

**STRATEGIC CHANGE MANAGEMENT PRACTICES AND
PERFORMANCE OF FIVE STAR HOTELS IN NAIROBI COUNTY, KENYA**

**ANN MERCY WANJIKU
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DECLARATION

The project is my own work, and it has not been submitted to any university or educational institution for the purpose of completing a degree.

Signed:.....DATE:

ANN MERCY WANJIKU

D53/OL /CTY/26681/2018

With my approval as the designated university supervisor, the research study has been submitted for examination.

Signed:Date.....

Dr. Patricia Kungu

Department of Business Administration,

School of Business,

Kenyatta University.

DEDICATION

This work is dedicated to my husband Simon Kiania, my daughter Valerie Njoki, my mother Nancy Wanjiku who have supported and encouraged me throughout the course of development. I also dedicate this to the Almighty God for the gift of life and good health and for his providence of all that was required.

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OPERATIONAL DEFINITION OF TERMS

Communication	The act of passing intended message from one group or person to the other, the success of which is governed by methods of communication, attitudes, connections, direction, and the function of informal groupings.
Change Management	Individuals, teams, and organizations are transitioned through leadership, organization development, engagement, and communication processes in order to transform the organization and achieve organizational objectives without intervention.
Leadership	Implies skills that are realistic or capable to the person, or companies that lead/help other groups of people/teams or companies on a path that is defined by their style, determination, expertise, imagination and innovation.
Organizational performance	Measures that are market focused and consumer-oriented such as market share, consumer outreach, and end user happiness are used to assess how well a task is completed.
Organizational Learning	It encompasses the generation, retention and transfer process of information inside an organization and includes organizational learning, training and development, talent promotion and peer instruction.

Involvement of Stakeholders How a hotel integrates a wide variety of individuals who can be affected by the organizational decisions and who can impact the execution of the planned improvement measures and includes team leadership appreciation, opposition reduction techniques, engagement, team role-building and consultations.

Market Share In comparison to other five-star hotels, the number of customers a five-star hotel has.

Customer Outreach Finding new customers for the Hotel products and services

Customer Satisfaction Attaining and exceeding customer's expectations levels.

Five Star Hotel An establishment that offers its customers the highest levels of luxury through customized facilities, a selection of amenities and advanced accommodation that give guests the most convenience, decor and luxury experience, and even exceeds the highest standards.

ACRONYMS AND ABBREVIATIONS

CM	Change Management
GDP	Gross Domestic Product
KES	Kenyan Shillings
KIM	Kenya Institute of Management
NACOSTI	National Commission for Science and Technology
OPI	Organizational Performance Index
PBT	Profit before Tax
SPSS	Statistical Package for Social Scientists
UNWTO	United Nations World Tourism Organization
USD	United States Dollar
RBV	Resource Based View
EPS	Earnings per Share
ROI	Return on Investment

ABSTRACT

The 5-star hotels in Nairobi have experienced dwindling customer numbers, reduced services and products offered and quality of service as a result of decreasing number of tourists following the 2017 repeat election declaration, terrorism attacks in Dusit D2 and Corona Virus pandemic. The reduced number of customers has affected the growth, expansion, sales and number of employees in hotel industry in Kenya. The industry also has encountered reduced number of tourist activities which has affected customer outreach level in the years 2016 to 2020. There is need for establishment of proper strategic change management practices to recover the declining trend of Hotel industry performance. The current study proposed strategic change management practices as a significant contributor to Hotel performance. The current study therefore sought to evaluate the effects on the performance of Five-Star Hotels in Nairobi County, Kenya. The specific goals were: to assess the influence of organizational learning, communication, leadership, stakeholder involvement on performance of Five-star hotels in Nairobi County, Kenya. The study was anchored on resource based theory. Descriptive research design was used. The unit of analysis was Nairobi City County's five star Hotels and the unit of observation was the senior Hotel managers. Data was collected from 104 senior managers and due to the small number, the research used a census study. Questionnaires was used to get primary data. Drop-off method was employed to collect data. Test for reliability was done through Cronbach Alpha test and content validity and construct validity was tested through pilot test. Qualitative and quantitative analysis techniques was used. Descriptive measures such as mean, frequency and standard deviation was used. Inferential statistics such as correlation and regression analysis was used to present the linear relationship between variables. Data was presented in tables/figures. According to respondents, organizational leaders instills priority to emphasize the need for change based on the primary outcomes. The hotels are run by a dedicated and highly motivated group of executives, according to the majority of respondents. The significant majority of respondents said that hotel management has the ability and skill to conduct an initiative of change According to the majority of respondents, the hotel frequently organizes training and development programs to educate personnel on how to deal with change efforts, and peer learning is recognized as a vital pillar of successful change implementation in the industry. Stakeholder participation in change management occurs at every level of the change initiation together with the execution process, according to many hotel managers, and consultation is a continual activity throughout the change introduction and implementation process. The research found that the hotel's communication tactics are effective in providing timely and accurate information. The study found that leadership, organizational learning, stakeholder involvement, and communication all had a favorable impact on five-star hotel performance. Environmental scanning should be encouraged in hotels because it is the only way to alleviate stress during leadership. Employee training programs should be encouraged, and employees should be informed about the ramifications of change.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The success of any organization is one of the mechanisms to achieve the organization's specified goals. Organizational performance entails organization's wellbeing and at last its endurance. The effectiveness and efficiency of the organization's performance is strongly dependent on the capability of the firms to utilize their assets and this leads to the growth of the nation's economy everywhere (Bass & Riggio, 2016). For various stakeholders, for example, investors and the legislature, hotel performance is exceptionally fundamental as it is a result that has been obtained by a person or a gathering of people in an entity associated with its power and duty to achieve the target legally, not illegally, and in line with the resolve and ethics (Zhou, Hu, & Shi, 2015).

