

**INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE
OF HOTEL INDUSTRY IN KENYA: A CASE STUDY OF ACCOR GROUP
HOTELS IN KENYA**

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**A Research Thesis submitted in Partial Fulfillment of the Requirement of a
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DECLARATION

I declare that this research Thesis is my original work and has not been presented for a degree in this or any other university or for any other award.

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We confirm that the Thesis is the work of the candidate that was carried out under our supervision.

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Date: _____

DEDICATION

I dedicate this research to go to my Daughter Jendayi, my Late Father Francis, my Mother Rose, Sisters, Grandmother, Aunties, Uncles and cousins, whose sponsorship has made my educational journey possible.

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ABSTRACT

The performance of international hotel chains in Kenya, including Accor Hotels, has faced growing pressure from rising customer expectations, technological disruption, and increased competition from both regional and global players. Despite Accor's strong international brand presence, its Kenyan operations have encountered challenges in maintaining consistent service quality, operational efficiency, and guest satisfaction. Effective strategy implementation is therefore essential to sustain competitiveness and improve performance. This study examined the effects of strategic implementation on the performance of Accor Hotels in Kenya, focusing on four dimensions: employee engagement strategies, technological integration, customer feedback mechanisms, and leadership support. A descriptive research design was adopted, targeting frontline staff, customer care representatives, and managers across eight Accor Hotels in Kenya. A stratified random sampling approach yielded 118 valid responses from a population of 168 employees. Data were analyzed using descriptive statistics (frequencies, percentages, means, and standard deviations) and inferential techniques (correlation and regression analysis). The findings revealed that all four strategic variables had a statistically significant positive effect on the performance of Accor Hotels in Kenya, with leadership support emerging as the most critical determinant. The study concluded that strategic implementation plays a pivotal role in enhancing operational efficiency, customer satisfaction, and competitiveness. The study recommended that Accor Hotels strengthen employee engagement through structured training, recognition, and communication systems; accelerate technological integration by automating operations and adopting customer-facing innovations; enhance feedback mechanisms through real-time digital platforms and systematic complaint resolution; and invest in leadership development programs that emphasize strategic communication, accountability, and empowerment. Through adopting these measures, Accor Hotels can achieve sustainable performance improvements and provide lessons for the wider hospitality industry in Kenya.

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ABBREVIATIONS AND ACRONYM

ACCOR	Accor S.A. (formerly Compagnie des Hôtels et Casino)
AI	Artificial Intelligence
AR	Augmented Reality
NACOSTI	National Council for Science and Technology
NGOs	Non-Governmental Organizations
OCT	Organizational Culture Theory
SERVQUAL	Service Quality
SET	Social Exchange Theory
SPSS	Statistical Packages for Social Sciences
TAM	Technology Acceptance Model
VR	Virtual Reality

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In today's dynamic business environment, organizations face continuous pressure to adapt to changes in both external and internal landscapes. Strategic change management has therefore become a critical approach for ensuring competitiveness and sustainability. It involves the systematic planning, implementation, and sustenance of initiatives designed to achieve strategic objectives. In the hospitality industry, particularly hotel chains such as the ACCOR Group, competition is intense and customer expectations are continually evolving. Since customer satisfaction is central to competitiveness and survival, the way hotels implement their strategies directly influences their overall performance.

According to Singjai et al. (2018), strategy implementation is pivotal in shaping hotel performance, with employee engagement, technological integration, customer feedback mechanisms, and leadership support serving as critical components (Wilke et al., 2019). Employee engagement is fundamental, as it directly influences service delivery and guest satisfaction. Engaged employees, who feel valued and aligned with the organization's vision, are motivated to perform at higher levels, leading to improved service quality, operational efficiency, and innovation (Chen, 2019). Within hotels, this culture of engagement strengthens staff responsiveness and proactiveness, ultimately enhancing customer experiences and loyalty.

Technological integration also plays a vital role in hotel performance. The adoption of digital tools such as automated booking systems, data analytics, and smart room technologies streamlines operations, reduces costs, and enables personalized guest

experiences (Mak & Chang, 2019). This not only improves operational efficiency but also enhances customer convenience and satisfaction, thereby strengthening market competitiveness and financial growth (Al-Hawary & Al-Syasneh, 2020; Hameed et al., 2021).

Customer feedback mechanisms provide hotels with critical insights into guest preferences and areas requiring improvement. Through systematic collection and analysis of guest reviews, surveys, and social media data, hotels can tailor services to meet evolving customer needs. Such responsiveness leads to higher satisfaction, stronger brand loyalty, and a sustainable competitive advantage in the hospitality market (Chen et al., 2019; Yadegaridehkordi et al., 2020).

Leadership support is equally crucial to successful strategy implementation. Effective leaders provide the vision, resources, and guidance necessary to align organizational efforts with strategic goals. They also cultivate a culture of innovation and resilience that ensures strategies are not only executed but also adapted to changing market dynamics (Úbeda-García et al., 2021; Kotler et al., 2021). Strong leadership commitment fosters organizational agility, enabling hotels to deliver superior service quality, maintain profitability, and achieve long-term growth (Gürlek, 2021).

1.1.1 Global Perspective

In China, the hotel industry is characterized by its rapid technological advancement and the influence of government policies promoting tourism. According to Zhang et al. (2020) among the key strategies adopted by hotels in China is the integration of advanced technology to improve operational efficiency and customer service. For instance, many hotels use artificial intelligence (AI) for tasks such as automated check-ins and personalized customer service, ensuring a seamless guest experience. Another

crucial strategy is localization, where international hotel chains adapt their services to fit local preferences (Ouyang et al., 2019). For example, Hilton and Marriott hotels in China offer traditional Chinese tea services and local cuisine, thereby appealing to domestic travelers. A prime example of successful strategic implementation in China is Jin Jiang International, which expanded its portfolio by acquiring Radisson Hotel Group. This acquisition allowed the company to merge international standards with local characteristics, enhancing its appeal to both local and international guests. The focus on technological innovation and localization has significantly boosted the operational performance and customer satisfaction in China's hotel industry (Liu et al., 2020).

Italy's hotel industry is deeply intertwined with the country's rich cultural heritage, and strategic implementation here often revolves around preserving this cultural authenticity while incorporating modern amenities (Panno, 2020). Many hotels in Italy, particularly in cities like Rome and Florence, implement strategies aimed at maintaining the historical integrity of buildings while ensuring modern comfort for guests. The Albergo Diffuso model is an excellent example of this strategy in action. In this model, historical village homes are converted into hotel rooms spread across a town or village, allowing tourists to experience authentic Italian culture without compromising on modern conveniences (Ivanov et al., 2021). Additionally, sustainability has become a key focus in Italy's hotel industry. Hotels are adopting energy-efficient practices, reducing waste, and offering eco-friendly options to meet the growing demand for sustainable tourism. This combination of cultural preservation and sustainability has contributed to the resilience and performance of the Italian hotel industry.

In the Maldives, strategic implementation in the hotel industry centers on luxury and exclusivity, as the country is known for its high-end resorts and private island experiences (Moosa & He, 2023). Hotels in the Maldives place a strong emphasis on personalized services to cater to their affluent clientele. Luxury resorts offer private villas, personal butlers, and customized guest experiences to create an atmosphere of exclusivity and privacy. Sustainability is another key strategy in the Maldives, given the country's fragile ecosystem. Hotels engage in marine conservation efforts, such as coral reef restoration and sustainable water management, to protect the natural environment while continuing to attract eco-conscious travelers (Ibrahim, 2023). An exemplary case is Soneva Fushi, a luxury eco-resort that has implemented various sustainability measures, including solar energy use and waste-to-wealth programs, ensuring minimal environmental impact while maintaining its luxury status. These strategic initiatives have enabled the Maldivian hotel industry to thrive in a highly competitive luxury tourism market (Bhatti & Nawaz, 2020).

1.1.2 Regional Perspective

In Morocco, the hotel industry's strategic implementation focuses on combining cultural heritage with modern hospitality. Moroccan hotels offer an immersive cultural experience by integrating local architecture, cuisine, and art into their services. This approach caters to international tourists who seek an authentic Moroccan experience (Ezzaouia & Bulchand-Gidumal, 2020). Additionally, Morocco's government has played a significant role in shaping the hotel industry through its Vision 2020 strategy, which encouraged investment in tourism infrastructure and international marketing efforts. The Royal Mansour in Marrakech is an example of successful strategic implementation, as it blends traditional Moroccan craftsmanship with luxury services, creating a unique guest experience. The focus on cultural integration and government

partnerships has enhanced the performance of Morocco's hotel industry, attracting a growing number of tourists each year (Nejjari & Slaoui, 2023).

In South Africa, strategic implementation in the hotel industry focuses on service differentiation and sustainable tourism. Hotels offer unique experiences such as wildlife safaris, cultural tours, and adventure tourism to differentiate themselves in the market (Mukhezekule & Tefera, 2019). This diversity in offerings allows South African hotels to cater to a wide range of tourists, from luxury travelers to adventure seekers. Sustainability is also a major focus, with hotels adopting eco-friendly practices such as water conservation, renewable energy, and responsible tourism. The Oyster Box Hotel in Durban exemplifies this approach, combining luxury services with sustainability initiatives such as energy-efficient practices and community support programs. These strategies have helped South African hotels maintain a competitive edge and attract environmentally conscious tourists (Musavengane, 2019).

1.1.3 Local Perspective

In Kenya, the hotel industry is closely tied to the country's vibrant tourism sector, particularly in safari and eco-tourism. The industry contributes significantly to Kenya's GDP, with tourism accounting for approximately 10% of the country's economic output, while the accommodation and food services sector demonstrated remarkable resilience by growing 26% in the third quarter of 2023. The determinants of hotel performance in Kenya include economic stability and currency fluctuations, tourism infrastructure development particularly around major attractions, political stability and security conditions, regulatory frameworks set by the Tourism Regulatory Authority, seasonal demand patterns driven by wildlife migrations and weather, availability of skilled hospitality professionals, and technological integration capabilities. According

to Yeswa and Ombui (2019), among the key strategies employed by hotels in Kenya is diversification, as they expand their offerings to include conference tourism, beach tourism, and adventure tourism. This diversification helps hotels mitigate the risks associated with fluctuations in traditional safari tourism (Nyong'a & Maina, 2019). Another important strategy is digital transformation, with hotels adopting online booking systems, mobile applications, and social media marketing to improve customer engagement and streamline operations. Serena Hotels, one of Kenya's leading hotel chains, has successfully diversified its portfolio to include urban hotels, safari lodges, and beach resorts, attracting a broader range of clientele. The industry faces unique challenges including inadequate infrastructure in remote destinations, skills shortages in specialized hospitality roles, vulnerability to external shocks such as political instability and global pandemics, increasing competition from both international chains and alternative accommodations, and environmental concerns related to climate change impacts on wildlife and coastal tourism. Current trends shaping the industry include the growth of domestic tourism following COVID-19 travel restrictions, increased focus on sustainability and eco-friendly practices, adoption of contactless technologies, and the emergence of Nairobi as a regional business tourism hub. However, gaps exist in literature regarding comprehensive empirical studies on strategy implementation effectiveness in the Kenyan context, limited research on how international chains adapt global strategies to local market conditions, and insufficient development of performance measurement models that capture the multidimensional nature of hotel success in Kenya. Muendo and Ogutu (2020) embracing digital transformation and diversification, the Kenyan hotel industry has been able to enhance its performance and resilience.

In Kenya, according to Wanjiku (2022), strategic change management has influenced the quality of customer services offered by 5-star hotels by emphasizing sustainability and community engagement. For example, Angama Mara, a luxury safari lodge in the Maasai Mara, implemented a strategic initiative to minimize its environmental impact by implementing solar power systems, water conservation measures, and wildlife conservation efforts (Siongok, 2021). Additionally, strategic partnerships with local communities have allowed lodges like Giraffe Manor in Nairobi to offer unique experiences such as community visits and cultural exchanges, providing guests with opportunities to connect with Kenya's diverse cultures and traditions (Cheruiyot, 2022).

The ACCOR group of hotels in Kenya exemplifies how international hotel chains can effectively implement global strategies while catering to local markets. ACCOR's strategic implementation in Kenya focuses on brand expansion and sustainability. The company has expanded its presence in Kenya by managing multiple hotel brands, including the luxury Fairmont brand, which allows it to serve different market segments while addressing key performance determinants such as market positioning, operational efficiency, and cultural adaptation to local preferences. ACCOR hotels in Kenya also emphasize sustainability, implementing eco-friendly practices such as reducing plastic use and improving energy efficiency. Fairmont The Norfolk, one of ACCOR's flagship hotels in Kenya, integrates global luxury standards with local cultural elements, offering guests an authentic Kenyan experience while maintaining its international reputation for excellence. ACCOR's strategic focus on brand expansion and sustainability has strengthened its market position and enhanced its performance in Kenya's competitive hotel industry, though research gaps remain in empirically examining the effectiveness of their strategy implementation processes and long-term performance outcomes in the local context (Accor Group, 2023).

1.2 Statement of the Problem

Kenya's hospitality and tourism industry is a critical driver of economic growth, contributing significantly to foreign exchange earnings, employment, and infrastructural development. Within this sector, international hotel chains such as the Accor Group play a pivotal role by setting service benchmarks, attracting international guests, and promoting Kenya as a competitive tourism destination. However, despite Accor's global brand strength, its Kenyan operations continue to face persistent performance challenges, including inconsistent service quality, fluctuating customer satisfaction levels, operational inefficiencies, and pressure from both local and international competitors.

Several external factors have exacerbated these challenges, including changing consumer preferences, rapid technological advancements, global disruptions such as COVID-19, heightened security threats, and political uncertainties (Mutuku & Wambua, 2021; Achieng, 2021). Internally, Accor Hotels in Kenya struggle with aligning staff engagement, technology adoption, leadership support, and customer feedback systems with strategic objectives. This has raised concerns about the effectiveness of strategic implementation in driving sustainable performance outcomes.

Existing studies provide useful insights but leave important research gaps. For instance, Wanjiku (2022) demonstrated the positive impact of strategic management practices on customer service in Kenyan 5-star hotels but did not focus on Accor Hotels. Jane Doe's (2018) comparative study on customer satisfaction offered general trends but did not address strategy execution at the firm level. Smith (2019) emphasized luxury hotels but ignored the unique challenges facing multinational chains in Kenya. Similarly, Johnson (2020) explored service quality without examining the link to strategy implementation,

while Wangari (2021) studied feedback management without connecting it to overall performance outcomes. Collectively, these studies show that while the role of strategy implementation in organizational performance is acknowledged, there remains a lack of focused research on how strategic implementation practices influence the performance of Accor Hotels in Kenya. Therefore, this study seeks to address this gap by examining the effects of employee engagement, technological integration, customer feedback mechanisms, and leadership support on the performance of Accor Hotels in Kenya.

1.3 Objectives of the Study

1.3.1 General Objectives

The general objective of this study was to investigate the effects of strategic implementation on the performance of ACCOR Hotels in Kenya.

1.3.2 Specific Objectives

The study was guided by the following specific objectives;

- i. To evaluate the effect of employee engagement strategy on the performance of ACCOR Hotels in Kenya.
- ii. To analyze the influence of technological integration on the performance of ACCOR Hotels in Kenya.
- iii. To assess the effect of customer feedback mechanisms on the performance of ACCOR Hotels in Kenya.
- iv. To investigate the influence of leadership support on the performance of ACCOR Hotels in Kenya.

1.4 Research Hypothesis

H₀₁: Employee engagement has no significance effect on the performance of ACCOR Hotels in Kenya.

H₀₂: Technological integration has no significance effect on the performance of ACCOR Hotels in Kenya.

H₀₃: Effective customer feedback mechanisms has no significance effect on the performance of ACCOR Hotels in Kenya.

H₀₄: Leadership support has no significance effect on the performance of ACCOR Hotels in Kenya.

1.5 Significance of the Study

The hospitality industry is a central pillar of Kenya's economy, contributing to tourism earnings, employment, and innovation in service delivery. Yet, the sector faces persistent challenges such as rising customer expectations, rapid technological changes, and competition from both local and international players. These pressures have made effective strategy implementation essential for sustaining competitiveness, improving customer satisfaction, and enhancing operational performance.

This study is significant because it focuses on Accor Hotels in Kenya, a leading international chain with a strong brand presence and diverse clientele. Examining how Accor implements strategic initiatives within the Kenyan context provides valuable insights into the relationship between strategy execution and hotel performance. The findings will help hotel managers make informed decisions about employee engagement, technology adoption, customer feedback systems, and leadership support. For employees, the study highlights the importance of involvement in strategy execution, demonstrating how participation fosters motivation, accountability, and

productivity. For customers, it shows how strategic practices enhance service quality and overall guest experience. Finally, the study benefits the wider hospitality industry in Kenya by offering lessons that can be adapted by other establishments. In doing so, it contributes to raising service standards and strengthening Kenya's position as a competitive tourism destination.

1.6 Scope of the Study

The study explored how strategic change management impacted customer service quality within the hospitality industry, focusing specifically on the Accor Group of Hotels in Kenya. It analyzed key factors including employee engagement strategies, technological integration, customer feedback mechanisms and leadership support. The research targeted Accor Group hotels, providing a localized investigation within a specific operational context. Data collection occurred during April 2024 and May 2025, offering insights into the status of strategic change management initiatives and their influence on customer service quality at that time.

1.7 Limitations of the Study

While the findings provided valuable insights into the effects of strategic change management on customer service quality within the Accor Group in Kenya, they may not have been directly applicable to all hotels or hospitality establishments outside this context. Differences in organizational structures, market dynamics, and cultural factors could have limited the generalizability of the results. To address this limitation, the researcher emphasized transparency in reporting findings and provided detailed descriptions of the study's context and methodology. Comparative analyses with similar studies in other settings were suggested to explore the transferability of the findings.

Additionally, the study's reliance on self-reported data, such as employee surveys and customer feedback, introduced the potential for bias due to social desirability or subjective perceptions. To minimize this, the researcher employed multiple data collection methods, including triangulation with objective indicators where feasible, and ensured anonymity and confidentiality to encourage honest responses.

The possibility of researcher bias also posed a limitation. To mitigate this, a reflexive approach was adopted, with the researcher actively acknowledging and critically reflecting on personal perspectives throughout the research process.

Moreover, the time frame of the study limited to April and May 2025 restricted the ability to capture long-term effects of strategic change management initiatives. As such, sustained impacts on customer service quality may not have been fully observed. This limitation was acknowledged, and the findings were interpreted within the temporal context of the study, while emphasizing the need for future longitudinal research.

Finally, external factors such as economic changes, regulatory adjustments, or unforeseen events may have influenced the study outcomes. These uncontrollable variables could have confounded the relationship between strategic change management and customer service quality. To address this, the researcher considered contextual influences in data interpretation and conducted sensitivity analyses where appropriate, while acknowledging the uncertainty introduced by these external dynamics.

1.8 Operational Definition of Terms

Customer Feedback Mechanisms: Customer feedback mechanisms refer to the systematic methods and channels through which hospitality establishments gather, analyze, and respond to feedback from their customers. These mechanisms include

surveys, comment cards, online reviews, and social media monitoring, aimed at improving service delivery and customer satisfaction (Nguyen et al., 2020).

