

Exploring the Direct and Indirect Effects of Emotional Leadership on Entrepreneurial Success of Start-Ups in the Hospitality Sector (II)

ZHAO Jiahao

School of Business and Economics, Loughborough University, UK

Received: June 6, 2021

Accepted: July 25, 2021

Published: November 30, 2021

To cite this article: ZHAO Jiahao. (2021). Exploring the Direct and Indirect Effects of Emotional Leadership on Entrepreneurial Success of Start-Ups in the Hospitality Sector (II). *Asia-Pacific Journal of Humanities and Social Sciences*, 01: 3, 020–039, DOI: [10.53789/j.1653-0465.2021.0103.003](https://doi.org/10.53789/j.1653-0465.2021.0103.003)

To link to this article: <https://doi.org/10.53789/j.1653-0465.2021.0103.003>

4. Results, Analysis and Discussion

4.1 Introduction

This chapter presents the main findings and results of the current study. In addition, this chapter presents the analysis of the study and a discussion on the main results of the current study. Not only does this chapter seek to find meaning from the findings of the study, but it also uses SPSS in the analysis of the data collected from the research instrument. This chapter is primarily aligned with the objectives of the study. Besides, the main objective of this study was to explore the effects of emotional leadership on the entrepreneurial success of start-ups in the hospitality sector. In particular, the study sought to examine the direct effects of emotional leadership on the entrepreneurial success of start-ups in the hospitality sector and examine the indirect effects of emotional leadership on the entrepreneurial success of start-ups in the hospitality sector.

4.2 Sample Size

The sample size for this study was 100 participants. The data collected from these 100 participants were representative of the target population. Out of the 100 questionnaires administered, 92 respondents fully participated in the study. Only 8 questionnaires were not filled. Therefore, the data from 92 questionnaires were considered in the analysis of this study. This represented a 92% response rate. This researcher considers a 92% response rate as sufficient for the statistical analysis process. Table 1 presents the findings on the response rate.

Sample Size	100
Complete Questionnaires	92
Incomplete Questionnaires	8
Response Rate	92%

Table 1: Response Rate

Source: Researcher 2019

4.3 Descriptive Statistics

4.3.1 Gender

For this sub-section, the study sought to explore the participation of gender in the study population. Table 2 below shows the participation of male and female respondents in the study.

Statistics

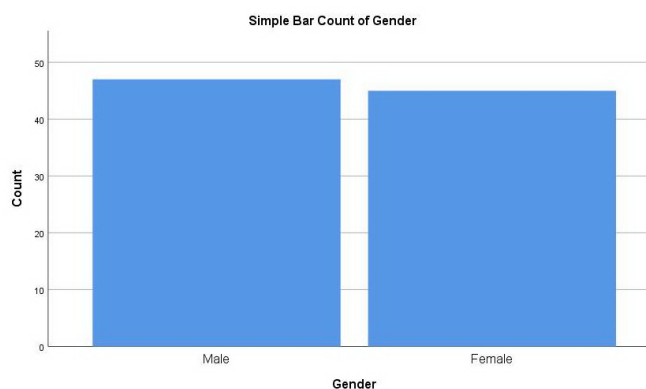
Gender		
N	Valid	92
	Missing	0

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	47	51.1	51.1	51.1
	Female	45	48.9	48.9	100.0
	Total	92	100.0	100.0	

Table 2: Gender Statistics

Source: Researcher 2019

From an analysis of data on gender, it is evident from Table 2 above that the number of male and female participants in the study is 47 and 45, respectively. The male respondents constituted 51.1% of total responses while the female respondents constituted 48.9%. This data shows that there was almost equal participation of both genders (male and female) in the study. The above data can be graphically represented as shown below:



Graph 1

Source: Researcher 2019

From the graph above, it is clear that the participation of male and female respondents in the current study is near equal.

4.3.2 Type of Employee

Statistics				
Type of Employee				
N	Valid	92		
	Missing	0		

Type of Employee					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent	39	42.4	42.4	42.4
	Casual	39	42.4	42.4	84.8
	Other	14	15.2	15.2	100.0
	Total	92	100.0	100.0	

Table 3: Employee Statistics

Source: Researcher 2019

From the above analysis, permanent and casual employees equally participated in the study. Specifically, 39 respondents employed permanently and other 39 respondents engaged as casual employees took part in the study. Permanently employed and casual employees constituted 84.8% of total respondents. The rest 14 respondents accounting for 15.2% of total respondents were engaged in other contracts besides permanent and casual basis. This finding can be illustrated graphically as below:



Graph 2

Source: Researcher 2019

4.3.3 Level of Education

The following are the results of descriptive statistics on the education levels attained by the study participants.

Type of Employee		N	Valid	Missing
		92		0

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent	39	42.4	42.4	42.4
	Casual	39	42.4	42.4	84.8
	Other	14	15.2	15.2	100.0
Total		92	100.0	100.0	

Table 4: Education Statistics

Source: Researcher 2019

From the study’s findings, it is clear that the majority of the respondents who participated in the study have attained tertiary qualifications. Specifically, 39 respondents constituting 42.4% of the total responses participated in the study. The participants with secondary school qualifications were 30, accounting for 32.6% of total responses. Only 9 respondents constituting 9.8% of total responses had attained primary school qualifications. The rest of the respondents (14), accounting for 15.2% of all respondents, had other academic qualifications besides tertiary, secondary, and primary school qualifications.