Expanded challenge, fast change, diminished assets and mounting investors' desires, have all consolidated so that organizations are being relied upon to accomplish increasingly out of less (Bryman & Bell, 2015). However, in the competitive market environment, hotels seeking to improve their performance cannot simply rely on quality, but also on change. Hotel industry around the globe are grouped dependent on various arrangement of groupings. The star groupings arrangement of Hotels is normal in numerous nations. The higher the hotel's star rating reflects the greater extravagance. Kenya hotels are organized in a star rating system that includes 5-star hotels, 4-star hotels, 3-star hotels, 2-star hotels and 1-star hotels with the highest extravagance.

The United Nations World Tourism Organization is the organization responsible for determining the conditions under which hotels are responsible and which will determine if they will get one or five stars (Musyoka, 2017). Every nation will, in general, have

its own principles and prerequisites for allocating each organization into different star groupings. This brings irregularities of the star-arrangement of inns. Lodgings evaluation, for example, depends on the offices they have and the administration quality they offer (Konstantin, 2018).

The Hotel business assumes a significant task of creating employment and direct development of economy. The financial effect of the hotel business contrasts, starting with one nation, then onto the next and is subject to a few variables including the accessibility of appropriate materials, hardware and working supplies, accessibility of talented staff, requirement for exiles and imported work, and the different assessments imposed on the lodging or the visitor (Konstantin, 2018). Kenya being a developing country, the hotel industry plays a great economic role, and is an attractive market for both local and foreign investors. The total Travel & Tourism contribution to the GDP in Kenya was KES 806.3BN (USD 7,890.8MN), making up 8.2% of GDP in 2019. (World Travel and Tourism Council, 2019).

Hotel industry investors are discovering space for development in the hotel industry as observed by latest extensions of major international chains and low-cost chains similarly looking to expand outside of the capital (Nzioka & Njuguna, 2018). Given the quick rate at which the Hotel business is developing and the expanded challenge they are confronting; it has become vital that all hoteliers define fitting, reasonable procedures that will give them an upper hand. This might be done through exploiting the organization's individual upper hand and utilizing these points of interest towards maintenance and development of their piece of the pie (Stavis, 2016).

Perceiving the requirement for change and the resultant resistance to change, is one of the most trying moments for any administration. In today's life, transition is primarily

stable for individuals and organizations. Sang, Komen and Korir, (2017) argue that there is some kind of advancement in all organizations right now. A large number of these improvement initiatives come from managers, such as behavioral change, business process design, reinforcement, and all-out consistency. In order for hotels to strengthen their presentation and continue to advance their business conditions, they must have the option to cope effectively with the change that is required (Tsai, 2016). Given the fact that the framework for strategic change has not been decided on in most hotels, there appear to be an understanding that change of strategic management improves performance of the firms (Gathara, 2019).

1.1.1 Organizational Performance

Konstantin (2018) points that organizational performance assesses how well an organization accomplishes its objectives and goals. Generally, this includes an examination of the achievement of a given errand compared with defined norms of effectiveness, efficiency, precision, culmination, cost, and speed. At the end of the day, hierarchical execution covers or concerns the genuine yield, as estimated against its proposed yields, the outcomes or achievements of an association that combines its goals and objectives (Ndiba, & Mbugua, 2018). Organizational performance is a fundamental cornerstone of strategic change management, according to Ndiba and Mbugua, (2018) it involves collecting, breaking down and disclosing data in terms of an individual's output.

Gyamfi, (2015) claimed that it involves important task which involves making decision, implementation and estimation measures to provide valuable information on hierarchical processes, activities, items and administrations. In this manner, a judicious presentation estimation framework assumes an essential job in supporting the management and business development. Kinyili and Omwenga (2016) present output

measurement as a constant process involving testing the display against some the standards pre-set. The authoritative administrators at that point have the chance to investigate the real execution with the pre-built up benchmarks. Performance measurement bolsters management performance by permitting administrators scrutinize the authoritative and personal execution and carry out the vital remedial activities if there should be an occurrence of deviations (Munyaka, 2016). Most of these studies were done in other sectors and none was done in hotel industry.

