



Contribution of Leadership Competencies to Organizational Performance in Kenyan Hospitality Industry: A Case Study of Highlands Hotel, Nairobi

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ABSTRACT

In a highly competitive and dynamic hospitality industry, leadership plays a pivotal role in steering organizations toward sustained success. In Kenya, where the hospitality sector is rapidly expanding, the development of leadership competencies is becoming increasingly crucial to achieving organizational performance. Effective leadership not only drives employee engagement and motivation but also influences customer satisfaction and operational efficiency. Strategic leadership skills foster innovation, enhance service delivery and maintain competitive advantage. This study journal evaluated the contribution of leadership competencies to organizational performance in Kenyan hospitality industry with reference to Highlands Hotel in Nairobi with employee development, ethical leadership and performance management as study variables. The use of descriptive research design was adopted with a target population of 72 employees. The use of census as a research sampling method was adopted with a sample size for this study being 72 respondents since the target population was well manageable. Questionnaires were adopted as the tool for collecting data which was analyzed both qualitative and quantitative through the help of Microsoft Excel sheet and presented through figures and tables. Employee development, ethical leadership and performance management were discovered to have an effect on organizational performance in Kenyan hospitality industry. It was concluded that, equipping employees with relevant skills and knowledge, organizations can ensure that their staff is well-prepared to meet customer expectations, ultimately leading to improved organizational performance. When leaders adhere to high ethical standards, it enhances the company's public image, builds customer loyalty, and secures long-term sustainability, ultimately driving better financial and operational performance. By regularly assessing performance and providing constructive feedback, organizations in the hospitality industry can ensure that employees contribute to overall performance improvement. It is recommended that, Organizations should implement clear career development paths and advancement opportunities for employees for them to feel valued and motivated which enhances organizational performance. To strengthen impact of ethical leadership, senior leaders must lead by example, demonstrating ethical behaviors in their everyday decisions and actions. Regular performance reviews and constructive feedback should be conducted to ensure continuous improvement and greater alignment with organizational objectives.

Key Words: Employee Development, Performance Management, Organizational Performance, Leadership Competencies, Ethical Leadership,

1.0 INTRODUCTION

1.1 Background of the Study

Leadership competencies play a crucial role in driving organizational performance in the Indian hospitality industry. According to Sharma and Jain (2020), leadership skills have a direct impact on employee engagement and customer satisfaction. Leaders with strong communication abilities are able to clearly articulate organization goals, which help align employee efforts with strategic objectives of the organization. Emotional intelligence enables leaders to manage relationships effectively, handle conflicts, and create a positive work environment, which in turn enhances employee productivity and service quality. This study found that hotels in India that emphasize leadership development programs focusing on these competencies reported higher levels of customer satisfaction and operational efficiency. As the hospitality industry in India continues to grow, developing leadership competencies becomes essential to maintain competitive advantage.

In Kuwait, leadership competencies such as decision-making, problem-solving, and emotional intelligence are key contributors to organizational success in the hospitality sector. Al-Mutairi et al. (2021) conducted a study that explored how these leadership skills impact employee performance and customer satisfaction in Kuwaiti hotels. The findings showed that leaders who demonstrate strong decision-making abilities and are capable of quickly addressing challenges contribute significantly to operational efficiency. Emotional intelligence, in particular, allows leaders to foster a supportive and collaborative environment, which improves employee morale and enhances service delivery. The study highlighted the importance of investing in leadership development programs to improve organizational performance in Kuwait's competitive hospitality industry.

Leadership competencies such as team-building, strategic thinking, and adaptability are critical to organizational performance in the hospitality industry in South Africa. Meyer and Niemand (2020) examined the influence of leadership skills on hotel performance and found that leaders who effectively build teams, encourage collaboration, and foster a sense of unity among staff contribute to higher levels of service quality and customer satisfaction. Leaders with strong strategic thinking skills are able to align organizational objectives with market demands, ensuring long-term sustainability. Additionally, adaptability in leadership allows hotel managers to respond to economic fluctuations or shifts in consumer preferences. The study concluded that leadership competencies focusing on teamwork and strategic planning are vital for achieving success in South Africa's hospitality sector.

