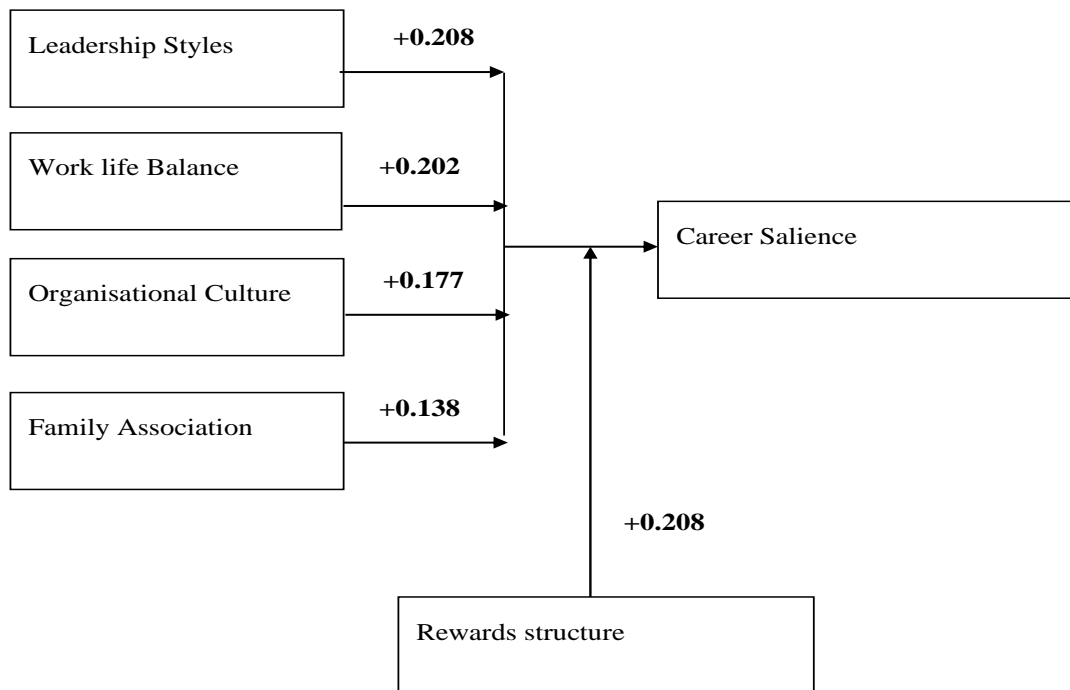


Figure 4.4: Revised Conceptual Framework

CHAPTER FOUR

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the summary of research findings on response rate, the general background information, the statistical analysis of specific objectives/research hypotheses. The conclusions and recommendations relating to specific objectives as well as suggestions for further research were highlighted.

5.2 Summary of Findings

This study sought to establish some of the antecedents of career salience in hotel industry in Kenya. According to the industry experts career salience is one of the major contributors of high employee turnover not only in hotel industry but also in other industries. The specific objectives of the study were; to determine the influence of organizational culture, leadership styles, work life balance and family association on career salience in 5 Star rated Hotels in Kenya. This study was guided by organizational culture theory, capacity theory, role theory, theory x and theory y, and ego-identity theory. The research was explanatory and followed a cross-sectional survey as the main objective was to establish the antecedents of career salience in five star rated hotels in Nairobi, Kenya. Explanatory survey design allowed the use of inferential statistics to determine relationship between the variables in the model.

The study focused on five star rated hotels in Nairobi City County, Kenya since over 65% of all five star rated hotels in Kenya have their heads office in Nairobi therefore five star rated hotels in Nairobi County is fair representation of Kenya. The unit of analysis in this study was five star rated hotels in Nairobi City County, Kenya while the hotel staff was the unit of observation. The total population for this study was 4,465 employees and managers of five star rated hotels in Nairobi City County, Kenya.