Justinian (2015) has argued that the performance assessment enables key conciliations to be made to allow the comparison of real levels to the defined criteria and directs the remedial action recommended. Performance prediction should also include the presentation of the production units of the organization, the efficiency of a business component by lowering costs and various risks. An estimation of business performance framework can go far in adjusting the exercises of the businesses to the hierarchical key arrangement that guarantees endurance to successors (Krisnawati, Sule, Febrian, & Hassan, 2016).

There are numerous organization measurements that business sectors rely upon to assess their performance. These measurements are comprehensively arranged into financial and non-financial related measures yet all focus on a similar objective of assessing the achievement of business goals (Pulaj, Kume & Cipi, 2015). Financial measures or measurements present business performance based on financial pointers. These incorporate the utilization of budgetary proportions, for example, income, solvency, liquidity and proficiency proportions. Then again, non-financial measures or measurements don't put accentuation on financial related pointers of performance.

Kaplan and Atkinson (2015) supported that performance can be either financial or non-financial performance. Non-financial incorporates qualitative measures of performance such as market share, customer satisfaction and quality of services. Financial performance related performance quantifies and additionally are more inclined to focus on the numbers/quantity produced and subsequently leave out significant outer elements, for example, consumer loyalty and competitors' activities that are caught by non-monetary measures. Financial Measures are additionally inclined to control of results as urgent supervisors attempt to delineate the accomplishment of their objectives. Financial related measurements are additionally restricted in advantage to the organizations since they don't pass all in all image with respect to the elements that drive long haul achievement and augmentation of investor investments. All factors considered, non-financial measurements are better for their capacity to illustrate the wellbeing of the organizations and quality of their performance (Folan & Browne, 2015).

The fundamental non-monetary measurements of the performance of the hotels such as consumer satisfaction, product differentiation and the market share in the overall hospitality industry. Market share in the industry basically amounts to the organization's grasp of the market. Ultimately, the market share is the segment of the market that an organization commands (Kogila, 2016). Customer effort is portrayed as the development of quantity of clients pulled in and consumed by the organization with time. Production differentiation is the modification of a product to distinguish it from other similar products in the market to target a specific market. Consumer satisfaction measurements try to quantify how an organization meets or outperforms client's desires by the items or administrations provided (Kombo, 2015). The proxies of hotel performance was based on Key performance indicators used in hotel industry which

included proportion of occupancy, average daily rate (ADR), revenue per available room (REVPAR) and customer satisfaction.

1.1.2 Strategic Change Management

Strategic management comprises of the investigation of choices and activities an organization embraces to make a supportable competitive advantage. According to Zhou, Hu, and Shi, (2015) competitive advantage is defined as the value a business can create for its customers, which goes beyond the costs of producing it. This leads to superior margins compared to its competition and is difficult to duplicate. Strategic change management involves all arrangement and choices made by the administration to accomplish their competitive advantage. This is done through the arranging and detailing of procedures and activity plans set up to convey the ideal restoration and change inside an organization. Its general goal is to accomplish better arrangement of corporate approaches and vital needs and is a significant instrument used to anticipate unsurprising changes just as unanticipated changes in the regulated environments (Kinyili & Omwenga, 2016).

In the hotel business, strategic change management practices serve an evident purpose making them factors that can't be overlooked when creating supportable systems for the organization. The good fortune, structure and strategy for effective companies and individuals are important, according to Omari, Ateka and Nyaboga (2016). Tsai (2016) indicates that the hotel performance and strategic management practices are positively related. Musyoka, (2017) noted that the ultimate objective of the hotel manager is to produce the best results with minimal effort and at the lowest investment. They also noted that, relative to any other management strategy used, the use of strategic management provides the highest degree of satisfaction and that the best outcomes with

minimum investment can be obtained if managers are able to select the best tactics and thus gain a competitive advantage.

In an organization, these changes could occur in a specific area, such as operations, personnel, marketing, or finance, or they could occur throughout the entire firm. Change Management (CM), as indicated by Kogila (2016), is a technique that seeks to advance individuals, people's meetings, and organizations using mechanisms designed to redirect the use of company benefits, spending allotments, company procedures, or other modes of operation that are relevant in reshaping an organization.

Sang, Komen and Korir (2017) submitted that the management of strategic change is the basic achievement, as it offers the company and its staff instructional services. This develops a degree of awareness, as members are carefully guided through this system to exercise their abilities. Progress management is essential to helping businesses respond more quickly to consumer demands as it offers a legitimate structure. It additionally guarantees that the everyday business procedures and tasks are unaffected since strategic change management procedures can run simultaneously. Tsai (2016) argues that the continuous feedback to the management assists in controlling changing and related expenses all through. The author argued that the change procedure other than making an open door for the accepted procedures to be built up for both work process procedures and administration improvement. At long last, a great change in strategic management guarantees an idea change on the management plan that goes past to lessen pressure and nervousness, while additionally fortifying commitment in the organization.

