

Reframing Accountability: Leadership's Role in Enhancing Employment Act Compliance in Kenya's Hotel Industry

 Kiprop Carolyne¹,  Korir Jacqueline¹ and Wamwara Joseph John²

¹ School of Tourism, Hospitality & Events Management, Department of Hotel and Hospitality Management, Moi University, P.O. Box 3900, Kesses, Eldoret, Kenya

² Department of Public & Private Law, School of Law, Moi University, P.O. Box 3900, Kesses, Eldoret, Kenya

Abstract

Accountability in the work place is crucial for promoting effective performance across organizations. Holding employees accountable for their actions is an effective tool for managing the workforce. The hospitality sector in Kenya is characterized by a dynamic workforce and regulatory landscape with unique challenges in complying with the labour regulations while fostering a culture of accountability among employees. The current literature inadequately examines the nexus between regulatory compliance and accountability culture, resulting in a deficiency in understanding how hotels govern employee conduct, performance, and adherence to policies in these contexts. Furthermore, the adequate examination of the moderating function of leadership in the shaping of regulatory compliance on employee accountability has not been conducted. The existing literature often treats accountability and leadership as parallel constructs; however, their interaction may be crucial in promoting performance outcomes, motivation, and compliance. This study investigates the moderating role of transformational leadership in enhancing Employment Act compliance and employee accountability within Kenya's hotel industry. Adopting a pragmatic paradigm and a concurrent explanatory research design, the research engaged 215 participants drawn from a target population of 465 employees across eight star-rated hotels. Stratified and simple random sampling techniques were used to select employees, while purposive sampling guided the inclusion of eight managers and two labour officers. Quantitative data were gathered through structured questionnaires, complemented by qualitative insights from interviews and dyadic discussions. Findings revealed that Employment Act compliance significantly and positively influenced employee accountability ($\beta = 0.387$, $p < 0.05$). Moreover, transformational leadership was found to moderate this relationship ($\beta = 0.393$, $p < 0.05$), suggesting that its presence strengthens the positive link between compliance and employee accountability. The study contributes to existing literature by reframing accountability within the hospitality sector and offering policy and managerial

implications for governance, leadership, and compliance enhancement by integrating employment act compliance and accountability culture as co-dependent mechanisms of workforce governance. The findings could support labour policymakers and regulators in working alongside hospitality institutions to integrate transformational leadership practices into compliance frameworks, thereby fostering more engaged and responsive accountability cultures.

Keywords: Employee accountability, employment act, transformational leadership, hotel industry, compliance, Kenya

Journal ISSN: 3005-513X

Issue DOI: <https://doi.org/10.69897/jofhscs.v3i2>

Correspondence: ckkiprop4@gmail.com

Copyright © 2025 Kiprop et al. This is an open-access article distributed under the terms of the Creative Commons Attribution License (CC BY).

Funding: The author received no financial support for the research, authorship and/or publication of this article.

Data Availability Statement: The authors confirm that the data supporting the findings of this study are available within the article [and/or] its supplementary materials or upon a reasonable request.

Competing interests: The authors declare no potential conflicts of interest with respect to the research, authorship and/or publication of this article.

Introduction

A widely accepted notion in contemporary governance is that ensuring employees are accountable for their actions serves as an effective strategy for managing behavioral outcomes. The oversight of public organizations and their members is commonly known as accountability. Public organizations necessitate that their employees recognize their accountability for their actions by assimilating rules and expectations from external sources. Ensuring accountability among individuals through various practices is a core objective of organizations. Employee accountability refers to the responsibility of employees to justify their actions or lack of action to influential stakeholders, such as high-ranking individuals or shareholders, with the anticipation of an evaluative result Han and

Perry (2020). Various factors contribute to the formation of employee accountability; individual characteristics, such as personality, managerial practices, employee control systems, and leadership style, have a significant effect on the formation of employee accountability.

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

underlying meaning. Faulty measurement of a concept can lead to erroneous findings, incorrect implications, and inconsistent empirical results across studies. For instance, Studies in Kenya and Ethiopia show that performance-based accountability, when integrated with role clarity and participatory goal-setting, can improve service delivery and institutional outcomes (Jiru & Teklu, 2022). Similarly, Tsafack (2018) opine that when accountability is framed constructively with clear goals, supportive leadership, and fair evaluation it tends to boost employee engagement, creativity, and overall performance. On the contrary, some studies fail to establish whether accountability *causes* better performance or merely correlates with it. Others find no significant impact when accountability mechanisms are poorly designed or inconsistently applied (Hermawan et al., 2022). The variability in empirical results highlight the necessity for continued research in this domain.

While accountability is widely acknowledged as a driver of effective organizational performance, there is little empirical evidence on how accountability mechanisms are implemented in Kenya's hospitality sector, particularly in light of changing labor regulations and the industry's dynamic workforce. The existing literature does not delve deeply enough into the convergence of regulatory compliance and accountability culture, leaving a gap in our understanding of how hotels manage employee behavior, performance, and policy adherence under such situations. This study aims to fill that vacuum by looking at how accountability practices affect staff performance in the hospitality industry. Labour laws play a crucial role in fostering employee accountability by creating legal frameworks, standards, and regulations aimed at protecting the welfare of workers. These regulations serve as a crucial mechanism for

enhancing compliance among personnel. Fair employment practices, as delineated by labor regulations, serve to foster productive work environments and enhance economic growth. They create equitable conditions for enterprises and foster an environment conducive to investment. Laws is crafted with deliberate purposes, seeking to realize defined objectives. Nonetheless, the efficacy of these regulations wanes in the absence of assured compliance (Syed, 2024). Compliance, as elucidated in a study, transcends the notion of a simple procedure; it encompasses the adherence to regulatory requirements (Beerbaum, 2021).

Within the realm of industrial relations, labor law functions as the governing structure, integrating the interests of corporations, workers, and trade unions (Grgurev, 2021). As a result, it is anticipated that all parties involved will comply with the legal framework. However, it is impractical to presume that individuals will invariably comply with laws under diverse conditions. Consequently, it is imperative to establish enforcement mechanisms to guarantee adherence (Del Punta, 2021). The enforcement mechanisms in question are methodologies utilized to guarantee or necessitate adherence to legal standards among stakeholders to a specified degree (Syed, 2020). Unfortunately, many employers perceive labor regulations as burdensome costs that hinder effective management and diminish profitability. As a result, employers frequently seek to circumvent these measures and investigate alternative options (Davidov, 2021). Red and Teng-Calleja (2021) found that legal compliance with labour laws enhances perceptions of organizational justice, which in turn boosts employee commitment, citizenship behavior, and reduces turnover intention. Elfstrom and Kuruvilla (2014) found that rigid enforcement of labour laws without cultural adaptation led to resentment and

superficial compliance, especially in export-oriented industries. Ahamed (2012) showed that legal compliance alone did not improve employee-employer relations; perceived inequity and lack of participatory mechanisms undermined trust and compliance.