This study adopted stratified sampling because the population of interest is heterogeneous in nature. Therefore, the desired sample size was 196 respondents. The study used structured questionnaires as the main instrument for collecting primary data from respondents and in some instances document analysis was used as source of secondary data.

The descriptive statistics that were used in this study include frequency, percentages, mean and standard deviation. The study used descriptive analysis to provide the overview on how the respondents responded to various statements in the questionnaire. The study used both Pearson correlation and Multiple Linear Regression Analysis to establish the relationship between the study variables. Linear regression analysis was used to estimate the relationship between the dependent (Career Salience) and the antecedents of career salience, and provided a means of objectivity in assessing the degree and nature of the relationship between the dependent and independent variables. Further, Analysis of Variance (ANOVA) was carried out to test the significance of the overall model, while also testing hypotheses of the study.

5.2.1 Organizational Culture and Career Salience

The first objective of the study was to determine the influence of organizational culture on career salience in 5 Star rated Hotels in Nairobi City County, Kenya. The results of correlation analysis indicated that organizational culture had a positive and significant correlation with career salience in 5-star rated hotels in Kenya. The beta coefficient of Organizational Culture shows a positive and statistically significant relationship between Organizational Culture and career salience in 5 star rated hotels in Kenya. The study rejected H_{01} concluded that there is a positive significant relationship between organizational culture and career salience in 5-star hotels in Kenya.

5.2.2 Leadership Styles and Career Salience

The second objective of the study was to determine the influence of leadership styles on career salience in 5 Star Hotels in Kenya. The results of correlation analysis

indicated that leadership styles had a positive and significant correlation with career salience in 5-star rated hotels in Nairobi City County, Kenya. The beta coefficient of Leadership styles shows a positive and statistically significant relationship between leadership styles and career salience in 5 star rated hotels in Kenya. The study concluded that leadership styles positively and significantly affect career salience in 5 star rated Hotels in Kenya. The study rejected H_{02} and concluded that there is a positive significant relationship between leadership styles and career salience in 5-star hotels in Kenya

5.2.3 Work life Balance and Career Salience

The third objective of the study was to determine the influence of work life balance on career salience in the 5 star rated Hotel in Nairobi City County, Kenya. The results of correlation analysis indicated that Work life Balance had a positive and significant correlation with career salience in 5-star rated hotels in Kenya. The beta coefficient of work life balance shows a positive statistically significant relationship between work life balance and career salience in hotel industry in Kenya. The study concluded that work life balance positively and significantly affects career salience in hotel industry in Kenya. The study rejected H_{03} and concluded that there is a positive significant relationship between work life balance and career salience in 5-star hotels in Kenya

5.2.4 Family Associations and Career Salience

The study finally sought to determine the influence of family association on career salience in Kenya. The results of correlation analysis indicated that family association had a positive and significant correlation with career salience in 5-star hotels in Kenya. The beta coefficient of family association shows a positive and statistically significant relationship between family association and career salience in 5 star rated hotels in Kenya. The study concluded that family association significantly influences career salience in 5 star rated hotels in Kenya. The study rejected H_{04} and concluded that there is a positive significant relationship between work life balance and career salience in 5-star rated hotels in Kenya.

5.2.5 Moderating Effect of Rewards of Antecedents of career Saliency

The study to establish the moderating effect of rewards structure on the relationship between various antecedents and career saliency in the five-star hotels industry in Kenya. The finding showed that interaction variable (significantly affected career saliency. These findings implied that a reward structure was a significant moderating variable of the relationship between leadership styles, work life balance, organizational culture, and family association and career saliency. The study rejected H₀₅: and concludes that rewards structure significantly moderates the relationship between various antecedents and career saliency in the five-star rated hotels in Kenya.

5.3 Conclusion

The study concluded that organisations where there is a culture of collective responsibility, teamwork, results oriented enables people to attach more importance to their careers. Employees assume the culture in any organisation they join hence organisational culture influences career saliency among employees. The study further concluded that culture encourages openness to new thoughts, encouraging work and a people-oriented environment.