As per Kogila (2016), change of management practices basically involve the plans on the most proficient method to make something other than what's expected in an

organization in a way that doesn't upset the everyday endeavors. A good strategic management practice articulates express techniques or approaches of tending to business activities or procedures. The principal objective of setting up a conventional leadership structure is to guarantee that the negative impacts of progress presentation are limited. Hierarchical partners need to make an arrangement on the best way to perceive the requirement for change just as the methods of actualizing and observing the change for effective organization of managing change. According to Gyamfi (2015) leadership, organizational education and development, stakeholder participation and communication and reviews are all components of effective change management.

As indicated by Justinian (2015), leadership basically include a viable expertise or the capacity of an individual or organization to control others, groups, or whole entity in a predetermined direction. Leadership can undertake a few measurements that incorporate collaboration, free enterprise, dictatorial, value-based and transformational initiative. Under Laissez-Faire initiative, no overseeing of representatives is present and thusly representatives are allowed to lead oneself in his/her everyday business related commitment. On the other extraordinary, under totalitarian style of initiative, directors settle on choices singularly and don't think about the contribution of different partners in the organization.

Pulaj, Kume, Cipi (2015) argued that the way to knowledge, to keep and to move inside an organization is organizational learning. It understands how a company develops comprehension and capacity after a while. The company will draw information from this experience that will give the organization a flawless opportunity. Organization learning is vital to change the executives in a hierarchical setting. Organization learning prompts more abilities and comprehension of new business ideas, thoughts,

developments and procedures as they rise. It in this way serves to weaken the complexities related with presentation of progress in organizations (Uzel, 2015).

Participation of stakeholders is the way that companies have employees or people who change their choices and which impact or affect the execution of those changing activities (Krisnawati, Sule, Febrian & Hassan, 2016). Ndiba and Mbugua (2018) pointed out that making a powerful commitment procedure by partners is profoundly a huge viewpoint in the methodology change when all is said in done. Accordingly, the greater commitment you have, the greater duty and positive commitment one acquires. Also, as partner organization commitment levels up, obstruction diminishes. Partner organization commitment ought to begin immediately the requirement for change is considered.

Hayes (2014) has suggested, partner support is expected to start the bat straight away and allow managers to look for the signs of the shift in behavior to improve the evolving situation. The engagement of Stakeholder is refreshing as one of the analysts supports effective management in the field of change. Individuals, procedures, and frameworks adjustments are frequently included in business changes that must be communicated in order to bring about a stage change within the company. According to Omari, Ateka and Nyaboga (2015) deficient acknowledgment and selection of new procedures, frameworks and techniques emerging from lacking investment of partners is the prime reason for transformational disappointments.

According to Burke and Noumair (2015) communication involves the demonstration of passing on planned implications starting with one element or gathering then onto the next using commonly got signs and semiotic guidelines and includes trading or giving data or news. Communication is a basic part of a hierarchical change the management

utilizes to demonstrate the best techniques through which an organization engages its stakeholders in and outside business environment (Folan & Browne, 2015). According to Kogila (2016), one of the most significant components of organizational managing change is communication strategy as it obviously distinguishes the needs and encourages employees to comprehend the changes of the proposal, welfares and explains the thought process behind negative potential.

The communicator must have a complete information which is likewise key to viable correspondence. This is because it means that the main signals and issues of the transition of authority are shared very much. In addition, employees and partners need to be clear in their interactions to understand the purposes behind the changes and the general goals in order to be prepared and to be able to communicates to a larger community of partners, if fundamental (Omari, Ateka & Nyaboga, 2015). In order to effectively communicate, it should be a two-way contact, as workers agree to make inquiries and think (Tsai, 2016). In order to enhance its impact and guarantee a partner strategy, the company can also use a broad range of communication networks. Consistent communication through several channels is important for the transmission of key messages and topics.

1.1.3 Hotel Industry in Kenya

The research concentrated on hotels with five stars. Customized amenities, a wide range of services and sophisticated accommodations that satisfy or exceed even the highest standards regarding comfort, design and luxury, are establishments with five stars that gave their guests the highest degree of luxury. In the last two decades, Kenya's hotel industry has undergone tumultuous times with respect to its organizational practices, management and strategic change (Nzioka & Njuguna, 2018). After farming, Kenya's hospitality sector is the most important industry in Kenya. McClanahan, Mwanguni and

Muthiga (2015) research found that hotels have contributed to 14 percent of GDP and 12 percent of the nation's job growth, and the division is projected to expand at 3.7 percent per year.