4.4 Emotional Leadership and Performance

In this subsection, the study sought to ascertain whether the current emotional leadership in the organization influences the performance of the respondents. The findings of the study are presented below:

Emotional Leadership Influence Performance		N	Valid	Missing
		92		0

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	54	58.7	58.7	58.7
	No	38	41.3	41.3	100.0
Total		92	100.0	100.0	

Table 5: Emotional Leadership influences performance Statistics

Source: Researcher 2019

From these findings, it is evident that 54 respondents representing 58.7% of all respondents find that the current emotional leadership in their respective start-up firms influences their performance. The remaining 38 respondents constituting 41.3% of all responses find that the current emotional leadership in their respective organizations does not influence their performance.

4.5 the Assertiveness of Leaders

H1: the assertiveness of leaders has a significant influence on the performance of followers

The study sought to understand the extent to which the assertiveness of leaders affects the performance of followers engaged in start-ups in the hospitality industry. The findings of the study are as follows:

Statistics

Emotional Leadership Influence

Performance		N
Valid		92
Missing		0

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	54	58.7	58.7	58.7
	No	38	41.3	41.3	100.0
Total		92	100.0	100.0	

Table 6: the Assertiveness Statistics

Source: Researcher 2019

From the above finding, it is evident that all the respondents agree that the assertiveness of leaders influences their performance at the workplace. The respondents were also asked to respond to the statement that the assertiveness of leaders influences their performance to a great extent. The following are the findings of the study concerning this statement.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2.2	2.2	2.2
	Neutral	7	7.6	7.6	9.8
	Agree	43	46.7	46.7	56.5
	Strongly Agree	40	43.5	43.5	100.0
Total		92	100.0	100.0	

Table 7: the Assertiveness Influences Performance Statistics

Source: Researcher 2019

From the above findings, 40 respondents representing 43.5% of all responses strongly agree that the assertiveness of leaders influences performance to a great extent. In addition, 43 respondents representing 46.7% of the responses agree that the assertiveness of leaders influences performance to a great extent. Therefore, the majority of the respondents (83 respondents representing 90.2% of the total respondents) strongly agree that leaders' assertiveness influences the performance of employees to a great extent. Seven respondents (7.6%) are neutral on whether the assertiveness of leaders influences performance to a great extent. Only 2 respondents constituting 2.2% of the responses disagree that the assertiveness of leaders influences performance to a great extent. From these findings, 90.2% of all respondents agree that the assertiveness of leaders influences performance to a great extent.

This finding of the current study that the majority of respondents (90.2%) strongly agree and agree that the assertiveness of leaders influences the performance of employees and hence contributes to the entrepreneurial suc-

cess of start-ups to a great extent is consistent with conclusions of other related studies. For instance, Agarwal (2017) has extensively examined the impact of leaders’ assertiveness on the performance of subordinates. According to Agarwal (2017), assertive leadership promotes the achievement of greater employee engagement. This scholar attributes this to the fact that assertive leaders tend to be nurturing, caring, and loving to employees. In addition, assertive leadership ensures that organizational leaders are not easily dominated by employee culture and norms. Generally, assertive leaders are overly concerned with the well-being of employees (people-centric) besides their focus on organizational growth (growth-oriented). Assertive leaders are concerned with the individual growth of employees. These attributes of assertive leaders promote employee engagement and have also been found to have a positive impact on the performance of followers and subordinates. This relationship has been closely linked to the effective role of assertive leaders in creating high levels of trust among employees/followers/subordinates, creating a motivational culture in the workplace, and nurturing employee skills and competencies. Ames (2009) found that organizational leaders and employees have different levels of self-confidence when understanding the positive impact of leaders’ self-confidence on employee performance. According to this scholar, highly assertive leaders tend to drive their followers and employees towards improved and superior performance as compared to the less assertive leaders.

The following findings reveal the participants’ responses to the question that the assertiveness of leaders influences the performance of employees to a marginal extent.

Statistics

Leaders Assertiveness of Leaders influence performance marginally		
N	Valid	92
	Missing	0

Leaders Assertiveness of Leaders influence performance marginally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	51	55.4	55.4	55.4
	Disagree	35	38.0	38.0	93.5
	Neutral	3	3.3	3.3	96.7
	Agree	3	3.3	3.3	100.0
	Total	92	100.0	100.0	

Table 8: the Assertiveness Influences Performance Statistics

Source: Researcher 2019

From the findings above, 51 respondents accounting for 55.4% of all responses strongly disagree that the assertiveness of leaders influences performance to a marginal extent. In addition, 35 respondents representing 38% of the responses disagree that the assertiveness of leaders influences performance to a marginal extent. Three respondents constituting 3.3% of all the respondents are neutral on whether the assertiveness of leaders influences performance to a marginal extent. The remaining three respondents constituting 3.3% of the responses agree that the assertiveness of leaders influences performance to a marginal extent. From these findings, 93.5% of all respondents disagree that the assertiveness of leaders influences performance to a marginal extent.

Generally, assertiveness is the ability to express oneself constructively and effectively and one’s emotions. Kumar, Taib, and Raniyah (2013) and Cohen (1988) suggest the use of t-value for estimating variables’ signif-

icant level. According to these scholars, t-values that exceed 1.645 suggest a significant relationship between the variables. As such, the hypothesis for the study is accepted if the t-value exceed 1.645. The findings of the t-test on the question that the assertiveness of leaders influences the performance of subordinates to a great extent are as follows:

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Leaders Assertiveness Influence Performance to Great Extent	92	4.32	.710	.074

One-Sample Test						
Test Value = 3						
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Leaders Assertiveness Influence Performance to Great Extent	17.771	91	.000	1.315	1.17	1.46

Table 9: T-Test

Source: Researcher 2019

From the above finding, the mean for respondents on whether the leaders’ assertiveness influences performance to a great extent is 4.32 with a standard deviation of .710. This finding reveals that respondents, on average, agree that leaders’ the assertiveness influences performance of subordinates to a great extent. The t-value for this test is 17.771. In consideration of the suggestion advanced by Kumar, Taib, and Raniyah (2013), the hypothesis of this study that the assertiveness of leaders has significant influences on the performance of followers is accepted.

