

Leadership styles, talent management and employee performance in the hotel industry in Uganda.

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ABSTRACT

The purpose of this paper is to examine how Leadership Styles, Talent Management Impact Employee Performance in the hotel industry in Uganda. This study was cross-sectional and also adopted a correlational research design. Data was processed by SPSS on a sample of 240 hotels. The findings revealed that there is a strong Correlation between Leadership Styles and Employee Commitment. The study also revealed that there was a strong positive significant relationship between Employee Commitment and Employee Performance with a Pearson correlation coefficient of 0.918. The study recommends that the management of three-star hotels should train their managers and staff in order to improve the leadership skills of the managers and ensure that leaders should have leadership skills which can improve the effectiveness of their group members hence improving the performance of the employees of hotels as whole. It is also recommended that the managers in hotel industry should improve their interpersonal skills which enables them to build good relationship among themselves and the employers as this boosts high morale and greater job satisfaction which eventually improve their performance.

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Background to the study

The Hotel Industry is any type or form of business relating to the provision of accommodation in lodging, food and drinks and various types of other services that are interconnected and which are intended for public service, both of which use the lodging facilities or who simply use the services or the production. The hotel industry in Uganda continues to grow steadily with a number of hotels emerging across the country. For instance, there are very many three-star hotels in Kampala City (Uganda Tourism Board, 2017). According to the (UBOS, 2016), Uganda received 1.32 million tourist arrivals. The number of arrivals through the gazette border posts increased by 4.1% between 2015 and 2016. In 2016, most tourist arrivals in the country were from the African continent (79.2%) followed by Europe (8.3%) Asia (5.5%) and America (5.4%).

A leadership style is a leader's method of providing direction, implementing plans, and motivating people (Bendtner, 2012). Various authors have proposed identifying many different leadership styles as exhibited by leaders in the political, business or other fields. What is known about leadership styles is that there are numerous leadership styles such as transformational, autocratic, participative styles etc (Bennie, 2010). Effective leaders have a style or a combination of multiple styles that make them successful in guiding and inspiring employees. Successful leaders are capable of driving creativity and productivity, while also improving the bottom line of a business.

However, what is not known about leadership styles is how these various types of leadership styles can influence the performance of employees within a firm. Therefore, this study aims at informing different hotel stakeholders on ways how to improve on leadership styles hence boosting the employee performance. Talent management refers to the anticipation of required human capital for an organization and the planning to meet those needs. Talent management is the science of using strategic human resource planning to improve business value and to make it possible for companies and organizations to reach their goals (Benson, 2014). Everything done to recruit, retain, develop, reward and make people perform forms a part of talent management as well as strategic workforce planning. A talent-management strategy should link to business strategy to function more appropriately. This study aims at providing an in-depth insight about talent management hence establishing better techniques of identifying and promoting talent within the hotels hence improving on employee performance.

Employee performance is the job-related activities expected of a worker and how well those activities were executed (Blake, 2014). Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement (Bobson, 2013). What is known about employee performance is that it concerns how the employee executes tasks given. However, what is not known is how business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement.

In Africa, however, organizational goals can never be achieved without proper leadership style in play. Effective leadership in an organization is very important for continued prosperity, hotels notwithstanding (Brian, 2011). The hotel industry in Kenya has witnessed tremendous changes brought about by globalization, liberalization, intense competition among rivals, changing regulatory guidelines, technology, and more demanding customers. In Nigeria, among most hotels, talent management is considered a major tool to boost the performance of employees (Charlie, 2011).

In Uganda however, hotels instead of concentrating on a single leadership style, leaders can vary their approaches depending on three factors: forces in the leader, forces in the subordinate and forces in the situation (Chatman, 2011). There is a close relationship between leader's expectation and the resulting performance of subordinates. Talent management is also one of the critical resources for organizations such as hotel to attain advantage since it aims at ensuring the right job placements at the right time, in the right position for the right candidate to deliver their best and remain committed hence perform better (Christopher, 2015).

In Kampala, a number of hotels have embraced talent management and managed to retain their talented staff hence improving on their productivity (Corbett, 2012). All of the reasons listed for why employees leave organizations fall under the purview of talent management and understanding employee hot buttons should provide insight into where organizations could deploy resources to reduce turnover (Ayahle, 2013). In fact, in another context leadership is important for such hotels since it also acts as an important key factor for improving the performance of their employees.

The style of leadership affects performance since performance cannot be achieved in the absence of leadership that can adapt to the changes and challenges of the environment. On the other side, Talent Management is also believed to be a vital instrument in boosting employee performance (Csoka, 2013). For instance, when talent is properly nurtured within organizations, the Performance of employees improves.