Class, style, ambience and quality administrations are the major distinctive variables of the hotels. In spite of the high caliber and great offices of Kenyan hotels, rivalry for assets and piece of the pie in the hotel business in Nairobi, Kenya is getting incredibly high. According to Musyoka (2017) organizations working in the hotel business are confronting more challenges market-wise for exceptional work in hospitality services and piece of the overall industry. By 20 April 2020, all global destinations had imposed travel restrictions in response to the pandemic, according to the UNWTO Report (2020) on COVID-19 related travel restrictions. Approximately 45 percent of the world's destinations have closed their borders fully or partially to visitors, 30 percent have suspended international flights entirely or partially, and another 18 percent have banned entry for passengers from particular countries of origin. Hotel industry in Kenya was affected greatly by the ban of passenger entry, international flights and cessation of movements. The ultimate outcome of all these travel restrictions was the complete disruption and paralysis of the worldwide international travel and tourism industry.

According to the United Nations World Tourism Organization (UNWTO) (2020), data indicates a 22 percent double-digit drop in the first quarter of 2020, with arrivals down by 57 percent in March 2020. This corresponds to a diminution of 67 million international arrivals and receipts of about USD 80 billion. The months of April-June, 2020 had zero international tourist arrivals and a 91% reduction in international arrivals in the month of August. The losses incurred by airlines and, in particular, by mega carriers by the end of 2020 are expected to be inscrutable. Depending on how easily the

pandemic is controlled and the length of travel bans and border closures, these catastrophic losses are likely to continue into the year 2021. Whatever the situation, the prospects look grim and it will take a long time for the industry to recover (Nzioka & Njuguna, 2018).

Clients' desire and inclinations are likewise expanding every now and then (Konstantin, 2018). Hotels like different organizations are adopting key organization performance drivers with the goal that they can fit the bill for universal acknowledgment for institutionalization declarations, organization of the year grants and star rating just as participation to proficient bodies (Sang, Komen, & Korir, 2017). A model called the Organizational Performance Index (OPI) was advanced by the Kenya Institute of Management (KIM), which was an apparatus that drove organizations in Africa towards astonishing execution and intensity. Against global metrics and benchmarks, the organizations' exhibition was projected. Framework thought, intensity, tracking and quality improvement were the main parameters.

Kenya has been encountering fierce occasions as to its management practices over the most recent two decades. This has brought about commonly low benefits over the economy and this image is genuinely very much reproduced in the Hotel Industry (Nzioka & Njuguna, 2018). The decrease in the world travel industry has terribly influenced Hotel deals and represented a danger to tourism management since Kenyan Hotels to a great extent, rely upon the International Tourism Market (Oketch *et. al.*, 2016). Currently Covid-19 is the worst enemy to Hotel industry (UNWTO, 2020). Kenya was viewed everywhere throughout the world as an extraordinary visitor country yet as of late, the hotel business was hit hard by the constant post-political race savagery

just as psychological warfare assaults in this case, terrorism (Gathara, 2019) and later by corona virus pandemic (UNWTO, 2020).

Numerous Hotels were shut during the two occasions and this made staff be unemployed. There was likewise a low bed inhabitation limit at 10-20% (Nzuve & Nyaega, 2017). Hotels were thinking that it's hard to address the difficulty of client requests just as convoluted assistance advances and creation forms. Accordingly, the future bearing of hotel industry is controlled by the management practices and how individuals functioning in that organization connect and work together with one another, with clients and different partners.

The hospitality sector in Kenya contributed over 509,000 jobs in 2017, according to Wadogo et al. (2019). The research estimated that more than 638,000 job opportunities will be created by the industry in 2020. The constant performance of the hotel sector shows its greater prospects for contributing to the GDP of the country. Gathara (2019) has noted the hotel industry, like 1 star, 3 star, 4 star, 5 star, and one of the hospitality sectors in Kenyan. The various hotel styles offer a wide range of facilities that achieve the varied standards of customers. Effectiveness, climate, quality, volume, and attractiveness are just a few of the characteristics that distinguish the various hotel classes in the market. The star collection of hotels is a globally recognized and welcomed feature that was developed not just by Kenyans to segment the needs and aspirations of their clients. The body responsible for defining hotel transparency conditions is responsible for the assessment of the level of 5 star hotels within the global tourism organization (Konstantin, 2018).

Hotel evaluation depended on the facilities and quality of service rendered. There are currently 10 five-star hotels in Nairobi city, according to results released by the Notice

Gazette on 18 November 2016. Hotels are fitted with a bed capacity from 46 beds to 700 16 beds. The analysis will be based on the ten hotels of five stars in Nairobi County, including Fairmont, Norfolk, Villa, Kempinski Rose, Nairobi Sankara, Nairobi Hemingway, Sarova Stanley Hotel, Tribe, Dusit D2, Nairobi Intercontinental and Radisson Blu Hotel (Ringa, 2016).