In Ghana, Appiah and Agyemang (2022) explored how emotional intelligence, communication, and decision-making influence employee performance and customer satisfaction in Ghanaian hotels. The study found that leaders who effectively communicate with their teams and demonstrate emotional intelligence are better able to create a positive working environment. This leads to improved employee engagement, higher morale, and better customer service. Leaders who make informed, strategic decisions are able to navigate operational challenges and align their business goals with market opportunities, resulting in improved financial performance. The study underlined the necessity of leadership development initiatives in Ghana that prioritize enhancing emotional intelligence and communication in order to improve organizational results.

In Kenya's hospitality industry, it has been shown that leadership traits including emotional intelligence, adaptability, and strategic decision-making significantly affect organizational success. In their 2019 study, Otieno et al. examined the impact of leadership development programs on hotel performance and found that leaders with high emotional intelligence were more adept at managing teams, promoting collaboration, and resolving conflict. Strong decision-making abilities enabled leaders to better match their operational plans with the needs of the market, which increased worker output and client happiness. According to the report, leadership development programs emphasizing emotional intelligence and adaptability are crucial for fostering organizational success in Kenya's hotel industry.

1.2 Statement of the Problem

Kenyan hospitality industry has seen significant growth over the years, driven by increased tourism, investment, and competition. However, despite these advancements, many organizations continue to face challenges in achieving optimal performance, particularly in areas such as employee engagement, customer satisfaction and operational efficiency. Leadership competencies have been identified as critical factors that influence organizational success (Otieno, Wangari, & Nyabuto, 2019). Inadequate leadership skills can lead to poor employee performance and low morale which at last will negatively affect customer service and organizational profitability. Therefore, the need to explore how leadership competencies contribute to organizational performance in Kenya's hospitality sector is crucial.

Research conducted in various industries globally, including hospitality, has demonstrated that leadership competencies significantly impact organizational outcomes. Studies in countries such as Ghana, South Africa, and India have shown that leaders who exhibit high levels of emotional intelligence, adaptability, and effective communication are able to foster positive work environments that enhance employee productivity and customer satisfaction (Appiah & Agyemang, 2022; Meyer & Niemand, 2020; Sharma & Jain, 2020). However, there is limited empirical evidence on how these competencies influence organizational performance specifically within the Kenyan hospitality industry. Without this understanding, many organizations may struggle to identify key leadership development areas that could improve their performance and competitiveness in the market.

Examining how leadership abilities affect performance in the Kenyan hospitality sector is crucial given the significance of leadership in determining organizational outcomes. According to research by Otieno et al. (2019), leadership development programs that emphasize improving communication, emotional intelligence, and decision-making abilities may improve staff engagement and service quality in Kenyan hotels. However, more in-depth studies are required to provide a comprehensive understanding of how these competencies affect overall organizational performance, particularly in the face of increasing competition and changing customer expectations. This study, therefore, seeks to address the gap by investigating the role of leadership competencies in enhancing organizational performance in Kenya's hospitality sector.

1.3 Objective of the Study

- To assess the effect of employee development on performance of Highlands Hotel
- To establish the effect of ethical leadership on performance of Highlands Hotel
- To evaluate the effect of performance management on performance of Highlands Hotel

1.4 Significance of the Study

This study is essential as it provides insights into how leadership competencies can be harnessed to improve organizational performance in the Kenyan hospitality industry. By identifying specific leadership traits that contribute to better employee engagement, customer satisfaction, and operational efficiency, hospitality organizations can adopt effective leadership development programs. This, in turn, will enhance service delivery and strengthen their competitiveness in the market.

The study's conclusions will aid in the planning and execution of leadership development initiatives in Kenya's hospitality industry. As previous research has demonstrated, organizations with leaders who possess strong competencies such as strategic thinking and adaptability are better equipped to manage

teams and navigate challenges. The study will offer evidence-based recommendations to hospitality organizations on the most critical leadership competencies to focus on, helping them cultivate a stronger, more capable leadership pool, which is crucial for long-term success.