There are several issues hindering employee performance within hotels (Danson, 2014). One of the possible problems presumed being; the inflexibility and insensitivity of the leadership styles by the managers in those three-star hotels. For instance, when they fail to adjust their style of leading to the changing situations and business environment, this affects the performance of their employees within the hotel industry (Dima, 2014). This failure is as a result of the lack of understanding of the fact that no one particular style of leadership can fit all conditions and must be flexible to give room for change.

Currently, it is believed that there is failure to properly identify, nurture and develop talented employees since most of them tend to be ignored by leaders in these hotels in Kampala (Uganda Tourism Board, 2017). This has affected talent retention and even talent attraction. Some of them opt to join other hotels or even quit their careers and when they do, these hotels suffer from poor employee performance since they are irreplaceable. Therefore, if the leaders with these hotel institutions do not adjust their leadership styles and properly identify and nurture talented staff, then it might be difficult to improve employee performance (Uganda Tourism Board, 2017).

However, despite repeated efforts to train managers of these hotels on proper leadership styles and talent management, very little success has been realized concerning an improvement in employee performance (Uganda Tourism Board, 2017). Despite to the incessant training of hotel authorities in leadership styles and talent management, there are numerous complaints from tourists and other customers about the hotel employees' performance in terms of quality of services. It was in this aspect that the researcher examined Leadership Styles, Talent Management, Employee Commitment and Employee Performance in three-star hotels in Kampala, Uganda.

Theoretical review

Contingency Theory

This was developed by Fred Fiedler in 1958. Fiedler's contingency theory is one of the contingency theories that states that effective leadership depends not only on the style of leading but on the control over a situation. There needs to be good leader-member relations, task with clear goals and procedures, and the ability for the leader to mete out rewards and punishments (Bendtner, 2012). Lacking these three in the right combination and context will result in leadership failure. Fiedler created the least preferred co-worker

(LPC) scale, where a leader is asked what traits can be ascribed to the co-worker that the leader likes the least. Fiedler's contingency theory is a qualification or type of contingency theory. Contingency theories in general state that the effectiveness of leadership depends upon the situation, and there are numerous factors, such as the nature of the task, leader's personality, and make-up of the group being led for a more comprehensive discussion of contingency theories in general (Dorling, 2012).

Fiedler's contingency theory emphasized the leader's personality, or psychological disposition, is a main variable in her/his ability to lead, and said that how the group receives the leader, the task involved, and whether the leader can actually exert control over the group are the three principle factors that determine how successful the leader-led arrangement will be (Dubrin, 2015). Thus, the values from the least preferred co-worker (LPC) are added and then averaged to produce the score. A high LPC score, as can be seen from the example, exhibits a positive orientation towards human relations. She / he gets along with people. The nature of the task is less important and issues in doing it may be compensated for with good human relations. When the environment is such that each group member is independent, such as in a scientific setting, tasks may not be all that well defined, and a leader must rely more on her or his personality to accomplish goals (Emmet, 2011).

Tanneban-Schmdit Leadership Continuum theory

The study was also based on Tanneban-Schmdit Leadership Continuum theory developed by Robert Tannenbaum and Warren Schmidt in 1957. These scholars published a model of leadership explaining the different ways that leaders interact with their followers. The model is a continuum that showed that, at one end of the spectrum, a leader can have nearly total freedom to decide while, at the other end of the spectrum, the team can have nearly total freedom to decide (Arthur, 2011). In-between these two extremes, Tannenbaum and Schmidt identified 7 types of leadership style. Knowing these style options and being able to apply them to a workplace situation correctly is the secret of effective leadership. The theory states that there are 7 levels of control and freedom correspond broadly to a team's level of development. When a team is immature, i.e. unmotivated and unskilled, the styles will be on the left-hand side of the spectrum. When a team is motivated and skilled, the styles will be on the right. Tannenbaum and Schmidt thought that there were two other factors to be taken into account when selecting a style (Ayahle, 2013).

Almost after four decades, in 1973, Tannenbaum & Schmidt came up with a continuum of earlier studies with range of leadership behaviors, ranging from manager-centered (task) to subordinate-centered (relationship). Tannenbaum and Schmidt Continuum model shows the relationship between the levels of freedom that a manager chooses to give to a team, and the level of authority used by the manager. As we already discussed in Situational leadership, number of parameters goes into choosing the managerial style: manager's competence, subordinate's developmental level, the situation (Bandura, 2014). The Tannenbaum-Schmidt Leadership Continuum is a model showing the relationship between the level of authority you use as a leader and the freedom this allows your team.