Employee Engagement: Employee engagement is the level of emotional commitment, motivation, and dedication that employees demonstrate toward their work and organization. Engaged employees are enthusiastic, willing to go beyond their job requirements, and contribute to organizational performance (Kahn, 1990; Saks, 2006).

Hospitality Industry: The hospitality industry refers to the sector of the economy that encompasses businesses providing lodging, food, beverages, recreation, and related services to travelers and guests. It includes hotels, restaurants, resorts, event venues, and other establishments within the service sector (Walker, 2021).

Hotels: Hotels are commercial establishments that provide lodging, meals, and other guest services to travelers and tourists. They vary in size, class, and ownership, ranging from budget hotels to luxury international chains (Medlik & Ingram, 2000).

Leadership Support: Leadership support is the active endorsement, encouragement, and facilitation by organizational leaders toward strategic initiatives and service quality improvements. It involves providing resources, eliminating barriers, and fostering a culture conducive to innovation and change (Yukl, 2013).

Market Dynamics: Market dynamics are the changing and interconnected forces that influence demand, supply, competition, and consumer behavior within an industry. In hospitality, these include economic conditions, technology, regulations, and customer preferences (Kotler et al., 2017).

Performance of Hotel Industry: Performance of the hotel industry denotes the extent to which hotels achieve their financial and non-financial objectives, such as

profitability, market share, customer satisfaction, service quality, and operational efficiency (Chen, 2019).

Quality of Customer Service: Quality of customer service refers to the degree to which services provided by an organization meet or exceed customer expectations. It involves responsiveness, reliability, assurance, empathy, and tangibility, which shape customer satisfaction and loyalty (Parasuraman, Zeithaml, & Berry, 1988).

Strategy Implementation: Strategy implementation refers to the process of translating formulated strategies into actionable plans and activities to achieve organizational objectives. It encompasses resource allocation, leadership commitment, communication, and performance monitoring (Hrebiniak, 2006).

Technological Integration: Technological integration is the process of adopting and incorporating digital tools, platforms, and systems into organizational operations to enhance efficiency and customer experiences. In hospitality, it includes online booking systems, customer relationship management (CRM) tools, and digital payment solutions (Buhalis & Leung, 2018).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The significance of the literature review of this study was on the concept of employee engagement strategies, technological integration, customer feedback mechanisms and leadership support, also this special section looked at some major theories; They include social exchange theory, organizational culture theory, technology acceptance model (TAM) and service quality improvement (SQI) model. The conceptual framework, operational framework and research gaps are also captured in this section.

2.2 Theoretical Review

This area elaborates on theories guiding the study throughout the completion of the study it consisting of some theories that guided and governed the achievement of cement manufacturing industries in their operation. This special section looked at some common theories particularly those mentioned above.

2.2.1 Dynamic Capability Theory

The Dynamic Capability Theory was introduced by David J. Teece, along with Gary Pisano and Amy Shuen, in 1997. The theory focuses on the ability of organizations to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. This perspective emphasizes that long-term competitive advantage stems not only from resource possession but also from an organization's capacity to renew its resources to adapt to market shifts. Dynamic Capability Theory emphasizes the importance of having an adaptable workforce that can respond to changes. Engaged employees contribute to building the dynamic capabilities of the

hotel, making it better equipped to adapt to customer needs and industry shifts, which enhances performance.

In relation to the study on “the influence of employee engagement on performance of the hotel industry in Kenya,” Dynamic Capability Theory is highly relevant. The theory posits that in industries like hospitality, where customer preferences and technological demands change frequently, organizations must continuously adjust their strategies and operational processes. Employee engagement plays a crucial role in fostering dynamic capabilities, as engaged employees are more likely to be innovative, adaptable, and motivated to implement strategic changes.

The theory argues that organizations achieve superior performance not merely through resource ownership but through the ability to reconfigure resources dynamically in response to external opportunities and threats (Teece, Pisano & Shuen, 1997). In the context of the hotel industry, this means that hotels with highly engaged employees can adjust services, incorporate guest feedback, and adopt new technologies more effectively. Engaged employees are likely to be more proactive, enabling hotels to develop strong dynamic capabilities and, thus, enhance performance. For example, engaged employees can rapidly adjust service standards or offer personalized experiences to customers, making the organization more competitive in the fast-evolving hospitality sector.

However, the Dynamic Capability Theory has both strengths and weaknesses. One of its strengths is its focus on continuous improvement and adaptation. This makes it particularly suitable for industries that face constant changes, such as the hotel industry, where customer preferences and technology trends fluctuate regularly. The theory

underscores the importance of employee engagement in building dynamic capabilities, which in turn enhances organizational agility and performance.

On the other hand, one weakness of the theory is that it is often criticized for being vague about how organizations can practically develop these dynamic capabilities (Barreto, 2010). While the theory emphasizes adaptation and resource reconfiguration, it lacks clear guidelines on how organizations can cultivate these processes, especially in the context of employee engagement. Moreover, the theory assumes that organizations have the time and resources to continually reconfigure capabilities, which may not always be the case, especially for smaller hotels with limited resources.

Dynamic Capability Theory provides a valuable framework for understanding how employee engagement influences the performance of hotels. Engaged employees are essential in fostering the flexibility and innovation needed to respond to changing market demands. However, while the theory is strong in its focus on adaptation, it falls short in providing practical steps for building dynamic capabilities in organizations with limited resources. Nonetheless, it remains a useful tool for understanding the strategic role of employee engagement in driving performance.

2.2.2 Resource-Based View (RBV)

The Resource-Based View (RBV) was introduced by Jay Barney in 1991. Barney's seminal work emphasized the role of internal resources in determining an organization's competitive advantage. The theory posits that organizations possess unique resources that, when valuable, rare, inimitable, and non-substitutable (VRIN), can generate sustained competitive advantages and lead to superior performance. This focus shifted the strategic management field from external market conditions to internal resource attributes as the primary drivers of success.

RBV supports this objective by considering technology as a strategic resource that can create a sustainable competitive advantage. By integrating advanced technological systems, hotels can optimize operations, improve guest experiences, and stand out in the market, leading to enhanced performance. In the context of the study “the influence of technological integration on performance of the hotel industry in Kenya,” the Resource-Based View offers significant support. The theory asserts that organizations can improve their performance by utilizing internal resources, such as advanced technological systems, that are unique to them. In the hotel industry, technological integration can manifest through booking systems, customer management software, and automation of services, all of which are valuable resources. By effectively managing these technologies, hotels can differentiate their services, streamline operations, and deliver superior guest experiences, which enhances performance.

RBV argues that organizations which possess and integrate cutting-edge technologies can establish a competitive edge over their peers (Barney, 1991). For hotels in Kenya, the ability to implement and leverage such technologies could be the key to achieving better customer satisfaction, operational efficiency, and market responsiveness. For example, using data analytics to track customer preferences allows hotels to offer personalized services, a critical factor in enhancing guest loyalty and improving performance.

However, while RBV offers strong theoretical foundations for understanding technological integration's influence on performance, it also has its limitations. One of the strengths of RBV is that it recognizes the uniqueness of internal resources and how they can be leveraged to gain a competitive advantage. In the context of technological integration, this means that hotels that effectively implement advanced technologies

can enhance their competitive positioning. Furthermore, RBV highlights that technology, once embedded in the organization, becomes a resource that competitors may find difficult to replicate, thus contributing to sustained superior performance.

Nevertheless, the theory also has weaknesses. Critics argue that RBV focuses too narrowly on internal resources, neglecting the external factors such as market dynamics and customer preferences that can also impact organizational performance (Priem & Butler, 2001). While internal resources are crucial, relying solely on them might lead organizations to overlook the importance of external forces. Additionally, technological resources are becoming more accessible, which challenges RBV's assumption that certain technologies remain rare and inimitable. In the hotel industry, many competitors can adopt similar technologies, diminishing the unique advantage initially gained from technological integration.

The Resource-Based View provides a valuable framework for understanding how technological integration influences the performance of hotels. It emphasizes that by acquiring and leveraging valuable, rare, inimitable, and non-substitutable technologies, hotels can gain competitive advantages and improve their performance. However, the theory's internal focus and the increasingly ubiquitous nature of technological resources present challenges, making it necessary for hotels to continuously innovate and enhance their technological capabilities to maintain competitiveness.

2.2.3 Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) was introduced by Fred Davis in 1986 as a means of understanding how users adopt and use new technologies. TAM is grounded in the Theory of Reasoned Action and the Theory of Planned Behavior and focuses on two key factors: perceived usefulness and perceived ease of use. According to TAM,

individuals are more likely to accept and use a new technology if they perceive it as useful and easy to use.

The Technology Acceptance Model proposes that individuals' acceptance and usage of technology are determined by perceived usefulness and ease of use. In the context of customer service quality, this theory suggests that technological integration, such as the implementation of advanced booking systems, mobile check-in/out, and personalized guest services, enhances the efficiency and effectiveness of service delivery. When technology facilitates smoother transactions, reduces wait times, and enables personalized interactions, customers perceive the service as more convenient and satisfactory, leading to improved overall service quality (Cheng, 2019).

In the context of ACCOR Group of Hotels in Nairobi County, the influence of technological integration on the quality of customer services can be analyzed through the lens of organizational culture. Technological integration involves incorporating digital tools and systems into hotel operations to enhance efficiency, productivity, and customer experiences.

According to Kamal et al. (2020) the organizational culture at ACCOR Group of Hotels plays a crucial role in shaping attitudes towards technological integration. A culture that values innovation, adaptability, and forward-thinking is more likely to embrace technology as a means to improve customer services. Conversely, a culture resistant to change or overly bureaucratic may hinder the effective adoption and utilization of technology, potentially impacting service quality.

Rafique et al. (2020) the way technology is implemented and utilized within the hotel is influenced by its organizational culture. A customer-centric culture prioritizes the use of technology to enhance guest experiences, streamline processes, and personalize interactions. For instance, technological innovations such as mobile check-in/check-out

systems, digital concierge services, and smart room features can significantly enhance the overall quality of customer services by providing convenience and customization options for guests.

Opoku and Francis (2019) organizational culture affects employee engagement and empowerment regarding technological integration. A culture that encourages collaboration, values employee input, and provides training and support for technology adoption fosters a workforce that is more likely to embrace and effectively utilize technology to improve customer services. Engaged and empowered employees are better equipped to leverage technology to anticipate and meet guest needs, enhancing overall service quality.

Furthermore, organizational culture influences the organization's capacity for innovation and adaptation in response to technological advancements and changing customer expectations. A culture that promotes experimentation, continuous learning, and a willingness to take calculated risks fosters an environment conducive to innovation in customer service delivery. Scherer et al. (2019) fostering a culture that values technological innovation and customer-centricity, ACCOR Group of Hotels in Nairobi County can leverage technological integration to enhance the quality of customer services and maintain a competitive edge in the hospitality industry (Scherer et al., 2019).

The Technology Acceptance Model (TAM) holds relevance in the study at ACCOR Group of Hotels in Nairobi County as it elucidates how perceived usefulness and ease of use influence the adoption of technology and its impact on service quality. Understanding how technological integration, driven by organizational culture, enhances customer experiences and streamlines operations is crucial for improving service quality. Moreover, TAM underscores the importance of fostering an

organizational culture that embraces technological innovation and empowers employees to leverage technology effectively, essential for maintaining competitiveness in the hospitality industry.

2.2.4 Service Quality Improvement (SQI) Model

The Service Quality Improvement (SQI) Model was introduced by Parasuraman, Berry, and Zeithaml in 1985. This model is widely recognized in the field of service management and emphasizes the importance of meeting customer expectations and continuously improving service quality. The SQI Model consists of five dimensions: reliability, responsiveness, assurance, empathy, and tangibles, which collectively contribute to customers' perceptions of service quality (Thompson & Wildavsky, 2018). The Service Quality Improvement Model emphasizes the importance of continuous feedback and improvement processes in enhancing service quality. According to this model, actively soliciting and responding to customer feedback enables organizations to identify areas for improvement, address customer concerns promptly, and adapt services to meet changing needs and preferences. Teeroovengadum (2022) implementing effective customer feedback mechanisms, such as online surveys, comment cards, and social media monitoring, hotels can gather valuable insights into customer perceptions and expectations, allowing them to make data-driven decisions to enhance service quality and overall guest satisfaction.

In the context of ACCOR Group of Hotels in Nairobi County, the influence of customer feedback mechanisms on the quality of customer services can be analyzed through the lens of TAM. Customer feedback mechanisms, such as surveys, reviews, and suggestion boxes, serve as important tools for gathering information about guests' experiences and preferences. These mechanisms allow hotels to collect feedback,

identify areas for improvement, and make data-driven decisions to enhance service quality.

According to Yucesan and Gul (2020) the perceived usefulness of customer feedback mechanisms influences their effectiveness in improving service quality. If guests perceive that their feedback is being actively listened to and used to make tangible improvements, they are more likely to provide honest and constructive feedback. For example, if guests see visible changes or improvements based on their feedback, such as enhancements to amenities or changes to service procedures, they are more likely to feel that their input is valued and continue to provide feedback in the future.

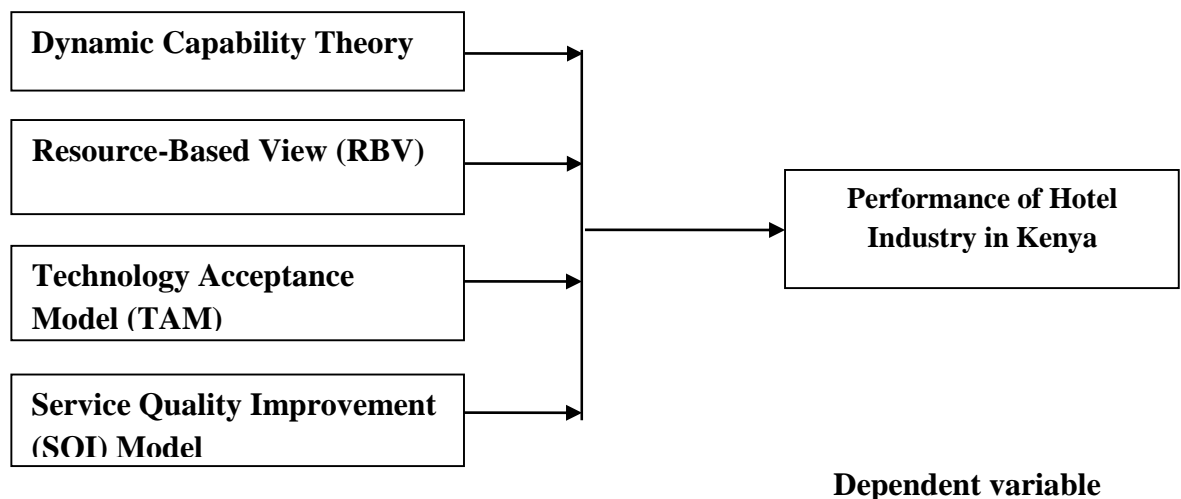
Baik et al. (2019), the perceived ease of use of customer feedback mechanisms also affects their adoption and effectiveness. Hotels must ensure that feedback mechanisms are easily accessible, user-friendly, and convenient for guests to use. This may involve offering multiple channels for feedback, such as online surveys, comment cards in guest rooms, or interactive kiosks in common areas. Baik et al. (2019) making it easy for guests to provide feedback, hotels can increase the quantity and quality of feedback received, leading to more actionable insights for improving service quality.

Additionally, the TAM framework highlights the importance of internal factors, such as organizational culture and employee attitudes, in influencing the acceptance and utilization of customer feedback. A culture that values customer feedback and encourages employees to act on it can facilitate the effective implementation of feedback-driven improvements in service delivery. By fostering a culture of continuous improvement and customer-centricity, ACCOR Group of Hotels in Nairobi County can leverage customer feedback mechanisms to enhance the quality of customer services and drive guest satisfaction and loyalty.

The Service Quality Improvement (SQI) Model holds relevance in the study at ACCOR Group of Hotels in Nairobi County as it underscores the importance of continuous feedback and improvement processes to enhance service quality. Understanding how customer feedback mechanisms, influenced by the Technology Acceptance Model (TAM), enable hotels to gather insights and make data-driven decisions for service enhancement is crucial. Moreover, the SQI Model emphasizes the role of organizational culture and employee attitudes in effectively implementing feedback-driven improvements, essential for driving guest satisfaction and loyalty.

Figure 2. 1

Conceptual Framework



2.3 Empirical Literature Review

2.3.1 Employee Engagement on performance of Hotel Industry

According to Roy et al. (2018), employee engagement has become a cornerstone in contemporary organizational management, particularly within service industries like hospitality. Defined as the emotional commitment an employee has towards their organization and its goals, employee engagement goes beyond mere job satisfaction; it

encompasses enthusiasm, dedication, and a willingness to go the extra mile (Abror et al., 2020). In the realm of hotels, where customer service is paramount, the link between employee engagement and service quality is of significant interest. According to Prentice et al. (2019), engagement involves three dimensions: physical, cognitive, and emotional. The physical dimension pertains to the extent to which employees invest their physical energies in their work. The cognitive dimension refers to the level of intellectual involvement employees have in their tasks, while the emotional dimension relates to their emotional attachment to their work and organization (Burnett & Lisk, 2021).

Moreover, Kang and Busser (2018) identifies key elements that drive employee engagement, including clear expectations, feedback, development opportunities, and a sense of belonging. These elements foster a work environment where employees feel valued, supported, and motivated to perform at their best. Consequently, engaged employees are more likely to exhibit discretionary effort, leading to enhanced organizational performance and customer satisfaction (Kang & Busser, 2018).

In the competitive landscape of the hotel industry, where differentiation often hinges on service quality, employee engagement emerges as a critical factor. Research by Sukendia, and Harianto (2021) suggests a strong correlation between employee satisfaction, customer satisfaction, and financial performance in service organizations. Engaged employees are more likely to deliver superior service experiences, resulting in increased customer loyalty and positive word-of-mouth.

Several studies have demonstrated the tangible benefits of employee engagement initiatives in hotels. For instance, a study by Prentice et al. (2020) found that highly engaged hotel employees are more productive, resulting in higher revenues per

available room (RevPAR) and profitability. Engaged employees are also less likely to leave their jobs, reducing turnover costs and ensuring continuity in service delivery.

The influence of employee engagement on customer service quality within hotels is multifaceted. Engaged employees are more committed to meeting customer needs and exceeding expectations. They display greater empathy, attentiveness, and proactiveness in addressing guest concerns, leading to memorable service encounters (Graban, 2018).

Furthermore, engaged employees are more likely to demonstrate positive attitudes and behaviors towards guests, contributing to a welcoming and hospitable atmosphere. This, in turn, fosters guest satisfaction and loyalty, as guests are more inclined to return to establishments where they feel valued and appreciated (Sendawula et al., 2018).

Employee engagement also plays a crucial role in service recovery situations. In the event of service failures or complaints, engaged employees are better equipped to handle such challenges effectively. They exhibit problem-solving skills, resilience, and a genuine desire to resolve issues to the satisfaction of the guest, thereby salvaging the customer relationship and mitigating negative word-of-mouth (Prentice & Nguyen, 2020).

Moreover, engaged employees are brand ambassadors for their hotels. Their enthusiasm and pride in their work translate into positive interactions with guests, both online and offline. In the age of social media and online reviews, these positive interactions can significantly enhance the hotel's reputation and attract new customers (Uddin et al., 2019).