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

The study further concluded that employees working in organisations where priority is also given to their other aspects of life other than work commitments feel more satisfied and engaged in their work compared to employees that struggle with work life balance management. Therefore, work life balance is an essential component in ensuring career saliency among employees.

Finally, the study concluded that family members especially parents and guardians in their actions can influence one to end in careers they aren't passionate about just to please the family. Such individuals struggle to keep up with the pressures from work and end up being dissatisfied and can quit their job. The study also concluded that rewards structures play a significant role in moderating the relationship between various factors and career salience.

5.3.1 Contribution of Study to Knowledge

The study developed an empirical model which can be adopted to predict career salience in five-star rated hotels in Kenya using organisation culture, leadership styles, work life balance and family association. Similarly, this study expounded on the utility of organizational culture theory, capacity theory, role theory, theory x and theory y, ego-identity theory and Path Goal Leadership Theory which were adopted to explain some of the antecedents of career salience in five-star hotel in Kenya.

5.4 Recommendations of the Study

This study revealed that organisational culture, leadership styles and work life balance significantly influenced career salience in five star rated hotels in Kenya. Based on these findings the following recommendations were made;

5.4.1 Organisational Culture and Career Salience

The study recommended that five star rated hotels and other organisations should conduct an assessment on the organisational culture. This will enable organisations to determine the strength and weakness in terms of the organisational culture. The organisations should work on their weakness in terms of organisational culture that promotes teamwork, responsibility and self-belonging. Achieving the right organisation culture enhances the career salience. The study also recommends that organisations should ensure a friendly working environment for its employees in order to achieve high levels of employee engagement. Creating an enabling environment also ensures good working relationships between colleagues will enables them to exploit their strength areas.

5.4.2 Leadership Styles and Career Saliency

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

5.4.3 Work life Balance and Career Saliency

The study recommends that companies should have adequate work life balance policy that include leave days, provision for maternity leave that would go a long way in ensuring people continues with their normal life besides work. The best work-life balance is different for each of employees because we all have different priorities and different lives therefore work life balance should in a manner that accommodates everyone.

5.4.4 Family Associations and Career Saliency

The study recommends that family members must be careful when providing career advice to their children and relations. While parents assume that their direct career advice may be influential, they may be unaware that they can also exert a strong career influence simply by serving as examples of workers. Parents have been found to greatly impact the career selection process of their children.

5.4.5 Reward Structure and Antecedents of Career Saliency

This study also recommends that management of the five star rated hotels in Kenya should continue and even enhance their rewarding systems. Rewarding employees will increase their career saliency by enhancing the effects of various antecedents on career saliency. On the other hand, rewarding should be managed cautiously not to

have repulsive effects on employees. Promotions, increase salary and benefits are some of the forms of reward that five star rated hotels in Kenya should continue to adopt.

5.5 Areas for Further Research

This study focused on organisational culture, leadership styles, work life balance and family associations as antecedents of career salience. The study established that organisational culture, leadership styles, work life balance and family associations explain 43.3% of variation in the career salience among employees in the five-star hotels industry. Further studies should focus on other factors that explain the remaining 56.7% of the variation in career salience. Similarly, further studies should focus on the factors influencing career salience but in different sector such banking specifically among millennials employees. The study further suggested that further study should be conducted to test whether various aspects of leadership styles, organisational culture significantly influence career salience in five-star hotel in Kenya.

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APPENDICES

Appendix I: Questionnaire

Serial No. _____

This questionnaire is divided into six sections. Please take a few minutes of your time to complete it. The purpose of this questionnaire is to help collect data for a PhD Thesis at Jomo Kenyatta University of Agriculture and Technology. Respond by ticking the appropriate box in the blank spaces provided or writing on the spaces provided. Information collected will be treated with utmost confidentiality.