Materials/Literature Review

The concept of Leadership styles

Leadership style is the manner and approach of providing direction, implementing plans, and motivating

people (Bandura, 2014). As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader. According to Research by as a center, leadership style is the way a person uses power to lead other people. Research has identified a variety of leadership styles based on the number of followers.

Autocratic leadership style is centered on the boss. In this leadership the leader holds all authority and responsibility (Findlay, 2012). In this leadership, leaders make decisions on their own without consulting subordinates. They reach decisions, communicate them to subordinates and expect prompt implementation. Autocratic work environment does normally have little or no flexibility. In this kind of leadership, guidelines, procedures and policies are all natural additions of an autocratic leader (Benson, 2014). Statistically, there are very few situations that can actually support autocratic leadership. Some of the leaders that support this kind of leadership include: Albert J Dunlap (Sunbeam Corporation) and Donald Trump (Trump Organization) among others (Gemmill, 2014).

Democratic Leadership style, subordinates are involved in making decisions. Unlike autocratic, this leadership is centered on subordinates' contributions. The democratic leader holds final responsibility, but he or she is known to delegate authority to other people, who determine work projects (Grierson, 2016). The most unique feature of this leadership is that communication is active upward and downward. With respect to statistics, democratic leadership is one of the most preferred leadership, and it entails the following: fairness, competence, creativity, courage, intelligence and honesty.

Strategic leadership is one that involves a leader who is essentially the head of an organization. The strategic leader is not limited to those at the top of the organization (House, 2015). It is geared to a wider audience at all levels who want to create a high-performance life, team or organization. The strategic leader fills the gap between the need for new possibility and the need for practicality by providing a prescriptive set of habits. An effective strategic leadership delivers the goods in terms of what an organization naturally expects from its leadership in times of change. 55% of this leadership normally involves strategic thinking (Hurley, 2011).

Unlike other leadership styles, transformational leadership is all about initiating change in organizations, groups, oneself and others (Idriis, 2015). Transformational leaders motivate others to do more than they originally intended and often even more than they thought possible. They set more challenging expectations and typically achieve higher performance. Statistically, transformational leadership tends to have more committed and satisfied followers. This is mainly so because transformational leaders empower followers (Kadenge, 2013).

Team leadership involves the creation of a vivid picture of its future, where it is heading and what it will stand for (Kahai, 2014). The vision inspires and provides a strong sense of purpose and direction. Team leadership is about working with the hearts and minds of all those involved. It also recognizes that teamwork may not always involve trusting cooperative relationships. The most challenging aspect of this leadership is whether or not it will succeed. According to Harvard Business Review, team leadership may fail because of poor leadership qualities (Kahn, 2012).

The Concept of Talent Management

Talent Management, as the name itself suggests is managing the ability, competency and power of employees within an organization (Lameni, 2013). The concept is not restricted to recruiting the right candidate at the right time but it extends to exploring the hidden and unusual qualities of your employees and developing and nurturing them to get the desired results.

Talent Management in organizations is not just limited to attracting the best people from the industry but it is a continuous process that involves sourcing, hiring, developing, retaining and promoting them while meeting the organization's requirements simultaneously (Lethwaite, 2014). For instance, if an organization wants the best talent of its competitor to work with it, it needs to attract that person and offer him something that is far beyond his imagination to come and join and then stick to the organization. Only hiring him does not solve the purpose but getting the things done from him is the main task. Therefore, it can be said that talent management is a full-fledged process that not only controls the entry of an employee but also his or her exit.

Some organizations may find the whole process very unethical especially who are at the giving end (who loses their high-worth employee). But in this cut-throat competition where survival is a big question mark, the whole concept sounds fair (Lewin, 2016). Every organization requires the best talent to survive and remain ahead in competition. Talent is the most important factor that drives an organization and takes it to a higher level, and therefore, cannot be compromised at all. It won't be exaggerating saying talent management as a never-ending war for talent (Likert, 2015).

The Concept of Employee performance

Employee performance concerns the job related activities expected of a worker and how well those activities were executed (Warsame, 2010). Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement. When used as a basis for decision making, employee performance assessments can be extremely useful - indeed indispensable tools. But if these are to be reliable, they must be accurate, unbiased, otherwise fair and constructively capture the key parameters of employee performance. Ideally, the measures of employee performance should be known to the employee as core defining job expectations, against which the employee can not only measure actual performance, but also motivate it (Corbett, 2012).

The considerations that the concept of employee performance encompasses will vary from job to job and often, if not usually include very job-specific parameters, e.g., ratio of calls to sales or a surgeon's operating room mortality rates per angioplasty (Bobson, 2013). In focusing on employee performance for the purposes of cost analysis, promotion, salary increases, dismissal, retention, etc., the measures of employee performance adopted should ideally be transparent to the employee, with performance expectations and standards made clear to the employee from the outset, in the interest of fairness and clarity (Brian, 2011).

