EFFECT OF ORGANIZATIONAL LEADERSHIP STYLES ON CHANGE MANAGEMENT IN HOTEL INDUSTRY NAIROBI, KENYA

LOICE FAITH AGOI

Abstract- The prosperity of any given organization is to a large extend a function of the type and nature of leadership employed. This is clearly evidenced in the manner under which organizations worldwide have strived to adopt a more workable style that can withstand any changes likely to occur, From available studies however little information exist that can help us to understand the actual contribution of leadership styles on change management in an organization. This study sought to examine the relationship between leadership styles and change management in hotel industries in Kenya. The study objectives were to examine effects of directive leadership on change management, to examine supportive leadership on change management and to establish the role of participative leadership on change management. The study was based on Fiedler contingency theory. The research design was descriptive survey. The target population was 1769 staff drawn from the employees of Five Star Hotels in Nairobi. The study utilized stratified and simple random sampling techniques to select a sample size of 225respondents. Instruments of data collection were questionnaires .The reliability was measured using the Cronbach's alpha at a level of 0.7%.Data analysis was done using descriptive and inferential statistics which included frequencies, percentage, means and Pearson correlation. The study findings indicated that directive leadership, supportive leadership and participative leadership exhibited a positive and significant effect on change management. Thus, supportive leadership fosters effective change management while participative leadership is associated with high-quality work which enhances change management. It is therefore utmost necessary for managers to assign tasks designed to accomplish specific goals. There is need for the managers to express confidence in the subordinates whenever there is a difficult task and be polite and considerate. It is also important for leaders to not only rely on their limited perspective but to continuously learn from other people's mistakes and rushed decisions.

Keywords- Supportive Leadership, Change Management, Directive Leadership, Participative Leadership