Policymakers and scholars working in the field of hospitality management, this study help these policymakers create sector-specific regulations that highlight how crucial leadership development is to enhancing organizational results in the hospitality sector. The study contributes to the body of knowledge and fosters a greater understanding of how leadership affects performance in the particular context of the Kenyan hospitality industry, giving scholars a starting point for future research on leadership and organizational performance in Kenya.

Leadership competencies directly impact employee morale, engagement, and retention in the hospitality industry. This study will show how leaders who communicate well and have emotional intelligence may foster a productive workplace and lower employee turnover, which is a prevalent problem in the sector. The findings will offer practical strategies for organizations to implement leadership practices that motivate and retain their workforce, ultimately reducing recruitment and training costs while improving service quality.

2.0 LITERATURE REVIEW

2.1 Theoretical Literature

Transformational Leadership Theory is highly relevant to the study of leadership competencies and their contribution to organizational performance in the Kenyan hospitality industry. Transformational leaders possess key competencies such as emotional intelligence, charisma, and the ability to foster innovation. In the context of the hospitality industry, transformational leaders can create a motivated workforce, which leads to higher service quality and customer satisfaction, directly contributing to better organizational performance. Studies in Kenya's hospitality industry have indicated that transformational leadership is effective in enhancing employee morale and productivity (Otieno, Wangari, & Nyabuto, 2019).

Emotional Intelligence (EI) Theory, popularized by Goleman (1995), is another critical theory that explains the link between leadership competencies and organizational performance. The ability of a leader to identify, comprehend and control their own and others' emotions is known as emotional intelligence. Emotionally intelligent leaders are better able to resolve disagreements, foster a supportive work atmosphere, and cultivate strong relationships with their staff. In the hospitality industry, where employee-customer interactions are critical to success, emotionally intelligent leaders can significantly enhance service quality by fostering a culture of empathy and collaboration. Research shows that emotional intelligence in leadership is a vital competency that contributes to organizational performance by improving employee engagement and retention (Sharma & Jain, 2020).

Contingency Leadership Theory, developed by Fiedler (1967), identifies two types of leadership styles: task-oriented and relationship-oriented. In the Kenyan hospitality industry, where dynamic challenges such as fluctuating customer demands and workforce diversity exist, leaders must demonstrate adaptability, a key leadership competency. Contingency theory suggests that leaders who can adjust their leadership style to the specific needs of their team or situation can improve organizational performance. For example, in high-stress environments like hospitality, leaders who are flexible and able to switch between a task-oriented and relationship-oriented approach tend to maintain high levels of employee motivation and service delivery, thus boosting overall performance (Appiah & Agyemang, 2022).

2.2 Empirical Literature Review

2.2.1 Employee Development and Organizational Performance

In the German hospitality industry, employee development has been shown to have a positive impact on organizational performance. According to Schmidt and Müller (2020), employee development programs such as training, mentorship, and career progression opportunities enhance employee skills, increase job satisfaction, and foster loyalty, which in turn leads to improved customer service and operational efficiency. The study emphasized that organizations that invest in continuous employee training see a marked improvement in customer retention and financial performance. However, a gap identified in this study was the lack of focus on the long-term effects of employee development on employee retention and innovation. While the research highlighted short-term improvements in performance, it did not explore how continuous development impacts creativity and employee motivation over time. This study on Kenya's hospitality industry attempts to fill this gap by examining both immediate and long-term effects of employee development on organization innovation, productivity, and employee retention.

The hospitality sector enhances employee development and plays a crucial role in sustaining this growth in Egypt. El-Said and Ghoneim (2021) study in Egypt established that, well-designed employee development programs significantly improve the quality of service delivery, enhance customer satisfaction, and reduce employee turnover rates. However, the study identified a gap in the understanding of how informal employee development initiatives, such as peer mentoring and on-the-job learning, contribute to performance. The study primarily focused on formal training programs, leaving out the impact of informal knowledge sharing and experiential learning. The current study on Kenya's hospitality industry seeks to fill this gap by examining both formal and informal employee development initiatives and their effects on various aspects of organizational performance, including service innovation and employee adaptability.