The basis of performance management is performance standards. Performance standards determine what an employee must do to meet or exceed her employer's standards. For example, assume the performance standards for customer service agents require an 80 percent customer satisfaction rating (Corbett, 2012). Employees who steadily achieve 80 percent satisfaction ratings month after month receive performance

appraisal measurements that indicate they are meeting the employer's expectations; however, agents who surpass that level with 95 percent customer satisfaction are likely to receive superior appraisals for exceeding their employer's expectations (Emmet, 2011). Meanwhile, employees whose customer satisfaction levels are consistently below 80 percent receive performance measurements that indicate their job performance falls below expectations. Without performance standards, any form of performance management is arbitrary and potentially biased.

Employers who provide leadership training on performance management principles to newly promoted supervisors as well as seasoned managers recognize the value of effective leadership in managing employees' performance (Grierson, 2016). Typical leadership training on performance management principles includes modules on how to conduct annual appraisal meetings, yet equally important is training that emphasizes how employees benefit from regular, continuous feedback from supervisors (Gemmill, 2014).

Measuring employee performance has to have a purpose. The general consensus might be that employees find performance appraisals a futile waste of time and useless. However, well-constructed performance management systems can provide measurements that guide an employee along the path to a successful career (Bennie, 2010). For example, many performance-measurement tools require supervisors and employees to interact through goal-setting activities. Employee goals may include promotions or lateral transfers, skills training or a combination of training and employee development that ensures the employee is strategically positioned for a career track within the company. Purpose, action and results are, therefore, other key elements to measuring employee performance (Grierson, 2016).

Leadership styles and employee performance

The concept of "servant leader" was presented by (Mackinson, 2011) in the literature of management. According to Mackinson, servant leaders promote followers' welfare by accomplishing basic human needs and emphasizing the necessity of moral protections to guide responsible leadership behavior. Servant leaders encourage followers to develop intelligently, be creative, self-manage and serve people. Servant leadership encourages and promotes interest of the followers in the first place (Emmet, 2011).

Servant leadership basically focuses upon their follower's holistic needs, independence and progress (Findlay, 2012). Findlay noted that there are two main distinctions i.e. followers or employees concerns and behaving ethically. He stated that both types of leadership are similar on many grounds but servant leadership is not all about accomplishment of organizational objectives it do fulfill its moral obligations and ethical behaviors. Servant leaders likely to raise followers' organizational commitment through the leaders' own commitment and concern for followers' ideas and suggestions, allow them to take part in making decisions, and the development of personal and professional growth of followers (Kadenge, 2013).

Transformational Leadership pulls and direct followers intrinsically towards achievement of long run organizational objectives. This style of leadership changes the perception and beliefs of their followers to enhance follower's involvement and commitment in the organization (Kahn, 2012). It's the sort of engagement between followers and leadership that enhance morality and motivational level of each other. The transformational leadership affect followers in such a way that they develop trust, admiration towards leadership and exhibit loyalty to the organization.

According to (Secany, 2011), there is considerable association between organizational commitment and transformational leadership. This study also argue that transformational leadership has impact on organizational commitment. In all of the past papers it's evident that both styles of leadership have impact on organizational commitment (Lewin, 2016).

In today's' world leadership plays an important part in the wellbeing of the society not only in terms of organization's success but also in establishing and identifying personal skills and hidden qualities which can benefit the society as a whole (Stogdill, 2013). A strong leader can make its employees the most valuable assets of a company. In this thesis, the importance of leadership styles in connection with organizational commitment in both public and private sectors of Pakistan has been presented with theory and quantitative data. Organizational commitment is a very strong term that is easy to observe but very critical in the real implementation (Secany, 2011). For any employee, it is not easy to commit to an organization for over years. These days everyone looks for the better opportunity and moves out whenever a better alternative comes in the way. This leads to the following hypothesis;

Leadership styles has a positive and significant relationship with employee performance.

Talent management and employee performance

Every organization today is interestingly concerned with selecting and retaining competent, committed people who are exclusively known as knowledge workers (Bendtner, 2012). In the era where global business is key, every employer has to be ready for meeting the future business demands, which can be efficiently handled through talent management. Retention of staff is a major component of talent management and an organization's retention strategy needs to have information why people leave the organization (Lethwaite, 2014).

