

Effect of Employment Act Compliance on Employee Accountability in Star-Rated Hotels in Uasin Gishu County

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Abstract

Accountability 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. This paper aims to investigate the effect of employment act compliance on employee accountability in Star-Rated hotels in Uasin Gishu County, Kenya. The study adopted a pragmatic approach using a concurrent explanatory research design. The target population consisted of 465 employees from eight star-rated hotels, of which 215 formed the sample size, including 8 managers and 2 labour officers. Stratified and simple random sampling were used to select the employees, while purposive sampling was used to select the managers and labour officers. Quantitative data from employees were collected using a structured questionnaire, while qualitative data (managers and labour officers) were gathered using interview schedules and dyadic interviews, respectively. The study findings revealed that employment act compliance ($\beta=0.379$, $t=3.202$, $p<0.05$) had a positive and statistically significant effect on employee accountability. Therefore, Star-rated hotels in Uasin Gishu County should fully comply with the Employment Act particularly welfare, dismissal and termination provisions to maximize employee accountability and performance, while policymakers and industry stakeholders should institute periodic compliance assessments and workplace fairness guidelines to ensure sustained labour law adherence. This study contributes to the literature by providing further insights that, within the African region, an understudied context, extend current understanding of the association between labour laws and employee accountability.

Keywords: Employee Accountability, Employment Act, Compliance, Star-Rated Hotels

Research Limitations/Implications: This study employed an explanatory concurrent mixed methods design to investigate the relationship among the study variables. A longitudinal study design is thus suggested for future researchers, as it could offer a more thorough examination of relationships.

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Introduction

Accountability is a widely discussed concept that is sought after by shareholders, desired by leaders, feared by employees, and insisted upon by stakeholders. It has gained significant importance in various sectors of the tourism and hospitality industry, as highlighted by recent research (Solomon, 2020). 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 & 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. Scholars should therefore move away from a unidimensional view of accountability to a more nuanced perspective; using multi-rather than unidimensional scales could enhance the ability to capture employee accountability (Han & Perry, 2020).

Labor law resulted from industrial revolutions with the aim to provide adequate protection against many labor abuses (Davis, 2004). About 90% of countries in Africa, workers are deprived of their rights. Theoretically, there are opportunities to establish labour rights in any industry, but in practice, the picture may be simply unsatisfactory. Recent trends in business ethics along with growing attacks upon unions, suggest that

employee rights will be a major social concern for business managers during the next decade. A. Bernhardt, Kresge, and Suleiman (2023) stated that 'Compliance with employment and labour laws has received less attention'. This is compatible with the conclusion of Liukkunen (2016), who confirmed that the actual implementation of employment rights protection regulations must be studied. Labor laws exist to protect workers from unfair employment practices with regard to wages, time off and other work-related matters. Pursuant to Article 41 of the Kenyan Constitution the law stipulates that every person has the right to fair labour practices, and confers specific rights on workers, employers and trade unions and employers' organizations. Labor relations in Kenya are regulated by The Employment Act, 2007, The Labour Institutions Act, 2007, The Labour Relations Act, 2007, The Occupational Safety and Health Act, 2007, the Works Injury Benefits Act (WIBA) of 2007.

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. Employment Act in Kenya is an act of Parliament. it states and defines the fundamental rights of employees, provides basic terms of employment of employees, regulates employment of children, and provides for items associated with the aforementioned. These laws not only protect employees against harassment and discrimination, but they also cover a wide range of topics, including hiring and firing, workplace safety, fair

compensation, family and medical leave, and more. 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 include: contract of service, prohibition against forced labour, discrimination in employment, sexual harassment, payment of wages, leave, termination, and living amenities (Collins, Ewing, & McColgan, 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).

This study makes the following contributions to the literature on labor law compliance. First, it adds to the sparse literature on labor law compliance in the hospitality industry in developing countries with weak institutional and legal environments. Secondly, while previous research has explored employee accountability and labor law separately, this study opens up a promising research niche—examining how adherence to employment law affects behavioral dynamics like accountability within organizations, especially in service-driven

sectors like hospitality. The focus on Kenya and star-rated hotels grounds the study in a unique socio-economic and regulatory environment. This adds localized insight to an otherwise global concept, potentially revealing regional compliance gaps or accountability patterns unique to this segment.

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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, Gillani, & Budhwar, 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, Roman, Wang, & Liu, 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, Jovičić, Lalić, Gagić, & Cvejanov, 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 J. Bernhardt et al. (2015), "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.