In the Kenyan hospitality industry, employee development has been recognized as a key factor in improving organizational performance. Otieno, Wangari, and Nyabuto (2019) explored how training and professional development programs affect service delivery, employee retention, and operational efficiency in Kenyan hotels. The study revealed that hospitality organizations that invest in regular employee training experience enhanced service quality and

higher employee satisfaction. A significant gap identified in this study was the limited focus on the role of employee development in fostering innovation within the hospitality industry. While the research highlighted the positive effects of employee training on performance metrics like service quality and retention, it did not explore how development initiatives drive creative problem-solving and service innovation. This study filled this gap by examining how continuous employee development in Kenya's hospitality industry promotes both operational efficiency and innovation, offering new insights into broader impact of employee development.

2.2.2 Ethical Leadership and Organizational Performance

In the Canadian hospitality industry, ethical leadership has been found to significantly impact organizational performance by fostering a culture of trust, integrity, and accountability, which enhances employee engagement and customer satisfaction. Davis and McDougall (2018) explored how ethical leadership influences employee behavior and organizational performance in Canadian hotels. The study highlighted those leaders who prioritize ethical decision-making and model moral which translates into improved service quality and organizational outcomes. However, a notable gap identified in the study was its limited focus on the long-term effects of ethical leadership on employee loyalty and organizational sustainability. The study primarily examined short-term performance metrics, without addressing how ethical leadership impacts long-term employee commitment and customer retention. This study on the Kenyan hospitality industry filled this gap by exploring long-term effect of ethical leadership on both employee loyalty and organizational sustainability, thereby providing a broader perspective on the subject.

In Congo, ethical leadership affects performance of hospitality organizations, especially given the industry's challenges with corruption and poor governance. Kabila and Nzeza (2020) studied the effects of ethical leadership on employee motivation found that ethical leadership positively impacts service delivery and customer satisfaction. However, a gap identified in the study was the failure to assess how ethical leadership influences the organizational performance of hotels in both the luxury and budget hospitality segments. The research was primarily focused on high-end hotels, leaving out the perspective of lower-tier hotels, which also form a significant part of the hospitality industry in Congo. This study filled this gap by examining effects of ethical leadership across different segments of hospitality industry in Kenya, providing more inclusive analysis of its impact on firm performance.

Ethical leadership is becoming an increasingly important driver of organizational performance in Kenya's hospitality industry. Otieno, Wangari, and Nyabuto (2020) conducted a study exploring the role of ethical leadership in enhancing employee performance and organizational success in Kenyan hotels. The study found that employees under ethical leaders were more committed to the organization, and the hotels observed improved customer satisfaction scores and operational performance. However, a gap in the study was the lack of focus on the specific leadership competencies that constitute ethical leadership, such as integrity, responsibility, and fairness. The research did not delve deeply into how these competencies can be developed and applied in the hospitality context. This current study fills this gap by identifying and exploring the key ethical leadership competencies in Kenyan hotels and their direct influence on organizational performance, adding practical insights for leadership development programs in the industry.

2.2.3 Performance Management and Organizational Performance

In the hospitality industry in London, Smith and Jones (2017) explored how performance management systems, including regular performance appraisals, feedback, and goal setting, impact employee productivity and service quality in London-based hotels. The study revealed that effective performance management leads to increased employee engagement, better customer service, and higher organizational profitability. However, a gap identified in the study was the lack of exploration into how different types of performance management systems (e.g., traditional performance appraisals versus 360-degree feedback) affect organizational outcomes. The study also did not consider the impact of performance management on team dynamics and collaboration. This study on Kenya's hospitality industry filled this gap by assessing effectiveness of various performance management systems and their impact on organizational performance, including the influence on employee collaboration and innovation.