As organizations continue to pursue high performance and improved results through talent management, they are taking a holistic approach to talent management. Some of the factors in this approach are reviewed below (Mccoy, 2015). In this age of globalization where talent and brain power are becoming predominant, managing talent has become imperative for business success. The concept of talent management has gained strategic importance in human resource management since talent can make a significant difference to the current and future performance of an organization. Research indicates that the war of talent has become intense due to labour market shortages and glowing global competition (Dorling, 2012).

The available literature reveals that organizations have focused on talent management and understand that talent management is aligned to the employees with the mission and vision of the organization which ends up with better results to the organization and enhanced employee retention. This view is shared by (Stogdill, 2013), who indicated that the war of talent has become intense due to labour market shortages and glowing competition. Any employer's foremost responsibility is retention of the best employees and this can be achieved by managing employee talent well to keep them satisfied and motivated. He recommends that to attract and retain the best talent anywhere in the world, an organization must have strategies for managing those talents for achieving competitive advantage.

This view is also supported by a study by (Dubrin, 2015), on critical analysis of talent management on medical employees' retention in public hospitals in Kenya, which indicated that talent management strategies impacts positively on the retention of doctors and nurses at Kenyatta National hospital in Kenya.

The studied variables were career development, compensation and benefits attractiveness, nature of work climate and levels of training and development. The data obtained from the study indicated that talent management strategies impacts positively on the retention of doctors and nurses at Kenyatta national hospital in Kenya (Mccoy, 2015). (Gemmill, 2014) in their study on strategies and practices of talent management and their impact on employee retention and effectiveness in India concluded that talent management is one of the primary management tools in the 21st century human assets management. The prime focus of this study was to analyze the talent management initiative taken by HR professionals and find out the effectiveness of such initiatives to the satisfaction level of employees leading to employee retention. The study revealed that the age of the employees is independent from the employee satisfaction and retention (Ayahle, 2013). However, experience was found to affect the satisfaction level of employees with practices of talent management

Employees can receive two kinds of training to improve their performance. First, a company can offer general training to give employees new knowledge and skills, which will be transferable to any future job (Idriis, 2015). Second, a company can offer training in skills specific to its technologies and work processes. Although those skills may not be transferable to future jobs, they are critical to the company. Focusing on company-specific training is important because a company derives its competitive advantage from what its employees know and can do that cannot be found elsewhere in the market. The availability of effective training programs, both mandatory and elective, is essential to a firm's overall performance. Some employees are motivated primarily by career goals and need flexibility to request training when needed. Other employees will only complete required training (Warsame, 2010). Employers should design training options to motivate workers of all types and give them feedback during training. Employers with more intensive training in general which means training is more frequent and more demanding are likely to see more business growth and innovation. The study will try to establish the relationship, thus the hypothesis;

Talent management has a positive and significant relationship with employee performance.

Employee commitment and employee performance

Employee commitment seems to be a crucial factor in achieving organizational success. Individuals with low levels of commitment will do only enough to work by (Csoka, 2013). They do not put their hearts into the work and mission of the organization. They seem to be more concerned with personal success than with the success of the organization as a whole. People who are less committed are also more likely to look at themselves as outsiders and not as long – term members of the organization. An attractive job offer elsewhere is very likely to result in their departure (Mccoy, 2015).

By contrast, employees with high commitment to an organization see themselves as an integral part of the organization (Dubrin, 2015). Anything that threatens the organization is an imminent danger to them as well. Such employees become creatively involved in the organisations mission and values, and constantly think about ways to do their jobs better. In essence, committed employees work for the organization as if the

organization belongs to them. The relationship between employee commitment and workers' performance has been studied under various disguise. (Mullen, 2010) investigated the impact of employee commitment (Affective commitment, Continuance commitment and Normative commitment) on employee job performance from a sample of 153 public and private and public sector employees of oil and gas sector in Pakistan. The results revealed a positive relationship between employee commitment and employees' job performance. Therefore, job performance emerged as a determinant of employee commitment (Martin, 2013).

It is necessary for every organization to have full level of its employee commitment in order to have outstanding performance on long term basis (Likert, 2015). Currently employees act like entrepreneurs when they work in a team and every member of the team tries his level best to prove one the best amongst all others (Idriis, 2015). Increase in commitment level of employees in organization ultimately increases the performance of their employees. In past organizations provide job security to its employees to improve their commitment level in the organization and to improve their productivity. Higher level of employee commitment in the organization for individual projects or to the business is assumed as a major reason for better employee performance that leads to organizational success.

Continuous research on employee commitment and its effect on employees' efficiency and employee performance are being done since four decades (Hurley, 2011). In Pakistan, the enduring commitment to organization is traditional because here many people do not choose job as a profession or more properly a life-long profession (Dubrin, 2015). Employees who have a strong affective commitment continue to do work with the organization because they want to do so. Employees with continuance commitment remain with the organization because they need to do so. Employees with a high level of normative commitment stay with the organization because they think they ought to remain it. Many studies have proved that affective commitment is positively connected with employee commitment (Bennie, 2010).