Leadership plays a crucial role in enhancing labor law compliance by setting the tone for a culture of integrity and accountability. Effective leaders actively promote compliance through clear communication, consistent enforcement, and by leading by example. This proactive approach minimizes legal risks, protects employee welfare, and fosters a positive and productive work environment. Organizational leadership serves as a fundamental aspect of effective management, involving a diverse array of principles and practices that shape how individuals direct, inspire, and energize teams within an organization (Abdulfatai, 2021). Effective leadership can drive improvements in transparency and accountability by fostering a culture of openness and responsibility. Leaders who prioritize these values can influence their organizations to adopt more transparent decision-making processes, ensure more accurate and timely information dissemination, and enforce accountability mechanisms. Leadership styles, such as transformational and participatory leadership, have been shown to positively impact organizational behavior and governance outcomes.

The hospitality industry, like any other sector, operates under a framework of rules, regulations, and standards concerning human resources matters. The hospitality industry's business environment is intricate and diversified. The various legal dimensions of the business will introduce multiple complexities in the administration of the linked business entities. Employers in these sectors must address numerous legal considerations to safeguard both their

employees and their enterprises. Employers in hospitality and tourism must primarily ensure compliance with labor rules. These statutes contain multiple facets, including minimum wage stipulations, overtime compensation, and employee categorization. Noncompliance with these requirements may lead to expensive litigation and damage to a company's reputation.

Our research links statutory compliance (labor law) with behavioral outcomes (accountability) to provide a comprehensive perspective on workplace governance. It employs Koppell's accountability model, systems theory, and the compliance house framework. This study challenges simplistic notions of leadership and introduces complexity to the concept that compliance results in accountability. The manner in which a leader governs can either amplify or diminish the effects of legal compliance, a factor overlooked by previous study. The findings of this study provide valuable insights on enhancing governance, mitigating noncompliance risks, and fostering a culture of accountability. Most of the preceding study was conducted in developed countries with developed economies. Nevertheless, these conclusions may not be applicable to developing economies due to their distinct social, political, and economic contexts. There is limited research that has comprehensively examined this issue in the developing countries and more so in Kenya. By situating the study within the Kenyan hospitality industry, the study responds to demands for context-specific evidence and offer insights that are valuable in both theoretical and practical applications.

The foundation of Industrial Relations in Kenya is made up of Article 41 of the Constitution of Kenya and the Labour Relations Act (Kenya Laws, 2012). Labour law in Kenya is derived from several sources including the Constitution, Acts of

Parliament and subsidiary legislation, and International Conventions (Sihanya, 2011). The Employment Act, of 2007 in Kenya establishes the minimum terms and conditions of employment (Kamonde, 2024). The Act sets forth the relationship between an employer and a worker. It defines the benefits, duties and obligations of the employer and the worker, which includes: contract of service, prohibition against forced labour, discrimination in employment, sexual harassment, payment of wages, leave, termination, and living amenities (Collins et al., 2019). The rationale and purpose of the Labour Relations Act is contained in the preamble to the Act, which provides that it is to consolidate the law relating to trade unions and trade disputes and to provide for the registration, regulation, management and democratization of trade unions and employer organizations, and the encouragement of effective collective bargaining and promotion of freedom of association and effective collective bargaining processes (Collins et al., 2019). Kenya, as a member of the International Labour Organization, has ratified several important Conventions related to the rights of all workers. As a signatory to these conventions, the Kenyan government is legally obligated to ensure that these rights are protected and applied in Kenya. One of the weaknesses of the Employment Act is that it presupposes that the employment relationship can only be based on the contract of employment. This contract-based perspective of the employment relationship is quite limiting and does not reflect the emerging work patterns and working arrangements (Kutaula et al., 2020). According to the Africa Digital 2021 report by the Ministry of Information, Communication and Technology, around 1.2 million Kenyans are employed on digital platforms. The types of work include; digital marketing, virtual assistants, sports betting, writing articles, ride-hailing services, goods

delivery, etc. Many employees are using these arrangements to earn a livelihood, particularly at the onset of the COVID-19 Pandemic. The main concerns of these new working arrangements are that: firstly, it is not clear what the employment status is of these workers. The Uber case in the United Kingdom is a case in point where this point was canvassed (Van Wart et al., 2019). Kenya is a member of the International Labour Organization (ILO), but the country's labor market is still confronting significant challenges, including globalization, poverty, unemployment, underemployment, and technological innovation. However, the extent to which workers are protected is determined on how well laws are enforced, and in emerging economies, non-compliance is frequently widespread. Labor laws provide structure and justice in the workplace and have a common goal: to protect the rights of employees and to outline the roles and responsibilities of employers. Labor laws have many roles, but its main purpose is to ensure that employees have equal opportunities and that their physical and mental health and safety are protected. Labor laws also promote workplace diversity (McLellan, 2017).

The hospitality sector, like other industries, function under a structured framework that includes rules, regulations, and standards related to labor laws (Giousmpasoglou, 2024). The tourism business, particularly the hospitality sector, is known for its high work intensity, lack of unionization, poorly established internal labor market, contingent contracts, and low social and professional status (Elshaer & Marzouk, 2019; Vujičić et al., 2015). Hotel employees and labor rights organizations have made complaints that a large number of hotels do not provide their employees with complete employment contracts, terminate employees without good cause, and do not pay employees for overtime (Beddoe & Murphy, 2004). According to a

study done by Bernhardt et al. (2015), it was found that compliance with employment and labour laws has received less attention. This is consistent with the conclusion of (Liukkunen, 2016), who stated that it is necessary to conduct research on the actual application of job rights protection rules.