Performance management in Nigeria has been linked to improved service delivery and organizational performance in the hospitality industry. Ogunleye and Akinsola (2020) study found that, clear performance metrics, ongoing feedback, and recognition programs were directly associated with higher employee motivation, better service quality, and improved overall organizational performance. However, the study identified a gap in its examination of how performance management systems impact hotel managers versus frontline staff. The research primarily focused on frontline employees, leaving out the strategic role of managers in influencing the performance management process. This current study on Kenya fills this gap by examining the role of performance management systems in both frontline employees and managerial staff, thus providing a comprehensive view of how performance management affects organizational performance across all levels of the organization.

Performance management in the Kenyan hospitality industry has also been recognized as a vital tool for enhancing organizational performance. Otieno, Wangari, and Nyabuto (2019) study on employee development initiatives, in improving organizational outcomes in Kenyan hotels determined that, consistent performance management practices led to higher employee satisfaction, lower turnover rates, and enhanced service quality. However, a gap identified in the study was the limited consideration of external factors such as market competition, customer expectations and economic conditions, which can affect the effectiveness of performance management systems. This study addresses this gap by incorporating these external variables into the analysis to provide a more holistic understanding of how performance management systems contribute to organizational performance in the face of dynamic external challenges.

2.3 Conceptual Framework

This is a practical tool that explains the interrelationships between concepts and variables, helping researchers to conceptualize and clarify their research questions, choose appropriate research methods and interpret findings within a particular research context (Huberman, 1994).