Literature Review, Theory and Hypotheses Development

Theoretical Foundation

Koppell's model concept of accountability, system theory, and the compliance house model provided the theoretical underpinning for this study. Koppell's model concept of accountability, system theory, and the compliance house model provided the theoretical underpinning for this study. Koppell's (2005) model concept of accountability was adopted in this study with five dimensions that reflect multiple characteristics of accountability. In this

regard, the model provides a useful framework for analyzing labour law compliance and employee accountability in star-rated hotels in Kenya. The model outlines five interrelated dimensions of accountability: transparency, liability, controllability, responsibility, and responsiveness. Transparency is about sharing information about performance. Liability is the answer to the question of whether the organization faced any consequences due to the employee's performance. Controllability is related to how much the organization meets the expectations of the top management. Responsibility is the answer to the question that "Does the organization follow the necessary rules during the operations?" and Responsiveness, the last dimension, is about the fulfillment of the main expectation of the organization or individual. Transparency is key to the accountability process and makes an actor obligated to provide, explain, and justify information about their activities to the forum. If the actor discloses facts related to performance or activities, then they are transparent, which in turn helps in accountability. It involves the clear and open communication of actions, decisions, and processes within the hotel. In the context of star-rated hotels, transparency could include clear communication about job roles, expectations, and adherence to labor laws, ensuring that both management and employees understand their rights and responsibilities.

Liability is the second typology of accountability without which accountability is meaningless (Lindberg, 2013). Liability deals with consequences (reward and punishment), which are attached to the performance of an employee. In other words, employees should be held answerable for their actions; they are punished for malfeasance and rewarded for success. If

an employee faces consequences for their performance, then there is accountability. This dimension refers to the legal and ethical responsibility for actions or decisions. Hotels must also comply with labor laws, such as those concerning wages, working hours, and employee welfare, and be held accountable for any violations. Employees, too, are responsible for their actions within the scope of their work.

Controllability is the third typology of accountability that deals with the authority and control of behavior or action of the actor. This means that an actor is constrained by the orders of forum. If the forum can induce the behavior or action of an actor, the forum controls the actor. As a result, actor is accountable to the forum. If an actor follows through with what its forum has ordered, then there is controllability. This means that there is evidence of accountability. This focuses on an employee ability to influence or control outcomes. In the case of employee accountability, star-rated hotels must ensure employees have the resources, training, and autonomy to make decisions within their roles. However, employees should also be held accountable for those decisions.

Responsibility is the fourth typology of accountability that constrains actors by formal and informal professional standards or behavior such as laws, rules, and norms, is labeled responsibility. Such standards may encourage better behavior and set expectations against which the actor can be evaluated (Lindberg, 2013). Friedrich (n.d. cited in Koppell, 2005) argues that an accountable actor should not simply follow orders, as we mentioned in controllability, but must use their expertise constrained by professional and moral standards. If the actor follows well-established rules, then can he/she is responsible. Responsibility refers to an

individual's duty to fulfill their role and obligations. For employees in star-rated hotels, this includes their duty to follow hotel policies, respect customer service standards, and comply with labor laws. Hotels, in turn, must be responsible for maintaining fair working conditions and complying with all relevant regulations. Responsiveness which is the final typology of accountability that satisfies the demands and needs of clients. In this typology, accountability turns outward rather than upward (Lindberg, 2013). That is why it is also called customer-oriented approach and bottom-line vision of accountability. If actor fulfills the demand and need of the forum, then he/she is a responsive actor. The responsive actor means there is evidence of accountability. This dimension emphasizes the need for quick and effective reactions to issues or challenges. Likewise, employees should respond to feedback and adapt to organizational needs or changes. Hence, accountability is combined form of transparency, liability, controllability, responsibility, and responsiveness. In this study, Koppel's five dimensions was used as a theoretical basis of accountability.

Concept of Accountability

According to Tsafack (2018), accountability is the readiness of an employee to accept responsibility for their decisions, actions, conduct, and performance. The term "account" is the origin of the word "accountability." In the past, the concept of accountability was closely associated with accounting, especially bookkeeping (Al-Adeem & Al-Hassan, 2023). These days, accountability is a characteristic of nearly every field, including social science and politics (Romzek & Dubnick, 2018). Everyone talks about responsibility. Shareholders want it, executives want it, employees are often terrified of it, and stakeholders insist on it.