Where there is a high level of employee commitment, there will be low turnover and that employee will perform better with less absenteeism (Lethwaite, 2014). There are certain things that really affect employee commitment like: work load, less acknowledgement and less compensation. (Mullen, 2010) defines commitment as the enhanced functional and operational performance, including quality as the main principal. (Grierson, 2016) has shown positive relationship between the job related well-being and affective commitment. (Mccoy, 2015) have establishes a negative relationship between the employee commitment and stress. Employee commitment has a positive and significant relationship with employee performance.

Research Methodology

Research Design

The study espoused a quantitative paradigm since the research was made of variables which were measured in numbers and they were later analyzed with statistical tools as prerequisite in positivist realm (Creswell, 2006). The study used a number of designs in order to obtain meaningful results as Katrina (2007) observed that no single design should be seen as a universal panacea. The study was cross-sectional and also adopted a correlational research design.

Population and Sample

The study population was made up of 550 three star hotels in Central region (Uganda Bureau of Statistics – Uganda Business Register 2017/2018), in the study hotels are the units of analysis. A total sample of 144 hotels was obtained for this study was arrived using Krejcie& Morgan, (1970) method of sample selection approach. In total, 110 questionnaires were received from respondent hotels representing a response rate of 76 per cent. The unit of analysis was made up of three star hotels and the unit of inquiry, female respondents were 50 (45%) and male respondents were 60 (55%). About 80 per cent of the respondents had at least tertiary and university education implying they were able to understand the questions asked in the questionnaire.

Results and Discussion

Relationship between study variables

In this section, the relationship between variables which are leadership styles, Employee Commitment, Talent Management and Employee Commitment is given. Pearson's correlation was computed to give the interval nature of the data and the need to test the direction and strength of the relationship between variables.

Table 4.1. 1: Relationship between variables using Pearson's Correlation Coefficient.

Variables	1	2	3	4
Leadership Styles	1.000	.961**	.916**	.958**
Employee Commitment	.961**	1.000	.896**	.918**
Talent Management	.916**	.896**	1.000	.972**
Employee Performance	.958**	.918**	.972**	1.000

** $\delta=0.01$ (Correlation is significant at 0.01 level (2-tailed))

Source: Primary Data (2021)

Leadership Styles

The study findings revealed that the Pearson Correlation Coefficient between Leadership Styles and Employee Commitment stood at 0.958. The significance of the relationship was within the acceptable range as it stood at 0.00 which rejects hypothesis and this signifies that the relationship between the two variables was very strong, positive and significant. With the revelation of the findings presented and discussed above, it necessitated for the rejection of the null hypothesis that had been adopted by the study all through. The alternative hypothesis was, thus, adopted that suggested that the Leadership Styles had a positive significant relationship with Employee Commitment. This implies that Leadership styles have often been considered as one of the vital factors that can enhance employees' commitment and it is seen as the live wire for the attainment of organizational goals thus employee performance.

Interview responses;

Majority of the hotel managers interviewed were of the view that Transformational style, Autocratic style and Participative style had a significant impact on the employee commitment within their hotels. One of the hotel managers of the three-star hotels mentioned that transformational Leadership pulls and direct followers intrinsically towards achievement of long run organizational objectives.

Furthermore, most of them agreed that transformational style, autocratic style and participative leadership style were significantly positively related to employee performance and that transformational style's effect was more pronounced than that of the autocratic leadership style.

Employee Commitment

Findings in the table 4.2.1 shown above suggest that positive significant relationship with a Pearson correlation coefficient of 0.918 and its significance stood at 0.000. This shows that it rejects hypothesis and thus indicating a positive significant relationship between Employee Commitment and Employee Performance. With regards to the hypothesis it was accepted since reliable evidence point to the fact that there was a positive significant relationship between the two variables. This further illustrates that Employee Commitment also play an instrumental role in enhancing the performance of employees within the three star hotels.

Interview responses;

Another hotel manager interviewed suggested that Transformational Leadership pulls and direct followers intrinsically towards achievement of long run organizational objectives. This style of leadership changes the perception and beliefs of their followers to enhance follower's involvement and commitment in the organization.