Organisation Name:

SECTION I: BASIC INFORMATION

Please answer the following questions by placing a tick [] where necessary in the spaces provided: -

1. What is your gender?
 - a. Male [
 - b. Female [
2. In which age category do you belong?
 - a. 18 - 25 [
 - b. 26 - 35 [
 - c. 36 – 45 [
 - d. 46 - 55 [
 - e. 56 – 60 [
 - f. 60 and above [
3. What is your highest academic qualification?
 - a. Diploma [
 - b. Undergraduate [
 - c. Masters [
 - d. PhD [
4. What designation level are you in your organisation?
 - a. Top Management [
 - b. Middle Management [
 - c. Supervisory [
 - d. Subordinate [
5. How many years have you worked in your organisation?.....

SECTION II: ORGANIZATIONAL CULTURE

6. The table below indicates various statements on the influence of organizational culture on career salience. You are required to express your level of agreement by ticking [√] in appropriate columns named;

SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3),

A = Agree (4), SA = Strongly Agree (5)

	SD (1)	D (2)	N (3)	A (4)	SA (5)
My hotel emphasizes on meeting customers' needs as results are more important than following the correct organizational procedures					
The culture in my department encourages openness to new thoughts.					
My hotel has prepared internal capabilities to adopt new ideas, process, or product successfully					
Most employees want to make real contribution to the success of the company					
In my hotel there are clear lines of authority and responsibility and the work is well planned and organized.					
I am encouraged to make suggestion					
I am clear on What my duties and responsibilities are					
In my hotel we practice a culture of teamwork, trusting, encouraging work and a people-oriented environment					
I am expected to have more responsibility for my job performance					
In general decisions are taken by individuals					
I feel stressed at work because my company is only interested in the work employees produce.					

The culture in my hotel is job-orientated and emphasizes judgement by results.					
I am expected to show patience and perseverance in achieving results and goals					
Most employees perceive themselves as avoiding risks and spending only a limited effort in their jobs					

7. Please mention the dominant type of organizational culture in your Hotel

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SECTION III: LEADERSHIP STYLES

8. The table below indicates various statements on the influence of leadership styles on career salience. You are required to express your level of agreement by ticking [√] in appropriate columns named;

SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3),
A = Agree (4), SA = Strongly Agree (5)

	SD (1)	D (2)	N (3)	A (4)	SA (5)
It is the leader’s job to help subordinates find their “passion”					
My head of department give orders and clarify procedures					
Generally,my team leader leaves subordinates performance alone					
The leader is the chief judge of the achievements of the members of the group					
Leaders help subordinates accept responsibility					

for completing their work					
Leaders allow subordinates to appraise their own work					
Most employees feel insecure about their work and need direction					
Leaders provide guidance without pressure is the key to being a good leader					
In complex situations, leaders let subordinates work problems out on their own					
Employees want to be a part of the decision-making process					
Employees are supervised closely, in order to do their work					

9. What kind of leadership style does your manager use?

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SECTION IV: WORK LIFE BALANCES

10. The table below indicates various statements on the influence of work life balances on career salience. You are required to express your level of agreement by ticking [√] in appropriate columns named;

SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3), A = Agree (4), SA = Strongly Agree (5)

	SD	D	N	A	SA
	(1)	(2)	(3)	(4)	(5)
I am satisfied with the working hours of my hotel					
I get enough time for my family after work					
I am able to balance my work and my life					

Most often I think or worry about work even when am not actually at work or travelling to work					
My organization takes initiative to manage work life of its employees					
I work for long hours or overtime and even on holidays					
I often miss out quality time with my family and friends because of work pressure					
Policy for work life management helps to increase productivity of the organization					
The leave policy of the company is not satisfactory					
I think I have a good career prospect in the hotel					
I have very flexible working hours that allow me time personal life					

Do you think that if employees have good work-life balance in the hotel will be more effective and successful?