Independent Variables

Dependent Variable

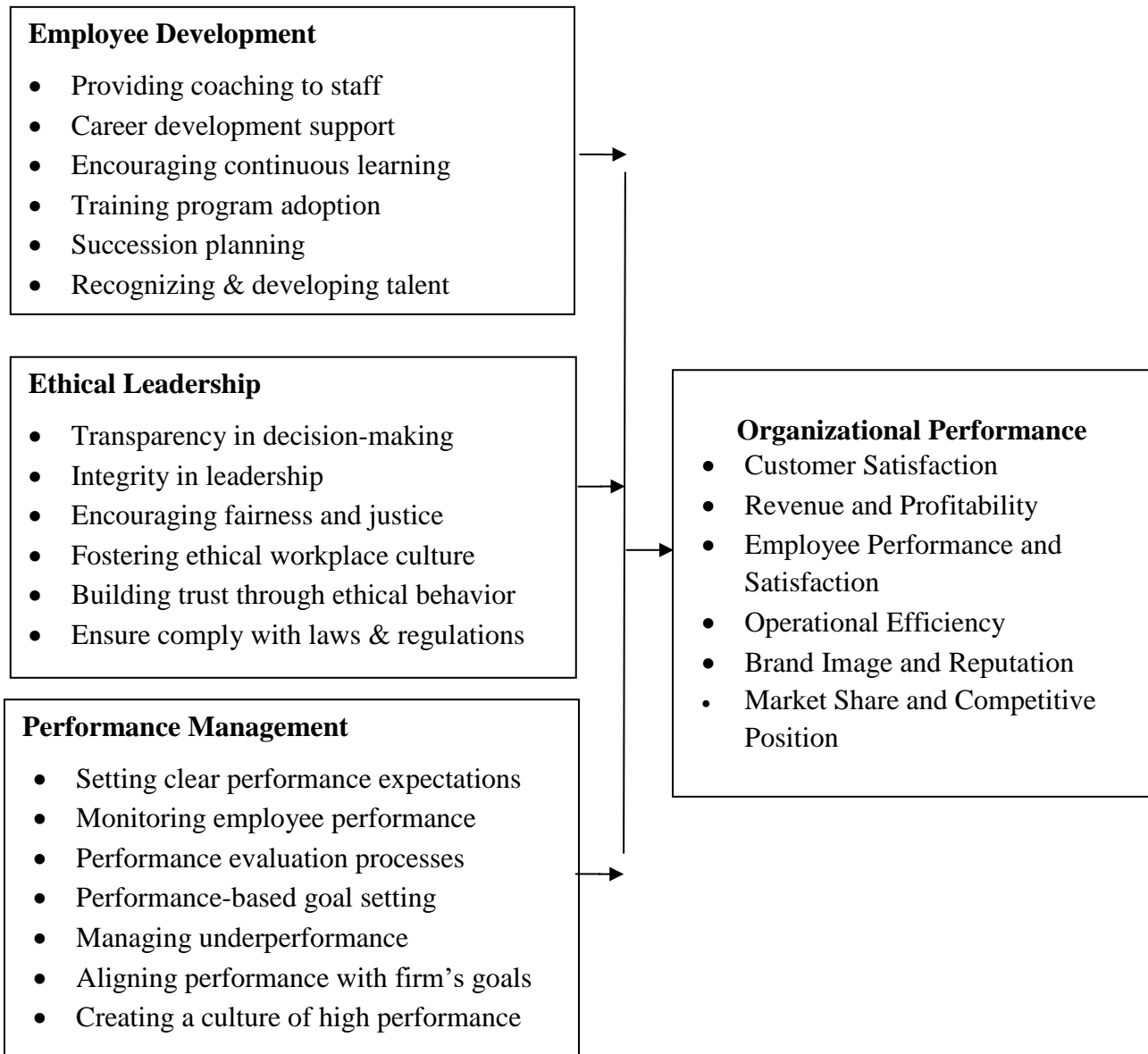


Figure 1 Conceptual Framework

METHODOLOGY AND DESIGN

The use of descriptive research design was adopted in this research as it has been supported by (Mugenda and Mugenda, 2003) of its ability of describing the state of affairs as it is and the researcher has no control over it. The study target population comprised of 72 employees of Highlands Hotel, Moi Avenue Branch in Nairobi. The use of census as a research sampling method was adopted with a sample size for this study being 72 respondents, the entire target population since the study target population was well manageable. Questionnaires were adopted as tool for collecting data which was analyzed both qualitative and quantitative through the help of Microsoft Excel sheet and presented through figures that comprised of bar graphs and pie-charts and tables.

PRESENTATION OF RESULTS AND DISCUSSION

Table 4 Response Rate

Category	Frequency	Percentage
Response	62	86.11
Non-Response	10	13.89
Total	72	100.0