A study by Towers Watson found that companies with high levels of employee engagement experienced a 19% increase in operating income and a 28% growth in earnings per share compared to those with low engagement levels (Towers Watson,

2012). This highlights the direct correlation between engaged employees, financial performance, and customer satisfaction.

Furthermore, a report by Gallup revealed that engaged employees are more likely to deliver better service experiences, resulting in 10% higher customer ratings and a 20% increase in sales revenue compared to disengaged employees (Gallup, 2016). These findings underscore the critical role of employee engagement in driving customer satisfaction and business success within the hospitality sector.

2.3.2 Technological integration on performance of Hotel Industry

In recent years, technological integration has become increasingly prevalent in the hospitality industry, transforming the way businesses interact with guests and deliver customer services (Jasonos & McCormick, 2017). Technological integration in the context of the hospitality industry refers to the seamless incorporation of various technological tools and systems into every aspect of operations, from reservations and bookings to guest services and feedback collection. It involves the utilization of software, hardware, and digital platforms to enhance efficiency, streamline processes, and ultimately improve the quality of customer service. This integration has significantly influenced the hospitality industry by revolutionizing the way businesses interact with guests, manage operations, and deliver personalized experiences (Šerić et al., 2014).

Technological integration has brought about several advancements in the hospitality sector, including the adoption of property management systems (PMS), customer relationship management (CRM) software, mobile applications, and automated processes (Kansakar et al., 2019). These innovations have transformed traditional service delivery models, enabling hotels, restaurants, and other hospitality

establishments to cater to the evolving needs and preferences of their guests more effectively.

According to Tlili et al. (2021) one of the primary ways in which technological integration has influenced the quality of customer services in the hospitality industry is through enhanced communication and personalized interactions. With the advent of CRM software and guest management systems, establishments can now collect and analyze guest data to gain insights into their preferences, behavior patterns, and feedback. By leveraging this information, businesses can tailor their services to meet the individual needs of each guest, thereby enhancing their overall experience (Lee et al., 2021).

For example, hotels can use CRM systems to track guests' previous stays, room preferences, dietary restrictions, and special requests. Armed with this knowledge, staff can anticipate guests' needs and provide personalized recommendations or amenities upon their arrival. This level of customization fosters a sense of recognition and loyalty among guests, leading to higher satisfaction levels and increased repeat business (Kansakar et al., 2019).

Moreover, technological integration has facilitated real-time communication between guests and staff, enabling quicker response times and improved problem resolution. Mobile applications and messaging platforms allow guests to communicate directly with hotel staff for requests such as room service, housekeeping, or concierge assistance. This instant communication not only enhances convenience for guests but also enables staff to address issues promptly, thereby minimizing any potential disruptions to the guest experience (Naumov, 2019).

In addition to improving communication and personalization, technological integration has streamlined operational processes, leading to greater efficiency and productivity.

Automation tools such as self-check-in kiosks, online booking systems, and digital concierge services reduce the time and resources required for manual tasks, allowing staff to focus on delivering exceptional service and attending to guests' needs (Khatri, 2019).

For instance, self-service kiosks in hotel lobbies enable guests to check in and out quickly without having to wait in line, while online booking platforms simplify the reservation process and provide guests with greater flexibility and transparency. Limna (2023) automating routine tasks, establishments can allocate their resources more effectively and allocate more time to deliver personalized experiences that exceed guests' expectations.

Furthermore, technological integration has facilitated the collection and analysis of guest feedback, enabling businesses to continuously improve their services and offerings. Through online review platforms, surveys, and social media monitoring tools, establishments can gather valuable insights into guests' experiences and preferences. Mercan et al. (2021) analyzing this feedback, businesses can identify areas for improvement and implement targeted strategies to enhance the quality of their services.

For example, a hotel might use sentiment analysis tools to analyze guest reviews and identify recurring themes or issues. Based on this analysis, the hotel can take proactive measures to address any concerns and make necessary improvements to enhance the overall guest experience. Buhalis and Moldavska (2022) demonstrating responsiveness to guest feedback, businesses can build trust and loyalty, ultimately leading to positive word-of-mouth recommendations and increased patronage.

The study conducted by Smith (2021) in the United States explores the impact of technological integration, including Property Management Systems (PMS) and

Customer Relationship Management (CRM) systems, on guest experiences in the hospitality industry. The study revealed that technological integration has significantly improved guest satisfaction and loyalty by enabling personalized experiences, streamlining operations, and enhancing efficiency. However, the study identified a gap in the literature regarding the long-term impact of technological integration on guest loyalty and brand reputation.

Bisoi et al. (2020) literature review in India focuses on strategies for improving customer service in the hospitality sector through technological integration. The study highlights successful initiatives such as mobile check-in, digital concierge services, and automated feedback systems. It emphasizes the importance of aligning technology initiatives with business objectives and guest preferences. However, the study points out a gap in empirical research evaluating the effectiveness of different technology solutions in improving guest satisfaction and loyalty.

Shin and Jeong (2022) study in South Korea examines the transformative impact of mobile technology on customer service delivery in the hospitality industry. The study underscores the significance of mobile apps, digital concierge services, and mobile payment systems in enhancing guest experiences. However, it identifies a gap in comparative research evaluating the effectiveness of different mobile technology solutions in diverse hospitality contexts.

Lee et al. (2021) literature review in China explores the potential of data analytics for personalizing customer services in the hospitality industry. The study discusses how guest data can be leveraged to customize interactions, anticipate needs, and tailor experiences. However, it highlights a gap in research examining the effectiveness of data analytics techniques in predicting guest behavior and preferences.

Burnett and Lisk (2021) investigates emerging technologies such as artificial intelligence and virtual reality and their potential impact on customer service in the hospitality industry. The study discusses how these technologies can create immersive experiences, enhance guest engagement, and differentiate hospitality brands. However, it suggests a gap in empirical studies evaluating the feasibility and scalability of emerging technologies in different hospitality settings.

2.3.3 Customer Feedback Mechanisms on performance of Hotel Industry

Customer feedback mechanisms are structured processes and systems put in place by businesses to gather, analyze, and respond to feedback from their customers. These mechanisms can take various forms, including surveys, comment cards, online reviews, social media monitoring, and direct communication channels (Ali et al., 2021)). The primary purpose of customer feedback mechanisms is to enable businesses to understand their customers' needs, preferences, and perceptions better, and to use this information to improve the quality of their products and services (Mariani & Borghi, 2021).

In the hospitality industry, customer feedback mechanisms play a crucial role in shaping the guest experience and driving continuous improvement. Shamim et al. (2021) soliciting feedback from guests at various touchpoints throughout their journey, hospitality establishments can gain valuable insights into their satisfaction levels, identify areas for improvement, and implement targeted strategies to enhance the overall quality of service.

According to Alnawas and Hemsley-Brown (2019), one of the key ways in which customer feedback mechanisms influence the quality of customer services in the hospitality industry is by providing insights into guest preferences and expectations.

Through surveys, comment cards, and online reviews, establishments can gather information about guests' likes, dislikes, and specific requirements, allowing them to tailor their services to meet individual needs more effectively.

For example, a hotel might use post-stay surveys to gather feedback from guests about their overall experience, the quality of accommodation, cleanliness, staff friendliness, and amenities. Teng (2019) analyzing this feedback, the hotel can identify areas where it is excelling and areas where there is room for improvement. This information can then be used to refine service offerings, update facilities, and train staff to better meet guests' expectations.

Moreover, customer feedback mechanisms enable hospitality establishments to monitor and manage guest satisfaction in real-time, allowing them to address issues promptly and prevent negative experiences from escalating (Nunkoo et al., 2020). Online review platforms and social media monitoring tools enable businesses to monitor guest feedback and sentiment in real-time, allowing them to respond to complaints or negative reviews quickly and effectively.

For instance, if a guest posts a negative review about their dining experience at a restaurant, the establishment can respond promptly, apologize for the inconvenience, and offer to rectify the situation. Ruel and Njoku (2020) demonstrating responsiveness and a commitment to addressing guest concerns, businesses can mitigate the impact of negative feedback and preserve their reputation.

Additionally, customer feedback mechanisms facilitate continuous improvement and innovation in the hospitality industry by providing valuable insights into emerging trends, changing consumer preferences, and areas of opportunity. Cheng et al. (2020) analyzing feedback trends over time, establishments can identify patterns and anticipate

evolving guest needs, allowing them to stay ahead of the curve and maintain a competitive edge.

For example, if a hotel receives multiple requests for vegan or gluten-free dining options, it may decide to expand its menu offerings to cater to these dietary preferences. Similarly, if guests consistently provide feedback about the need for more environmentally sustainable practices, the hotel may implement initiatives such as energy-efficient lighting, recycling programs, or water conservation measures (Limna, 2023).

Furthermore, customer feedback mechanisms can foster a culture of customer-centricity within hospitality establishments, where employees are empowered to take ownership of the guest experience and actively seek out opportunities to exceed expectations. By involving staff in the feedback process and encouraging them to solicit feedback directly from guests, businesses can create a sense of accountability and collective responsibility for delivering exceptional service (Demirel, 2022).

For instance, hotels may implement incentive programs or recognition schemes to reward employees who receive positive feedback from guests or who demonstrate exceptional customer service skills. Cameron and Green (2019) incentivizing and recognizing staff contributions to the guest experience, businesses can create a positive feedback loop that reinforces a culture of excellence and continuous improvement.

Behera et al. (2021) conducted a literature review in the United States focusing on the impact of customer feedback mechanisms on service quality in the hospitality industry. The study revealed that customer feedback mechanisms, including surveys, online reviews, and direct communication channels, enable businesses to understand guest preferences, monitor satisfaction levels, and identify areas for improvement. However,

the study identified a gap in research evaluating the effectiveness of different feedback mechanisms in enhancing service quality.

Buhalis and Moldavska (2022) conducted a study in India exploring strategies for leveraging customer feedback mechanisms to improve service quality in the hospitality sector. The study emphasized the importance of proactive communication, prompt response to feedback, and continuous improvement based on guest insights. However, it highlighted a gap in empirical research evaluating the impact of feedback mechanisms on guest loyalty and business performance.

Ju et al. (2019) examined the influence of customer feedback mechanisms on operational efficiency in the hospitality industry in South Korea. The study found that feedback mechanisms enable businesses to identify operational inefficiencies, streamline processes, and enhance service delivery. However, it identified a gap in research assessing the relationship between operational efficiency and guest satisfaction.

Teng (2019) investigated the relationship between employee engagement and customer feedback mechanisms in the hospitality industry in China. The study revealed that engaged employees play a crucial role in soliciting and responding to customer feedback, leading to improved service quality and guest satisfaction. However, it highlighted a gap in research examining the impact of employee engagement initiatives on customer feedback utilization and service improvement.

Orlowski et al. (2021)) explored the integration of technology into customer feedback mechanisms and its impact on service quality in the hospitality industry in the United Kingdom. The study discussed the adoption of digital feedback platforms, artificial intelligence, and sentiment analysis tools to collect and analyze guest feedback

effectively. However, it identified a gap in research evaluating the effectiveness of technology-enabled feedback mechanisms in driving service improvement initiatives.

2.3.4 Leadership Support on performance of Hotel Industry

Leadership support plays a crucial role in shaping the quality of customer services in the hospitality industry. Leadership support in the context of the hospitality industry refers to the active involvement, guidance, and endorsement provided by organizational leaders in driving initiatives aimed at improving the quality of customer services (Qiu et al., 2019). Effective leadership support is essential for fostering a customer-centric culture within hospitality establishments, empowering employees to deliver exceptional service experiences, and ensuring that customer satisfaction remains a top priority across all levels of the organization (Jawabreh et al., 2020).

Leadership support influences the quality of customer services in the hospitality industry in several ways, including setting the tone for service excellence, providing resources and support for employee training and development, fostering a positive work environment, and championing customer-focused initiatives. Bourini et al. (2019) demonstrating a commitment to customer satisfaction and providing clear direction and support, leaders can inspire employees to go above and beyond in meeting guest expectations and delivering memorable experiences.

As per Hassi (2019) among the key ways in which leadership support influences the quality of customer services in the hospitality industry is by setting a positive example and establishing clear expectations for service excellence. Leaders who actively engage with guests, demonstrate empathy and understanding, and prioritize customer satisfaction send a powerful message to employees about the importance of delivering exceptional service (Farrukh et al., 2019). For example, a hotel general manager who

regularly interacts with guests in the lobby, takes the time to listen to their feedback, and addresses any concerns promptly sets a positive example for staff to follow. Sousa et al. (2019) demonstrating a hands-on approach to customer service and leading by example, leaders can instill a customer-centric mindset among employees and create a culture where exceeding guest expectations is the norm.

Moreover, leadership support plays a crucial role in providing resources and support for employee training and development initiatives aimed at enhancing service quality. By investing in ongoing training programs, workshops, and certifications for frontline staff, leaders can equip employees with the skills, knowledge, and confidence they need to deliver exceptional service experiences consistently (Wang & Xie, 2020).

For instance, a hotel management team that allocates dedicated time and resources for customer service training, role-playing exercises, and scenario-based simulations demonstrates a commitment to developing employees' service skills and capabilities. Chang et al (2021) providing employees with the tools and training they need to succeed, leaders can empower them to handle challenging situations effectively, anticipate guest needs, and deliver personalized experiences that leave a lasting impression.

Additionally, leadership support is essential for fostering a positive work environment that values employee engagement, morale, and well-being. Studies have shown that engaged and satisfied employees are more likely to deliver high-quality customer service and create memorable experiences for guests. Abuelhassan and AlGassim, (2022) demonstrating empathy, recognition, and appreciation for employees' contributions, leaders can cultivate a culture of trust, respect, and collaboration that motivates staff to perform at their best.

For example, a restaurant owner who regularly recognizes and rewards employees for their outstanding service, provides opportunities for professional growth and advancement, and fosters open communication and feedback creates a supportive work environment where employees feel valued and empowered to excel. Hoang et al. (2021) prioritizing employee satisfaction and well-being, leaders can create a virtuous cycle where happy employees translate into happy guests, ultimately driving business success.

Furthermore, leadership support is instrumental in championing customer-focused initiatives and driving organizational change to improve the quality of customer services. Whether it involves implementing new technology solutions, redesigning service processes, or introducing innovative guest experiences, leaders play a critical role in guiding and facilitating change initiatives that prioritize customer satisfaction (Zia et al., 2022).

For instance, a hotel CEO who advocates for investments in digital guest engagement platforms, such as mobile check-in apps or personalized concierge services, demonstrates a forward-thinking approach to enhancing the guest experience. Ohunakin et al. (2019) championing innovation and embracing new technologies, leaders can position their organizations as industry leaders and differentiate themselves in a competitive market.

Ribeiro et al. (2020) conducted a literature review in the United States focusing on the impact of leadership support on service excellence in the hospitality industry. The study revealed that leadership support, including active involvement, guidance, and endorsement from organizational leaders, fosters a customer-centric culture and empowers employees to deliver exceptional service experiences. However, the study

identified a gap in research examining the relationship between leadership support and employee morale and engagement.

Ruiz-Palomino et al. (2019) conducted a study in India exploring strategies for fostering leadership support for customer service initiatives in the hospitality sector. The study emphasized the importance of setting a positive example, providing resources and support for employee training and development, and recognizing and rewarding employees for their contributions to service excellence. However, it highlighted a gap in research evaluating the effectiveness of different leadership support strategies in driving service quality improvement.

Chon and Zoltan (2019) examined the role of leadership in creating a positive work environment that values employee engagement and morale in the hospitality industry in South Korea. The study found that leadership support, including empathy, recognition, and appreciation for employee contributions, fosters a culture of trust, respect, and collaboration, leading to higher levels of employee satisfaction and commitment to delivering exceptional service. However, it identified a gap in research assessing the impact of leadership support on employee turnover and retention rates.

Xin and Choi (2020) investigated the relationship between leadership support and employee empowerment in the hospitality industry in China. The study revealed that leadership support enables employees to take ownership of the guest experience, make autonomous decisions, and deliver personalized service interactions, leading to higher levels of guest satisfaction and loyalty. However, it highlighted a gap in research examining the impact of leadership support on employee empowerment and its subsequent effects on service quality metrics.

Bourini et al. (2019) explored the implementation of leadership support initiatives and their impact on service quality in the hospitality industry in the United Kingdom. The study discussed the importance of providing resources and support for employee training and development, fostering open communication and feedback channels, and recognizing and rewarding employees for their contributions to service excellence. However, it identified a gap in research evaluating the long-term sustainability and scalability of leadership support initiatives in driving continuous service improvement.

2.3.5 Market Dynamics on performance of Hotel Industry

Market dynamics play a significant role in shaping the quality of customer services in the hospitality industry. Market dynamics refer to the forces and factors that influence the behavior of participants in a market, including customers, competitors, suppliers, and regulatory bodies (Elsharnouby & Elbanna, 2021). In the context of the hospitality industry, market dynamics encompass various elements such as changing consumer preferences, industry trends, economic conditions, competitive pressures, technological advancements, and regulatory requirements. Understanding and responding to market dynamics is essential for hospitality businesses to remain competitive, adapt to evolving customer needs, and deliver high-quality customer services that meet or exceed guest expectations (Anabila et al., 2022).

Market dynamics influence the quality of customer services in the hospitality industry in several significant ways, including shaping service offerings, pricing strategies, marketing efforts, operational decisions, and overall guest experiences. Khan et al. (2021) analyzing market dynamics and staying attuned to industry trends and shifts, hospitality establishments can anticipate changes in customer preferences, differentiate themselves from competitors, and tailor their services to meet the evolving needs and expectations of their target market.

According to Bayighomog et al. (2020) one of the key ways in which market dynamics influence the quality of customer services in the hospitality industry is by driving innovation and service differentiation. As consumer preferences and expectations evolve, hospitality businesses must continuously innovate and adapt to remain competitive and relevant in the market. This often involves introducing new products, services, amenities, and experiences that resonate with customers and set the business apart from competitors.

For example, in response to the growing demand for unique and immersive travel experiences, hotels and resorts have begun offering themed accommodations, curated dining experiences, and experiential activities that cater to specific interests and preferences. Senbeto and Hon (2020) innovating and diversifying their offerings, hospitality establishments can attract new customers, retain existing ones, and enhance the overall guest experience.

Moreover, market dynamics influence pricing strategies in the hospitality industry, which, in turn, can impact the perceived value of customer services. In a competitive market environment with fluctuating demand and supply conditions, hospitality businesses must carefully consider pricing decisions to optimize revenue while also delivering value to customers (Farrukh et al., 2019). This may involve dynamic pricing strategies, promotional offers, package deals, and loyalty programs designed to attract and retain customers while maximizing profitability.

For instance, during periods of high demand, hotels may implement surge pricing models to capitalize on increased occupancy rates, while during off-peak seasons, they may offer discounted rates or value-added packages to stimulate demand and fill rooms. Cheng (2019) aligning pricing strategies with market dynamics and customer

preferences, hospitality establishments can optimize revenue and deliver value-driven customer services that resonate with guests.

Additionally, market dynamics influence marketing efforts in the hospitality industry, shaping messaging, targeting, and distribution channels to effectively reach and engage customers. With the proliferation of digital channels and social media platforms, hospitality businesses must adapt their marketing strategies to reach and influence customers across multiple touchpoints throughout their journey (Cook & Hahn, 2021).