1.2 Statement of the Problem

The 5-star hotels in Nairobi have experienced dwindling customer numbers as a result of number of declining tourists after the 2017 repeat election declaration, terrorism attacks in Dusit D2 and Corona Virus pandemic (Wanderi, 2020). As many of the hotels depend on foreign tourists, the Covid-19 pandemic has threatened the hotel industry in Kenya (UNWTO, 2020). As a result, many hotels have been closed down, leading to a decline in occupancy of the beds, resulting in a worse off situation. The Kenyan hotel industry is facing the challenges of social change, cultural change, competition, economic reform and technological hibernation. There is need for establishment of proper strategic change management practices to counter these challenges and recover the declining trend of Hotel industry performance (Nzuve & Nyaega, 2017).

Despite the significance of strategic change management practices in performance, scarcity in studies relating to strategic change management practices on performances of Hotel industry is evident. Hotel managers are currently exploring how to strategically position themselves in order to gain a strategic competitive advantage under the current challenge of reduced tourist numbers, the quality of farm produce supplied to hotels and constant terrorist attacks. The five star restaurants will be the most affected cluster if the business fails, since they have made significant investments in facilities and staff with high hopes. Ngandu (2015), for example, investigated impact of competitiveness in service quality: a case study of Thika town, Kenya, as well as other studies. The

research showed that success was significantly affected by differentiation strategies, cost leadership strategies and differentiation strategies. Output was assessed by revenue turnover and the number of customers served. The current study will measure hotel performance using ADR and REVPAR filling the Contextual gap identified.

Omari, Ateka, and Nyaboga investigated the impact of strategic change management approaches in the soft drink industry's performance in western Kenya (2015). They concluded that in the industry's strategic managing change, executive participation, constant preparation, priorities together with policies guiding change activities, and the maintenance of change all played a significant impact. The findings of the study revealed that leadership has a significant and favorable impact on organizational performance. Konstantin (2018) investigated the impact of strategic management tactics on performance. The measures of performance were profit margins and customer satisfaction. The study found that communication and leadership change were insignificant in explaining changes in performance. The studies were done in developed economies and focused on sectors other than hotel industry and therefore conceptual, contextual and methodological knowledge gaps are evident.

The reviewed studies present contradicting results despite having similar objectives. These could be due to diverse operationalization of variables, methods used to collect and analyze data and data used for analysis, hence presenting a possibility of contextual, conceptual and methodological gaps. The current study therefore filled the gaps by describing the effects on the performance of Five-Star Hotels in Nairobi County, Kenya, of strategic change management practices.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective was to determine the influence of strategic change management practices on performance of Five-star Hotels in Nairobi County, Kenya.

1.3.2 Specific Objectives

The specific objectives below guided the study;

- i) To determine the influence of organizational learning on performance of five-star Hotels in Nairobi County, Kenya.
- ii) To assess the influence of communication on performance of five-star Hotels in Nairobi County, Kenya.
- iii) To evaluate the influence of leadership change on performance of five-star Hotels in Nairobi County, Kenya.
- iv) To establish the influence of stakeholder's involvement on performance of five-star Hotels in Nairobi County, Kenya.

1.4 Research Questions

The following research questions guided the study objectives;

- i) How does organizational learning influence performance of Five-star Hotels in Nairobi County, Kenya?
- ii) Does communication have an effect on performance of Five-star Hotels in Nairobi County, Kenya?
- iii) How does leadership change influence performance of Five-star Hotels in Nairobi County, Kenya?
- iv) Does stakeholders' involvement have an effect on performance of Five-star Hotels in Nairobi County, Kenya?

1.5 Significance of the Study

This investigation is of incredible incentive to various partners with enthusiasm for the hospitality industry in Kenya. The study will inform the legislature on the utilization of strategic change management practices and they will be in a position to direct the procedure of progress in organizations. The hospitality industry especially hotels, will gain from the results obtained as they will inform on how to improve performance using strategic change management practices. The hotels administration will use the results obtained to pursue enactment that will support the way towards presenting changes in their businesses. The research is of tremendous incentive to researchers, analysts and academicians. The investigation discoveries will be incorporated to past bits of information. The investigation will be helpful for scholars, both present and future ones, this is on the grounds that the investigation offers a creative benchmark to manage their examination endeavors. The examination additionally will uncover investigation gaps that may premium future specialists who may discover enthusiasm for wanting to fill those gaps and add to the growing body of knowledge.