Accountability can also be described as the character or state of being accountable, which is having the obligation or willingness to accept blame or to account for one's conduct (Shotter, 2019). It is the driving principle that dictates how employees make pledges to one another, how they assess and report their wrong and how much accountability they take to things done (Tsafack, 2018). Employee accountability is the idea that a person's performance is evaluated by someone in a higher position, which highlights the idea that a person is responsible for their own actions (Hall, Frink, & Buckley, 2017). In addition to definitions of the idea, a range of accountability frameworks for understanding accountability and its relationships have been developed to facilitate a deeper understanding of accountability and its interrelated dimensions (Bovens, 2007). Koppell (2005) model of accountability consists of five dimensions: transparency, liability, controllability, responsibility, and responsiveness.

Concept of Compliance

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, Peng, Wilson Au, & Baum, 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), "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, Casale, & Vermaak, 2014). For instance, research undertaken in Egypt indicates that hotels have very low levels of compliance with job protection laws (Tawfik, Abu-Taleb, Abd-Elal, & Afifi, 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, Cerezo Medina, and Cruz Morato (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).

Employment Act, 2007

It is an act of Parliament to repeal the employment act, it states and defines the fundamental rights of employees, it provides basic terms of employment of employees, regulates employment of children, and to provide for items associated with the aforementioned. These laws not only protect employees against harassment and discrimination, but they also cover a wide range of topics, including hiring and firing, workplace safety, fair compensation, family and medical leave, and more. 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). The employment contract is the basis for employment relationships. It specifies and explains the rights and responsibilities of both the employer and the employee, and it gives legal form and obligations (Omar, Chan, & Joned, 2009). In hotels, the biggest hidden threat to job security is the lack of a formal written contract of employment that is signed by both the employees and the hotel. Employees will not be able to adequately protect their rights and interests, even if they use legal means, if they do not have a labor contract (Zywicki, 2016). Compared to other businesses, the hospitality and tourist industry is often associated with lower quality employment possibilities (García-Pozo, Campos-Soria, Sánchez-Ollero, & Marchante- Lara, 2012;

Lacher & Oh, 2012). Many workers choose to leave the business after their first experiences for a variety of reasons, including low compensation, an increase in part-time and temporary contracts (De Cuyper et al., 2008; Lacher & Oh, 2012), and the requirement to cover 24/7 working hours (Lu & Adler, 2009).

According to Sverke, Hellgren, and Näswall (2002), job insecurity is "an employee's perception of whether there is a risk for the continuity of their employment, as well as their perception and interpretation of the work environment." They also found that employment instability (job insecurity) can lead to physical and psychological stress, which might prevent individuals from committing enough energy to their professions. As a result, their job performance and engagement may be negatively affected. Hence, the following hypothesis is formulated:

H₀₁: Employment Act compliance does not have an effect on employee accountability in star-rated hotels in Uasin Gishu County.

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, Matere, & Njurai, 2025). It also offers a logical ground, methodological flexibility and an in-depth understanding of smaller cases (Toyon, 2021). The study population comprised of 455 employees drawn from eight (8) classified hotels in Uasin Gishu County, Kenya. The research employed multiple sampling techniques. Star-rated hotels were purposively selected because they had internationally accepted indicators of a hotel's quality, cleanliness and standards then census sampling was done because all-star rated hotels were selected for the study. Thereafter, stratified sampling was used to divide the population into smaller groups or strata according to departments, then simple random sampling was used to proportionately pick the sample, given the homogeneity of the population.

Stratified random sampling refers to the methodology employed for selecting a sample in a manner that ensures the inclusion of defined subgroups within the population in proportions that mirror their distribution in the overall population (Mweshi & Sakyi, 2020). The sample was proportionately represented from each stratum (department). Furthermore, the participants for the study were selected through the utilization of simple random sampling, which, according to Toyon (2023) enables the generalization of

findings to a wider population with a statistically measurable margin of error and facilitates the utilization of inferential statistics. To ensure an equal chance of inclusion, simple random sampling was used to select the 215 employees who participated in the study. Employees in each department were given numbers commensurate with the target population. Random numbers were generated using Excel to identify the employees. The labour officers and hotel managers were purposively selected.

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 under labour law; employment act was measured by; wage pay, overtime compensation, termination and dismissal, leave benefits and employment contract (Employment Act, 2007) while the dependent variable; employee accountability was measured using Koppell's five dimensions of accountability the scales which include transparency, liability, controllability, responsibility and responsiveness (Koppell, 2005). Reliability analysis of scales in the research instrument (questionnaire) was assessed by performing Cronbach's alpha coefficient test as indicated in Table 1.

Table 1: Reliability Analysis

	Cronbach's Alpha	N of Items
Employment Act	0.891	18
Employee Accountability	0.940	27

Source: Field Data, 2025

Alpha coefficient of above 0.7 for individual test variables was accepted (Nunnally, 1978). Based on this finding, all

indicators are considered reliable, and further analysis is allowed.