The results on t-value on the question on whether the assertiveness of leaders influences the performance to a marginal extent are presented below:

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Leaders Assertiveness of Leaders influence performance marginally	92	1.54	.717	.075

One-Sample Test						
Test Value = 3						
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Leaders Assertiveness of Leaders influence performance marginally	-19.475	91	.000	-1.457	-1.61	-1.31

Table 10: T-Test

Source: Researcher 2019

From the above finding, the mean of the question of whether leaders’ assertiveness influences performance to a marginal extent is 1.54 with a standard deviation of .717. on average, the respondents disagree that leaders’ assertiveness influences the performance of employees to a marginal extent. The t–value for this analysis is –19.475. Based on the suggestion advanced by Kumar, Taib, and Raniyah (2013), a hypothesis that the assertiveness of leaders influences the performance of followers to a marginal extent is rejected.

4.6 Empathy of Leaders

H2: Empathy of leaders has a positive effect on the followers’ performance

The following are the results on the question of whether empathy influences the performance of the respondents.

Statistics				
Empathy of Leaders Influence Performance				
N	Valid		Missing	
		92	0	

Empathy of Leaders Influence Performance				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	92	100.0	100.0	100.0

Table 11: Empathy Statistics

Source: Researcher 2019

From the above finding, it is clear that all the respondents agree that the empathy of leaders influences employee/subordinate/follower performance.

Further, the current study sought to explore the extent to which the empathy of leaders affects the performance of followers engaged in start-ups in the hospitality industry.

Statistics				
N	Leaders Empathy Influence Performance to Great Extent		Leaders Empathy Influence Performance Marginally	
		92	0	92

Table 12: Empathy Statistics

Source: Researcher 2019

Leaders Empathy Influence Performance to Great Extent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.1	1.1	1.1
	Disagree	2	2.2	2.2	3.3
	Neutral	8	8.7	8.7	12.0
	Agree	33	35.9	35.9	47.8
	Strongly Agree	48	52.2	52.2	100.0
Total		92	100.0	100.0	

Leaders Empathy Influence Performance Marginally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	34	37.0	37.0	37.0
	Disagree	47	51.1	51.1	88.0
	Neutral	9	9.8	9.8	97.8
	Agree	1	1.1	1.1	98.9
	Strongly Agree	1	1.1	1.1	100.0
Total		92	100.0	100.0	

Table 13: Frequency Table

Source: Researcher 2019

From the findings above, 48 respondents accounting for 52.2% strongly agree that leaders' empathy influences the performance of employees to a great extent. In addition, 33 respondents accounting for 35.9% agree that the empathy of leaders influences subordinate performance to a great extent. Of all respondents, 8 are indifferent on whether empathy of leaders influences subordinate performance to a great extent. Finally, only 2 respondents (accounting for 2.2%) and 1 respondent (representing 1.1%) disagree and strongly disagree with leaders' empathy influences the performance of employees to a great extent, respectively.

Further, 34 respondents accounting for 37% of total respondents strongly disagree that the empathy of leaders influences the performance of employees to a marginal extent. Out of 92 respondents, 47 respondents representing 51.1% disagree that leaders' empathy influences performance to a marginal extent. Only one respondent agrees and strongly disagrees that the empathy of leaders influences the performance of employees to a marginal extent.

From the above findings, the majority of respondents agree that the empathy of leaders influences the performance of subordinates/employees to a great extent. Specifically, 88.1% of the respondents agree and strongly agree that the empathy of leaders influences the performance of subordinates/employees to a great extent. This is consistent with the findings of other related authors. For instance, Batool (2013) concludes that leaders having empathy have positive influences on the performance of employees to a great extent. This author attributes this to the fact that leaders with empathy tend to have better management of successful teams and organizations. Leaders with empathy can put themselves in situations of others. In addition, such leaders can develop the competencies of others and offer constructive feedback.

This conclusion is consistent with the observations of other scholars. Gentry, Weber, and Sadri (2007) consider empathy as a critical and important tool for effective leadership (an important construct of effective leadership).¹ These scholars explain empathy to be the ability of one to relate and experience the emotions, thoughts, and experiences of others. Marques (2010) defines empathy as the skill of understanding the predicaments, feel-

ings, and challenges of others. Others have argued that empathy allows and facilitates organizational leaders in developing a better understanding of the opinions and perspectives of others. Accordingly, Gentry, Weber, and Sadri (2007) find that empathy of leaders is highly effective in influencing the performance of employees. This conclusion has been closely linked to the fact that managers who demonstrate empathy towards their followers are considered better performers. It is recommended that organizational leaders must demonstrate empathy. This can be done through deliberate actions of understanding the feelings of others and sharing emotions with the rest of the followers. Kellette, Humprey, and Sleeth (2006) are of the considered view that understanding and sharing emotions by organizational leaders is a prerequisite for effective leadership. It is also acknowledged that empathy can be learned by organizational leaders and managers. Gentry, Weber, and Sadri (2007) opine those organizational leaders can be taught to demonstrate empathy towards their followers. Castelli and Rahman (2013) conclude a similar observation that there is a need for contemporary leaders and managers of organizations to acquire empathy skills. These authors believe that the acquisition of empathy skills is crucial for organizational managers and leaders to effectively manage the contemporary highly diverse workforce and meet the needs of the current highly dynamic global market.