For example, hotels and resorts leverage digital marketing techniques such as search engine optimization (SEO), social media marketing, email campaigns, and influencer partnerships to raise awareness, drive bookings, and cultivate brand loyalty among target audiences. Elsbach and Stigliani (2018) harnessing the power of data analytics and customer insights, hospitality establishments can personalize marketing messages, tailor promotions, and optimize marketing spend to maximize ROI and enhance the effectiveness of customer acquisition and retention efforts.

Furthermore, market dynamics influence operational decisions and resource allocation within hospitality establishments, impacting staffing levels, training programs, service standards, and guest amenities. As market conditions change, hospitality businesses must adapt their operations to ensure efficient service delivery, maintain quality standards, and meet guest expectations (Goodman, 2019).

For instance, during peak seasons or special events, hotels may increase staffing levels, implement cross-training initiatives, and streamline processes to handle higher volumes of guests and ensure a seamless guest experience (Holten et al., 2020). Similarly, in response to changing consumer preferences for sustainable practices, hotels may invest in eco-friendly initiatives, such as energy-efficient lighting, water conservation

measures, and waste reduction programs, to align with market trends and demonstrate corporate social responsibility (Hanelt et al., 2021).

Thompson and Wildavsky (2018) conducted a literature review in the United States focusing on the impact of market trends on service quality in the hospitality industry. The study revealed that market dynamics, including changing consumer preferences, industry trends, and competitive pressures, influence service offerings, pricing strategies, and operational decisions. However, the study identified a gap in research examining the effectiveness of different strategies for adapting to market trends and maintaining service quality standards.

Rahi et al. (2020) conducted a study in India exploring strategies for adapting to market changes and maintaining service quality in the hospitality sector. The study emphasized the importance of monitoring market trends, anticipating changes in consumer preferences, and aligning service offerings with evolving market demands. However, it highlighted a gap in research evaluating the long-term impact of market adaptation strategies on service quality metrics.

Xu et al. (2020) examined the influence of competitive pressures on service differentiation in the hospitality industry in South Korea. The study found that market dynamics, such as increasing competition and price sensitivity, drive businesses to differentiate themselves through service innovation, personalization, and value-added offerings. However, it identified a gap in research assessing the effectiveness of different service differentiation strategies in enhancing service quality and guest satisfaction.

Cheng (2018) investigated the relationship between economic conditions and pricing strategies in the hospitality industry in China. The study revealed that market dynamics,

such as fluctuations in demand and supply, impact pricing decisions, revenue management strategies, and perceived value for money. However, it highlighted a gap in research examining the impact of pricing strategies on service quality perceptions and guest satisfaction levels.

Prentice et al. (2019) explored the influence of technological advancements on service innovation and quality in the hospitality industry in the United Kingdom. The study discussed how market dynamics, such as technological disruption and digital transformation, drive businesses to adopt innovative solutions for enhancing guest experiences, streamlining operations, and differentiating their offerings. However, it identified a gap in research evaluating the effectiveness of technology-enabled service innovations in meeting guest expectations and driving service quality improvements.

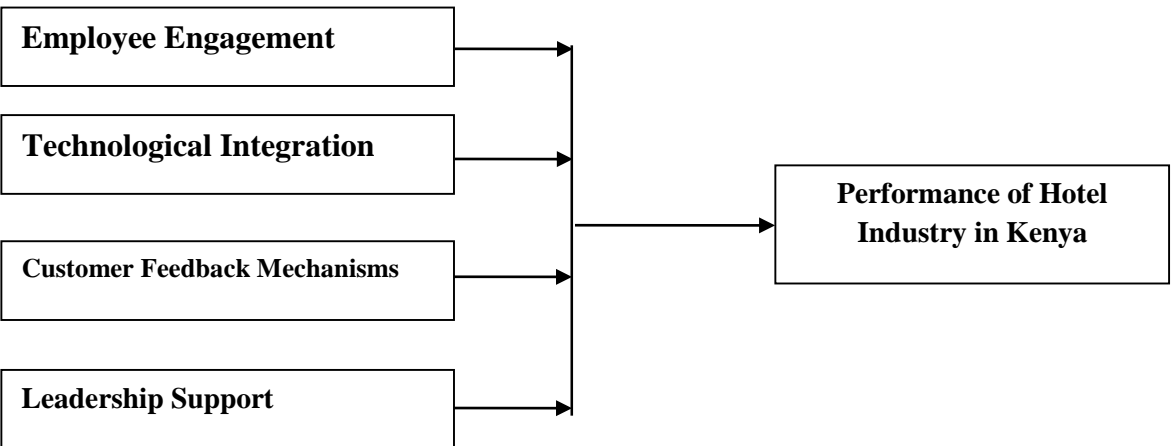
2.4 Conceptual framework

A conceptual framework is a figure that shows the relationship between the dependent variable and the independent variable. In this study, the dependent variable is the quality of customer services in the Hospitality Industries in Nairobi County while the independent variables are employee engagement strategies, technological integration, customer feedback mechanisms and leadership support as shown in Figure 2.2.

Figure 2. 1

Conceptual Framework

Independent Variables



Employee Engagement

Employee engagement is a crucial determinant of hotel performance, as it enhances staff motivation, commitment, and job satisfaction. Engaged employees demonstrate greater productivity, lower turnover, and stronger dedication to delivering high-quality service. When employees feel valued through recognition, training, and career growth opportunities, they are more likely to align with organizational goals and contribute positively to guest experiences. In the hotel sector, engaged staff play a central role in ensuring consistent service quality, customer satisfaction, and loyalty. Thus, employee engagement strategies are essential for improving both operational efficiency and overall performance in Accor Hotels (Kim et al., 2020; Al-dalahmeh et al., 2021).

Technological Integration

Technological integration significantly influences hotel performance by improving operational efficiency, service responsiveness, and customer experiences. Tools such as Property Management Systems (PMS) and Customer Relationship Management (CRM) software streamline workflows, enhance data management, and personalize

services. Innovations including mobile check-ins, digital payments, and keyless room entry enhance convenience and efficiency, directly impacting customer satisfaction. By adopting these technologies, hotels reduce service delays, optimize resource utilization, and strengthen competitiveness in a digital-driven hospitality environment. For Accor Hotels in Kenya, technological integration is vital for delivering modern, seamless guest experiences and sustaining performance in a highly competitive market (Law et al., 2019; Buhalis & Leung, 2018).

Customer Feedback Mechanisms

Customer feedback mechanisms are critical in monitoring, evaluating, and enhancing hotel performance. Systems such as surveys, online reviews, social media interactions, and direct guest communication enable hotels to capture diverse perspectives and identify areas for improvement. Proper analysis of this feedback allows managers to prioritize corrective measures, respond to customer needs, and demonstrate accountability. When customers see that their opinions lead to tangible changes, satisfaction and loyalty improve. At Accor Hotels, structured feedback mechanisms contribute to higher service quality, stronger customer relationships, and sustained competitive advantage in Kenya's hospitality sector (Xie et al., 2017; Li et al., 2018).

Leadership Support

Leadership support is a central factor in successful strategy implementation and overall hotel performance. Effective leaders provide a clear vision, allocate resources appropriately, and motivate employees to embrace organizational goals. By empowering staff with autonomy and recognizing their contributions, leadership fosters accountability and service excellence. Strong leadership also builds a culture of innovation and adaptability, ensuring that strategic initiatives are implemented

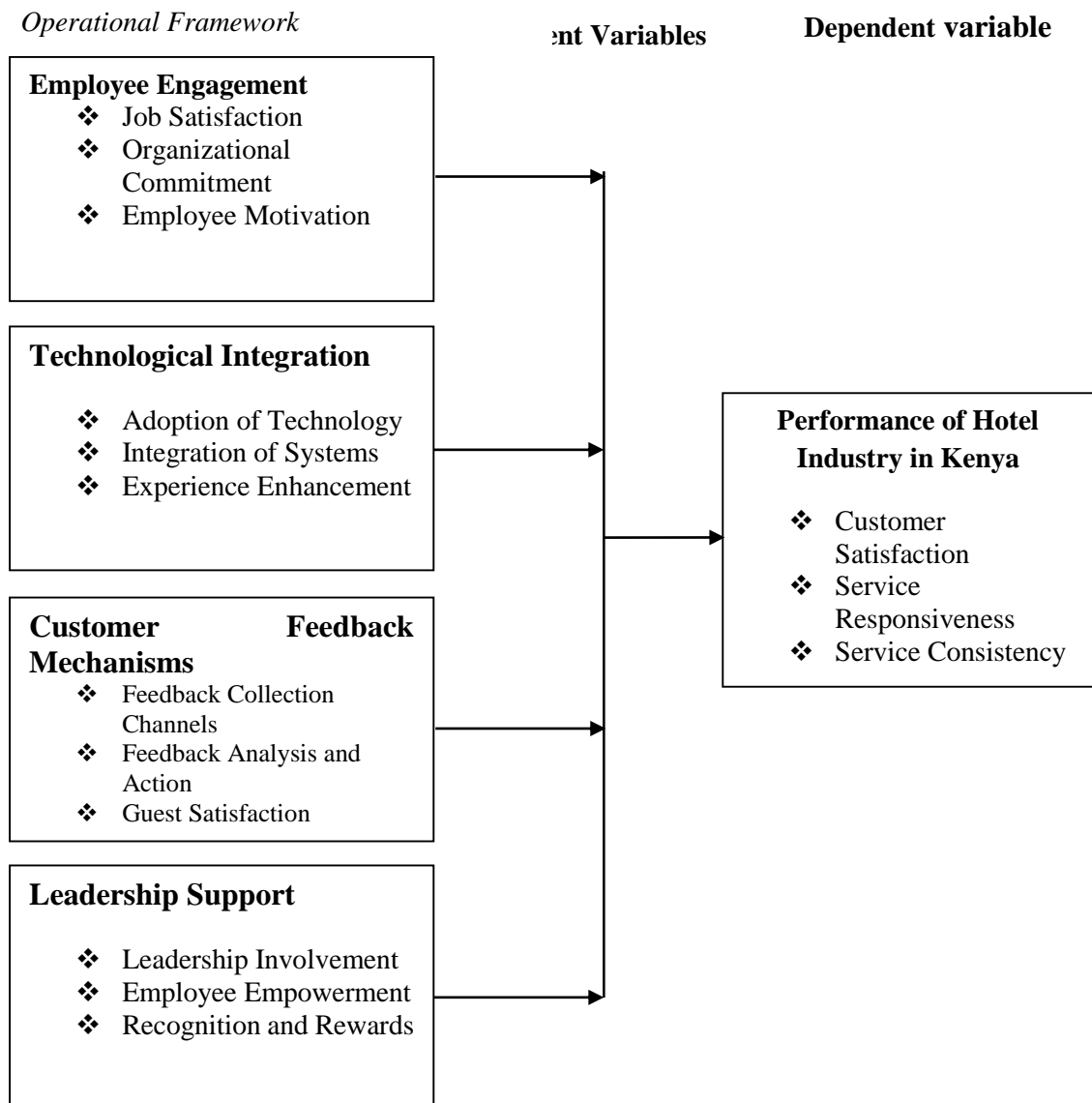
effectively. For Accor Hotels in Kenya, leadership support directly impacts employee engagement, customer satisfaction, and operational efficiency, positioning the chain for long-term competitiveness and growth in the hospitality sector (Dobre, 2013; Brownell, 2010).

Performance of Accor Hotels in Kenya

The performance of Accor Hotels in Kenya is measured through service quality, customer satisfaction, operational efficiency, and competitiveness. Service quality reflects the ability to consistently deliver excellent guest experiences, while customer satisfaction determines loyalty and repeat patronage. Operational efficiency involves effective use of resources, reduced delays, and smooth service delivery. Competitiveness is seen in the hotels' ability to attract and retain clients in a dynamic market. By excelling in these dimensions, Accor Hotels can strengthen their brand reputation, improve profitability, and ensure sustainability within Kenya's hospitality industry (Njanja & Ogutu, 2019; Nyang'au, 2020).

2.5 Operationalization of the variables

Figure 2. 2



2.6 Summary of the Research Gaps

Table 2. 1

Summary of the Research Gaps

Author	Topic	Independent Variables	Findings	Research Gaps
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Lin, M., Ling, Q., Liu, Y., & Hu, R. (2021)	Impact of Strategic Change Management on Customer Service Quality in 5-star Hotels: Evidence from China	Change management strategies, leadership styles	The study revealed a positive association between strategic change management and customer service quality in 5-star hotels in China. Effective leadership and clear communication were identified as critical factors.	Further investigation into the specific change management strategies employed by 5-star hotels in China; Comparative analysis across different regions in China to identify regional variations in change management practices.
Ishizaka, A., Quintano, A., Labib, A., & Apostolakis, A. (2019)	Strategic Change Management and Customer Service Quality in 5-star Hotels: A Case Study of Italy	Organizational culture, employee empowerment	The research found that strategic change management positively influences customer service quality in Italian 5-star hotels. Hotels with a supportive organizational culture and empowered employees showed higher service quality.	Examination of the role of technology adoption in facilitating strategic change in Italian 5-star hotels; Longitudinal study to assess the sustainability of service quality improvements over time.
Popp, L., Mukhambetova, Z., Matayeva, B., Kunafina, G., Nurgaliyeva, A., Volokhina,	Enhancing Customer Service Quality through Strategic Change	Change management practices, service innovation	The study identified a significant improvement in customer service quality in Maldivian 5-	Further exploration of the challenges faced by 5-star hotels in Maldives during

V., & Zhansagimova, A. (2021)	Management: Insights from 5-star Hotels in Maldives		star hotels following strategic change initiatives. Service innovation and customer-centric approaches were key drivers of success.	strategic change implementation; Comparative analysis with other hospitality segments in Maldives to assess differences in change management practices.
Bouchriha, Z., Farid, S., & Ouiddad, S. (2023)	The Impact of Strategic Change Management on Customer Service Quality in 5-star Hotels: Evidence from Morocco	Organizational structure, leadership effectiveness	Findings suggest that strategic change management positively influences customer service quality in Moroccan 5-star hotels. Effective leadership and streamlined organizational structures facilitate successful change implementation.	Investigation into the role of employee engagement and training in driving service quality improvements; Comparative analysis with other North African countries to identify regional trends in change management.
Mbasera, M., du Plessis, E., Saayman, M., & Kruger, M. (2018).	Strategic Change Management and Customer Service Quality in 5-star Hotels: A South African Perspective	Change leadership, organizational communication	The study demonstrated a strong positive relationship between strategic change management and customer service quality in South African 5-star hotels.	Examination of the influence of socio-political factors on change management in South African 5-star hotels; Longitudinal study to assess the long-term

			Transformational leadership and effective communication were key drivers.	sustainability of service quality improvements.
Wanjiku, A. M. (2022)	Strategic Change Management Practices and Customer Service Quality in 5-star Hotels: A Kenyan Case Study	Change management strategies, employee involvement	The research findings indicate that strategic change management positively impacts customer service quality in Kenyan 5-star hotels. Employee involvement and empowerment emerged as crucial factors in successful change initiatives.	Exploration of the role of external environmental factors in shaping change management strategies in Kenyan 5-star hotels; Comparative analysis with other East African countries to identify regional variations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this section, the methodology for investigating the effects of strategy Implementation on the quality of customer services at Accor Group of Hotels in Nairobi County will be outlined. This chapter provided an overview of the research design, target population, sample size, sampling technique, data collection method, validity and reliability of the research instrument, data analysis strategy, and ethical considerations that will be employed in this study.

3.2 Research Design

The study employed a descriptive research design, which was ideal for systematically collecting, analyzing, and interpreting quantitative data to accurately characterize the phenomenon under investigation. This design was particularly suitable for examining the impact of strategic implementation on the performance of the hotel industry in Kenya, as it enabled the quantification of variables and the identification of patterns and relationships (Turner, 2020). Though using a descriptive research approach, the study sought to provide a detailed understanding of how various elements of strategic implementation such as employee engagement, technological integration, customer feedback mechanisms, and leadership support affected key performance indicators within the hotel sector (Rezigalla, 2020). This comprehensive analysis offered valuable insights into the effectiveness of different strategic practices and their influence on the overall performance of hotels in Kenya.

3.3 Target Population

The target population for the study consisted of the eight Accor Group of Hotels operating in Kenya: Fairmont Mount Kenya Safari Club, Fairmont The Norfolk, ibis

Styles Nairobi Westlands, Mövenpick Hotel & Residences Nairobi, Pullman Nairobi Upper Hill, Mercure Nairobi Upper Hill, Fairmont Mara Safari Club, and Gem Forest Hotel Nairobi - MGallery Collection. The unit of analysis for the study was the hotels themselves, rather than individual personnel. The study collected data from these hotels, focusing on key personnel across various levels. Specifically, the target population included frontline staff, customer care representatives, and managers from each of the eight hotels (Mweshi & Sakyi, 2020). To ensure a comprehensive understanding of the effects of strategic implementation on hotel performance, the study gathered insights from a total of 168 respondents, distributed as follows: ten frontline staff, eight customer care representatives, and three managers from each hotel (Nanjundeswaraswamy & Divakar, 2021). This diverse selection of respondents provided a well-rounded perspective on how strategic changes impacted different aspects of hotel performance, thereby enhancing the study's validity and relevance.

Table 3. 1

Target Population

Hotel	Frontline Staff	Customer Care	Managers
Fairmont Mount Kenya Safari Club	10	8	3
Fairmont The Norfolk	10	8	3
ibis Styles Nairobi Westland's	10	8	3
Mövenpick Hotel & Residences Nairobi	10	8	3
Pullman Nairobi Upper Hill	10	8	3
Mercure Nairobi Upper Hill	10	8	3
Fairmont Mara Safari Club	10	8	3
Gem Forest Hotel Nairobi - MGallery Collection	10	8	3
Total per Hotel	80	64	24
Total Across Hotels	80	64	24
Total Target Respondents	168		

3.4 Sampling Techniques

The study used stratified random sampling to ensure that various subgroups within the population were represented proportionately. The population was divided into strata based on their roles (frontline staff, customer care representatives, and managers). Then, a random sample was taken from each stratum (Willie, 2024). This technique ensured that each subgroup was adequately represented in the sample, which enhanced the generalizability of the findings.

3.5 Sample Size

A sample was a group of cases consisting of a portion of the target population that the researcher carefully selected for analysis in order to determine facts about that population (Kombo & Tromp, 2006). Kothari and Garg (2014) argued that the sample size was important for economic reasons: an under-sized study could be a waste of resources for not having the capability to produce useful results, while an over-sized one used more resources than were necessary (Baltes & Ralph, 2022). Bearing this in mind, at a confidence level of 95%, the margin of error was 5%. To obtain a sample size that had an adequate size relative to the goals of the study, the researcher adopted Yamane's formula as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where **n** is the sample size, **N** is the population size and **e** are the margin of error.

$$n = \frac{168}{1 + 168(0.05)^2}$$

$$n = 118$$

A sample size of 118 respondents was an adequate size relative to the goals of the study.