Yes [] No []

11. What would you recommend about improving your work life balance in your hotel?

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SECTION V: FAMILY ASSOCIATION

12. The table below indicates various statements on the influence of Family Association on career salience. You are required to express your level of agreement by ticking [√] in appropriate columns named;

SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3),
 A = Agree (4), SA = Strongly Agree (5)

	SD	D	N	A	SA
	(1)	(2)	(3)	(4)	(5)
The family helped me to generate different possibilities and new experiences					
I joined this career because most of my friends encouraged me and some of them were already in it.					
I ended up in this career because it is in our family traditions to pursue such					
My family provided all the tangible assistance I needed to pursue this career					
I am in this career because I feel it is prestigious and fulfilling					
I was offered all the emotional support I needed by all of my friends and family members					
I am in this career because it was the only course I qualified for after sitting my O-Level exams					
My family and friends suggested alternatives regarding schools, training and my career					
My parents pushed me into this career for					

family interest and not mine					
My career choice did not have any disruptive impact on the family					

Would you choose the same career if you had to do it over?

Yes []

No []

13. What kind of career related information did the family provide?

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SECTION VI: REWARDING SYSTEMS

For the following statements please indicate your opinion or to what extent you agree or disagree

No	Statement	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
1	My work contribution is adequately rewarded.					
2	I feel motivated by the pay and reward package.					
3	If I was paid more I would be more willing to go the extra mile.					
4	I feel that my work is challenging and utilizes my potential.					
5	I think my reward package is all inclusive and is competitive.					

SECTION VII: CAREER RESILIENCE

14. The table below indicates various statements on career resilience. You are required to express your level of agreement by ticking [] in appropriate columns named;

SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3),
 A = Agree (4), SA = Strongly Agree (5)

	SD (1)	D (2)	N (3)	A (4)	SA (5)
My career choice is a good occupational decision for me					
My career enables me to make significant contributions to society					
My level of education has opened new opportunities and enabled my career to grow steadily					
The career I am in fits me and reflects my personality					
My education and training are tailored for this career					
I am an ambitious person and this has enabled me to grow my career and steer it in the right direction					
I don't intend changing careers					
All the planning and thought I gave for pursuing this career are waste					
My career is an integral part of my life					
My job is important for me					
My job gives me satisfaction					

Do you think the values of your organization affect your career growth/development?

Yes [] No []

Please explain

.....

THANKS FOR TAKING TIME TO FILL THIS QUESTIONNAIRE

Appendix II: Reliability Statistics for Items used in the Questionnaire

Item-Total Statistics for organizational culture

Items	Cronbach Alpha Value if Item Deleted
My hotel emphasizes on meeting customers' needs as results are more important than following the correct organizational procedures	0.813
The culture in my department encourages openness to new thoughts.	0.824
My hotel has prepared internal capabilities to adopt new ideas, process, or product successfully	0.799
Most employees want to make real contribution to the success of the company	0.801
In my hotel there are clear lines of authority and responsibility and the work is well planned and organized.	0.794
I am encouraged to make suggestion	0.878
I am clear on What my duties and responsibilities are	0.819
In my hotel we practice a culture of teamwork, trusting, encouraging work and a people-oriented environment	0.856
I am expected to have more responsibility for my job performance	0.786
In general decisions are taken by individuals	0.819
I feel stressed at work because my company is only interested in the work employees produce.	0.901
The culture in my hotel is job-orientated and emphasizes judgement by results.	0.823
I am expected to show patience and perseverance in achieving results and goals	0.882
Most employees perceive themselves as avoiding risks and spending only a limited effort in their jobs	0.894

Item-Total Statistics for Leadership styles

Items	Cronbach Alpha Value if Item Deleted
It is the leader's job to help subordinates find their "passion"	0.801
My head of department give orders and clarify procedures	0.836