Content validity checks were also performed on constructs to ensure that scale items are meaningful to the sample and capture the issues that are being measured. Following that, exploratory and confirmatory factor analyses were conducted. To measure sampling

adequacy and suitability before exploratory factor analysis (EFA), Kaiser–Meyer–Olkin (KMO) and Bartlett's tests of sphericity were used (Watkins, 2018). The KMO value exceeded 0.7, 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, 2025

Table 3: KMO and Bartlett's Test for Employment Act

KMO and Bartlett's Test		
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, 2025

Model Specification

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

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

Where:

Y = Employee Accountability

α = Constant

$\beta_1 \dots \beta_3$ = the regression coefficients

X_1 = Employment Act Compliance

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, 2025

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 5 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 5: Bivariate Correlation

	1	2
1. Employment Act (EA)	1	
2. Employee Accountability	.462**	1

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

Source: Field Data, 2025

Regression Analysis

Multiple regression analysis was used to determine the effect of the Employment Act 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 6) 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 6.

Table 6: Model Summary ^b

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

^a. Predictors: (Constant), Labour relations act, occupational safety & health act, employment act

Source: Field Data, 2025

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 ($R^2 = 0.351$). However, after adjusting for the Employment Act Compliance, only 33.3% of the variance in employee accountability was meaningfully explained (Adjusted $R^2 = 0.333$). 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 7) 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 7: ANOVA ^b

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), Labour relations act, occupational safety & health act, employment act

Source: Field Data, 2025

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 8) 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.

Table 8: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(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, 2025

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

Labour law officers play a crucial role in the hospitality industry by ensuring that both employers and employees comply with labor laws enacted by the government. They play a vital role in maintaining fair employment practices within the industry by ensuring that both management and employees adhere to legal requirements while promoting a safe working environment for all stakeholders involved. This section synthesizes insights from the labour officers regarding the complaints received; knowledge of the labour laws by the hotels and how they are applied; compliance of the labour laws by hotels; percentage of compliance; how labour office ensures compliance by hotels; percentage of cases received on labour related issues from hotels; duration of resolution of cases; percentage of cases resolved and their involvement in the labour cases that end up in court.

Dyadic interview was conducted with the two labour officers, one in charge of implementation of employment act.

Participants in the interview put forth their thoughts on whether compliance with labour laws led to employee accountability in their duties. Various responses were elicited as follows:

"I feel they are because they are obliged as the law fully supports them and they know their rights and limits regarding what is stipulated by the law" (INT-1).

"Yes, when we get the laws there is the CBA that most hotels have with their representatives for hotels nationally and regionally, what this happens is that it brings a smooth landing between the employee and employer to get a middle person the trade union representatives which we pay for staff membership for them to facilitate the welfare of the staff, the team train the staff on their rights & their limits, on what is gross and not. Each hotel has code of conduct should be aligned with the labour laws. Whether they are aware or not is a different discussion. However, some of the younger generation, below 30, are not aware of their limits. In summary, I can say that not only do the labour laws make employees accountable but they also inform them of their rights on different issues e.g. understanding that if they work extra hours it is not that they are overworked but they will be compensated; when they work in hazardous areas what is needed to protect them etc" (INT-2).

"Yes, they are; most of them this is because we try and develop a culture where employees are accountable in their work; like what they do should be seen from the results of their work" (INT-3).

"Yes, they are; 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).

From the interview findings, it can be inferred that the accountability of employees is influenced by various factors, including their awareness of labor laws and rights, training on workplace rights and limits, working conditions, compensation, welfare issues, and overall treatment by employers. Managers highlighted that when employees are well informed about their rights and limits as stipulated by labor laws, they tend to be more accountable in their work. Additionally, the presence of trade union representatives who educate and advocate for employees' welfare was noted as a factor impacting employee accountability.

Discussion

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. Bulut and Nazlı (2020) used the Turkish hotel industry context to show that hotel employees perception of responsibility and fairness in the internal cooperate governance (ICH) stimulates their vigor and dedication. Vetráková, Kubařa, Cole, and Pompurová (2020) used Slovak hotels to show that an environment that does not value and respect employees equally, such as non-transparent remuneration, contributed significantly to employee

fluctuation. Meanwhile, these results showed that star rated hotels are keen to address employees' welfare needs, including providing sick leave with full pay, fully paid annual leave, and mandatory maternity leave, confirms the desire of these hotels to align with international labour standards (Sawaneh & Kamara, 2019).