Empirical Review and Hypotheses Development

Compliance is the act of fulfilling the requirements that are set out in certain standards, widely accepted norms, mandated regulations, laws, and legislation, or the terms and conditions that are defined in a contract (Gaudemet, 2020). Compliance in general, refers to the act of following a rule, which might be a specification, policy, standard, or regulation (Bottoms, 2019). Organizations must not only prepare to comply with the conventional checkbox method, but they must also take into consideration various risks that may arise from external or internal entities. Labor law serves as a mediator between employees, employers, and the government (Holper & Kyselova, 2021). Since the Industrial Revolution, labor rights have been an important part of social and economic progress (Lin et al., 2023).

It is both a legal need and a moral obligation for businesses to comply with labor rules (Shah & Asad, 2018). In the hospitality sector, compliance refers to the execution of state labor laws, relevant International Labour Organization treaties, the company's code of conduct, and its rules and regulations (Jenkins & Unies, 2001). According to Servais (2024), pp25, "A comprehensive body of agreed international labour standards already exists... but many of these standards are not respected or implemented." In almost 90% of African countries, majority of the workforce is deprived of their rights (Posel et al., 2014). For instance, research undertaken in Egypt indicates that hotels

have very low levels of compliance with job protection laws (Tawfik et al., 2022). According to Wood (2024), larger hotels may have some formal staff management processes, although they often do not meet all legal standards, especially in smaller companies. García Mestanza et al. (2019) talked about the importance of fair labor practices in the hotel industry and suggested a way to evaluate the fairness and quality of labor practices in hotels in Spain. Milawati and Uwiyono (2022) stressed the need for the hotel industry to actively respond to the new labor contract law in order to lower labor expenses and create harmonious labor relations.

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

Studies on the relationship between labor law compliance and employee accountability show mixed results, with some indicating a positive correlation while others highlight potential negative effects. Some research suggests that compliance can foster a more stable work environment and improve employee morale (Hasyim & Bakri, 2023; Red & Teng-Calleja, 2021), while other studies indicate that stringent compliance measures can increase stress and conflict (Han et al.,

2025; Li & Van Rooij, 2022). In Kenya, Tubey (2015) critically assessed post-constitutional labor relations and found that activist labor laws, while empowering employees, can inadvertently fuel industrial unrest when enforcement is imbalanced. This suggests that compliance must be contextually moderated to sustain accountability. Musili (2018), through a KIPPRA policy paper, highlighted the adverse implications of delayed registration and enforcement of collective bargaining agreements (CBAs), noting that such lapses diminish employee trust and compromise institutional accountability, particularly within health and education sectors. Additionally, a comprehensive report by the Kenya Human Rights Commission (2024) underscored that systematic violations of labor rights including unfair termination and wage disparities undermine accountability frameworks unless robust enforcement mechanisms are instituted. The variability in these findings suggests that the relationship is not a simple direct link, but rather is contingent upon other contextual factors. Given the conflicting findings, the study postulate that:

H₀₁: Employment act compliance has no significant effect on employee accountability.

Moderating Role of Organizational Leadership

The definition of organizational leadership fundamentally revolves around its ability to create synergy, enhance communication, and motivate individuals to give their utmost, thereby propelling an organization toward excellence (Van Wart et al., 2019). Grasping the concept of organizational leadership and its significance is crucial in the current dynamic business landscape, where strong leadership serves as the cornerstone for attaining ongoing growth and competitiveness. Organizational leadership is essential in developing and influencing

the corporate culture of an organization (Nuraini, 2023).

An approach to organizational leadership that focuses on people emphasizes the importance of the well-being, growth, and development of individuals within the organization. It acknowledges that individuals are the greatest asset and aims to foster an inclusive and supportive workplace. Leaders who adopt this element focus on reaching business objectives while fostering the talents and potential of their teams. They promote open communication, empathy, and a collaborative culture, which boosts employee engagement, retention, and overall organizational success (Oreg & Berson, 2019). Haryanto et al. (2022) tested the role of transformational leadership in moderating the relationship between work conflict and employee performance at Railway Company. It was established that transformational leadership moderates the relationship between work conflict and employee performance. Found out that leadership style does not moderate the relationship between effective organizational commitment and budgetary slacks. Limited research has been conducted to establish how leadership moderates the relationship between a company's legal adherence and its employees' sense of responsibility, especially within the Kenyan context. To address this critical research gap, the study postulate that;

H₀₂: Organizational leadership does not moderate the relationship between employment act compliance and employee accountability.

Research Methodology

Design, Population, Sampling and Data Collection

The philosophical paradigm that underpinned this study was pragmatism. Creswell and Turyahikayo (2021), believe

that knowledge arises out of actions, situations and consequences rather than antecedent conditions. Pragmatic research Philosophy works well with mixed-method design and therefore fitted with this study as it allows data collection from quantitative questionnaires, qualitative observation, qualitative in-depth interviews, qualitative documents and qualitative audio and visual materials (Kenworthy & McMullen, 2014).

A mixed methods approach, which involves the integration of qualitative and quantitative approaches for data collection and analysis (Toyon, 2021). The selection of this method was based on its higher credibility, which arises from the equal attention placed on both quantitative and qualitative data collection (Toyon, 2021). A mixed-methods design offers a number of benefits to approaching complex research issues as it integrates philosophical frameworks of both post-positivism and interpretivism (Oranga et al., 2025). It also offers a logical ground, methodological flexibility and an in-depth understanding of smaller cases (Toyon, 2021).

The study population comprised all eight (8) star-rated hotels in Uasin Gishu County, Kenya. These hotels were purposively selected due to their adherence to internationally accepted standards, making them suitable for examining compliance. A census approach was adopted at this stage, as all hotels meeting this criterion were included. From the total employee population of 465 across these hotels, a sample of 215 employees was selected using a multi-stage sampling technique. First, purposive sampling was employed to identify all eight star-rated hotels located in Uasin Gishu County. The selected hotels comply with internationally recognized standards of hospitality quality, cleanliness, and service, rendering them appropriate for the analysis of compliance and accountability practices. This stage employed a census approach, as it included all eligible units within this category.

Secondly, the target population of hotel employees was stratified by department in the second stage (e.g., housekeeping, front office, food and beverage, administration). The stratified sampling method guaranteed proportional representation of each functional group according to their relative size within the total workforce. Thirdly, simple random sampling was employed to select individual participants within each stratum. Employee lists were assigned numerical codes, and random numbers were generated via Microsoft Excel to select the 215 respondents. This approach enabled statistical generalization and reduced selection bias. Finally, purposive sampling was employed to select eight hotel managers and two labor officers. The selection of these individuals was based on their direct engagement in labor policy enforcement, hotel operations, and staff management, offering critical insights into leadership and compliance dynamics.