On his part, Bass (1985) has associated empathy with transformational leaders who successfully demonstrate to their followers that they are increasingly concerned about the achievement and needs of these followers. George (2000) concludes similar findings that the empathy of leaders has a positive impact on job performance. However, this scholar finds that the positive impact of leaders' empathy on the job performance of employees/followers varies from one culture to another. Castelli and Rahman (2013) posit that the empathy of organizational leaders has a positive impact on work performance through its influences on strengthening leader–employee relationships in the workplace. Goleman (1995) maintains that empathy is a must–have skill because empathy skills enhance the ability of individuals to effectively and constructively connect with others.

Of the 92 respondents, 81 respondents disagree and strongly disagree that the empathy of leaders influences the performance of subordinates/employees to a marginal extent. This represents 88.1% of the total respondents. This finding further affirms the above observation that the majority of respondents agree that the empathy of leaders influences the performance of subordinates/employees to a great extent.

Generally, empathy refers to becoming aware and generating an understanding of how others feel. The results of the t–test on whether empathy of leaders influences the performance of employees/subordinates to a great extent are below:

One-Sample Statistics						
	N	Mean	Std. Deviation	Std. Error Mean		
Leaders Empathy Influence Performance to Great Extent	92	4.36	.820	.085		

One-Sample Test						
Test Value = 3						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Leaders Empathy Influence Performance to Great Extent	15.896	91	.000	1.359	1.19	1.53

Table 14: T-Test

From the above finding, the mean for respondents on the question of whether leaders’ empathy influences the performance of employees to a great extent is 4.36. This finding suggests that on average, the respondents agree that leaders’ empathy influences performance to a great extent. The result for the t-value is 15.896. Based on the criteria provided by Kumar, Taib, and Raniyah (2013), the hypothesis is accepted if the t-value exceeds 1.645. Therefore, the hypothesis of this study that empathy of leaders has a positive effect on the followers’ performance is accepted.

The results of the t-value on the question of whether leaders’ empathy influences the performance of followers to a marginal extent are as follows:

One-Sample Statistics						
	N	Mean	Std. Deviation	Std. Error Mean		
Leaders Empathy Influence Performance Marginally	92	1.78	.753	.079		

One-Sample Test						
Test Value = 3						
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Leaders Empathy Influence Performance Marginally	-15.499	91	.000	-1.217	-1.37	-1.06

Table 15: T-Test

Source: Researcher 2019

4.7 Adaptability of Leaders

H3: Adaptability of leaders has a substantial effect on the performance of followers

The respondents were asked whether the adaptability of leaders influences their performance at their respective workplaces. The findings of this question are presented below:

Statistics					
Adaptability of Leaders Influence Performance					
N	Valid	Missing			
	92	0			

Adaptability of Leaders Influence Performance					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid Yes	92	100.0	100.0	100.0	

Table 16: Adaptability Statistics

Source: Researcher 2019

From the above findings, it is evident that all 92 respondents agree that the adaptability of leaders influences performance.

Further, the current study sought to determine the extent to which the adaptability of leaders affects the performance of followers engaged in start-ups in the hospitality industry.

Statistics		Leaders Adaptability Influence Performance to Great Extent	Leaders Adaptability Influence Performance Marginally
N	Valid	92	92
	Missing	0	0

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	3.3	3.3	3.3
	Neutral	6	6.5	6.5	9.8
	Agree	40	43.5	43.5	53.3
	Strongly Agree	43	46.7	46.7	100.0
	Total	92	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	37	40.2	40.2	40.2
	Disagree	48	52.2	52.2	92.4
	Neutral	3	3.3	3.3	95.7
	Agree	1	1.1	1.1	96.7
	Strongly Agree	3	3.3	3.3	100.0
	Total	92	100.0	100.0	

Table 17: Frequency Table

Source: Researcher 2019

From the above findings, 43 respondents representing 46.3% of the responses strongly agree that leaders' adaptability influences the performance of followers/subordinates to a great extent. In addition, 40 respondents accounting for 43.5% of total responses agree that the adaptability of leaders influences subordinate performance to a great extent. From this finding, a total of 83 respondents constituting 90.2% agree and strongly agree that leaders' adaptability influences the performance of followers/subordinates to a great extent. Only 6 respondents representing 6.5% of the total responses are indifferent on whether adaptability of leaders influences subordinate performance to a great extent. Finally, three respondents from a total of 92 disagree that leaders' adaptability influences the performance of followers/subordinates to a great extent.

Other related studies have made similar conclusions. For instance, Tariq (2011) finds evidence that the adaptability of leaders not only facilitates the achievement of the superior and greater performance of employees but has also proved to be effective in ensuring that firms achieve competitive advantage in their respective markets and industry. In particular, superior employee performance associated with leaders' adaptability has been closely associated with the fact that the adaptability of leaders has been demonstrated to contribute to a higher employee retention rate.² This allows organizations to leverage and maximize the accumulated wealth of their organizations' skills, resulting in improved individual and organizational performance. Several interventions have been recommended to enhance the adaptability of organizational leaders and managers. Notably, Kim (1993) recommends extensive training and development. According to this scholar, training and development tend to have a significant positive impact on the adaptability of individuals. Such training and development have been considered as one of the effective forms of human capital investment. This finding has been supported by an increasing number of authors. For instance, in using evidence from commercial banks in Kenya, Wainaina, Kabare, and Mukulu (2015) establish that the majority of employees working in these commercial banks consider investing in training

and development as effective in increasing both leaders' and employees' adaptability. Anyamele (2007) also concludes that training and development play an important and critical role in enhancing leaders' adaptability in the workplaces resulting in improved and greater task performance. Further, the choice of leadership styles has been found to determine the adaptability of leaders to a great extent. In particular, Kathamuthu (2008) establishes that transformational leadership style has been closely associated with greater adaptability of organizational leaders.