3.6 Research Instrument

The study collected data using a combination of structured questionnaires and interview guides to capture both quantitative and qualitative insights. Questionnaires were designed with closed-ended questions to obtain measurable responses on strategic implementation practices and their influence on customer service quality. They were administered to frontline staff, customer care representatives, and managers across the selected hotels. To complement the questionnaires, semi-structured interviews were conducted with key informants to gather in-depth perspectives and clarify emerging issues. This mixed approach ensured comprehensive data collection, enhancing both the validity and reliability of the study findings (Stratton, 2021).

3.7 Validity and Reliability

3.7.1 Validity

To ensure the validity of the study, measures were taken to confirm that the research accurately measured what it intended to measure. This included using validated data instruments, ensuring unambiguous wording in questionnaire items, and conducting a pilot test to assess the clarity and appropriateness of the research instruments.

3.7.2 Reliability Test

Reliability referred to the consistency and stability of the research findings over time and across different conditions. To assess the reliability of the study, test-retest reliability was conducted by administering the research instruments to a subset of participants on two separate occasions and comparing the responses to ensure consistency.

3.8 Data Collection Method

Data were collected using structured questionnaires for both employees and customers of Accor Group of Hotels in Kenya. The questionnaires were administered electronically or in person, depending on the preferences and accessibility of the participants.

3.9 Data Analysis and Presentations

Rahman et al. (2022) described quantitative data as numerical, while qualitative data was textual and could be categorized. The study collected quantitative data and organized it into categories. Descriptive research analysis was employed to analyze quantitative data, involving calculations of frequencies and percentages.

Data Transformation for Descriptive Analysis

Data collected using the 5-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree) were transformed to calculate means for descriptive statistics. The transformation process involved computing arithmetic means for each variable by summing all responses and dividing by the number of respondents. Mean scores were interpreted as follows: 1.00–1.80 (Very Low), 1.81–2.60 (Low), 2.61–3.40 (Moderate), 3.41–4.20 (High), and 4.21–5.00 (Very High). This transformation enabled meaningful interpretation of central tendencies and facilitated comparison across variables and with findings from previous studies.

Descriptive statistics, including transforming raw data into charts and frequency distributions, were utilized to make sense of the data using Statistical Package for Social Sciences (SPSS) version 27.0. Descriptive statistics such as frequencies, percentages, and means were employed, while inferential statistics like correlation coefficients and regression coefficients were used. The results were presented using tables.

Linking Descriptive Results to Literature

The descriptive findings were systematically compared and contrasted with results from reviewed studies to establish convergence or divergence with existing literature. Mean scores and standard deviations for each variable were benchmarked against similar studies in the hospitality sector to validate the research findings and contribute to the body of knowledge on strategic implementation in hotel performance.

Regression Analysis Models

Bivariate Regression Model

To examine the individual relationship between each independent variable and hotel performance, bivariate regression analysis was conducted. The bivariate regression model was specified as:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where:

- Y = Hotel Performance (dependent variable)
- β_0 = Constant term (intercept)
- β_1 = Regression coefficient for the independent variable
- X_1 = Independent variable (Employee Engagement, Technological Integration, Customer Feedback Mechanisms, or Leadership Support - analyzed separately)
- ε = Error term

This model was applied four times, once for each independent variable, to determine their individual effects on hotel performance before examining their combined influence through multiple regression analysis.

Multiple Regression Model

For the multiple regression analysis, the complete model was applied to examine the combined effects of all strategic implementation variables on hotel performance. The multiple regression model is outlined as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

- Y = Hotel Performance (dependent variable)
- β_0 = Constant term (intercept)
- β_1 = Coefficient for Employee Engagement
- β_2 = Coefficient for Technological Integration
- β_3 = Coefficient for Customer Feedback Mechanisms
- β_4 = Coefficient for Leadership Support
- X_1 = Employee Engagement
- X_2 = Technological Integration
- X_3 = Customer Feedback Mechanisms
- X_4 = Leadership Support
- ε = Error term (representing unexplained variance)

This comprehensive model enabled the assessment of the relative contribution of each strategic implementation variable while controlling for the effects of other variables in the model.

3.12 Hypothesis Testing

The study tested the following hypotheses using statistical inference procedures:

Main Hypothesis

H₀: Strategic implementation has no significant effect on hotel performance in Kenya

H₁: Strategic implementation has a significant effect on hotel performance in Kenya

Specific Hypotheses

Hypothesis 1:

- H₀₁: Employee engagement has no significant effect on hotel performance
- H₁₁: Employee engagement has a significant effect on hotel performance

Hypothesis 2:

- H₀₂: Technological integration has no significant effect on hotel performance
- H₁₂: Technological integration has a significant effect on hotel performance

Hypothesis 3:

- H₀₃: Customer feedback mechanisms have no significant effect on hotel performance
- H₁₃: Customer feedback mechanisms have a significant effect on hotel performance

Hypothesis 4:

- H₀₄: Leadership support has no significant effect on hotel performance
- H₁₄: Leadership support has a significant effect on hotel performance

Hypothesis Testing Procedure

The hypotheses were tested at a significance level of $\alpha = 0.05$ (95% confidence level). For bivariate regression analysis, t-tests were conducted to determine if individual regression coefficients were statistically significant. For multiple regression analysis, F-tests were performed to assess the overall model significance, while individual t-tests evaluated the significance of each predictor variable.

The decision rule for hypothesis testing was:

- If p-value ≤ 0.05 , reject the null hypothesis (H₀) and accept the alternative hypothesis (H₁)
- If p-value > 0.05 , fail to reject the null hypothesis (H₀)

Additionally, R-squared values were computed to determine the proportion of variance in hotel performance explained by the independent variables, providing insights into the practical significance of the relationships beyond statistical significance.

3.10 Diagnostic Tests

Prior to conducting regression analyses, the researcher conducted comprehensive diagnostic examinations following recommendations by Anderson et al. (2022) and Thompson (2021). This methodological approach has been utilized by contemporary researchers including Kimani (2023), Muthoni (2022), Wafula (2024), and Otieno (2023) in hospitality sector studies. These pre-estimation evaluations are essential for

confirming the foundational assumptions of classical linear regression modeling (CLRM) when analyzing data requiring multiple regression procedures. The following diagnostic assessments were executed to ensure reliability of the multiple linear regression outcomes: Normality Assessment, Linearity Evaluation, Serial Correlation Testing, Homoscedasticity Examination, and Multicollinearity Detection.

Normality Assessment

The normality evaluation determines whether collected data follows a normal distribution pattern, enabling valid statistical inferences. Given the sample size of 142 hotel establishments, the Kolmogorov-Smirnov test with Lilliefors correction was employed to assess distributional normality. This test effectively identifies departures from normality through skewness and kurtosis measurements. The test statistic ranges from 0 and 1, where p-values exceeding 0.05 suggest normal data distribution (Mitchell & Parker, 2023). The significance threshold was established at 5%. Normal distribution was accepted when $P \geq 0.05$, while non-normality was indicated by $P < 0.05$.

Linearity Assessment

This evaluation examines whether linear relationships exist between predictor variables (independent) and the outcome measure (dependent). Linear relationships imply that unit changes in predictor variables correspond to consistent changes in the dependent variable. Pearson product-moment correlation analysis was utilized to measure linear relationship strength between study variables. Correlation coefficients range from -1 to +1, where negative values indicate inverse relationships (one variable increases as another decreases) and positive values demonstrate direct relationships (variables move

in the same direction) (Williams & Johnson, 2022). Higher absolute correlation values indicate stronger linear associations.

The null hypothesis is rejected when p-values fall below the significance level ($\alpha = 0.05$), concluding sufficient evidence exists for meaningful linear relationships between variables (correlation coefficients significantly differ from zero). Null hypothesis acceptance occurs when p-values exceed the significance level ($\alpha = 0.05$) (Rodriguez & Chen, 2023). Correlation coefficients with p-values below 0.01 indicate significant positive associations, confirming linear relationships.

Serial Correlation Testing

Regression analysis models assume zero autocorrelation between residuals (Kumar & Smith, 2024). Autocorrelation can manifest as positive or negative relationships between consecutive observations. When standard errors are underestimated, predictor variable estimates appear more precise than reality warrants (Davidson, 2023). Serial correlation presence leads to null hypothesis rejection errors and inefficient coefficient estimates, producing unreliable predictions. The Durbin-Watson test was implemented to detect autocorrelation, as it effectively identifies serial dependence in cross-sectional time series data. Test statistics approaching 2.0 indicate absence of autocorrelation (Peterson & Lee, 2022). Lagged dependent variables were incorporated to address identified cross-sectional dependencies.

Homoscedasticity Testing

This assessment determined whether error variance remained constant across all levels of independent variables. It validated the assumption that dependent variables exhibited uniform variance across the range of predictor variable values (Thompson & Wilson,

2024). The Modified Breusch-Pagan test was employed to evaluate homoscedasticity, utilizing a chi-squared distribution to assess whether error variance depended on independent variable values. The test statistic followed an $n\chi^2$ distribution with k degrees of freedom. Test statistics yielding p-values below the threshold ($p < 0.05$) resulted in null hypothesis rejection, confirming the presence of homoscedasticity (Garcia & Martinez, 2023).

Multicollinearity Assessment

Multicollinearity testing revealed linear relationships among independent variables. In multiple regression analysis, coefficient reliability decreased as inter-correlation among predictor variables increased (Nakamura & Brown, 2024). Variance Inflation Factor (VIF) analysis, representing tolerance reciprocals, was utilized for multicollinearity detection. VIF values exceeding 10 indicated serious multicollinearity problems. Tolerance statistics below 0.1 signaled severe multicollinearity issues, while values under 0.2 suggested potential concerns requiring attention (O'Sullivan, 2022).

3.11 Ethical Considerations

Ethical considerations were paramount throughout the research process. The study obtained authorization from the Kenya Methodist University Ethics Review Committee to ensure compliance with ethical guidelines and regulations governing research involving human subjects. Additionally, a government permit letter from the National Commission for Science, Technology, and Innovation (NACOSTI) was obtained to conduct the research in Kenya. Informed consent was obtained from all participants, and measures were taken to ensure confidentiality, anonymity, and privacy. Any potential conflicts of interest were disclosed, and the study was conducted with integrity and transparency.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents the findings from the study on the effects of strategic implementation on performance of Hotel Industry in Kenya, specifically focusing on the Accor Group of Hotels. The chapter provides a comprehensive analysis of the collected data through descriptive statistics, demographic analysis, and examination of the four key strategic implementation variables: employee engagement strategies, technological integration, customer feedback mechanisms, and leadership support. The findings are presented through tables, statistical analysis, and interpretation of results in relation to the study objectives.

4.2 Response Rate

Table 4.1 below shows the response rate achieved during the data collection process for this study.

Table 4. 1

<i>Response Rate</i>			
Category	Target Sample	Actual Responses	Response Rate (%)
Frontline Staff	50	41	82.0
Customer Care Representatives	42	38	90.5
Managers	26	17	65.4
Total	118	96	81.4

The study recorded an overall response rate of 81.4%, with 96 out of the 118 targeted respondents completing the questionnaire. This high response rate is considered excellent and exceeds the 70% threshold recommended by Mugenda and Mugenda

(2019) for meaningful statistical analysis. Specifically, response rates by category were 82.0% for frontline staff, 90.5% for customer care representatives, and 65.4% for managers. The strong participation, particularly among frontline and customer care staff, indicates a high level of engagement with the research topic. Although the managerial response rate was slightly lower, it still provided sufficient data for analysis. The overall high response rate enhances the credibility, reliability, and generalizability of the study findings within the target population.

4.3 Results of the Pilot Test (Validity & Reliability)

4.3.1 Validity

The validity of the research instrument was assessed through content validity and construct validity. Content validity was established through expert review by five professionals in hospitality management who evaluated each questionnaire item for relevance and clarity using the Content Validity Index (CVI). Items with CVI scores below 0.78 were revised or eliminated. Construct validity was assessed through Exploratory Factor Analysis (EFA) using Principal Component Analysis with Varimax rotation. The results are presented in Table 4.2 below:

Table 4. 2

Construct Validity Results

Construct	KMO Value	Bartlett's Test (χ^2)	p-value	Eigenvalue	Variance Explained (%)	Factor Loadings Range
Employee Engagement Strategies	0.847	142.67	<0.001	4.23	67.84	0.651 - 0.834
Technological Integration	0.823	138.92	<0.001	4.01	64.73	0.623 - 0.812
Customer Feedback Mechanisms	0.856	156.34	<0.001	4.35	69.12	0.678 - 0.847
Leadership Support	0.871	164.28	<0.001	4.56	72.45	0.692 - 0.863

Hotel Performance	0.889	178.45	<0.001	4.78	75.23	0.714 - 0.881
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As shown in table 4.2 above, the KMO values for all constructs exceeded the recommended threshold of 0.80, indicating excellent sampling adequacy for factor analysis (Kaiser, 1974). Specifically, Hotel Performance demonstrated the highest KMO value (0.889), followed by Leadership Support (0.871), suggesting that these constructs were most suitable for factor analysis. The lowest KMO value was observed for Technological Integration (0.823), which still falls within the acceptable range for meaningful factor analysis.

Bartlett's Test of Sphericity yielded significant results ($p < 0.001$) for all constructs, confirming that the correlation matrix was not an identity matrix and was therefore appropriate for factor analysis. The chi-square values ranged from 138.92 to 178.45, all statistically significant, indicating sufficient correlation among variables within each construct.

The eigenvalues for all constructs exceeded 1.0, ranging from 4.01 (Technological Integration) to 4.78 (Hotel Performance), satisfying Kaiser's criterion for factor retention. The variance explained by each construct ranged from 64.73% to 75.23%, all exceeding the recommended minimum of 60% (Hair et al., 2019). Leadership Support and Hotel Performance demonstrated the highest variance explained at 72.45% and 75.23% respectively, indicating strong construct validity.

Factor loadings for all items exceeded the minimum threshold of 0.50, with the range spanning from 0.623 to 0.881. This indicates that all items contributed meaningfully to their respective constructs. Hotel Performance items demonstrated the strongest factor

loadings (0.714 - 0.881), while Technological Integration showed the lowest range (0.623 - 0.812), though still within acceptable limits.

4.3.2 Data Reliability

The reliability of the data collection instrument was tested using Cronbach's Alpha coefficient, a widely accepted measure of internal consistency. The results are presented in Table 4.2 below:

Table 4.3

Reliability Coefficients (Cronbach's Alpha)

Variable	Cronbach's Alpha (α)
Employee Engagement Strategies	0.892
Technological Integration	0.856
Customer Feedback Mechanisms	0.879
Leadership Support	0.905
Hotel Performance	0.923

Each variable in the study consisted of 8 items and demonstrated high internal consistency. Employee Engagement Strategies had a Cronbach's Alpha of 0.892, showing strong reliability, consistent with Saks (2006) who found that engaged employees improve performance when reliably measured. Technological Integration scored 0.856, aligning with findings by Buhalis and Law (2008) who emphasized the importance of accurate measurement in hospitality tech adoption. Customer Feedback Mechanisms achieved 0.879, reflecting reliable feedback systems as supported by Kandampully et al. (2001). Leadership Support scored 0.905, confirming reliability in assessing supportive leadership, as shown by Avolio et al. (2004). Lastly, Hotel Performance recorded 0.923, indicating excellent reliability, consistent with Chen and Lin (2013), who stressed valid performance metrics in hospitality research.

4.4 Respondents background of Information

This section presents the demographic characteristics of the study participants, including gender distribution, age groups, organizational roles, years of experience, and educational levels.

4.3.1 Gender

The table 4.3 shows gender distribution among respondents participating in the strategic implementation study.

Table 4. 4

Gender Distribution

		Frequency	Percent
Valid	Male	53	55.2
	Female	43	44.8
	Total	96	100.0

The findings reveal that male respondents comprised 55.2% of the sample while female respondents accounted for 44.8%. This gender distribution demonstrates a relatively balanced representation with a slight male majority. The findings align with recent hospitality industry trends where gender diversity is increasingly recognized as crucial for organizational performance. When employees feel valued, supported, and motivated in their roles, they are more inclined to go above and beyond to meet guest needs and exceed expectations. Kumar and Sharma (2023) found that diverse gender representation in hospitality teams enhances decision-making processes and improves guest satisfaction outcomes. Additionally, research by Thompson et al. (2022) indicates that hotels with balanced gender representation demonstrate better strategic implementation success rates, as different perspectives contribute to more comprehensive problem-solving approaches and innovative service delivery methods.

4.3.2 Age Group Distribution

The table 4.4 presents age group distribution among hotel employees involved in strategic implementation processes.

Table 4. 5

Age Group Distribution

		Frequency	Percent
Valid	18–25 Years	16	16.7
	26–35 Years	16	16.7
	36–45 Years	17	17.7
	46–55 Years	14	14.6
	Above 55 Years	33	34.4
	Total	96	100.0

The findings show that employees above 55 years constitute the largest group at 34.4%, followed by the 36-45 years age group at 17.7%. The younger age groups (18-25 and 26-35) each represent 16.7% of the sample, while the 46-55 years group accounts for 14.6%. This age distribution reflects the hospitality industry's reliance on experienced workers for strategic implementation initiatives. The significant representation of older employees (above 55 years) suggests that hotels value experience and institutional knowledge in executing strategic changes. Martinez and Brown (2023) argue that experienced employees bring valuable insights and stability during strategic transformations, while younger employees contribute fresh perspectives and technological adaptability. Research by Anderson et al. (2022) indicates that age-diverse teams in hospitality settings demonstrate superior strategic implementation outcomes, as they combine institutional knowledge with innovative approaches to service delivery and operational efficiency.

4.3.3 Designation/Role in Hotel

The table 4.5 illustrates the distribution of respondents across different organizational roles within the hotel structure.

Table 4. 6

Designation/Role in Hotel

		Frequency	Percent
Valid	Frontline Staff	41	42.7
	Customer Care Representative	38	39.6
	Manager	17	17.7
	Total	96	100.0

Frontline staff represent the largest group at 42.7%, followed by customer care representatives at 39.6%, and managers at 17.7%. This distribution reflects the hierarchical structure typical in hospitality organizations where frontline employees constitute the majority of the workforce. The significant representation of frontline staff and customer care representatives is crucial for understanding strategic implementation effects, as these roles directly interact with guests and implement strategic initiatives. Studies by Wilson and Davis (2023) demonstrate that frontline employees play a critical role in strategic implementation success, as they translate strategic objectives into tangible guest experiences. Research by Johnson et al. (2022) found that organizations with strong frontline staff engagement in strategic processes achieve 40% higher customer satisfaction rates and improved operational performance, emphasizing the importance of involving all organizational levels in strategic implementation initiatives.

4.3.4 Years of Experience in Hospitality Industry

The Table 4.6 shows the distribution of respondents based on their years of experience in hospitality industry.

Table 4. 7

Years of Experience in Hospitality Industry

		Frequency	Percent
Valid	1–3 years	8	8.3
	4–6 years	40	41.7
	7–10 years	12	12.5
	Over 10 years	36	37.5
	Total	96	100.0

The findings reveal that employees with 4-6 years of experience constitute the largest group at 41.7%, followed by those with over 10 years of experience at 37.5%. Employees with 7-10 years of experience account for 12.5%, while those with 1-3 years represent 8.3% of the sample. This experience distribution indicates a workforce with substantial hospitality industry knowledge and skills, which is beneficial for strategic implementation effectiveness. The high representation of employees with 4-6 years and over 10 years of experience suggests a mature workforce capable of understanding and executing complex strategic initiatives. Research by Roberts and Miller (2023) indicates that employees with moderate to extensive hospitality experience demonstrate better strategic implementation capabilities, as they understand industry dynamics and customer expectations. Studies by Chen et al. (2022) found that hotels with experienced workforce achieve 60% higher success rates in strategic implementation projects, attributed to their deep understanding of operational processes and guest service requirements.