Measures, Reliability, and Validity

The questionnaire responses were anchored on a five-point Likert scale ranging from 1 = Strongly Disagree (SD) to 5 = Strongly Agree (SA). The study adapted the scales used in the previous studies. The independent variable, employment act compliance was measured by adapting scales from the Employment Act (2007) to assess employee perceptions of compliance regarding wage payments, overtime compensation, termination procedures and dismissal, leave benefits and employment contract. The dependent variable, employee accountability was measured using Koppell's (2005) five-dimensional scale, which includes measures for transparency, liability, controllability, responsibility and responsiveness. The moderating variable organisational leadership through transformational leadership was measured using constructs adopted and modified from previous studies (Jensen et al., 2019; Berkovich & Eyal, 2021). The reliability of the

scales was assessed using Cronbach's alpha coefficient. The results, as shown in Table 1, indicate high internal consistency for both Employment Act Compliance ($\alpha = 0.891$) and Employee Accountability ($\alpha = 0.940$),

exceeding the acceptable threshold of 0.7 (Nunnally, 1978). Based on this finding, all indicators are considered reliable, and further analysis is allowed as indicated in Table 1.

Table 1: Reliability analysis

	Cronbach's Alpha	N of Items
Employment Act	0.891	18
Transformational Leadership	0.935	19
Employee Accountability	0.940	27

Source: Field Data, 2024

Content validity was ensured through expert review. To confirm the factor structure, Exploratory Factor Analysis (EFA) was conducted. The suitability of the data for EFA was confirmed by a Kaiser–Meyer–Olkin (KMO) value of 0.600 for Employee Accountability and 0.669 for Employment Act Compliance, and a

significant Bartlett's test of sphericity ($p < 0.001$) for both scales (Watkins, 2018). The KMO value exceeded 0.5, and Bartlett's sphericity test was significant at the 0.000 level, confirming sampling suitability and adequateness for EFA (Li et al., 2020) as shown in Tables 2 and 3, respectively.

Table 2: KMO and Bartlett's test for employee accountability

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

Source: Field Data, 2024

Table 3: KMO and Bartlett's test for employment act

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

Source: Field Data, 2024

Model Specification

To test the hypothesis, the study adopted a linear regression model (Baron & Kenny, 1986). The following equation was used.

$$Y = \alpha + \beta_1 X_1 + \varepsilon \dots \dots \dots \text{Equation 1}$$

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

Where,
 Y = Employee Accountability
 α = Constant
 $\beta_1 \dots \beta_3$ = the regression coefficients
 X_1 = Employment Act Compliance
 M = Transformational Leadership (Moderator)
 ε : Error term

Data analysis

The data collected were edited, systematized to eliminate errors, and coded for analysis using the statistical package for social sciences (SPSS) tool version 25. The SPSS package was used for analyzing data. Pearson correlation analysis to establish the relationship between study variables was also conducted. Regression analysis was also conducted to determine the effect of Employment Act compliance on Employee Accountability in star-rated hotels in Uasin Gishu County, Kenya.

Results

Demographic Information

Demographic information provides data on research participants and is required for determining whether the individuals in a particular study are a representative sample of the target population for purposes of generalization (Salkind, 2010). Table 4 presents the distribution of the employees’ demographic

characteristics. In terms of gender distribution of the respondents, results indicated that a majority of the respondents were female, and they accounted for 63.0 percent (n = 131) while 37 percent of them were males (n = 77). Further, the study revealed that in relation to the academic qualification of the employees, the results revealed that a majority of the respondents were holders of diploma education and they accounted for 49.5 percent (n = 103), this was followed by those that had bachelors’ degree qualification, who accounted for 29.3 percent (n = 61). Finally, a total of 44 employees’ representing 21.2% of the respondents, had a certificate level qualification.

The experience distribution revealed that majority of respondents accounting for 46.6 percent (n = 97) had a work experience ranging between 6 to 9 years of experience, this was followed by those that had an experience of between 4 to 6 years who accounted for 38.5 percent (n = 80) and only 14.9 percent (n = 31) had work experience ranging between 1 and 3 years of experience.

Table 4: Demographic characteristics of employees

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

Source: Field Data, 2024

Descriptive Statistics of Study Variables

Table 5 shows the summary statistics for the sampled variables. Specifically, Table 5 below shows the means and standard deviations of the variables

under study. The aggregate mean score and standard deviation of employment act as measured by 18 items of the employment act scale is (Mean = 3.19, SD = 1.00). This indicates that employees generally perceive

moderate to fair levels of compliance with the Employment Act. It suggests that while some legal provisions are being followed, consistent application may be lacking. In relation to employee accountability, this level of perceived compliance could mean staff feel somewhat protected and guided by employment standards but perhaps not fully empowered or consistently supported. The aggregate mean score and standard deviation of transformative leadership as measured by 19 items of the transformative leadership scale is (Mean = 3.67, SD =

0.960). This shows an overall agreement that star rated hotels in Uasin Gishu County were exhibiting satisfactory leadership. The aggregate mean score and standard deviation of employee accountability as measured by 24 items of the employee accountability scale is (Mean = 4.21, SD = 0.83). On average, respondents affirm a high level of employee accountability. This suggests that most staff consistently take responsibility, fulfill duties, and adhere to expected standards within their roles.

Table 5: Descriptive statistics of study variables

	Mean	SD
Employment Act	3.19	1.00
Transformative Leadership	3.67	0.960
Employee Accountability	4.21	0.83

Source: Field Data, 2024

Bivariate Correlation

Bivariate correlations were computed using the Pearson Product Moment Correlations (PMCC) framework. In this framework, the correlation coefficients, denoted as r were interpreted using the following criteria. An r value in the interval ±0.5 to ±1.0 was deemed substantial and demonstrated a robust connection. An r value between ±0.3 and ±0.5 was

moderate, while that between ±0.1 and ±0.3 was deemed weak. The correlation results in Table 6 show that there were significant correlations between the labour law components and the dependent variable (employee accountability). In particular employment act had a positive and significant moderate correlation with employee accountability (r=0.462, p<0.01).