In addition, 37 respondents accounting for 40.2% of total responses strongly disagree that the adaptability of leaders influences performance to a marginal extent. In addition, 48 respondents constituting 52.2% of total responses find that adaptability of leaders influences performance to a marginal extent. However, 3 respondents strongly agree that leaders' adaptability influences performance to a marginal extent. Only one respondent agrees that the adaptability of leaders influences the performance of subordinates to a great extent. This finding affirms the above finding that the majority of the respondents consider that leaders' adaptability influences the performance of followers/subordinates to a great extent.

Adaptability is the flexibility of adjusting one's thinking and feelings to new and emerging situations. The results of the t-test of the question on whether adaptability of leaders has a substantial effect on the performance of followers are as follows:

One-Sample Statistics						
	N	Mean	Std. Deviation	Std. Error Mean		
Leaders Adaptability Influence Performance to Great Extent	92	4.34	.745	.078		

One-Sample Test						
Test Value = 3						
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Leaders Adaptability Influence Performance to Great Extent	17.205	91	.000	1.337	1.18	1.49

Table 18: T-Test

Source: Researcher 2019

From the above finding, the average is 4.34 with a standard deviation of .745. This finding suggests that the respondents, on average, agree that leaders' adaptability influences the performance of subordinates/followers/employees to a great extent. In addition, the t-value for the question of whether the adaptability of leaders influences the performance of employees to a great extent is 17.205. Based on Kumar, Taib, and Raniyah (2013), this study's hypothesis that the adaptability of leaders has a substantial effect on the performance of followers is accepted.

The results of the t-test on the question adaptability of leaders have marginal influences on the performance of employees is indicated below:

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Leaders Adaptability Influence Performance Marginally	92	1.75	.847	.088

One-Sample Test						
Test Value = 3						
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Leaders Adaptability Influence Performance Marginally	-14.159	91	.000	-1.250	-1.43	-1.07

Table 19: T-Test

Source: Researcher 2019

4.8 Summary of the Findings and Analysis

This chapter sought to present the main findings of the study. The primary objective of the study was to explore the direct and indirect effects of emotional leadership on the entrepreneurial success of start-ups in the hospitality sector. To achieve this objective, this study explored the effects of the three main aspects of emotional leadership, namely the assertiveness, empathy, and adaptability of leaders on the performance of employees engaged among start-ups in the hospitality sector. In particular, this study sought to test three hypotheses to either accept or reject. The three hypotheses of the study were that the assertiveness of leaders has significant influences on the performance of followers, empathy of leaders has a positive effect on the followers' performance, and adaptability of leaders has a substantial effect on the performance of followers. The findings of the study confirm that there was almost participation of both genders (male and female) in the study. In particular, the findings reveal that 47 male respondents and 45 female respondents participated in the study accounting for 51.1% and 48.9% of total responses, respectively. In addition, the current study's findings reveal that 39 respondents employed permanently and 39 respondents engaged as casual employees participated in the study as respondents. Collectively, the findings of the current study reveal that both the permanently employed and casual employees constituted 84.8% of total respondents. The remaining 14 participants in the study representing 15.2% of total respondents were engaged in other work contracts besides permanent and casual basis. Further, the majority of the respondents that participated in the study have tertiary qualifications. Specifically, the findings of the current study reveal that 39 respondents representing 42.4% of the total responses participated in the study have attained tertiary qualifications. In addition, the participants that had attained secondary school qualifications were 30 constituting 32.6% of total responses. It is only 9 participants representing 9.8% of total responses had attained primary school qualifications. The rest of the respondents (14) accounting for 15.2% of all respondents had other academic qualifications besides tertiary, secondary, and primary school qualifications.

Based on the findings, this current study concludes that emotional leadership has both direct and indirect effects on the entrepreneurial success of start-ups in the hospitality sector. In addition, the findings of this study

accept the three hypotheses that the assertiveness of leaders has significant influences on the performance of followers, empathy of leaders has a positive effect on the followers' performance and adaptability of leaders has a substantial effect on the performance of followers. The primary basis for accepting all the three hypotheses of the study was through analysis of the t -values on the main questions posed by the study. This study relied on the conclusions of Kumar, Taib, and Raniyah (2013) and Cohen (1988) that suggested that the hypotheses of a study are accepted if the t -values exceed 1.645. These authors conclude that t -values that exceed 1.645 confirm that the estimated variables are significant. The findings on the t -values of all the estimated variables of the study exceeded 1.645, a development that explains why the study accepted all the three hypotheses it sought to test. The t -value on the question of whether the respondents agree that leaders' the assertiveness influences performance of subordinates to a great extent was 17.771. This finding affirmed the first hypothesis (H1) that the assertiveness of leaders has significant influences on the performance of followers. In addition, the t -value for the question of whether the leaders' empathy influences performance to a great extent was 15.896. This t -value explains the current study accepting the second hypothesis (H2) that the empathy of leaders has a positive effect on the followers' performance. Further, the t -value for the question of whether the adaptability of leaders influences the performance of employees to a great extent is 17.205. This conclusion, based on the suggestions of Taib and Raniyah (2013), explains why the current study accepted the third hypothesis (H3) that the adaptability of leaders has a substantial effect on the performance of followers.