The finding showed that hotels comply with requirements of maternity and annual leave confirms that these entities appreciate the importance of paid time for employees to rest, relax and tend to personal issues. Moreover, this finding also show that star rated hotels recognize that women working in the hotels, especially during pregnancy experience a physical and mental toll. Indeed, maternity leave fits the realm of hotel work-family support that is being underscored through policies in hospitality management (Ma, Wu, Yang, & Xu, 2021). Moreover, evidence shows that support to new mothers through flexible scheduling can guarantee success among mothers returning to work in the hospitality industry (Jasuale, 2023). However, the lukewarm compliance among the hotels with summary dismissals, termination notifications, and employee termination compensation in lieu of notice places these hotels on dangerous legal grounds. By doing so, such hotels are laying ground for wrongful dismissal claims. Moreover, by not complying with such legal requirements the hotels are jeopardizing employees' productivity, retention, financial hardships and possibly accountability (Halim, Halim, Abdelhady, & Salem, 2023).

The finding showing little regard to provisions such as minimum wage, overtime compensation, and due dismissal processes is a concern to quality service provision among these hotels. Intrinsic and extrinsic motivators such as wage and overtime compensation are

critical to employee's continued contributions to these hotels. A previous study conducted in star rated hotels in Nairobi confirmed that base pay had some significant effect on employee turnover intentions (Wambua, 2024). Besides, the wage level has also been associated with productivity in the hotel context (Fatima & Elbanna, 2023). The managers also emphasized that a positive work environment where employees feel valued through fair compensation, timely payment and good working conditions leads to increased accountability among employees. Conversely, instances, where there are issues with pay delays or inadequate compensation, were mentioned as potential triggers for misconduct or reduced accountability among some employees. It can be concluded that ensuring employee accountability involves not only legal compliance but also creating a supportive work environment that addresses employee welfare concerns effectively. (Solomon, 2020).

Compensation and employee engagement feature among the causes that have been associated with employee turnover in the tourism and hospitality industry (Holston-Okoe & Mushi, 2018). Certainly, the argument that the hotels could be opening the door for wrongful dismissal claims is consistent with the findings from the case analyses conducted that resulted to labor dispute cases against the hotels can significantly damage their operations, reputation, and financial stability. Research has shown that such disputes can lead to increased legal costs, disrupted services, and decreased customer satisfaction, ultimately affecting revenue and brand image (Deery & Jago, 2015). High-profile labor conflicts, especially in luxury or star-rated hotels, attract media attention, which can tarnish the hotel's public image and result in a decline in bookings

(Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010). Furthermore, these disputes often contribute to lower employee morale, higher turnover, and difficulty maintaining service quality, all of which undermine the guest experience and impact long-term customer loyalty (Kusluvan et al., 2010). Therefore, managing labor relations proactively is essential for maintaining both the financial health and reputation of the hotel. Compliance with the employment act was found to enhance employee accountability which underscores the importance of observing employee right for hotels to foster an environment that can enable them to continue attracting global business. These findings are supported by Ruon and Mwangi (2024) who identified ethical behaviour as a product of employee accountability capable of improving employee performance. Therefore, the findings of this current study strengthen the argument of enhancing employee accountability from a star-rated hotels perspective of Uasin Gishu County.

Conclusion

The study concludes 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.

Recommendations

Recommendations for Practice

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.

To maximize employee accountability, star-rated hotels in Uasin Gishu County should look beyond labour law compliance and approach employee accountability from both Koppel's model, compliance house model, and the systems theory, networking accountability around the legal enforcement and hotel leadership. In this way, the hotels will have in place individuals who could inspire accountability among employees clear communication of the importance of adhering to labor laws and regulations. Moreover, the hotels should organize labour law engagement forums between the leaders and employees. By engaging employees in discussions about labor laws or encouraging them to suggest improvements in processes related to compliance initiatives, the hotels are likely to contribute actively to creating a compliant workplace.

Recommendations for Policy

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 the 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 break down the components of the labour laws and come up with guidelines for fairness at the workplace. 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.

Suggestions for Future Study

Based on the findings made in this study, opportunities for future studies were identified. In retrospect, future studies should, among others, examine a comparison of dispute resolution mechanisms, trade union engagement, and labor law adherence in 3-star, 4-star, and 5-star hotels. Moreover, there is a need for future research directions to investigate the causes of employees' fear of victimization and the need for legal and structural reforms, as well as working hours and overtime compensation compliance by investigating the factors influencing non-compliance with stipulated working hours and their impact on employee morale.

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