Table 6: Bivariate Correlation

	1	2
1. Employment Act	1	
2. Employee Accountability	.462**	1

Source: Field Data, 2024

Regression Analysis

Multiple regression analysis was used to determine the effect of employment act compliance on employee accountability in the context of star-rated hotels in Uasin Gishu County. In retrospect, employee accountability was regressed against the employment act. The model summary (Table 7) yielded the following

statistics: The R-value was equal to 0.592; R-square value was 0.351; Adjusted R-square was 0.333; and the DW-Statistic was 2.299, as presented in Table 7. From these statistics, the following were inferred. There was moderate correlation (R = 0.592), showing that regression was feasible. The three labour law acts accounted for 35.1% of the variance in labour law compliance (R²=0.351)

Table 7: Model Summary^b

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

a. Predictors: (Constant), Employment Act
 b. Dependent Variable: Employee accountability
 Source: Field Data, 2024

However, after adjusting for the Employment Act Compliance, only 33.3% of the variance in employee accountability was meaningfully explained (Adjusted R² = 0.333). There were no issues of serial correlation among the respective acts (DW = 2.299). This implies that regression residuals remained uncorrelated over time. The ANOVA output (Table 8) testing whether the proposed multiple regression

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

Table 8: ANOVA^a

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

a. Dependent Variable: Employee Accountability
 b. Predictors: (Constant), Employment Act
 Source: Field Data, 2024

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

Influence of Employment Act Compliance on Employee Accountability

The objective of this study was to examine the direct influence of complying with the Employment Act among star-rated hotels in Uasin Gishu County on employee accountability. The unstandardized regression coefficients derived from employee accountability on the employment act compliance construct (Table 9) revealed that compliance with the employment act positively and significantly influenced accountability among the

employees (b=0.387, t=3.299, p<0.05). The regression coefficient value of 0.387 indicates that when star-rated hotels increase their compliance with the Employment Act by 1 percentage point, employees are likely to improve on their accountability by 0.387 percentage points. Hypothesis 1 (H₀₁) stated that there is no significant relationship between compliance with the Employment Act and employee accountability. Based on the findings, the relationship was found to be positive and statistically significant. Therefore, H₀₁ is rejected. This implies that compliance with the Employment Act significantly enhances employee accountability in the hotel industry.

These findings confirm that star-rated hotels in Uasin Gishu County, Kenya, hold the key to employees’ commitment

Table 9: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	1.188	.350		3.394	.001		
Employment Act	.387	.117	.300	3.299	.001	.726	1.377

a. Dependent Variable: Employee Accountability

Source: Field Data, 2024

This key is to comply with the requisite employment act provisions. The Employment Act seeks to guarantee opportunity for all employees and nurture a humane working environment. Therefore, by adhering to this act and the relevant regulations pertaining to the Employment Act star star-rated hotels in the study area can foster accountability among the employees, leading to improved service delivery and overall performance.

Qualitative Analysis

The data from interviews conducted from hotel managers and labour officers were analyzed using content analysis. Content analysis was appropriate because it allows researcher to systematically organize and analyze the qualitative data gathered from interviews (Goldsmith, 2021). Content analysis allowed for a comprehensive understanding of the perspectives, experiences, and opinions of hotel managers and labour officers on specific issues related to their work environments. Additionally, content analysis enabled the researchers to derive meaningful insights from the data that could inform future decision-making processes within the hotel industry.

Interview schedule was conducted on the hotel managers who put forth their thoughts on whether compliance with employment act led to employee accountability in their duties. Various responses were elicited as follows:

“Yes, they become accountable for instance; when employees feel that

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

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

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

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

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

Labour officers play a crucial role in the hospitality industry by ensuring that both employers and employees comply with labor laws enacted by the government while promoting a safe working environment for all stakeholders involved. Dyadic interview was conducted on the labour officers to get their views and perceptions of hotels compliance with labour laws specifically employment act which elicited the following responses;

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

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

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

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

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

From the interview findings, it can be inferred that the accountability of employees is influenced by various factors among them the working conditions. Managers highlighted that when employees welfare needs and provisions are met, they tend to be more accountable in their work.

Table 9: Model Summary

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

Source: Field Data, 2024

The resulting summary model results confirmed that the moderation model involving transformational leadership was statistically significant ($F_{3, 204} = 20.027, p < 0.001$). Besides, the model parameters revealed that labour law compliance had no significant direct effect on employee accountability. However, this effect was moderated by transformational

Moreover, it is noted from the responses from the labour officers that there was a general laxity among hotels in complying with some provisions particularly regarding overtime and unlawful termination indicating inconsistent adherence to the law.

Moderating Effect of Transformational Leadership on the Relationship between Employment Act Compliance and Employee Accountability

The study sought to establish the moderating effect of transformational leadership on the relationship between employment act compliance and employee accountability. Employee accountability was entered as the dependent variable, employment act compliance was entered as the independent variable and transformational leadership was entered as the moderating variable. The confidence interval was set at 95% and 5,000 bootstrap samples were used.

leadership ($b = 0.393, p < 0.05$). The test of highest order unconditional interaction Table 9 confirmed that transformational leadership moderated the relationship between labour laws compliance and employee accountability ($\Delta R^2 = 0.033, p < 0.05$). Hypothesis 2 (H_{02}) stated that transformational leadership does not significantly moderate the relationship

between Employment Act compliance and employee accountability. The analysis revealed a significant moderating effect ($\beta = 0.393, p < 0.05$), indicating that transformational leadership strengthens the positive link between compliance and accountability. Hence, H_{02} is also rejected, affirming the moderating role of leadership in shaping accountability outcomes. The moderation potential is reflected in the