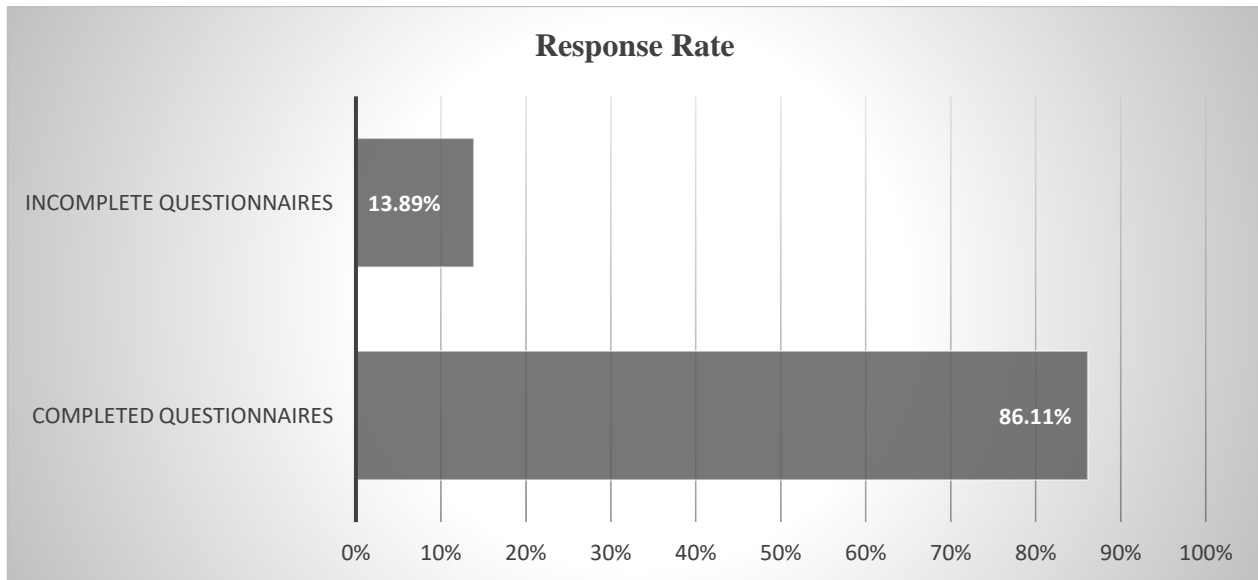


Figure 2: Response Rate

The finding from the administered questionnaires to the study sample size revealed the success of this research study. The finding revealed a high percentage of the respondents who positively took part in this research study. Out of the administered questionnaires, 86.11% of the total questionnaires represented the complete filled questionnaires whereas 13.89% comprised of the incomplete questionnaires. A large response indicated that, sample was a true likely representation of the population being studied. This allowed for more accurate generalizations to be made about the population from the sample results.

Respondents rated effect of employee development on performance of Highlands Hotel using a Scale of, 1-Not at all, 2-Little extent, 3-Moderate extent, 4-Large extent and 5-Very large extent.

Table 3: Rating of Employee Development

The respondents rated employee development on performance of Highlands Hotel indicated that, the rating on whether employee development programs

	5	4	3	2	1
Employee development programs positively contribute to the overall performance of our organization	59%	41%	0%	0%	0%
The skills and knowledge gained through employee development initiatives have led to improved service quality in our organization	55%	45%	0%	0%	0%
Investing in employee development has enhanced employee productivity and efficiency at our organization	57%	43%	0%	0%	0%
Employee development programs have a direct impact on customer satisfaction and loyalty in our firm	52%	48%	0%	0%	0%
The performance of our organization has improved due to employees' increased motivation and job satisfaction after participating in development programs	61%	37%	2%	0%	0%

positively contribute to the overall performance of the organization was 59% for very large extent 41% for large extent. On whether the skills and knowledge gained through employee development initiatives have led to improved service quality in our organization, 55% was for very large extent

whereas 45% for large extent. In relation to whether investing in employee development has enhanced employee productivity and efficiency at our organization, 57% represented very large extent and 43% was for large extent. On assessing if employee development programs have a direct impact on customer satisfaction and loyalty in our organization, 52% represented very large extent while 48% was for large extent. On whether the performance of our organization has improved due to employees' increased motivation and job satisfaction after participating in development programs, 61% represented very large extent, 37% for large extent while 2% for moderate extent. The general finding of this study established that there is an effect of employee development on performance of Highlands Hotel, the finding that goes hand in hand with El-Said and Ghoneim (2021) research study which revealed that, well-designed employee development programs significantly improve the quality of service delivery, enhance customer satisfaction, and reduce employee turnover rates.

Respondents rated the effect of ethical leadership on performance of Highlands Hotel using a Scale of, 1-Not at all, 2-Little extent, 3-Moderate extent, 4-Large extent and 5-Very large extent.

Table 3: Rating of Ethical Leadership

The respondents rating on the effect of ethical leadership on performance of Highlands Hotel indicated that, the rating on whether ethical leadership in

	5	4	3	2	1
Ethical leadership in our organization has positively influenced the overall performance of the business	52%	48%	0%	0%	0%
Leaders in our organization demonstrate ethical behavior that enhances trust and collaboration among employees, leading to improved organizational performance	63%	37%	0%	0%	0%
Ethical leadership has contributed to better decision-making, which has improved the efficiency and profitability of our organization	56%	44%	0%	0%	0%
The ethical practices of leaders in our organization have led to higher employee satisfaction, which in turn has enhanced organizational performance	61%	39%	0%	0%	0%
Ethical leadership has a direct influence on the reputation and brand image of our organization, positively impacting its long-term performance	65%	35%	0%	0%	0%

our organization has positively influenced the overall performance of the business was 52% for very large extent and 48% for large extent. On whether leaders in our organization demonstrate ethical behavior that enhances trust and collaboration among employees, leading to improved organizational performance, 63% was for very large extent whereas 37% for large extent. In relation to whether ethical leadership has contributed to better decision-making, which has improved the efficiency and profitability of our organization, 56% represented very large extent and 44% was for large extent. On assessing if the ethical practices of leaders in our organization have led to higher employee satisfaction, which in turn has enhanced organizational performance, 61% represented very large extent while 31% was for large extent. On whether Ethical leadership has a direct influence on the reputation and brand image of our organization, positively impacting its long-term performance, 65% represented very large extent and 35% for large extent. The finding of this study revealed that ethical leadership affects performance of Highlands Hotel, the finding that relates to Davis and McDougall (2018) research study which established that, leaders who prioritize ethical decision-making and model moral conduct create an environment where employees feel valued and respected, which translates into improved service quality and organizational outcomes.