1.6 Scope of the Study

This research aimed at assessing the effect to the performance of five-star hotels in Nairobi City in Kenya, of strategic change management practices. The specific objectives was to determine how information and communication, organizational learning, leadership change and stakeholders' involvement impacts Five-Star Hotel Performance in Nairobi County, Kenya. Fairmont the Norfolk, Villa Rosa Kempinski, Sankara Nairobi, Hemingway's Nairobi, Sarova Stanley, Tribe Hotel, Dusit D2 Radisson Blu Hotel, Intercontinental Nairobi and The Boma Nairobi are the ten five-star hotels in Nairobi County targeted. The ten hotels served as the unit of observation

and the management staff of the ten hotels was the unit of analysis. The period of interest will be 2015 to 2020.

1.7 Limitations of the Study

The study undertaking confronted specific obstructions which hindered the examination procedure. This investigation foresaw the chance of a low response. The researcher presented the questionnaire to the respondents and persuaded them to fill the questionnaire in time. The study targeted members who are in bustling classification of workers who are hard to meet on a coordinated premise. The members felt reluctant to uncover rather private data with respect to their hotels particularly on touchy issues, for example, the hotel's performance. In order to resolve the said barriers, authorization was obtained from National Science and Technology Commission (NACOSTI) and an approval letter to reassure the interviewees that the study targets really are for educational purposes. This dispelled the managerial concerns. It also filled in the argument that the study is only for scholastic purposes and guarantees that research morals are classified and remembered.

1.8 Organization of the Study

Five chapters are to be included in the study proposal. The first section covers the context of the project, the problem statement, intent of the study, study goals, research questions and relevance of the study, limits and organization of the study. The second chapter includes theoretical analysis, empirical assessment, study discrepancies and principles. The third chapter concentrates on the methods of study including research design, reasoning for selecting samples, instruments for data collection, questionnaires, validity and reliability of the tool, data analysis along with ethical considerations. Chapter four presents the research findings and discussions. Chapter five presents the summary, conclusions and recommendations of the study

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The second chapter delves into a detailed examination of new notions that are crucial to the current study's direction. It also probes similar research on the subject by other researchers. Hypothesized associations between the variables are presented in a conceptual form, a description of the examined literature is then provided. In comparing and interpreting the results, this proves vital.

2.2 Theoretical Literature Review

Resource Based View theory, Lippit theory and Burke litwin model supports various study variables used in the project proposal.

2.2.1 Resource Based View Theory

Birger Wernerfelt (1984) initially proposed RBV theory, subsequently Barney (1991) improved it. Barney (1991) mentioned 4 resource qualities that might lead to a business' competitive advantage: Value, rareness, imitable imperfection and lack of replacement. The company's resource-based view postulates that a sustainable competitive advantage (SCA) is a desired consequence in management activities within the company. Achieving a SCA helps the business to benefit from financial rentals or dividends more than average. This, in essence, reflects on how companies gain and retain benefits. According to the asset view, the answers to these questions resides in the possession of some main resources, i.e. assets with characteristics such as value, replication hurdles, and importance. A SCA will be achieved if these tools are successfully implemented by the organization in its commodity markets. The RBV therefore emphasizes strategic management techniques, charging the management of the organization with essential

tasks to define, build and allocate key resources to optimize return (Aosa, 1992; Machuki & Aosa, 2011).

To succeed in this potentially austere environment, businesses must efficiently deploy valuable, unique, and difficult-to-replicate tangible and intangible resources (Day & Wensley 1988). In this asset view (RBV) of the company (Barney 2001; Barney 1991), companies leverage their material, people, and administrative assets to develop long-term business edge and, as a result, achieve greater company performance (Morgan, Strong & McGuinness 2003; Wiklund & Shepherd 2003). Intrapreneurship, business orientation, communication and information, technology, and strategic imperative are intangible resources difficult to replicate and so contribute to comparative edge for rivals (Zhou, Hu, & Shi, 2015)

The management of strategic change differs between organizations. Organizations therefore use resource allocation and environmental metrics to identify the effective strategy for achieving its objectives (Göll & Sambharya, 1995). Strategic change management improves the possibility of common priorities, promoting successful processes and increased results based on strategic literature. Based on strategic management. Basically, RBV defines a hotel as a way to stay competitive with the hotel. Resources alone are not enough to achieve a sustainable competitive advantage and high performance (Tsai, 2016). The hotels must therefore be able to turn capital and therefore good results into capabilities. Hotels achieve superior efficiency because of their different competences and not just more or better capital (those activities that a particular hotel does better than any competing firms). The theoretical stream within the RBV is in the complex perspective the approach of capacity. This theory is that hotels, on the one hand, continuously develop new skills combinations and, on the other, industry rivals continually enhance their skills or mimic the most professional

competences of other businesses. This method emphasizes internal processes, assets and the role of the market as factors which limit not only the ability to respond, but also the capacity of management to organize company internal competences.

In this study, this theory will be applicable as it illustrates the need for businesses to have improved communication and leadership adjustments in order to put themselves in a superior position for higher market returns than their rivals, which results in higher efficiency. Only hotels that have good strategic change management plans will be able to set themselves apart because the hotel industry is very competitive. This will be the primary research hypothesis on which the variable dependent on the study (organizational performance) will be anchored.