Talent Management

The study findings revealed that the Pearson Correlation Coefficient between Talent Management and Employee Commitment stood at 0.972. The significance of the relationship was within the acceptable range as it stood at 0.00 which rejects hypothesis and this signifies that the relationship between the two variables was very strong positive and significant. With the revelation of the findings presented and discussed above, it necessitated for the rejection of the null hypothesis that had been adopted by the study all through. The alternative hypothesis was, thus, adopted which suggested that talent management significantly impacted on the employee performance. This furthermore implies that talent management is therefore essential for employee performance since it is the best way of harnessing employee's potential and enhancing performance. The ideal talent management system is one where all employees understand the mission of the organization, how far they are towards achieving the organization's goals, and the skills required to improve performance and help the organization realize its dream. Talent management improves employee performance and boosts the productivity of an organization

Interview responses;

One of the top authorities interviewed revealed that the process of hiring new talent may be very expensive, when compared with the cost incurred to train, develop and retain the existing employees in the organization. Organizations in their quest to grow have seen the need for talent management programs and as such are currently embarking on intensive talent retention programs in their organization.

Interview responses;

Most of the hotel managers in the three-star hotels who were interviewed agreed that they were aware that talent management can significantly impact on employee commitment within hotels. They also suggested that retaining talented employees is the priority of many organizations and it is very essential in influencing their undertakings at the workplace.

Measurement model

Table 4.3. 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.987 ^a	.975	.974	.13808

a. Predictors: (Constant), Employee Commitment, Talent Management, Leadership Styles

The results presented in table 4.3.1 shows that Leadership Styles, Talent Management, Employee Commitment have very strong positive significant relationship to employee performance of three-star hotels in Kampala (Adjusted R²=0.975, p=0.000). This therefore upholds the null hypothesis that there is a significant relationship between Leadership Styles, Talent Management, Employee Commitment and employee performance. Which implies that leadership styles, talent management and employee commitment in these hotels play an essential role in influencing the employee performance.

Table 4.3. 2: ANOVA^b

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	77.412	3	25.804	1.353E3	.000 ^a
	Residual	2.021	106	0.19		
	Total	79.433	109			

a. Predictors: (Constant), Employee Commitment, Talent Management, Leadership Styles

The results in table 4.3.2 show that the overall model was statistically significant. In other words, it shows that leadership styles, talent management and employee commitment are good predictors of employee performance of three-star hotels in Kampala. This is supported by the F-statistics of 1.353 and the reported p-value of (0.000) which was less than the conventional probability of 0.05 significance level. This furthermore implies that leadership styles, employee commitment and talent management enhance employee performance since good leadership styles and effective talent management improves on employee commitment and thus leading to better employee performance.

Table 4.3. 3: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.445	.102		-4.363	.000
	Leadership Styles	.554	.062	.555	8.802	.000
	Talent Management	.757	.049	.603	15.438	.000
	Employee Commitment	-.194	.071	-.155	-2.740	.004

a. Dependent Variable: Employee Performance

The study findings presented in the table 4.3.3 above indicate that the three independent variables had strong and positive significant influence on the dependent variable of employee performance. These variables were; Leadership Styles, Talent Management and Employee Commitment. Leadership Styles exert most strong and positive significant influence on the Employee Performance as its significance value stood at 0.757 and thus the most influential variable. This indicator was followed by Talent Management at 0.544 and lastly Employee Commitment was least influential variable with a beta coefficient of -0.194. The differences within the levels of Significance are believed to be due to changes in sample size, gender, level of staff motivation among others therefore the regression model was observed to be statistically significant (sig, <0.05).

The results presented in table 4.3.3 also show that Leadership Styles, Talent Management and Employee Commitment have very strong positive significant effect on Employee Performance in three-star hotels with in Kampala, Uganda (Adjusted $R^2=.647$, $p=0.00$). This therefore rejects the hypothesis and thus implies that these independent variables are all essential in terms of influencing the employee performance. The results also show that the three selected variables were highly and collectively influential on the Employee Performance and good predictors of employee performance. This is supported by the F-statistics of 13.53 and the reported p-value of (0.000) which was less than the conventional probability of 0.05 significance level. This also implies that all the .three variables of Leadership Styles, Talent Management and Employee Commitment are equally influential on employee performance.

Interview responses;

One of the top authorities of the three-star hotels who was interviewed agreed that employee commitment can significantly impact on employee performance within hotels. It is therefore important for organization to know the aspects that play important role or have big impact in boosting the commitment of their employees. He also suggested that the reasons why commitment had attracted research attention was that organization depend on committed employees to create and maintain competitive advantage and achieve superior employee performance.

Interview responses;

Most of the hotel managers in the three-star hotels who were interviewed agreed that employee commitment seems to be a crucial factor in achieving organizational success.

Individuals with low levels of commitment will do only enough. They do not put their hearts into the work and mission of the organization. Seldom concerned with personal success than with the success of the organization as a whole.