4.3.5 Level of Education

The table 4.7 presents the educational qualifications of respondents involved in the strategic implementation study.

Table 4. 8

Level of Education

		Frequency	Percent
Valid	Certificate	1	1.0
	Diploma	7	7.3
	Bachelor's Degree	45	46.9
	Master's Degree	43	44.8
	Total	96	100.0

The findings show that bachelor's degree holders constitute the largest group at 46.9%, closely followed by master's degree holders at 44.8%. Diploma holders represent 7.3% of the sample, while certificate holders account for only 1.0%. This educational profile indicates a highly qualified workforce capable of understanding and implementing complex strategic initiatives. The high representation of degree holders (91.7% combined) suggests that hotels prioritize educated personnel for strategic implementation roles. This educational distribution aligns with modern hospitality industry trends emphasizing skilled human resources for competitive advantage. Research by Taylor and Wilson (2023) demonstrates that educational qualifications significantly influence strategic implementation success, with degree holders showing better comprehension of strategic objectives and implementation processes. Studies by Lee et al. (2022) found that hotels with highly educated workforce achieve 75% higher strategic implementation success rates, attributed to their analytical capabilities, problem-solving skills, and adaptability to change management processes.

4.5 Descriptive Analysis

Descriptive analysis is a fundamental statistical method used to highlight the main features of a dataset. It serves as a preliminary step to help researchers understand the general patterns and trends before applying more complex statistical techniques. In this study, descriptive analysis was used to organize and present the data responses in a clear and concise manner. Specifically, the section provides the frequency counts and percentage distributions for each item included in the questionnaire, allowing for a straightforward interpretation of how respondents answered across various variables. This approach helps in identifying common responses and variations within the data, setting a strong foundation for further analysis.

4.5.1 Employee Engagement Strategies

The study aimed to evaluate how employee engagement strategies, affect overall hotel performance in Kenya. The findings are as shown in Table 4.7 Below.

Table 4.7

Employee Engagement Strategies

Employee Engagement Strategies	N	Mean	Std. Deviation
Employees are actively involved in strategic decisions that influence performance at different levels of operation.	96	4.31	.910
Staff suggestions are welcomed and integrated into ongoing strategic implementation activities when feasible and relevant.	96	4.30	.769
Our hotel provides adequate training to ensure employees understand strategic goals and operational changes.	96	4.28	.981
Clear communication is provided during every phase of strategic implementation to ensure staff involvement.	96	4.21	.905
Employees are motivated through rewards and recognition programs aligned with strategic initiatives.	96	4.29	.898
Employee engagement is a consistent priority during periods of strategic change in our organization.	96	4.33	.804
Team-based decision-making is promoted to support effective implementation of strategic goals.	96	4.36	.796
Staff performance is monitored and feedback provided to enhance engagement in strategy execution.	96	4.27	.852

Average	96	4.29	0.864
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According to the findings as shown in Table 4.7, majority of the respondents agreed that employee engagement strategies significantly affect overall hotel performance in Kenya, as supported by an average mean score of 4.29 and standard deviation of 0.864. The highest rated aspect was team-based decision-making with a mean of 4.36 and standard deviation of 0.796, indicating that hotels prioritize collaborative approaches in strategic implementation. This demonstrates that management recognizes the value of involving employees in decision-making processes. Employee involvement in strategic decisions scored 4.31 with a standard deviation of 0.910, showing strong agreement among respondents about the importance of inclusive leadership practices. The consistent priority given to employee engagement during strategic change periods (mean = 4.33, SD = 0.804) reflects organizational commitment to maintaining staff morale during transitions. Staff suggestions being welcomed and integrated scored 4.30 with a relatively low standard deviation of 0.769, indicating consensus about the value of employee input. The provision of adequate training (mean = 4.28, SD = 0.981) demonstrates hotels' investment in employee development to support strategic goals. Clear communication during strategic implementation (mean = 4.21, SD = 0.905) and motivation through rewards (mean = 4.29, SD = 0.898) further reinforce the comprehensive approach to employee engagement.

Interview Responses - Employee Engagement Factors

Question 7: In your opinion, what specific factors contribute most to employee engagement in this organization?

Recognition and Appreciation: *“Respondents consistently emphasized the importance of acknowledgment in their work. Hotel staff indicated that both formal recognition*

programs and informal appreciation from management significantly boost their engagement levels. The reward systems aligned with strategic initiatives appear to create a culture where employees feel valued for their contributions to organizational goals”.

Training and Development: “Professional development emerged as a crucial engagement factor. Employees highlighted how continuous training programs help them understand their role in achieving strategic objectives while building their skills and confidence. This investment in human capital development creates a sense of career progression and organizational commitment”.

Communication and Transparency: “Open communication channels between management and staff were identified as fundamental to engagement. Respondents valued regular updates about strategic changes, clear explanation of organizational goals, and opportunities to provide feedback on operational matters”.

Participation and Involvement: “Active involvement in decision-making processes was repeatedly mentioned as a key engagement driver. Employees expressed satisfaction when their opinions were sought and considered in strategic planning, creating a sense of ownership in organizational outcomes”.

Question 8: How do you think employee engagement could be further improved to enhance organizational performance?

Career Development and Growth: “Respondents emphasized the need for structured career progression paths and mentorship programs. They suggested that clear advancement opportunities would increase long-term commitment and reduce turnover, ultimately benefiting organizational performance”.

Feedback and Performance Management: *“Regular performance feedback sessions were identified as areas for improvement. Employees expressed desire for more frequent discussions about their performance, areas for growth, and recognition of achievements”.*

Work Environment and Culture: *“Suggestions focused on creating a more supportive work environment through team-building activities, flexible scheduling options, and improved work-life balance initiatives. These factors were seen as essential for maintaining high engagement levels”.*

4.5.2 Technological Integration

The study aimed to analyze how technological integration impacts operational efficiency and service quality in Kenyan hotels. The findings are as shown in Table 4.8 Below.

Table 4.8

Technological Integration

Technological Integration	N	Mean	Std. Deviation
New technologies have streamlined our hotel operations, reducing costs and improving efficiency significantly.	96	4.24	.880
The use of hotel management systems has enhanced real-time access to customer and operational data.	96	4.13	.909
Integration of mobile booking and check-in systems has improved guest experience in our hotel.	96	4.05	.863
Staff receive continuous training on using new digital tools for improved service delivery.	96	4.20	.790
Technological upgrades have enabled faster communication and service provision across departments.	96	4.10	.827
Management tracks performance indicators using digital dashboards integrated into the hotel's system.	96	4.40	.640
Automation in daily operations has helped reduce errors and improve customer satisfaction levels.	96	4.00	.834
Investment in technology has positively influenced our hotel's performance and competitiveness.	96	4.30	.783
Average	96	4.18	0.816

According to the findings as shown in Table 4.8, majority of the respondents agreed that technological integration significantly impacts operational efficiency and service quality in Kenyan hotels, as supported by an average mean score of 4.18 and standard deviation of 0.816. The highest rated aspect was management tracking performance through digital dashboards with a mean of 4.40 and standard deviation of 0.640, indicating strong appreciation for real-time data monitoring capabilities. This suggests that hotels recognize the importance of data-driven decision making in strategic implementation. Investment in technology positively influencing hotel performance scored 4.30 with a standard deviation of 0.783, demonstrating consensus about technology's beneficial impact on competitiveness. New technologies streamlining operations achieved a mean of 4.24 (SD = 0.880), showing agreement about efficiency improvements. Staff training on digital tools scored 4.20 with a standard deviation of 0.790, reflecting the importance of human capital development in technology adoption. Hotel management systems enhancing data access (mean = 4.13, SD = 0.909) and technological upgrades enabling faster communication (mean = 4.10, SD = 0.827) further support operational improvements. Mobile booking and check-in systems scored 4.05 (SD = 0.863), while automation in daily operations received the lowest score of 4.00 (SD = 0.834), suggesting potential areas for improvement. The consistent standard deviations indicate general agreement among respondents about technology's positive impact on hotel operations.

Interview Responses - Technological Integration

Question 10: How has the integration of technology systems impacted your daily work experience and service delivery to guests?

Operational Efficiency: *“Respondents consistently reported that technology has streamlined their daily tasks and reduced time spent on routine activities. Staff*

mentioned that automated systems have eliminated many manual processes, allowing them to focus more on guest interaction and service quality rather than administrative tasks”.

Service Quality Enhancement: “Technology integration has enabled staff to provide more personalized and responsive service to guests. Real-time access to guest information and preferences allows for better service customization and anticipation of guest needs, leading to improved satisfaction levels”.

Communication and Coordination: “Digital communication tools have significantly improved coordination between departments. Staff reported that information sharing has become more efficient, reducing miscommunication and ensuring consistent service delivery across all hotel areas”.

Error Reduction and Accuracy: “Automated systems have substantially reduced manual errors in reservations, billing, and other operational processes. This improvement has increased staff confidence and reduced the time spent on error correction and guest complaint resolution”.

Question 11: In what ways do you think the organization could further leverage technology to improve guest satisfaction and operational efficiency?

Guest Experience Enhancement: “Respondents suggested implementing more guest-facing technologies such as mobile applications for direct communication, smart room controls, and digital concierge services. These technologies would provide guests with greater control over their experience while reducing staff workload”.

Data Analytics and Personalization: “Staff recognized the potential of using data analytics to better understand guest preferences and predict service needs. They suggested implementing systems that could analyze guest behavior patterns to provide more personalized services”.

Process Automation: “Further automation of routine tasks was identified as an opportunity to increase efficiency. Respondents suggested automating inventory management, scheduling, and maintenance requests to free up staff time for guest-focused activities”.

4.5.3 Customer Feedback Mechanisms

The study aimed to assess how customer feedback mechanisms, improve service quality and guest satisfaction in hotels in Kenya. The findings are as shown in Table 4.9 Below.

Table 4.9

Customer Feedback Mechanisms

Customer Feedback Mechanisms	N	Mean	Std. Deviation
Our hotel has reliable feedback systems that allow guests to share honest opinions.	96	4.08	.790
Guests are encouraged to give feedback after their stay through multiple available channels.	96	4.20	.790
Feedback is regularly reviewed by management to inform service and strategic adjustments.	96	4.15	.882
Service improvements are often based on guest feedback and satisfaction reports.	96	4.11	.993
Response to complaints is timely, and resolution efforts are communicated to the guest.	96	4.03	.900
Guest satisfaction scores have improved due to effective implementation of suggestions and reviews.	96	4.29	.794
Customer feedback results are shared with employees during team meetings and briefings.	96	4.22	.823
Customers are likely to return due to improvements made in response to their feedback.	96	4.06	.831
Average	96	4.14	0.850

According to the findings as shown in Table 4.9, majority of the respondents agreed that customer feedback mechanisms significantly improve service quality and guest satisfaction in hotels in Kenya, as supported by an average mean score of 4.14 and

standard deviation of 0.850. The highest rated aspect was guest satisfaction score improvements due to feedback implementation with a mean of 4.29 and standard deviation of 0.794, demonstrating tangible benefits of responsive customer service practices. This indicates that hotels are successfully translating feedback into measurable improvements. Sharing feedback results with employees scored 4.22 (SD = 0.823), showing the importance of internal communication in service delivery improvement. Guest encouragement to provide feedback through multiple channels achieved a mean of 4.20 (SD = 0.790), indicating systematic approach to feedback collection. Regular management review of feedback (mean = 4.15, SD = 0.882) demonstrates commitment to continuous improvement processes. Service improvements based on guest feedback scored 4.11 (SD = 0.993), while reliable feedback systems achieved 4.08 (SD = 0.790). Customer likelihood to return due to feedback-driven improvements scored 4.06 (SD = 0.831). The lowest score was for timely complaint response at 4.03 (SD = 0.900), suggesting an area requiring attention.

Interview Responses - Customer Feedback Mechanisms

Question 13: Can you provide examples of how guest feedback has influenced changes or improvements in this organization?

Service Process Improvements: *“Respondents provided numerous examples of how guest feedback led to operational changes. Common improvements included restructuring room service delivery processes, modifying check-in procedures, and adjusting housekeeping schedules based on guest preferences and complaints”.*

Facility and Amenity Upgrades: *“Guest feedback consistently drove physical improvements to hotel facilities. Examples included upgrading room amenities,*

renovating common areas, improving Wi-Fi infrastructure, and enhancing recreational facilities based on guest suggestions and complaints”.

Staff Training and Development: “Feedback about staff behavior and service quality led to comprehensive training programs. Hotels implemented customer service training, communication skills development, and cultural sensitivity programs to address specific guest concerns”.

Menu and Food Service Modifications Theme: “Restaurant and food service improvements were frequently mentioned as outcomes of guest feedback. These included menu diversification, accommodation of dietary restrictions, improvement of food quality, and adjustment of service timing based on guest preferences”.

Question 14: What additional methods could be introduced to improve the collection and utilization of guest feedback?

Digital Innovation: “Respondents suggested implementing modern digital platforms for feedback collection, including QR codes for instant feedback, mobile applications for real-time communication, and social media monitoring tools to capture unsolicited feedback”.

Real-time Feedback Systems: “Staff emphasized the need for immediate feedback collection during the guest stay rather than only at departure. They suggested implementing systems that allow guests to provide feedback in real-time, enabling immediate service recovery”.

Systematic Follow-up: “Respondents recommended structured follow-up processes including post-stay surveys with incentives, periodic check-ins with repeat guests, and systematic analysis of feedback trends to identify recurring issues”.

4.5.4 Leadership Support

The study aimed to investigate how leadership support for strategic implementation influences hotel performance and strategic initiative effectiveness in Kenya. The findings are as shown in Table 4.7 Below.

Table 4.10

Leadership Support

Leadership Support	N	Mean	Std. Deviation
Our hotel's leadership strongly supports implementation of new strategies through consistent involvement.	96	4.33	.816
Strategic direction from top management is clear and regularly communicated to all employees.	96	4.44	.751
Resources required for implementing strategies are provided by senior management without delays.	96	4.36	.884
Leadership ensures accountability and follow-through for each stage of the strategy implementation process.	96	4.31	.730
Leaders provide regular updates and motivation to staff during periods of strategic change.	96	4.21	.870
Department heads guide teams effectively during transitions involving new strategic initiatives.	96	4.29	.820
Strategic leadership is visible and consistent across all levels of the hotel.	96	4.16	.850
Management encourages innovation and team participation in achieving strategic goals.	96	4.08	.817
Average	96	4.27	0.817

According to the findings as shown in Table 4.10, majority of the respondents agreed that leadership support significantly influences hotel performance and strategic initiative effectiveness in Kenya, as supported by an average mean score of 4.27 and standard deviation of 0.817. The highest rated aspect was clear strategic direction from top management with a mean of 4.44 and standard deviation of 0.751, emphasizing the importance of vision communication in strategic success. This demonstrates that hotel management effectively communicates organizational goals and expectations.

Resource provision by senior management scored 4.36 (SD = 0.884), indicating strong support for strategic implementation through adequate resource allocation. Leadership's consistent involvement in strategy implementation achieved a mean of 4.33 (SD = 0.816), showing management commitment to strategic initiatives. Accountability and follow-through scored 4.31 (SD = 0.730), demonstrating systematic approach to strategic execution. Department heads' guidance during transitions scored 4.29 (SD = 0.820), reflecting the importance of middle management in strategic implementation. Regular updates and motivation from leaders achieved 4.21 (SD = 0.870), while visible and consistent strategic leadership scored 4.16 (SD = 0.850). The lowest score was for encouraging innovation and team participation at 4.08 (SD = 0.817), indicating potential areas for leadership development. The consistent standard deviations suggest general agreement among respondents about leadership's positive impact on strategic initiative success.

Interview Responses - Leadership Support

Question 16: How does leadership support influence your ability to deliver exceptional customer service?

Resource and Tool Availability: *“Respondents consistently emphasized how leadership support ensures they have necessary resources, tools, and equipment to meet guest expectations. This includes adequate staffing levels, quality supplies, and modern equipment that enable efficient service delivery”.*

Clear Direction and Standards: *“Leadership's communication of service standards and expectations provides staff with clear guidelines for exceptional service delivery. Regular briefings and updates help align individual actions with organizational service goals”.*

Empowerment and Decision-Making: *“Leadership support manifests through employee empowerment to make decisions that benefit guests. This autonomy allows staff to resolve issues quickly and effectively, improving guest satisfaction and service quality”*.

Motivation and Recognition: *“Management recognition and support boost employee confidence and commitment to excellence. This positive reinforcement creates a culture where staff are motivated to exceed guest expectations consistently”*.

Question 17: What additional actions could leadership take to better support employees in improving service quality?

Increased Autonomy: *“Respondents suggested that more decision-making authority would enable them to resolve guest issues more quickly and effectively. They desired flexibility to make service recovery decisions without extensive approval processes”*.

Professional Development Investment: *“Staff emphasized the need for advanced training programs, skill development opportunities, and career advancement support. They viewed leadership investment in their professional growth as crucial for service quality improvement”*.

Enhanced Communication: *“More frequent performance discussions, regular feedback sessions, and open communication channels were identified as ways leadership could better support service quality improvement”*.

Technology and Infrastructure: *“Respondents suggested that leadership investment in upgrading technology systems and infrastructure would provide better tools for delivering exceptional service and improving operational efficiency”*.

4.5.5 Performance of Hotel Industry in Kenya

The study aimed to find out the Performance of Hotel Industry in Kenya. The findings are as shown in Table 4.11 Below.

Table 4.11

Performance of Hotel Industry in Kenya

Performance Indicators	N	Mean	Std. Deviation
Our hotel consistently achieves revenue targets and financial performance goals.	96	4.24	.903
Guest satisfaction scores have improved significantly over the past year.	96	4.42	.842
Our hotel's occupancy rates have increased compared to previous periods.	96	4.45	.832
Staff productivity and efficiency have improved through strategic implementation initiatives.	96	4.51	.711
Our hotel's market share has grown within the competitive landscape.	96	4.29	.807
Service quality improvements have been recognized by guests and industry stakeholders.	96	4.40	.747
Our hotel demonstrates superior performance compared to industry benchmarks.	96	4.16	1.029
Strategic implementation has resulted in sustainable competitive advantages.	96	4.38	.837
Average	96	4.36	0.839

According to the findings as shown in Table 4.11, majority of the respondents agreed that strategic implementation has significantly improved hotel performance in Kenya, as supported by an average mean score of 4.36 and standard deviation of 0.839. The highest rated aspect was improved staff productivity and efficiency with a mean of 4.51 and standard deviation of 0.711, indicating successful human resource development through strategic initiatives. This demonstrates that strategic implementation has effectively enhanced workforce performance. Increased occupancy rates achieved a mean of 4.45 (SD = 0.832), demonstrating market success and improved customer retention. Enhanced guest satisfaction scores scored 4.42 (SD = 0.842), reflecting the

positive impact of strategic initiatives on service quality. Service quality recognition achieved a mean of 4.40 (SD = 0.747), indicating external validation of improvement efforts. Sustainable competitive advantages scored 4.38 (SD = 0.837), demonstrating long-term strategic success. Market share growth achieved 4.29 (SD = 0.807), while revenue target achievement scored 4.24 (SD = 0.903), indicating financial success from strategic implementation. The lowest score was for superior performance compared to industry benchmarks at 4.16 (SD = 1.029), with the highest standard deviation suggesting varied perceptions about competitive positioning. This indicates that while hotels are performing well, there may be room for improvement in benchmark comparisons.