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

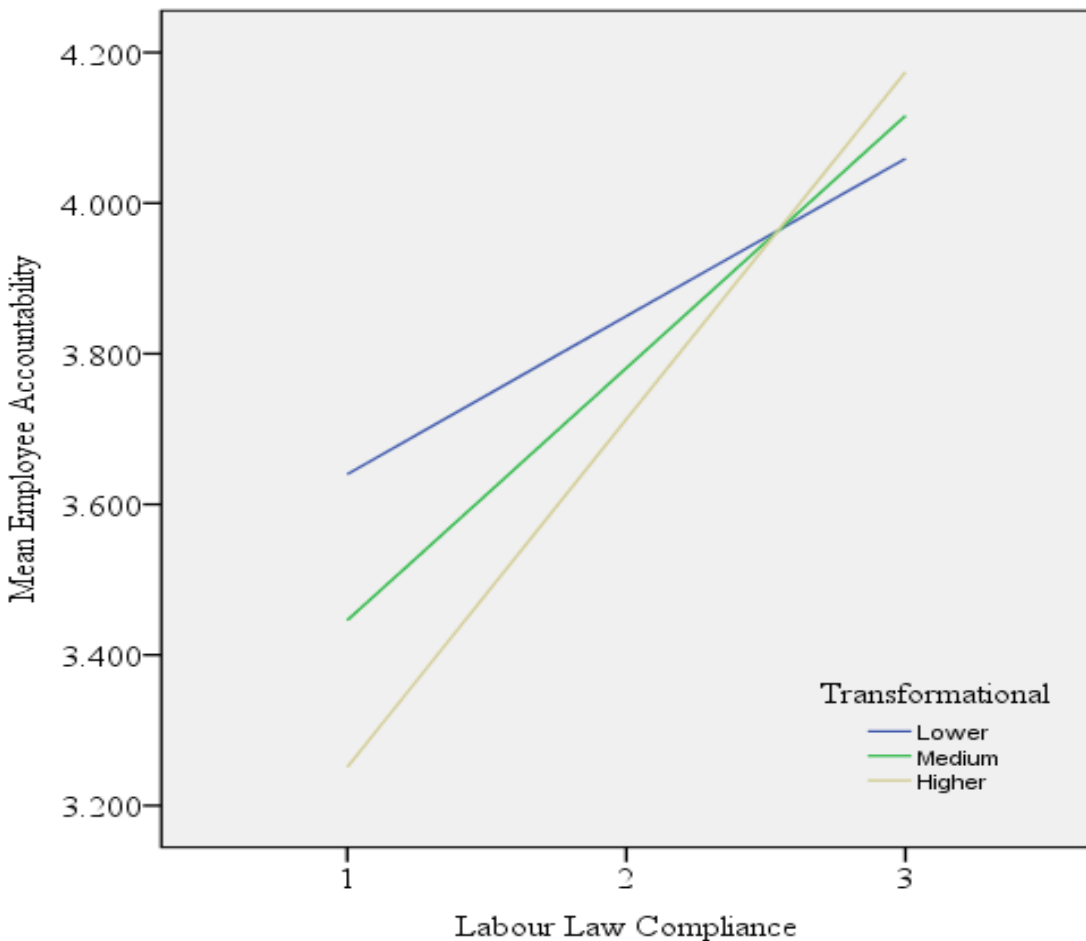


Figure 1: Interaction plot of labour law compliance and employee accountability moderated by transformational leadership

Source: Field Data, 2024

Discussion of Findings

The findings revealed that star rated hotels comply partially with the provisions of the employment act such as paid rest aligned with the welfare needs of the employees. However, the hotels were found not to

comply fully with the provisions for impartiality, summary dismissals and compensation. The regression analysis results pointed towards employment act compliance having a positive and significant effect on employee accountability among star rated hotels. The positive and

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

Star rated hotels were found to comply with elements of the employment act aligned with employee welfare and a positive influence of compliance with the employment act on employee accountability which shows that higher accountability among employees in hotels arises from a feeling of being treated fairly. A culture of transparency and trust is created through genuine leave guidelines and unbiased sacking, and this is bound to reduce conflicts and court cases, leading to improved job performance. These findings are supported by Byrne et al. (2016) that espoused the notion of fairness and employee accountability measured through commitment and dedication. The test of highest order unconditional interaction established that transformational leadership moderated the relationship between labour laws compliance and employee accountability. Through the interaction plot, it was apparent that higher levels of transformational leadership oversaw a larger contribution of labour law compliance on employee accountability. This relationship is further supported by Kenyan empirical studies. For instance, Dola (2015) examined the effect of transformational leadership on employee performance within the Kenya Wildlife Service and found that inspirational motivation and individualized consideration

enhanced employee morale and accountability. Similarly, Kagendo (2018), in a study of multinational corporations in Kenya, reported that transformational leadership dimensions particularly idealized influence and intellectual stimulation were positively associated with team performance and ethical conduct. Additionally, Adan and Gatobu (2024) investigated transformational leadership in Mandera County Government and concluded that leadership practices such as inspirational motivation and individualized support significantly improved employee performance and accountability in public service settings.

Conclusions

First, that employment act compliance had a significant effect on employee accountability in star rated hotels. Compliance with the provisions of the Employment Act among star rated hotels is critical to employees' accountability. Star rated hotels have shown efforts towards compliance with the provisions of this act particularly in the welfare-oriented provisions such as granting fully paid annual, maternity and sick leaves. However, these hotels still expose themselves to the legal and financial risks that come with non-compliance with some of the provisions of the employment act. The hotels are notorious when it comes to showing impartiality in employment and in making summary dismissals and termination without following due processes. Moreover, the hotels show reluctance in overtime and un-procedural termination compensation. While employment act compliance remains a vital tool that star rated hotels can use to arouse accountability among employees, the notion of accountability transcends legal compliance. The style of leadership is a vital cog in such moderation. Transformational leadership, characterized by empathy, vision, and employee

empowerment, enhances employees' willingness to internalize expectations and act responsibly.

Recommendations

The study enhances the ethos articulated through Koppel's model of accountability, compliance house model, and systems theory. The positive influence that employment act had on employee accountability implicitly illuminates the central role that legal compliance plays in setting the foundation for accountability. This finding enhances the tenets of liability and controllability by confirming that hotels that adhere to rules pertaining to employee welfare such as fully paid annual, maternity, and sick leave as well as exercising fairness in dismissals and termination enjoy high controllability among employees and take liability for consequences that may arise for non-compliance. The study findings also assert that by complying with the employment act provisions, star rated hotels navigate towards a culture of law-oriented compliance which is a cornerstone for collective and moral compliance espoused by the compliance house model. Leaning towards such ethos, star rated hotels would be in a position to structure a compliant workforce that is responsive to legal systems. Moreover, by being compliant to the employment act, hotels are able to nurture an integrated system of employee accountability that builds upon the interconnectedness of transparency, responsiveness, controllability, liability and responsibility.