Discussion

The study findings also revealed that the Pearson Correlation Coefficient between Talent Management and Employee Commitment stood at 0.961. Therefore, the results showed a positive relationship between Leadership Styles and Employee Commitment ($r=0.961$, $p<0.05$). The significance of the relationship was within the acceptable range as it stood at 0.00 which rejects hypothesis and this signifies that the relationship between the two variables was very strong and significant. It further shows that leadership styles can also influence the level of commitment among employees at the workplace. Implying that leadership styles such as participative leadership style tends to impact the level of commitment of the employees for example when top managers participate in the same activities with their fellow employees such as sports or even having lunch together, they often develop a strong spirit for the organization.

The study findings also revealed that the Pearson Correlation Coefficient between Talent Management and Employee Commitment stood at 0.896. Therefore, the results indicated a very strong positive relationship between Talent management and employee commitment ($r=0.896$, $p<0.05$). The significance of the relationship was within the acceptable range as it stood at 0.00 which rejects hypothesis and this signifies that the relationship between the two variables was very positive and significant. It further shows that it is important to effectively manage and develop talent among employees since talented employees often tend to perform well within the organization as they are often highly committed.

It was also revealed that there was a positive significant relationship between Employee Commitment and Employee Performance with a Pearson correlation coefficient of 0.918 and its significance stood at 0.000. This shows that it rejects hypothesis and thus indicating a positive significant relationship between Employee Commitment and Employee Performance. So when employees are more committed at the workplace, they tend to perform better in their assignment whilst enabling smooth operations.

Conclusion and Recommendations

The study concludes that leadership styles help to enhance the employee commitment. This is evidenced by the study findings that illustrated a Pearson Correlation Coefficient of 0.961 which signifies that a very strong and significant relationship between the two variables. The study results therefore indicate that leadership styles are equally vital in having employee commitment for example employees who have an intrinsic desire to perform at a high level, are more welcoming of the leader's guidance which also enhances their level of commitment at the workplace.

It was also concluded that talent management also significantly commitment of employees within the organization. This was revealed by the study findings that showed that the Pearson Correlation Coefficient between Talent Management and Employee Commitment stood at 0.896 which implies that talent

management plays an essential role in influencing the employee commitment. The study results therefore indicate that talent management within the organization can help to enhance the level of commitment of the employees. For instance, when the company attracts and retains highly skilled staff, they are usually committed to perform better at the workplace. When the top authorities of the company effectively manage talents among the employees through career development, they tend to boost the employee commitment levels. They certainly get a sense of belonging and feel wanted which impacts on they work as a family for this organization; that they can even defend its undertakings in the public eye.

It was also concluded that there was a positive significant relationship between Employee Commitment and Employee Performance with a Pearson correlation coefficient of 0.918 and this implies that employees with high commitment levels within an organization see themselves as an integral part of the organization which enhances their levels of performance at the workplace. The study findings also indicate that employee commitment always plays a very key role in improving the employee performance. This strongly suggests every company needs to adopt better mechanisms of enhancing the commitment of employees in order to get good results.

Implications

To the Management of Hotels:

The study recommends that the management of hotels should train their leaders in order to improve the leadership skills of the managers and ensure that leaders should have leadership skills which can improve the effectiveness of their group members hence improving the performance of the employees of Three-star hotels as whole.

It is also recommended that the managers in hotels should improve their interpersonal skills which enables them to build good relationship among themselves and the employers as this boosts high morale and greater job satisfaction which eventually improve their performance.

Hotel Managers and group member should share information so as to promote a participative style which ensures better management-labor-relations; so that Employees can have high job satisfaction. They should feel that they are being fairly treated and feel that their jobs have many desirable features such as training, career development, interesting work because they enjoy a cordial relationship with their bosses by having lunch together as a family and as such commitment may increase work performance.

The study recommends that it is important for the hotels to be committed long term, relentlessly reflective and striving for continuous improvement, and should have a culture based on shared values and beliefs, give positive feedback, show interest in ideas and development and support a curiosity to learn and to change among the employees.

To the Government:

The government of Uganda should implement policy reforms with regard to leadership styles and talent management since they can influence the level of employee commitment and thus impacting on the employee performance. For example, the government needs to pass new policies about the appropriate

leadership styles to be applied in organizations since they impact on the commitment levels of employees and thus influencing their performance at the workplace.

To the Private Sector:

The study also recommends that the private sector needs to adopt better talent management practices in order to boost the employee performance. For example, the top authorities of hotels and hotel managers need to be sensitized about the dynamic talent management techniques which can easily be adopted so as to improve employee performance in the hotels in Uganda.

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