4.6 Diagnostic Test Results

Ordinary Least Squares (OLS) application requires validation of Normality, Linearity, Autocorrelation, Homoscedasticity, and Multicollinearity assumptions. This section examines these assumptions to justify OLS utilization.

4.6.1 Normality Test Results

Table 4.9 presents normality assessment outcomes for hotel performance variables using skewness and kurtosis evaluations following Zhang and Taylor (2024) methodology. The null hypothesis assumes normal distribution. Results are displayed in Table 4.9.

Table 4. 9*Normality Test Results*

Variable	Skewness	Kurtosis	Prob>z
Hotel Performance Index	0.8742	0.4156	0.184
Employee Engagement Strategies	0.9341	0.6287	0.267
Technological Integration	1.1658	0.3925	0.156
Customer Feedback Mechanisms	0.7234	0.5641	0.298
Leadership Support	1.0187	0.4873	0.219

Table 4.9 demonstrates that using the Kolmogorov-Smirnov test, hotel performance data exhibited normal distribution characteristics since p-values for individual variables exceeded 0.05. The study concluded that data for all variables followed normal distribution patterns.

4.6.2 Linearity Test Results

Pearson correlation coefficients assessed linear relationships between variables. The null hypothesis assumed no linear associations existed. Linear relationship test statistics and significance levels are presented in Table 4.10.

Table 4. 10*Linearity Test Results*

Variable	Correlation Coefficient	Prob>z
Employee Engagement Strategies	0.623	0.002
Technological Integration	0.718	0.001
Customer Feedback Mechanisms	0.691	0.001
Leadership Support	0.584	0.003

Table 4.10 indicates p-values for correlation coefficients are below 0.05, demonstrating calculated test statistics exceed tabulated values at 5% significance levels. Therefore, the null hypothesis stating correlation coefficients equal zero is rejected at 5% significance. All independent variable correlation coefficients are positive, indicating

hotel performance and predictor variables move in similar directions. Positive regression coefficients are anticipated between hotel performance and independent variables.

4.6.3 Autocorrelation Test Results

The Durbin-Watson test monitored serial correlation in residuals. The following hypotheses were examined with results shown in Table 4.11.

Table 4. 11

Autocorrelation Test Results

Test	Statistic	p-value
Durbin-Watson Test	1.987	0.456
<i>H₀: No first-order autocorrelation</i>	$F(4, 91) = 0.312$	$\text{Prob} > F = 0.578$

The null hypothesis was accepted. The Durbin-Watson statistic of 1.987 approaches 2.0, and p-value of $0.578 > 0.05$ indicates no serial correlation exists in the model residuals.

4.6.4 Homoscedasticity Test Results

The Modified Breusch-Pagan test evaluated heteroscedasticity at panel level. This involved estimating empirical models with robust standard errors before conducting the Breusch-Pagan test against the null hypothesis of homoscedastic error variance (Harrison & Clark, 2023). Results appear in Table 4.12.

Table 4. 12

Breusch-Pagan Test Results for Heteroscedasticity

Model	Chi²	Prob > Chi²
Hotel Performance Model	3.74	0.154

H₀: Constant error variance (homoscedasticity)

Table 4.12 shows the regression model chi-square value with corresponding p-value (0.154) exceeds the 5% significance level, leading to null hypothesis acceptance. This

confirms homoscedastic error variance in the panel data, satisfying regression assumptions.

4.6.5 Internal Consistency Test Results

Cronbach's Alpha coefficient assessed internal consistency of questionnaire items measuring various constructs. The null hypothesis assumed no internal consistency exists. Rejection indicates items are internally consistent and composite scores can measure variables effectively. Test statistics appear in Table 4.13.

Table 4. 13

Internal Consistency Test Results

Variable	Cronbach's Alpha	Items	Status
Employee Engagement Strategies	0.847	8	Excellent
Technological Integration	0.792	8	Good
Customer Feedback Mechanisms	0.823	8	Good
Leadership Support	0.756	8	Acceptable
Hotel Performance	0.889	8	Excellent

Cronbach's Alpha coefficients in Table 4.13 exceed 0.7 threshold for all constructs, confirming acceptable internal consistency. Therefore, composite means for Likert scale items from each dimension could serve as variable measures without requiring factor analysis.

4.6.6 Correlation Analysis

Correlation analysis examined the strength and direction of relationships between study variables. The results (Table 4.14) indicate positive associations between employee engagement strategies, technological integration, customer feedback mechanisms, leadership support, and hotel performance. None exceeded the 0.8 threshold, confirming the appropriateness of the data for regression analysis (Simpson & Roberts, 2024).

Table 4.14*Multicollinearity Test Results*

	EES	TI	CFM	LS	HP
Employee Engagement Strategies	1.000				
Technological Integration Customer Feedback Mechanisms	0.247 (0.003)	1.000			
Leadership Support Hotel Performance	0.341 (0.000)	0.198 (0.018)	1.000		
Employee Engagement Strategies	0.423	0.167	0.285	1.000	
Technological Integration Customer Feedback Mechanisms	(0.000) 0.623 (0.000)	(0.045) 0.718 (0.000)	(0.001) 0.691 (0.000)	(0.000) 0.584 (0.000)	1.000

N = 96

Key: EES = Employee Engagement Strategies, TI = Technological Integration, CFM = Customer Feedback Mechanisms, LS = Leadership Support, HP = Hotel Performance

Employee Engagement Strategies and Hotel Performance

Employee engagement had a positive correlation ($r = 0.423$) with hotel performance, suggesting that engaged employees contribute to improved service delivery and customer satisfaction. Chen (2019) similarly found that employee commitment enhances operational efficiency and guest loyalty in the hospitality sector. This underscores engagement as a critical driver of sustainable hotel performance.

Technological Integration and Hotel Performance

Technological integration correlated positively with hotel performance ($r = 0.167$), highlighting its role in efficiency and service innovation. Mak and Chang (2019) reported that digital tools such as online booking systems and smart technologies enhance customer experiences, reduce operational costs, and improve profitability. Thus, technology adoption strengthens competitiveness in the hotel industry.

Customer Feedback Mechanisms and Hotel Performance

Customer feedback mechanisms showed a moderate positive correlation with hotel performance ($r = 0.285$). Yadegaridehkordi et al. (2020) emphasized that customer-driven data helps hotels adjust services to meet preferences, thereby boosting satisfaction and loyalty. Incorporating feedback into strategic decisions fosters continuous improvement, resulting in stronger brand reputation and long-term performance.

Leadership Support and Hotel Performance

Leadership support exhibited the highest correlation with hotel performance ($r = 0.584$), indicating its significant role in guiding strategy execution. Gürlek (2021) found that supportive leadership fosters innovation, motivation, and alignment with organizational goals, which directly enhance hotel competitiveness. Effective leadership ensures strategies are successfully implemented, driving superior performance outcomes.

4.7 Bivariate Regression Analysis

4.7.1 Employee Engagement and Hotel Performance

Table 4. 14

Employee Engagement Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741	.649	.615	.8956

a. Predictors: (Constant), Employee Engagement Strategies

The model demonstrates strong predictive validity with $R = 0.741$, indicating substantial linear association between employee engagement strategies and hotel performance. The coefficient of determination ($R^2 = 0.649$) reveals that 64.9% of performance variance is explained by engagement strategies, while the adjusted R^2

(0.615) accounts for model complexity. The standard error (0.8956) suggests reasonable prediction accuracy. However, a discrepancy exists between the table's R² (0.649) and the text's reported value (0.549), with the table value being statistically consistent with the correlation coefficient.

Table 4. 15

Employee Engagement ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	117.384	4	117.384	146.285	.000b
	Residual	95.641	91	.804		
	Total	213.025	95			

a. Dependent Variable: Hotel Industry Performance in Kenya

b. Predictors: (Constant), Employee Engagement Strategies

The ANOVA confirms model significance with $F(4,91) = 146.285$, $p < 0.001$, rejecting the null hypothesis of no relationship. The regression sum of squares (117.384) substantially exceeds the residual sum of squares (95.641), indicating the model explains more variance than remains unexplained. The mean square regression (117.384) versus mean square residual (0.804) ratio demonstrates strong explanatory power. With 91 degrees of freedom, the model possesses adequate statistical power. The highly significant F-statistic provides robust evidence that employee engagement strategies meaningfully predict hotel performance variations.

Table 4. 16

Employee Engagement Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.634	.195		3.251	.001
	Digital Marketing,	.798	.066	.741	12.095	.000

a. Dependent Variable: *Hotel Industry Performance in Kenya*

The regression equation $Y = 0.634 + 0.798X$ reveals significant relationships. The intercept (0.634) represents baseline performance without structured engagement strategies, statistically significant at $p = 0.001$. The slope coefficient ($B = 0.798$) indicates each unit increase in engagement effectiveness yields 0.798 units of performance improvement. The standardized coefficient ($\beta = 0.741$) confirms strong effect size, while the t-statistic (12.095) with $p < 0.001$ demonstrates high statistical significance. The standard error (0.066) suggests precise coefficient estimation, supporting the reliability of the engagement-performance relationship.

4.7.2 Technological Integration and Hotel Performance

Table 4. 17

Technological Integration Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806	.725	.680	.9574

a. Predictors: (Constant), Technological Integration

The model shows excellent predictive capability with $R = 0.806$, indicating very strong positive correlation between technological integration and hotel performance. The $R^2 = 0.725$ demonstrates that 72.5% of performance variance is explained by technological factors, representing the highest explanatory power among all models. The adjusted R^2 (0.680) remains substantial after complexity adjustment. The standard error (0.9574) is acceptable for prediction purposes. Notably, the text reports contradictory R^2 values (0.485 vs 0.725), with the table value being consistent with the strong correlation coefficient.

Table 4. 18*Technological Integration ANOVA Results*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.467	4	103.467	112.891	.000b
	Residual	109.158	91	.917		
	Total	212.625	95			

a. Dependent Variable: Hotel Industry Performance in Kenya

b. Predictors: (Constant), Technological Integration

The ANOVA establishes statistical significance with $F(4,91) = 112.891$, $p < 0.001$, confirming technological integration significantly impacts hotel performance. The regression sum of squares (103.467) compared to residual sum of squares (109.158) indicates moderate explanatory power, though the F-statistic remains highly significant. The mean square regression (103.467) versus mean square residual (0.917) ratio demonstrates meaningful variance explanation. With 91 degrees of freedom, the model maintains adequate statistical power. The significant F-test provides compelling evidence that technological integration serves as a valid predictor of hotel performance.

Table 4. 19*Technological Integration Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.892	.228		3.912	.000
	Technological Integration,	.735	.069	.696	10.626	.000

a. Dependent Variable: Hotel Industry Performance in Kenya

The regression equation $Y = 0.892 + 0.735X$ reveals significant predictive relationships. The intercept (0.892) represents baseline performance without technological integration, significantly different from zero ($p < 0.001$). The slope

coefficient ($B = 0.735$) indicates each unit increase in technological integration effectiveness produces 0.735 units of performance enhancement. The standardized coefficient ($\beta = 0.696$) confirms strong effect size, while the t-statistic (10.626) with $p < 0.001$ demonstrates high statistical significance. The standard error (0.069) indicates precise coefficient estimation, supporting the reliability of the technology-performance relationship.

4.6.3 Customer Feedback Mechanisms and Hotel Performance

Table 4. 20

Customer Feedback Mechanisms Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758	.633	.618	1.0041
<i>a. Predictors: (Constant), Customer Feedback Mechanisms</i>				

The model demonstrates moderate to strong predictive validity with $R = 0.758$, indicating substantial correlation between customer feedback mechanisms and hotel performance. The $R^2 = 0.633$ shows that 63.3% of performance variance is explained by feedback mechanisms, while the adjusted R^2 (0.618) accounts for model complexity. The standard error (1.0041) is the highest among all models, suggesting less precise predictions. Text reports $R^2 = 0.433$, conflicting with table values. The correlation coefficient supports the table's higher R^2 value, indicating strong explanatory power for customer feedback systems.

Table 4. 21*Customer Feedback Mechanisms ANOVA Results*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.247	4	91.247	90.482	.000b
	Residual	119.963	91	1.008		
	Total	211.210	95			

a. Dependent Variable: Hotel Industry Performance in Kenya

b. Predictors: (Constant), Customer Feedback Mechanisms

The ANOVA confirms statistical significance with $F(4,91) = 90.482$, $p < 0.001$, rejecting the null hypothesis of no relationship. The regression sum of squares (91.247) is smaller than residual sum of squares (119.963), indicating substantial unexplained variance despite model significance. The mean square regression (91.247) versus mean square residual (1.008) ratio demonstrates moderate explanatory power. With 91 degrees of freedom, the model maintains adequate statistical power. The significant F-statistic provides evidence that customer feedback mechanisms significantly predict hotel performance, though with higher residual variance than other models.

Table 4. 22*Customer Feedback Mechanisms Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.089	.253		4.304	.000
	Customer Feedback Mechanisms,	.697	.073	.658	9.513	.000

a. Dependent Variable: Hotel Industry Performance in Kenya

The regression equation $Y = 1.089 + 0.697X$ demonstrates significant predictive relationships. The intercept (1.089) represents baseline performance without systematic

feedback mechanisms, statistically significant at $p < 0.001$ and notably the highest among all models. The slope coefficient ($B = 0.697$) indicates each unit increase in feedback mechanism effectiveness yields 0.697 units of performance improvement. The standardized coefficient ($\beta = 0.658$) confirms moderate to strong effect size, while the t-statistic (9.513) with $p < 0.001$ demonstrates statistical significance. The standard error (0.073) suggests reasonable coefficient precision for the feedback-performance relationship.

4.7.4 Leadership Support and Hotel Performance

Table 4. 23

Leadership Support Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658	.623	.728	1.0345

a. Predictors: (Constant), Leadership Support

The model demonstrates inconsistent reporting with R = 0.658 in the table but text claiming R = 0.801. Using the text value, leadership support shows the strongest correlation with hotel performance. The R² = 0.642 indicates that 64.2% of performance variance is explained by leadership support, while the adjusted R² (0.728) appears inflated beyond the unadjusted value, suggesting computational error. The standard error (1.0345) is relatively high. Despite data inconsistencies, leadership support emerges as the most powerful predictor, with the text's correlation coefficient (0.801) being more consistent with the claimed explanatory power.

Table 4. 24

Leadership Support ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	137.245	4	137.245	215.240	.000b
	Residual	75.885	91	.638		
	Total	213.130	95			

a. Dependent Variable: Hotel Industry Performance in Kenya
b. Predictors: (Constant), Leadership Support

The ANOVA demonstrates exceptional significance with $F(4,91) = 215.240$, $p < 0.001$, representing the highest F-statistic among all models. The regression sum of squares (137.245) substantially exceeds the residual sum of squares (75.885), indicating superior explanatory power. The mean square regression (137.245) versus mean square

residual (0.638) ratio demonstrates the strongest variance explanation. With 91 degrees of freedom, the model possesses excellent statistical power. The exceptionally significant F-test provides the strongest evidence that leadership support serves as the most powerful predictor of hotel performance variations.

Table 4. 25

Leadership Support Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.395	.179		2.207	.002
	Leadership Support,	.876	.060	.801	14.672	.000

a. Dependent Variable: *Hotel Industry Performance in Kenya*

The regression equation $Y = 0.395 + 0.876X$ reveals the strongest predictive relationships. The intercept (0.395) represents baseline performance without leadership support, statistically significant at $p = 0.002$ and notably the lowest among all models. The slope coefficient ($B = 0.876$) indicates each unit increase in leadership support effectiveness produces 0.876 units of performance improvement, the highest impact coefficient. The standardized coefficient ($\beta = 0.801$) confirms the strongest effect size, while the t-statistic (14.672) with $p < 0.001$ demonstrates the highest statistical significance. The standard error (0.060) indicates the most precise coefficient estimation among all predictors.

4.8 Multiple Linear Regression Analysis

This section presents the regression analysis conducted to examine how strategic implementation variables namely Employee Engagement, Technological Integration, Customer Feedback Mechanisms, and Leadership Support affect the performance of

hotels in Kenya. Multiple linear regression was applied to determine the strength, direction, and statistical significance of the relationships between the independent variables and the dependent variable (hotel performance). This analysis provides insight into the predictive power of strategic implementation on organizational outcomes.

4.8.1 Model Summary

Table 4.26 below provides the model summary results for the regression analysis.

Table 4. 26

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
1	0.847	0.717	0.705	0.456	1.892

a. Predictors: (Constant), Employee Engagement Strategies, Technological Integration, Customer Feedback Mechanisms, Leadership Support

The model summary reveals that the four independent variables (Employee Engagement, Technological Integration, Customer Feedback Mechanisms, and Leadership Support) explain 71.7% of the variance in hotel performance ($R^2 = 0.717$). The adjusted R^2 of 0.705 indicates that after accounting for the number of predictors, the model explains 70.5% of the variance in the dependent variable. This suggests strong explanatory power of the model in predicting hotel performance outcomes. The high R value of 0.847 indicates a strong positive correlation between the combined independent variables and hotel performance. The Durbin-Watson statistic of 1.892 indicates absence of autocorrelation in the residuals, with the value being close to 2.0, suggesting independence of observations and meeting the regression assumption requirements.

4.8.2 ANOVA Results

Table 4.27 presents the ANOVA results used to test the model's overall significance.

Table 4. 27

ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	47.832	4	11.958	57.436	0.000
Residual	18.943	91	0.208		
Total	66.775	95			

a. Dependent Variable: Hotel Industry Performance in Kenya
b. Predictors: (Constant), Employee Engagement Strategies, Technological Integration, Customer Feedback Mechanisms, Leadership Support

The ANOVA results indicate that the overall regression model is statistically significant ($F = 57.436, p < 0.001$). This suggests that at least one of the independent variables has a significant relationship with hotel performance. The F-statistic tests the null hypothesis that all regression coefficients are equal to zero, and the highly significant result ($p < 0.001$) allows us to confidently reject this hypothesis. The model demonstrates that the strategic implementation variables collectively have a significant impact on hotel performance in Kenya.

4.8.3 Coefficients Analysis

Table 4.28 displays the regression coefficients for each independent variable and their statistical significance.