Respondents rated effect of performance management on performance of Highlands Hotel with a Scale of, 1-Not at all, 2-Little extent, 3-Moderate extent, 4-Large extent and 5-Very large extent.

Table 4: Rating of Performance Management

	5	4	3	2	1
The performance management system in our organization has significantly contributed to improving overall organizational performance	52%	48%	0%	0%	0%
Clear performance expectations and regular feedback have enhanced employee productivity, leading to improved organizational performance	45%	53%	2%	0%	0%
Effective performance management practices in our firm have helped align employees goals fir objectives, resulting in better performance	57%	41%	2%	0%	0%
The performance management system in our firm motivates employees to perform better, hence promoting organization success.	61%	39%	0%	0%	0%
Performance appraisals and recognition in our organization have led to higher employee engagement, which has contributed to improved organizational performance	48%	48%	2%	2%	0%

This research study rated the effect of performance management on performance of Highlands Hotel indicated that, the rating on whether the performance management system in our organization has significantly contributed to improving overall organizational performance was 52% for very large extent and 48% for large extent. On whether Clear performance expectations and regular feedback have enhanced employee productivity, leading to improved organizational performance, 45% was for very large extent, 53% for large extent and 2% for moderate extent. The finding on whether effective performance management practices in our organization have helped align individual goals with organizational objectives, resulting in better performance established that, 57% represented very large extent, 41% was for large extent and 2% for moderate extent. On whether the performance management system in our organization motivates employees to perform at their best, positively affecting organizational success, 61% represented very large extent while 31% was for large extent. On determining if performance appraisals and recognition in our organization have led to higher employee engagement, which has contributed to improved organizational performance, 48% represented very large extent, 48% for large extent, 2% for moderate extent and 2% for little extent. The researcher established that, majority of respondents agreed that, performance management affects performance of Highlands Hotel. In conclusion, the finding of this study has a link on Otieno, Wangari, and Nyabuto (2019) research study that established that, consistent performance management practices led to higher employee satisfaction, lower turnover rates, and enhanced service quality

Conclusion

Investing in employee development fosters a positive work environment, which boosts job satisfaction and employee retention. This enhanced employee morale translates into higher engagement levels, motivating staff to deliver better service, positively influencing organizational performance in terms of customer satisfaction and loyalty.

Ethical leadership significantly contributes to fostering a culture of trust and collaboration in the hospitality industry. Leaders who demonstrate ethical behavior inspire employees to act with integrity, leading to more harmonious work relationships and, as a result, higher organizational performance through increased cooperation and productivity.

Well-structured performance management systems, including regular appraisals and recognition, significantly enhance employee motivation and engagement. Engaged employees are more committed to their roles, providing high-quality service and contributing to the overall success of the organization. This, in turn, positively affects organizational performance by improving both customer satisfaction and operational effectiveness.

Recommendations

The hospitality organizations should invest in continuous training and skill-building programs. These programs should focus on both hard skills (technical skills, language proficiency) and soft skills (customer service, communication) to ensure employees are well-equipped to meet industry demands and improve service delivery.

Hospitality firms should ensure ethical leadership principles are promoted across all levels of management, not just top executives. This can be done through regular ethical training sessions, the establishment of clear ethical guidelines, and a robust mechanism for addressing unethical behavior. This will boost organizational performance by fostering a culture of honesty, trust, and responsibility.

Systems for performance management ought to have tools for praising and rewarding exceptional work from employees. Frequent acknowledgment raises staff motivation and morale, promoting high levels of engagement and performance, whether in the form of official awards or unofficial appreciation. This will improve customer service and promote organization performance.

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