5. Discussion

5.1 Introduction

This chapter of the study presents a precise discussion and analysis of the results of the current study within the broader context of existing literature. In practice, it has become extremely difficult to develop a sense and an understanding of the results of any study without consideration of the findings of related studies in the past. Primarily, this chapter will compare the findings of the current study with the findings of previous related studies. This comparison is important in developing an understanding of the main contribution of the current study on the body of knowledge.

5.2 Summary of the Main Findings

The general objective of the current study was to explore the direct and indirect effects of emotional leadership on the entrepreneurial success of start-ups in the hospitality sector. The specific objectives of the study were to examine the direct effects of emotional leadership on the entrepreneurial success of start-ups in the hospitality sector and to explore the indirect effects of emotional leadership on the entrepreneurial success of start-ups in the hospitality sector. To realize these objectives, the current study sought to test three hypotheses. The first hypothesis (H1) was the assertiveness of leaders has significant influences on the performance of followers. The second hypothesis (H2) was the empathy of leaders has a positive effect on the followers' performance. The third hypothesis (H3) was the adaptability of leaders has a substantial effect on the performance of followers.

The review of existing literature provided compelling evidence supporting the claim that emotional leadership has a significant positive effect on the entrepreneurial success of firms based on their positive direct and indirect influences on the performance of employees/subordinates/followers. Bambale, Kassim, and Musa (2016) con-

sider emotional leadership as leading followers through effective identification and management of emotions. These scholars observe that emotional leadership seeks to influence the outcomes of the needs of the followers. On their part, Goleman, Boyatzis, and McKee (2000) find that effective utilization of emotions is imperative for any successful leadership. Boyatzis (1982) agrees with this claim explaining the main reasons why the emotions of leaders have been closely associated and linked with greater and superior employee performance. Williams (2001) keenly noted that emotional leadership has arguably shaped human beings' cognitive and behavioral mechanisms. This explains the increased support in the existing literature on the need and justification for managers and leaders of organizations to become fully aware of the implications of their respective emotional leadership on work performance and the eventual success of the organizations that they lead. Hassan, Saeid, and Sirous (2010) find overwhelming evidence that emotional leadership has positive direct and indirect effects on the entrepreneurial success of firms. According to these scholars, this effect of emotional leadership is evident in the evident positive influences of emotional leadership on the performance and productivity of employees. The review of existing literature revealed that emotional leadership influences the performance and productivity of employees/followers/subordinates through its effect on employee satisfaction and motivation. Further, existing literature appreciates the critical role of employee motivation and satisfaction on the overall entrepreneurial success of firms, including start-ups. Similarly, the review of the literature revealed a close link between emotional leadership and leadership styles adopted by organizational leaders. For instance, Bambale, Kassim, and Musa (2016) find compelling evidence demonstrating how the emotions of organizational leaders influence employee satisfaction and motivation levels. According to these scholars, employee satisfaction and motivation levels remain critical components in start-ups' overall success, especially those operating in the service economy. In addition, the literature review revealed that transformational leaders could use their respective emotions in motivating their followers/employees/subordinates. This finding is also affirmed by other authors such as Oyewumi, Ojo, and Oludayo (2015), who find that the emotions of human beings largely define their actions and inactions to a great extent. These scholars explain that it is through emotional leadership that organizational leaders can enhance the productivity and performance of their employees. Further, the review of available literature establishes that the link between the motivation of employees derived from emotional leadership and eventual entrepreneurial success of firms has been widely observed among the developing economies of the world as compared to the advanced and developed countries. Other scholars, including Robichaud, McGraw, and Roger (2001) and Hornsby and Naffziger (1997), find the motivation of employees to be an important component in business success. In particular, Robichaud, McGraw, and Roger (2001) affirm that the motivation of entrepreneurs can be categorized into independence/autonomy, extrinsic rewards, family security, and intrinsic awards. These scholars conclude that all the categories of entrepreneur motivation directly impact the eventual entrepreneurial success of firms. Yimano (2018) finds evidence that lack of strong motivation has been largely responsible for entrepreneurial failure.

Evidence from the current study further supports the above claim that emotional leadership has significant influences on the entrepreneurial success of start-up firms. This conclusion is primarily based on the evidence of the current study that demonstrates that the main aspects of emotional leadership, namely the assertiveness of leaders, empathy of leaders, and adaptability of leaders, have significant positive influences on the performance of employees/subordinates/followers. In turn, this influence of leaders' assertiveness, empathy, and adaptability has a significant positive effect on the entrepreneurial success of start-ups operating in the hospitality industry. Specifically, the current study reveals that 40 respondents representing 43.5% of all responses strongly agree that the assertiveness of leaders has a great influence on the performance of employees and the eventual success of

start-ups in the hospitality industry to a great extent. In addition, 43 respondents accounting for 46.7% of the responses agree that the assertiveness of leaders influences the performance of employees to a great extent. From this finding, it can be deduced that the majority of the respondents (83 respondents representing 90.2% of the total respondents) strongly agree and agree that the assertiveness of leaders has significant influences on the performance of employees and the eventual success of start-ups. In addition, the findings of the current study reveal that 48 respondents accounting for 52.2% of total respondents strongly agree that leaders' empathy has a great influence on the performance of employees and the eventual success of start-ups in the hospitality sector. In addition, 33 respondents representing 35.9% agree that the empathy of leaders influences subordinate performance to a great extent. Cumulatively, 88.1% of all respondents agree that the empathy of leaders has significant influences on the performance and success of start-ups operating in the hospitality sector. Similarly, the findings of the current study revealed that 90.2% of all respondents consider that adaptability of leaders has significant positive influences on employee performance and success of start-ups in the target sector. In particular, the findings of the current study established that 43 respondents (46.3% of all respondents that participated in the study) strongly agree that the adaptability of leaders influences the performance of followers/subordinates/employees to a great extent. In addition, these findings establish that additional 40 respondents (accounting for 46.3% of total respondents who participated in the study) agree that the adaptability of leaders influences subordinate performance to a great extent.