Policy developers and industry stakeholders should come up with policy guidelines that can ensure compliance with the provisions of the labour laws in star rated hotels. This can be in form of periodical assessments of how these facilities are complying with the various categories of provisions in the laws, including dismissals, termination,

compensation, safety and health provisions, employee relationships, and work environment among others. Moreover, the star rated hotels should breakdown the components of the labour laws and come up with guidelines for fairness at the work place. This may not only go a long way in securing these entities from legal court battles and unnecessary financial penalties, but will also guarantee employee accountability

The importance of the employment act compliance towards employee accountability is such that all-star rated hotels in Kenya must seek to give priority to provisions that can lead to complying fully with the employment act in order to maximize employee accountability and their performance. Star rated hotels should seek to build on their compliance with welfare provisions to build mechanisms through which to practice fairness with an eye towards improved productivity. Moreover, they must promote fair and acceptable dismissal and termination approaches that can shield them away from costly penalties and loss of reputation.

References

- Abulfatai, Y. (2021). Leadership and effective human resource management in organization. *Вестник Российского университета дружбы народов. Серия: Государственное и муниципальное управление*, 8(3), 277-296.
- Adan, S. D., & Gatobu, P. (2024). Transformational Leadership on Employee Performance in Mandera County Government, Kenya. *International Journal of Social Sciences Management and Entrepreneurship (IJSSME)*, 8(3). <https://www.sagepublishers.com/index.php/ijssme/article/view/668>
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173. <https://doi.org/10.1037/0022-3514.51.6.1173>
- Beddoe, A. E., & Murphy, S. O. (2004). Does mindfulness decrease stress and foster

- empathy among nursing students? *Journal of Nursing Education*, 43(7), 305-312. <https://doi.org/10.3928/01484834-20040701-07>
- Beerbaum, D. (2021). Applying Agile Methodology to regulatory compliance projects in the financial industry: A case study research. *Applying Agile Methodology to Regulatory Compliance Projects in the Financial Industry: A Case Study Research (April 26, 2021)*. <https://doi.org/10.2139/ssrn.3834205>
- Bernhardt, J., Langhorne, P., Lindley, R. I., Thrift, A. G., Ellery, F., Collier, J., Churilov, L., Moodie, M., Dewey, H., & Donnan, G. (2015). Efficacy and safety of very early mobilisation within 24 h of stroke onset (AVERT): a randomised controlled trial. *Lancet*, 386(9988), 46-55. [https://doi.org/10.1016/S0140-6736\(15\)60690-0](https://doi.org/10.1016/S0140-6736(15)60690-0)
- Bottoms, A. (2019). Understanding compliance with laws and regulations: a mechanism-based approach. In *Financial Compliance: Issues, Concerns and Future Directions* (pp. 1-45). Springer. https://doi.org/10.1007/978-3-030-14511-8_1
- Byrne, Z. S., Peters, J. M., & Weston, J. W. (2016). The struggle with employee engagement: Measures and construct clarification using five samples. *Journal of Applied Psychology*, 101(9), 1201. <https://doi.org/10.1037/apl0000124>
- Collins, H., Ewing, K., & McColgan, A. (2019). *Labour law*. Cambridge University Press. https://books.google.com/books/about/Labour_Law.html?id=OpCuDwAAQBAJ
- Davidov, G. (2021). Compliance with and Enforcement of Labour Laws. *Soziales Recht*, 11(3), 111-127.
- Del Punta, R. (2021). Compliance and enforcement in Italian labour law. *International Journal of Comparative Labour Law and Industrial Relations*, 37(2/3). <https://doi.org/10.54648/ijcl2021012>
- Dola, G. A. (2015). *The effect of transformational leadership on the performance of employees in Kenya: the case of Kenya wildlife service* [Kenyatta University]. <http://ir-library.ku.ac.ke/handle/123456789/14430>
- Elfstrom, M., & Kuruvilla, S. (2014). The changing nature of labor unrest in China. *ILR Review*, 67(2), 453-480. <https://doi.org/10.1177/001979391406700207>
- Elshaer, A. M., & Marzouk, A. M. (2019). *Labor in the tourism and hospitality industry: Skills, ethics, issues, and rights*. Apple Academic Press. <https://www.appleacademicpress.com/lab-or-in-the-tourism-and-hospitality-industry-skills-ethics-issues-and-rights/9781771887311>
- García Mestanza, J., Cerezo Medina, A., & Cruz Morato, M. A. (2019). A model for measuring fair labour justice in hotels: Design for the Spanish case. *Sustainability*, 11(17), 4639. <https://ideas.repec.org/a/gam/jsusta/v11y2019i17p4639-d261043.html>
- Gaudemet, A. (2020). What is Compliance? *Red*, 1(1), 89-92. <https://doi.org/10.3917/red.001.0089>
- Giousmpasoglou, C. (2024). Working Conditions in the Hospitality Industry: The Case for a Fair and Decent Work Agenda. *Sustainability*, 16(19), 8428. <https://ideas.repec.org/a/gam/jsusta/v16y2024i19p8428-d1487498.html>
- Grgurev, I. (2021). Labour law in Croatia. <https://law-store.wolterskluwer.com/s/product/labour-law-in-croatia-2nd-edition/01t4R00000j7iuQAB>
- Han, Y., Hwang, K., Kim, E., & Robertson, P. J. (2025). The impact of accountability systems on public employee well-being and the moderating effects of role clarity and job autonomy. *Public Management Review*, 1-27.10. <https://doi.org/1080/14719037.2025.2483328>
- Han, Y., & Perry, J. L. (2020). Employee accountability: development of a multidimensional scale. *International Public Management Journal*, 23(2), 224-251.
- Haryanto, B., Suprpti, A. R., Taufik, A., & Maminirina Fenitra, R. (2022). Moderating role of transformational leadership in the relationship between work conflict and employee performance. *Cogent business & management*, 9(1), 2105578. <https://doi.org/10.1080/23311975.2023.2288362>
- Hasyim, H., & Bakri, M. (2023). The Impact of Employment Law on Human Resource Practices: A Global Perspective. *The Journal of Business and Management Research*, 6(1), 43-54.
- Hermawan, A., Rohman, A., & Seputra, R. (2022). Employee performance accountability target indicators. *East Asian Journal of Multidisciplinary Research (EAJMR)*, 1(8), 1641-1650. <https://journal.formosapublisher.org/index.php/eajmr/article/view/1140/1063>