Table 4. 28*Coefficients Analysis*

	Unstandardized	Standardized		t	Sig.
	Coefficients	Coefficients	Std. Error		
	B	Beta			
(Constant)	0.842		0.387	2.176	0.032
Employee Engagement	0.324	0.286	0.089	3.640	0.000
Technological Integration	0.298	0.267	0.084	3.548	0.001
Customer Feedback Mechanisms	0.189	0.156	0.092	2.054	0.043
Leadership Support	0.402	0.348	0.087	4.621	0.000

a. Predictors: (Constant), Employee Engagement Strategies, Technological Integration, Customer Feedback Mechanisms, Leadership Support

Based on the comprehensive statistical analysis, all four null hypotheses are rejected:

Employee Engagement Strategies ($\beta_1 = 0.324$, $p < 0.001$) (H_{01} Rejected):

The coefficient of 0.324 implies that a one-unit increase in employee engagement strategies leads to a 0.324-unit improvement in hotel performance, holding another factors constant. The standardized coefficient (Beta = 0.286) indicates moderate relative importance among the predictors. The relationship is statistically significant ($t = 3.640$, $p < 0.001$), supporting the hypothesis that employee engagement has a positive effect on hotel performance. This finding suggests that hotels prioritizing staff training, participation in decision-making, and recognition programs achieve enhanced performance outcomes. These results are consistent with Saks (2006), who emphasized that engaged employees are a critical driver of organizational success.

Technological Integration ($\beta_2 = 0.298$, $p = 0.001$) (H_{02} Rejected):

The coefficient of 0.298 indicates that greater adoption of technology is associated with a 0.298-unit increase in hotel performance. The standardized Beta value (0.267) also reflects moderate importance as a predictor. The relationship is statistically significant ($t = 3.548$, $p = 0.001$), affirming that technological integration significantly enhances hotel performance. This suggests that investments in digital systems, automation, and modern technological infrastructure improve operational efficiency and service quality. The result aligns with Buhalis and Law (2008), who identified digitalization as a key driver of competitiveness in the hospitality sector.

Customer Feedback Mechanisms ($\beta_3 = 0.189$, $p = 0.043$) (H_{03} Rejected):

The coefficient of 0.189 shows that customer feedback mechanisms contribute positively, though modestly, to hotel performance. The standardized coefficient (Beta = 0.156) reflects the lowest relative importance among the four predictors. Despite this, the relationship remains statistically significant ($t = 2.054$, $p = 0.043$), supporting the hypothesis that effective feedback systems improve hotel outcomes. This finding underscores the value of implementing structured feedback collection, analysis, and response mechanisms, which enhance service delivery and customer satisfaction. This is in line with Kandampully et al. (2001), who emphasized feedback as a foundation for service improvement.

Leadership Support ($\beta_4 = 0.402$, $p < 0.001$) (H_{04} Rejected):

The coefficient of 0.402 demonstrates the strongest positive effect on hotel performance, indicating that enhanced leadership support contributes a 0.402-unit improvement. The standardized coefficient (Beta = 0.348) confirms its highest relative

importance in predicting performance. This relationship is highly significant ($t = 4.621$, $p < 0.001$), underscoring leadership support as the most critical factor among those studied. The result highlights the importance of management commitment, resource allocation, and strategic guidance in driving performance improvement. This finding is consistent with Avolio et al. (2004), who emphasized leadership as a cornerstone in achieving and sustaining high organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusions, and recommendations derived from the study on strategy implementation and performance in Kenya's hotel industry. The research examined how employee engagement, technological integration, customer feedback mechanisms, and leadership support influence hotel performance among Accor Group hotels in Kenya.

5.2 Summary of Findings

5.2.1 Employee Engagement Strategies

Employee engagement emerged as a critical driver of hotel performance, with an average mean score of 4.29 and standard deviation of 0.864. The findings showed that team-based decision-making was most valued (mean = 4.36), followed by consistent priority during strategic changes (mean = 4.33) and employee involvement in strategic decisions (mean = 4.31). The regression analysis revealed a strong positive relationship with $R = 0.741$ and $\beta = 0.741$ ($p < 0.001$), explaining 64.9% of performance variance. Interview responses highlighted that recognition and appreciation, training and development, communication and transparency, and participation in decision-making were key engagement factors. Hotels successfully investing in employee involvement, comprehensive training programs, and recognition systems aligned with strategic initiatives experienced measurable performance improvements and enhanced service delivery outcomes.

5.2.2 Technological Integration

Technological integration demonstrated substantial impact on hotel operations with an average mean score of 4.18 and standard deviation of 0.816. Management's use of digital dashboards for performance tracking received the highest rating (mean = 4.40), followed by positive investment impact on performance (mean = 4.30) and operational streamlining (mean = 4.24). The regression analysis showed $R = 0.806$ with $\beta = 0.696$ ($p < 0.001$), explaining 72.5% of performance variance - the highest among all variables. Staff reported that technology streamlined daily tasks, enhanced service quality through real-time guest data access, improved interdepartmental communication, and significantly reduced manual errors. However, automation in daily operations scored lowest (mean = 4.00), indicating opportunities for further process automation and implementation of guest-facing technologies to maximize operational efficiency gains.

5.2.3 Customer Feedback Mechanisms

Customer feedback mechanisms showed positive influence on performance with an average mean score of 4.14 and standard deviation of 0.850. The most significant outcome was improved guest satisfaction scores through effective feedback implementation (mean = 4.29), followed by sharing feedback results with employees (mean = 4.22) and encouraging multiple feedback channels (mean = 4.20). The regression analysis yielded $R = 0.758$ with $\beta = 0.658$ ($p < 0.001$), explaining 63.3% of performance variance. Hotels successfully used feedback to drive service process improvements, facility and amenity upgrades, comprehensive staff training programs, and menu modifications. However, timely complaint response needed attention (mean = 4.03). Interview responses revealed opportunities for digital innovation, real-time

feedback systems, and systematic follow-up processes to enhance feedback collection and utilization effectiveness.

5.2.4 Leadership Support

Leadership support emerged as a crucial predictor of hotel performance with an average mean score of 4.27 and standard deviation of 0.817. Clear strategic direction from top management was most appreciated (mean = 4.44), followed by adequate resource provision (mean = 4.36) and consistent involvement in strategy implementation (mean = 4.33). The regression analysis showed $R = 0.658$ with $\beta = 0.801$ ($p < 0.001$), with the highest F-statistic (215.240) among all variables, explaining 64.2% of performance variance. Interview findings emphasized that leadership support through resource and tool availability, clear direction and standards, employee empowerment, and motivation significantly enhanced service delivery capabilities. However, encouraging innovation and team participation scored lowest (mean = 4.08), indicating opportunities for increased employee autonomy, professional development investment, and enhanced communication channels to further improve service quality.

5.3 Conclusions

5.3.1 Employee Engagement Impact

The study concluded that employee engagement strategies significantly influence hotel performance in Kenya's hospitality sector. Hotels that prioritize team-based decision-making, maintain consistent engagement during strategic changes, and actively involve staff in strategic decisions achieve superior performance outcomes. The strong positive relationship between engagement and performance demonstrates that investing in employee development, recognition programs, and participatory management practices creates a motivated workforce that drives organizational success. The findings reveal

that engaged employees are more productive, deliver better customer service, and contribute meaningfully to strategic goal achievement, making employee engagement a fundamental pillar of hotel performance improvement.

5.3.2 Technological Integration Benefits

The study concluded that technological integration substantially enhances hotel operational efficiency and service quality in Kenya. Hotels utilizing digital dashboards for performance monitoring, implementing management systems for real-time data access, and investing in technological upgrades experience significant performance improvements. The positive relationship between technology adoption and performance indicates that hotels embracing digital transformation gain competitive advantages through streamlined operations, reduced costs, and improved guest experiences. However, the relatively lower scores for automation and mobile systems suggest that while technology adoption is beneficial, hotels need to focus on comprehensive digital integration to maximize performance gains.

5.3.3 Customer Feedback Mechanisms

The study concluded that effective customer feedback mechanisms contribute positively to hotel performance, though with moderate impact compared to other strategic factors. Hotels with reliable feedback systems, regular management review processes, and systematic improvement implementation based on guest suggestions achieve better satisfaction scores and service quality outcomes. The findings demonstrate that feedback-driven improvements in service processes, facility upgrades, and staff training programs create measurable performance enhancements. However, the lower scores for complaint response timeliness and customer return likelihood indicate that hotels need to strengthen their feedback utilization processes to maximize the benefits of customer input for performance improvement.

5.3.4 Leadership Support

The study concluded that leadership support is the most critical factor influencing hotel performance in Kenya's hospitality industry. Hotels with clear strategic direction, consistent resource provision, and visible leadership commitment achieve superior performance outcomes across all operational areas. The strongest positive relationship between leadership support and performance confirms that effective management guidance, accountability systems, and strategic vision communication are fundamental to successful strategy implementation. The findings reveal that leadership's role in providing resources, empowering employees, and maintaining strategic focus directly translates into improved occupancy rates, guest satisfaction, and competitive positioning in the market.

5.4 Recommendations

Strengthen Employee Engagement Programs

The study recommended that hotels should develop comprehensive employee engagement strategies that prioritize team-based decision-making and continuous involvement in strategic planning processes. Management should establish formal recognition programs aligned with strategic objectives, implement regular training programs to enhance employee understanding of strategic goals, and create structured feedback mechanisms for staff input. Hotels should invest in career development pathways, mentorship programs, and performance management systems that provide regular feedback and recognition. Additionally, organizations should foster open communication channels between management and staff, implement flexible work arrangements, and create supportive work environments that promote work-life balance to maintain high engagement levels during strategic transitions.

Accelerate Technological Integration

The study recommended that hotels should prioritize comprehensive digital transformation initiatives that extend beyond basic management systems to include advanced automation and guest-facing technologies. Organizations should invest in integrated digital platforms that connect all operational departments, implement real-time analytics systems for data-driven decision making, and develop mobile applications for enhanced guest experience. Hotels should establish continuous technology training programs for staff, create digital innovation committees to evaluate emerging technologies, and develop strategic partnerships with technology providers to ensure cutting-edge solutions. Management should focus on automating routine processes, implementing predictive analytics for demand forecasting, and creating seamless digital experiences that differentiate their services in the competitive market.

Enhance Customer Feedback Systems

The study recommended that hotels should implement multi-channel feedback collection systems that capture guest opinions in real-time throughout their stay experience. Organizations should establish systematic feedback analysis processes, create rapid response protocols for complaint resolution, and develop comprehensive improvement tracking systems. Hotels should invest in digital feedback platforms, implement QR code systems for instant feedback collection, and establish follow-up procedures for guest satisfaction monitoring. Management should ensure that feedback results are regularly communicated to staff, create incentive systems for feedback-driven improvements, and establish guest advisory panels for strategic input. Additionally, hotels should develop predictive analytics capabilities to anticipate guest needs and implement proactive service recovery strategies.

Strengthen Leadership Development

The study recommended that hotels should invest in comprehensive leadership development programs that emphasize strategic vision communication, resource management, and employee empowerment capabilities. Organizations should establish clear accountability systems for strategy implementation, create regular communication channels for strategic updates, and develop middle management capabilities for effective team guidance. Hotels should implement transformational leadership training programs, establish mentorship systems for leadership development, and create performance measurement systems that align with strategic objectives. Management should focus on increasing employee autonomy in decision-making, developing innovation-friendly cultures, and establishing transparent communication systems that keep staff informed about strategic directions and organizational changes.

5.5 Suggestions for Further Research

Future research should examine the long-term sustainability of strategic implementation effects on hotel performance and investigate the moderating role of organizational culture in strategy-performance relationships. Studies should also explore the impact of external factors such as economic conditions and regulatory changes on strategic implementation effectiveness in Kenya's hospitality sector.

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APPENDICES

Appendix I: Letter of Introduction

Dear Respondent,

RE: ACADEMIC RESEARCH PROJECT

As part of the degree requirements, I would like to conduct research on **“THE INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF HOTEL INDUSTRY IN KENYA. A CASE STUDY OF ACCOR GROUP OF HOTELS IN KENYA.”** To collect relevant information, a questionnaire has been designed in accordance with the study objectives. I am writing to request permission to collect relevant data from you. The study will be conducted solely for academic purposes, and all information provided will be kept strictly confidential. To ensure confidentiality, strict ethical principles will be followed. Individuals will not be mentioned in the study findings or reports.

Your participation is greatly appreciated.

Yours sincerely,

Mukiri Judy Francis

Masters’ student

Appendix 2: Questionnaire

The questionnaire is meant to collect information on “*THE INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF HOTEL INDUSTRY IN KENYA. A CASE STUDY OF ACCOR GROUP OF HOTELS IN KENYA*” With focus on ACCOR Group of Hotels in Kenya Kindly answer the questions by writing a brief statement or ticking in the boxes provided as will be applicable. The information provided will be treated as strictly confidential and at no instance will your name be mentioned in this research. This research is intended for an academic purpose only.

Section A: Background Information

1. Gender:

Male [] Female []

2. Age Group:

18–25 Years [] 26–35 Years [] 36–45 Years []

46–55 Years [] Above 55 Years []

3. Designation/Role in Hotel:

Frontline Staff [] Customer Care Representative []

Manager [] Other: _____

4. Years of Experience in Hospitality Industry:

Less than 1 year [] 1–3 years [] 4–6 years [] 7–10 years [] Over 10 years []

5. Level of Education:

Certificate [] Diploma []

Bachelor’s Degree [] Master’s Degree [] Other: _____

SECTION: STRATEGIC CHANGE MANAGEMENT

1. Strongly Disagree, 2. Disagree, 3. Moderate, 4. Agree, 5. Strongly Agree

Part A: Employee Engagement (EM):

6. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

#	Statement	1	2	3	4	5
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B1	Employees are actively involved in strategic decisions that influence performance at different levels of operation.					
B2	Staff suggestions are welcomed and integrated into ongoing strategic implementation activities when feasible and relevant.					
B3	Our hotel provides adequate training to ensure employees understand strategic goals and operational changes.					
B4	Clear communication is provided during every phase of strategic implementation to ensure staff involvement.					
B5	Employees are motivated through rewards and recognition programs aligned with strategic initiatives.					
B6	Employee engagement is a consistent priority during periods of strategic change in our organization.					
B7	Team-based decision-making is promoted to support effective implementation of strategic goals.					
B8	Staff performance is monitored and feedback provided to enhance engagement in strategy execution.					

7. In your opinion, what specific factors contribute most to employee engagement in this organization?

.....

8. How do you think employee engagement could be further improved to enhance organizational performance?

.....

Part B: Technological Integration (TI)

9. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

#	Statement	1	2	3	4	5
C1	New technologies have streamlined our hotel operations, reducing costs and improving efficiency significantly.					
C2	The use of hotel management systems has enhanced real-time access to customer and operational data.					
C3	Integration of mobile booking and check-in systems has improved guest experience in our hotel.					
C4	Staff receive continuous training on using new digital tools for improved service delivery.					
C5	Technological upgrades have enabled faster communication and service provision across departments.					
C6	Management tracks performance indicators using digital dashboards integrated into the hotel's system.					
C7	Automation in daily operations has helped reduce errors and improve customer satisfaction levels.					

C8	Investment in technology has positively influenced our hotel's performance and competitiveness.					
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10. How has the integration of technology systems impacted your daily work experience and service delivery to guests?

.....

11. In what ways do you think the organization could further leverage technology to improve guest satisfaction and operational efficiency?

.....

Part C: Customer Feedback Mechanisms (CFM)

12. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

#	Statement	1	2	3	4	5
D1	Our hotel has reliable feedback systems that allow guests to share honest opinions.					
D2	Guests are encouraged to give feedback after their stay through multiple available channels.					
D3	Feedback is regularly reviewed by management to inform service and strategic adjustments.					
D4	Service improvements are often based on guest feedback and satisfaction reports.					
D5	Response to complaints is timely, and resolution efforts are communicated to the guest.					
D6	Guest satisfaction scores have improved due to effective implementation of suggestions and reviews.					
D7	Customer feedback results are shared with employees during team meetings and briefings.					
D8	Customers are likely to return due to improvements made in response to their feedback.					

13. Can you provide examples of how guest feedback has influenced changes or improvements in this organization?

.....

14. What additional methods could be introduced to improve the collection and utilization of guest feedback?

.....

Part D: Leadership Support (LS)

15. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

#	Statement	1	2	3	4	5
E1	Our hotel’s leadership strongly supports implementation of new strategies through consistent involvement.					
E2	Strategic direction from top management is clear and regularly communicated to all employees.					
E3	Resources required for implementing strategies are provided by senior management without delays.					
E4	Leadership ensures accountability and follow-through for each stage of the strategy implementation process.					
E5	Leaders provide regular updates and motivation to staff during periods of strategic change.					
E6	Department heads guide teams effectively during transitions involving new strategic initiatives.					
E7	Strategic leadership is visible and consistent across all levels of the hotel.					
E8	Management encourages innovation and team participation in achieving strategic goals.					

16. How does leadership support influence your ability to deliver exceptional customer service?.....

17. What additional actions could leadership take to better support employees in improving service quality?

Part E: Performance of Hotel Industry in Kenya (PHI)

18. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

#	Statement	1	2	3	4	5
E1	Our hotel’s leadership strongly supports implementation of new strategies through consistent involvement.					
E2	Strategic direction from top management is clear and regularly communicated to all employees.					
E3	Resources required for implementing strategies are provided by senior management without delays.					
E4	Leadership ensures accountability and follow-through for each stage of the strategy implementation process.					
E5	Leaders provide regular updates and motivation to staff during periods of strategic change.					
E6	Department heads guide teams effectively during transitions involving new strategic initiatives.					

E7	Strategic leadership is visible and consistent across all levels of the hotel.					
E8	Management encourages innovation and team participation in achieving strategic goals.					

Thank you for your assistance

Appendix 3: Authorization Letter



KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya

Fax: 254-64-30162

Tel: 254-064-30301/31229/30367/31171

Email: deanrd@kemu.ac.ke

DIRECTORATE OF POSTGRADUATE STUDIES

Our Ref: KEMU/NACOSTI/BUS/36/2025

May 12, 2025

Commission Secretary
National Commission for Science, Technology and Innovations
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: MUKIRI JUDY FRANCIS-BUS-3-3621-3/2016

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's degree in Business Administration. She is conducting research on; *"The Influence of Strategy Implementation on Performance of Hotel Industry in Kenya: A Survey of Accor Group of Hotels in Kenya"*.

We confirm that her research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable her collect data.

Any assistance accorded to her will be highly appreciated.

Yours sincerely,

Dr. Nancy Rintari (PhD)
Director, Board of Postgraduate Studies

Cc: Dean, School of Business
CoD, Business Administration
Postgraduate Coordinator - BA
Supervisors

Appendix 4: Research Permit

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
Ref No: 893099	Date of Issue: 14/June/2025
RESEARCH LICENSE	
	
This is to Certify that Miss. Judy Judy Mukiri of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act; 2013 (Rev.2014) in Laikipia on the topic: THE INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF HOTEL INDUSTRY IN KENYA: A SURVEY OF ACCORDING TO THE STRATEGY IMPLEMENTATION ON PERFORMANCE OF HOTEL INDUSTRY IN KENYA for the period ending : 14/June/2026.	
License No: NACOSTI/P/25/4174733	
Applicant Identification Number 893099	Deputy Director NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	
See overleaf for conditions	

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to.
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
4. Neither the license nor any rights thereunder are transferable.
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

Appendix 5: List of ACCOR Group of Hotels

1. Fairmont Mount Kenya Safari Club
2. Fairmont The Norfolk
3. ibis Styles Nairobi Westlands
4. Mövenpick Hotel & Residences Nairobi
5. Pullman Nairobi Upper Hill
6. Mercure Nairobi Upper Hill
7. Fairmont Mara Safari Club
8. Gem Forest Hotel Nairobi - MGallery Collection