Generally, my team leader leaves subordinates performance alone	0.812
The leader is the chief judge of the achievements of the members of the group	0.819
Leaders help subordinates accept responsibility for completing their work	0.799
Leaders allow subordinates to appraise their own work	0.811
Most employees feel insecure about their work and need direction	0.834
Leaders provide guidance without pressure is the key to being a good leader	0.866
In complex situations, leaders let subordinates work problems out on their own	0.809
Employees want to be a part of the decision-making process	0.814
Employees are supervised closely, in order to do their work	0.794

Item-Total Statistics for work life balance

Items	Cronbach Alpha Value if Item Deleted
I am satisfied with the working hours of my hotel	0.777
I get enough time for my family after work	0.798
I am able to balance my work and my life	0.801
Most often I think or worry about work even when am not actually at work or travelling to work	0.810
My organization takes initiative to manage work life of its employees	0.754
I work for long hours or overtime and even on holidays	0.776
I often miss out quality time with my family and friends because of work pressure	0.734
Policy for work life management helps to increase productivity of the organization	0.746
The leave policy of the company is not satisfactory	0.811
I think I have a good career prospect in the hotel	0.750
I have very flexible working hours that allow me time personal life	0.749

Item-Total Statistics for Family Association

Items	Cronbach Alpha Value if Item Deleted
The family helped me to generate different possibilities and new experiences	0.822
I joined this career because most of my friends encouraged me and some of them were already in it.	0.812
I ended up in this career because it is in our family traditions to pursue such	0.791
My family provided all the tangible assistance I needed to pursue this career	0.831
I am in this career because I feel it is prestigious and fulfilling	0.845
I was offered all the emotional support I needed by all of my friends and family members	0.816
I am in this career because it was the only course I qualified for after sitting my O-Level exams	0.901
My family and friends suggested alternatives regarding schools, training and my career	0.733
My parents pushed me into this career for family interest and not mine	0.863
My career choice did not have any disruptive impact on the family	0.815

Item-Total Statistics for Reward Structure

Items	Cronbach Alpha Value if Item Deleted
My work contribution is adequately rewarded.	0.798
I feel motivated by the pay and reward package.	0.774
If I was paid more I would be more willing to go the extra mile.	0.789
I feel that my work is challenging and utilizes my potential.	0.814
I think my reward package is all inclusive and is competitive.	0.745

Item-Total Statistics for Career Salience

Items	Cronbach Alpha Value if Item Deleted
My career choice is a good occupational decision for me	0.744
My career enables me to make significant contributions to society	0.836
My level of education has opened new opportunities and enabled my career to grow steadily	0.814
The career I am in fits me and reflects my personality	0.793
My education and training are tailored for this career	0.769
I am an ambitious person and this has enabled me to grow my career and steer it in the right direction	0.739
I don't intend changing careers	0.784
All the planning and thought I gave for pursuing this career are waste	0.763
My career is an integral part of my life	0.747
My job is important for me	0.817
My job gives me satisfaction	0.787

Appendix III Factor Analysis results for individual variables Organisation

Culture

Communalities	Initial	Extraction
My Hotel emphasizes on meeting customers' needs as results are more important than following the correct organizational procedures	1	0.515
The culture in my department encourages openness to new thoughts	1	0.646
My Hotel has prepared internal capabilities to adopt new ideas, process, or product successfully	1	0.525
Most employees want to make real contribution to the success of the company	1	0.588
In my Hotel there are clear lines of authority and responsibility and the work is well planned and organized.	1	0.56
I am encouraged to make suggestion	1	0.563
I am clear on What my duties and responsibilities are	1	0.599
In my Hotel we practice a culture of teamwork, trusting, encouraging work and a people-oriented environment	1	0.555
I am expected to have more responsibility for my job performance	1	0.56
In general decisions are taken by individuals	1	0.567
I feel stressed at work because my company is only interested in the work employees produce.	1	0.626
The culture in my Hotel is job-orientated and emphasizes judgement by results.	1	0.545
I am expected to show patience and perseverance in achieving results and goals	1	0.557
Most employees perceive themselves as avoiding risks and spending only a limited effort in their jobs	1	0.657

Extraction Method: Principal Component Analysis.