- Holper, A., & Kyselova, T. (2021). Inclusion dilemmas in peacebuilding and dialogues in Ukraine. *Peace and Conflict: Journal of Peace Psychology*, 27(3), 475. <https://dialnet.unirioja.es/descarga/articulo/9334535.pdf>
- Jiru, C. A., & Teklu, T. (2022). Result Oriented Performance Management and Organizational Performance. *Journal of Sustainable Development in Africa*, 24(1). <https://jsd-africa.com/Jsda/2022%20V24%20No1%20Spring/PDF/Result%20Oriented%20Performance%20Management%20and%20Organizational%20Performance.pdf>
- Kagendo, G. M. (2018). *Effectiveness of Transformational Leadership on Team Performance among Kenyan Multinational Corporations* University of Nairobi].
- Kamonde, E. W. (2024). *The Role of the Director of Occupational Safety and Health in the Wiba Act, 2007, in Relation to Access to Justice by Employees* University of Nairobi]. <https://erepository.uonbi.ac.ke/bitstream/handle/11295/167484/Kamonde%20Ema%20Wangari%20Mwangi.pdf?sequence=1&isAllowed=y>
- Kenworthy, T. P., & McMullen, W. E. (2014). From philosophy of science to theory testing: generating practical knowledge in entrepreneurship. In *Handbook of research methods and applications in entrepreneurship and small business* (pp. 20-55). Edward Elgar Publishing.
- Kutaula, S., Gillani, A., & Budhwar, P. S. (2020). An analysis of employment relationships in Asia using psychological contract theory: A review and research agenda. *Human Resource Management Review*, 30(4), 100707. <https://eprints.kingston.ac.uk/id/eprint/43842/1/Kutaula-S-43842-AAM.pdf>
- Li, N., & Van Rooij, B. (2022). Law lost, compliance found: a frontline understanding of the non-linear nature of business and employee responses to law. *Journal of business ethics*, 178(3), 715-734. <https://doi.org/10.1007/s10551-021-04751-1>
- Lin, P. M., Peng, K.-L., Wilson Au, W. C., & Baum, T. (2023). Labor market transformation in the hospitality gig economy in a post pandemic era: impacts of institutional governance. *International Journal of Contemporary Hospitality Management*, 35(4), 1490-1510.
- Liukkunen, U. (2016). ILO and Child Labour Regulation in China—Prospects and Complexities. *Fundamental Labour Rights in China-Legal Implementation and Cultural Logic*, 139-167.
- McLellan, R. K. (2017). Work, health, and worker well-being: roles and opportunities for employers. *Health affairs*, 36(2), 206-213.
- Milawati, M., & Uwiyono, A. (2022). The Influence of The Disruption Era in The Concept of Labour Relations in The Hospitality Industry Perspective of Employment Law. *INFOKUM*, 10(5), 951-965.
- Nuraini, B. (2023). *Employee Performance Optimization: The Synergy of Leadership and Compensation*. Asadel Publisher. <http://repository.uhamka.ac.id/id/eprint/34089/contents>
- Oranga, J., Matere, A., & Njurai, E. (2025). The Mixed Methods Research Approach: An Overview. *Postmodernism Problems*, 15(1), 84-99. <https://doi.org/10.46324/PMP2501084>
- Oreg, S., & Berson, Y. (2019). Leaders' impact on organizational change: Bridging theoretical and methodological chasms. *Academy of Management Annals*, 13(1), 272-307.
- Posel, D., Casale, D., & Vermaak, C. (2014). Job Search and the Measurement of Unemployment in South Africa. *South African journal of economics*, 82(1), 66-80.
- Red, C. L., & Teng-Calleja, M. (2021). Examining the relationship between labor law compliance and employee perceptions, attitudes and behaviors. *Employee Responsibilities and Rights Journal*, 33(4), 337-357.
- Servais, J.-M. (2024). International labour law. <https://nla.gov.au/nla.cat-vn3533158>
- Shah, M., & Asad, M. (2018). Effect of motivation on employee retention: Mediating role of perceived organizational support. *European Online Journal of Natural and Social Sciences*, 7(2), pp. 511-520.
- Sihanya, B. (2011). *Constitutional implementation in Kenya, 2010-2015: Challenges and prospects*. <https://erepository.uonbi.ac.ke/handle/11295/38845?show=full>
- Syed, R. F. (2020). Ethical business strategy between east and west: an analysis of minimum wage policy in the garment global supply chain industry of Bangladesh. *Asian Journal of Business Ethics*, 9(2), 241-255.
- Syed, R. F. (2024). Labor standards, labor policy, and compliance mechanism: a case study in Bangladesh. *Labor History*, 65(2), 256-272. <https://doi.org/10.1080/0023656X.2024.373893>
- Tawfik, M., Abu-Taleb, M., Abd-Elaal, E., & Afifi, M. F. (2022). Identifying hotel employees' entitled rights in the light of employment protection legislation and corporate social

- responsibility. *Journal of the Faculty of Tourism and Hotels-University of Sadat City*, 6(2/1).https://mfth.journals.ekb.eg/article_271716_f376c3d2f3b965709d18aea7bc3c830e.pdf
- Toyon, M. A. S. (2021). Explanatory sequential design of mixed methods research: Phases and challenges. *International Journal of Research in Business and Social Science*, 10(5), 253-260.[https://ideas.repec.org/a/rbs/ijbrss:v:10:y:2021:i:5:p:253-260.html](https://ideas.repec.org/a/rbs/ijbrss/v:10:y:2021:i:5:p:253-260.html)
- Tsafack, N. (2018). Accountability and Employee Performance: Case Study: Bambui Engineering Services & Techniques (Best) Sarl. https://www.theseus.fi/bitstream/handle/10024/147663/Tsafack_%20Kelly.pdf?sequence=1&isAllowed=y
- Turyahikayo, E. (2021). Philosophical Paradigms as the Bases for Knowledge Management Research and Practice. *Knowledge Management & E-Learning*, 13(2), 209-224.<https://www.kmel-journal.org/ojs/index.php/online-publication/article/view/476>
- Van Wart, M., Roman, A., Wang, X., & Liu, C. (2019). Operationalizing the definition of e-leadership: identifying the elements of e-leadership. *International review of administrative sciences*, 85(1), 80-97. <https://doi.org/10.1177/0020852316681446>
- Vujičić, D., Jovičić, A., Lalić, D., Gagić, S., & Cvejanov, A. (2015). The relation between job insecurity, job satisfaction and organizational commitment among employees in the tourism sector in Novi Sad. *Economic and Industrial Democracy*, 36(4), 633-652.
- Wood, R. C. (2024). *Working in hotels and catering*. Taylor & Francis. <https://doi.org/10.4324/9781315002521>