The current study adopted a descriptive survey to explore the direct and indirect effects of emotional leadership on the entrepreneurial success of start-ups in the hospitality sector. This descriptive research design facilitated the researchers in accessing the information on the direct and indirect effects of emotional leadership on the entrepreneurial success of start-ups in the hospitality industry. The intention for the adoption of a descriptive survey was to test and verify the three main hypotheses of the study. The data from the respondents was collected through the use of questionnaires. The data collected were subjected to analysis using the SPSS analytical tool. In addition, this current study relied on Kumar, Taib, and Raniyah (2013) and Cohen's (1988) suggestion on the use of t -value when estimating variables' significant level. According to Kumar, Taib, and Raniyah (2013) and Cohen (1988), t -values that exceed 1.645 are a suggestion of a significant relationship between the variables. As such, these authors opine that the hypothesis for the study should be accepted if the t -value exceed 1.645. The main findings of the current study are as follows. Firstly, the mean for respondents on whether the leaders' assertiveness influences performance to a great extent was 4.32 with a standard deviation of .710. This finding suggests that the participants of the study, on average, agree that leaders' the assertiveness influences performance of subordinates to a great extent. For this question, the t -value from the t -test was found to be 17.771. Based on Kumar, Taib, and Raniyah (2013) and Cohen (1988), the current study accepted hypothesis one (H1) that leaders' the assertiveness influences performance of subordinates to a great extent. In addition, the mean for respondents on the question posed to the participants that leaders' empathy influences the performance of employees to a great extent was found to be 4.36. on average, this finding suggests the respondents agree that leaders' empathy influences performance to a great extent. For this question, the result for the t -value was found to be 15.896. the current study accepted the second hypothesis (H2) that the empathy of leaders has a positive effect on the followers' performance based on the criteria developed by Kumar, Taib, and Raniyah (2013) and Cohen (1988). On the last question, the mean for the respondents was found to be 4.34, suggesting that these respondents consider that leaders' adaptability influences the performance of subordinates/followers/employees to a great extent. The corresponding results from the t -test were 17.205. In considering Kumar, Taib, and Raniyah (2013) and

Cohen's (1988) criteria, the current study accepted the third hypothesis (H3) that the adaptability of leaders has a substantial effect on the performance of followers. These findings are consistent with the conclusions of the majority of related studies that emotional leadership has positive direct and indirect effects on the entrepreneurial success of firms. The current study contributed to the expansion of knowledge on emotional leadership and entrepreneurial success firms by finding evidence from start-ups in the hospitality sector. This aspect was captured in the research gap of this current study because there have been limited studies that have specifically focussed on establishing the effects of emotional leadership on the entrepreneurial success of start-ups that operate in the hospitality industry.

6. Conclusion and Recommendations

6.1 Introduction

This chapter constitutes the last chapter of the current research study. The main purpose of this chapter is to conclude the findings of the current study. In addition, this chapter will identify the main implications of the study and make various recommendations. The next section draws the main conclusions of the current study based on the main findings derived from analyzed data. The subsequent section makes recommendations and identifies the main implications of the current study.

6.2 Conclusions

The findings of the current study and review of existing literature find compelling evidence that emotional leadership has a positive and significant effect on the entrepreneurial success of firms, including start-ups, regardless of the sectors that these firms operate from. Primarily, this study focused on how the main aspects of emotional leadership, namely the assertiveness, empathy, and adaptability of leaders influence employee performance and subsequent entrepreneurial success of start-ups in the hospitality sector. From the findings of this study, it became clear that leaders' assertiveness, empathy, and adaptability have significant and positive influences on employee performance and the eventual entrepreneurial success of start-ups that operate in the hospitality industry. The main implication of the current study is that it reinforces the growing support for managers and leaders of organizations in becoming increasingly aware of the implications of their respective emotional leadership on work performance and subsequent success of their organizations. In particular, the conclusions of this current study affirm the need for organizational leaders to become increasingly aware of all situations in the workplace and develop the ability to identify various types of behaviors exhibited by employees at workplaces. This is critical in the sense that such emotional awareness will facilitate and enable organizational leaders to promote the greater and superior performance of employees, contributing to the greater entrepreneurial success of the firms that they lead.

6.3 Recommendations

This current study makes the following recommendations. Firstly, it is recommended that organizational leaders appreciate the diversity and uniqueness of the emotions of all employees in the organizations that they lead. This will ensure that these organizational leaders create a good workplace environment that will guarantee that the organizations maximize the full potential of all workers. Such a workforce environment should not be discriminative to any type of employee. This recommendation will arguably contribute to the achievement of greater

levels of motivation, satisfaction, and trust in the workplace, contributing to greater entrepreneurial success. Secondly, it is recommended that organizational leaders take deliberate measures of nurturing employees engaged in their respective organizations. This should involve creating time for each employee to create an understanding of their divergent needs. Understanding the individual needs of employees is critical in implementing appropriate measures for supporting the achievement of higher levels of employee satisfaction and motivation.

Note:

1 This observation has been extensively supported by numerous leadership theories that have suggested that the ability of organizational leaders to have and display empathy is an important element of leadership. Empathy has been increasingly considered as a pivotal tool for effective leadership in the contemporary business environment.