Leadership Styles

Communalities	Initial	Extraction
It is the leader's job to help subordinates find their "passion"	1	0.815
My head of department give orders and clarify procedures	1	0.878
Generally my team leader leaves subordinates performance alone	1	0.844
The leader is the chief judge of the achievements of the members of the group	1	0.835
Leaders help subordinates accept responsibility for completing their work	1	0.891
Leaders allow subordinates to appraise their own work	1	0.804
Most employees feel insecure about their work and need direction	1	0.807
Leaders provide guidance without pressure is the key to being a good leader	1	0.804
In complex situations, leaders let subordinates work problems out on their own	1	0.881
Employees want to be a part of the decision-making process	1	0.873
Employees are supervised closely, in order to do their work	1	0.854

Extraction Method: Principal Component Analysis.

Work life Balance

Communalities	Initial	Extraction
I am satisfied with the working hours of my hotel	1	0.633
I get enough time for my family after work	1	0.681
I am able to balance my work and my life	1	0.682
Most often I think or worry about work even when am not actually at work or travelling to work	1	0.606
My organization takes initiative to manage work life of its employees	1	0.686
I work for long hours or overtime and even on holidays	1	0.602
I often miss out quality time with my family and friends because of work pressure	1	0.676
Policy for work life management helps to increase productivity of the organization	1	0.693
The leave policy of the company is not satisfactory	1	0.648
I think I have a good career prospects in the hotel	1	0.678
I have very flexible working hours that allow me time personal life	1	0.637
Do you think that if employees have good work-life balance in the hotel will be more effective and successful	1	0.616

Extraction Method: Principal Component Analysis.

Family Association

Communalities	Initial	Extraction
The family helped me to generate different possibilities and new experiences	1	0.702
I joined this career because most of my friends encouraged me and some of them were already in it	1	0.757
I ended up in this career because it is in our family traditions to pursue such	1	0.743
My family provided all the tangible assistance I needed to pursue this career	1	0.786
I am in this career because I feel it is prestigious and fulfilling	1	0.722
I was offered all the emotional support I needed by all of my friends and family members	1	0.704
I am in this career because it was the only course I qualified for after sitting my O-Level exams	1	0.74
My family and friends suggested alternatives regarding schools, training and my career	1	0.864
My parents pushed me into this career for family interest and not mine	1	0.821
My career choice did not have any disruptive impact on the family	1	0.76
Would you choose the same career if you had to do it over	1	0.847

Extraction Method: Principal Component Analysis.

Reward Structure

Communalities	Initial	Extraction
My work contribution is adequately rewarded	1	0.809
I feel motivated by the pay and reward package	1	0.749
If I was paid more I would be more willing to go the extra mile	1	0.768
I feel that my work is challenging and utilizes my potential	1	0.731
I think my reward package is all inclusive and is competitive	1	0.745

Extraction Method: Principal Component Analysis.

Career Salience

Communalities	Initial	Extraction
My career choice is a good occupational decision for me	1	0.71
My career enables me to make significant contributions to society	1	0.886
My level of education has opened new opportunities and enabled my career to grow steadily	1	0.787
The career I am in fits me and reflects my personality	1	0.702
My education and training are tailored for this career	1	0.856
I am an ambitious person and this has enabled me to grow my career and steer it in the right direction	1	0.839
I don't intend changing careers	1	0.799
All the planning and thought I gave for pursuing this career are waste	1	0.725
My career is an integral part of my life	1	0.885
My job gives me satisfaction	1	0.711
My job is important for me	1	0.761
Do you think the values of your organization affect your career growth/development?	1	0.718

Extraction Method: Principal Component Analysis.