2 In fact, an increasing number of organizations have employed adaptability of their leaders as one of the preferred employee retention strategies.

References

- Agarwal, R. (2017). Assertive leadership and employee engagement and its impact on retention. *International Journal in Multidisciplinary and Academic Research*, pp. 1–20.
- Akaranga, S. & Makau, B. (2016). Ethical considerations and their applications to research: A Case of the University of Nairobi. *Journal of Educational Policy and Entrepreneurial Research*, pp. 1–9.
- Bambale, A., Kassim, S. & Musa, L. (2016). Effect of emotional leadership on employee performance among staff of tertiary institutions in Gombe. *Journal of Resources Development and Management*, pp. 23–31.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.
- Bass, B. M. & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks: Sage.
- Blumberg, B., Cooper, D.R., & Schindler, P.S. (2005). *Business research methods*. Berkshire: Mc Graw Hill.
- Brett, A. (2005). *Relationship between employee performance, leadership and emotional intelligence in a South African parastatal organisation*. Rhodes University.
- Crotty, M. (1998). *The foundations of social research*. London: Sage.
- Dej, D. (2011). *Exploring entrepreneur success from a work psychology perspective: The development and first validation of a new instrument*. TU Dresden.
- Dijkhuizen, J., Gorgievski, M., Van, V. M. & Schalk, R. (2015). Feeling successful as an entrepreneur: A job demands–resources approach. *International Entrepreneurship and Management Journal*, pp. 555–573.
- Gentry, W., Weber, T., & Sadri, G. (2007). *Empathy in the workplace*. Center for Creative Leadership.
- George, J. M. (2000). Emotions and leadership: The role of emotional intelligence. *Human Relations*, pp.1027–1055.
- Gorgievski, M. J., Moriano, J. A. & Bakker, A. B. (2014). Relating work engagement and workaholism to entrepreneurial performance. *Journal of Managerial Psychology*, pp. 106–121.
- Hassan, J., Saeid, J. & Sirous, K. (2010). Impact of emotional intelligence on the performance of employees. *Postmodern Openings*, pp. 63–74.
- Headey, B. & Wearing, A. (1989). Personality, life events, and subjective well-being: Toward a dynamic equilibrium model. *Journal of Personality and Social Psychology*, pp. 731–739.
- Heneman, R. L. & Gresham, M.T. (1999). *The effects of changes like work on compensation*. Ohio: Ohio State University, USA.
- Hornsby, J. & Naffziger, D. (1997). An examination of owners' goals in sustaining entrepreneurship. *Journal of Small Business Management*, pp. 24–33.
- Hunter, J. E., Schmidt, F. L. and Judiesch, M. K. (1990). Individual differences in output variability as a function of job complexity. *Journal of Applied Psychology*, pp. 28–42.
- Hur, Y., van den Berg, P. T. and Wilderom, C. P. M. (2011). Transformational leadership as a mediator between emotional intelli-

- gence and team outcomes. *The Leadership Quarterly*, pp. 591–603.
- Iqbal, I., Anwar, A. & Haider, H. (2015). Research article open access effect of leadership style on employee performance. *Arabian Journal of Business and Management Review*, pp. 146–154.
- Ittner, C. (2002). *Determinants of performance measure choice in work incentive plans*. Chicago: Sunrise Printery.
- Locke, E. A. (1976). The nature and causes of job satisfaction, In Dunnette, M. P. (Ed.). *Handbook of industrial and organizational psychology*. Chicago: Rand McNally, pp. 1297–1350.
- Mc Coll, J., & Anderson, R. (2002). Impact of leadership style and emotions on subordinate performance. *The Leadership Quarterly*, pp. 545–559.
- McClelland, D. (1961). *The achieving society*. New York: The Free Press.
- Natalie, L., Jackson, J. & Sharon, L. (2010). The effects of emotional intelligence, age, work experience, and academic performance. *Research in Higher Education Journal*, pp. 1–18.
- Ngirande, H. & Harry, T. (2004). The relationship between leader emotional intelligence and employee job satisfaction. *Mediterranean Journal of Social Sciences*, pp. 25–52.
- Oladipo et al. (2013). Relationship between employee performance, leadership styles and emotional intelligence in an organization. *IOSR Journal of Humanities and Social Science*, pp. 53–57.
- Omondi, G. (2016). *Influences of manager's emotional intelligence on employee job satisfaction at the Kenya Post Office Savings Bank*. Nairobi: University of Nairobi.
- Rajah, R., Song, Z. & Arvey, R. D. (2011). Emotionality and leadership: Taking stock of the past decade of Research. *The Leadership Quarterly*, pp. 1107–1119.
- Robichaud, Y., McGraw, E. & Roger, A. (2001). Toward the development of a measuring instrument for entrepreneurial motivation. *Journal of Developmental Entrepreneurship*, pp. 189–202.
- Saunders, M. N., Lewis, N. K. & Thornhill, P. (2009). *Understanding research philosophies and approaches*. Pearson.
- Stein, S. J., & Book, H. E. (2000). *The EQ edge: emotional intelligence and your success*. Canada: Multi-Health Systems.
- Taris, T. W. & Schreurs, P. J. G. (2009). Well-being and organizational performance: An organization-level test of the happy-productive worker hypothesis. *Work & Stress*, pp. 120–136.
- Williams, S. (2001). *Emotion and social theory*. London: Sage.
- Yimanu, N. (2018). *Entrepreneurship, and entrepreneurial motivation*. Centria University Of Applied Sciences.
- Yusof, H., Kadir, H. & Mahfar, M. (2014). The role of emotions in leadership. *Asian Social Science*, pp. 41–50.