2.2.2 Burke Litwin Model

Burke and Litwin suggested the theoretical model (1989). The Burke Litwin Model is also known as the Causal Model of organizational success and change. It suggests ties that conclude that the effect of performance on internal and external factors can be accomplished. The theory provides a method useful for analyzing environmental and organizational aspects that are essential to the success of a change. It also demonstrates how certain dimensions can be causally related in order to achieve a performance improvement. The causal model combines what is known via theory and investigations with what may be comprehended through experience. The Burke-Litwin model depicts how several dimensions interact with one another, as well as how the outside environment influences the various aspects of an organization. Burke and Noumair (2015) argued that the theory emphasizes organizational plans and handles organizational transition. The model shows and ranks the different drivers of change.

Generally, Burke-Litwin Model explains how the integrated context of surrounding environment, strategy and purpose, organizational culture, management processes, structures, implementation of organizational, workplace skills, individual needs and values, and motivation will affect both individual and organisation's achievement (Burke & Noumair, 2015). The model is important to the study as it directs the evaluation of leading role, organizational preparation and the participation of stakeholders. The study particularly reveals a relationship between strategies for change management such as leadership in organisation's success. Essentially, the researchers will try to decide to what degree the model proposals apply to the impact of and of the variables for changing management; leadership, organizational learning and stakeholders' involvement on the hotels' performance.

2.2.3 Lippitt's Phases Theory

The Theory was proposed by Lippitt, Watson, Westley, and Spaulding as an elaboration of Lewin's Three-Step Change Theory (1958). The theory proposes a seven-stage model which emphasizes change agent's obligations rather than changes generation. As a result, the theory would be a useful tool for evaluating the function of leadership in change management and organizational learning. In the phase of change, the theory depicts the ongoing exchange of knowledge. Changes that propagate to nearby systems or sub-parts of the system immediately affected are more likely to be stable (Kritsonis, 2005). The Lippitt theory has seven phases: diagnosis of the problem, estimation of motivation and potential for change, assessment of the changing agents' resources and motivation, determination of changing gradients, and ensuring not just simple but comprehension of the roles and responsibilities of changing agents. Communication, input, and group cooperation are used to keep the change going, and the change agents are gradually removed from the partnership as part of the corporate cultural process

(Cummings & Worley, 2014). Assessments and their impact on hotel output as a result of organizational learning will be guided by the theory.

2.3 Empirical Literature Review

A summary of previous study on the subjects under discussion is given in this section. The analysis is essential to defining the research gaps in order to give the study a sense of meaning.

2.3.1 Organizational Learning and Performance

Kim, Watkins, and Lu (2017) investigated how learning affected organizational performance, with special emphasis on information and financial performance in the United Kingdom. With the size and shortness of the questionnaire, the purpose was to investigate the linkages between a learning organization, expertise, and financial performance. To test the claimed links, the researchers applied a secondary data set and conducted an analysis of the second order factor as well as structural equation modeling. The study revealed that organizational learning is of benefit to information performance plus financial performance. The research poses contextual gaps requiring discussion of more variables in change management to determine how they affect success individually and collectively. The research was conducted in the UK and that Kenya does not provide the policy guidelines and practices. The study presents analytical gap for it analysed secondary data using structural modeling equation. The current study analysed primary data using SPSS.

The effects of organizational learning on corporate success were evaluated by Wujiabudula and Zehir (2016) through product innovation. It was the primary aim of the study to depart from the mediation of product innovation and focus on the relationship between organizational learning and firm performance. In Turkish manufacturing industries, 295 middle and senior managers were picked. The data

gathered were analyzed with statistical tools from SPSS 22. The research demonstrates that product innovation has a mediating influence on corporate and corporate learning relationships. The study was carried out in Turkey and the findings in Kenya may not be relevant. The results were focused on manufacturing firms and a mediation variable; product innovation was taken into account. The present study aimed at filling both contextual gap identified for the study concentrated Turkish manufacturing firms. The current study focused on Five-star hotels.

The impact on business performance of organizational learning capacity, mediated by technical innovation capability, were assessed by Gebremichael, Hailekiros and Renyong (2016). The goal of this paper was to fill the gap through formation of a conceptual framework and check for a relationship with the hypotheses using survey data from Ethiopia's 243 small and medium-sized manufacturing companies. The relationships were analyzed using SEM and PCA approaches. The outcome of the study found that the capacity for technical innovation has a conciliatory mandate in the correlation between the capacity for organizational learning and efficiency of the organization. It also directly benefits the company's efficiency. It also showed that the ability to coordinate learning has a strong positive impact on both technical and company innovation. The research reveals valuable methodological, contextual and analytical Gaps. The analytic gaps are characterized in terms of the necessity to move away from company's individual and societal level and employ objective performance metrics. Inferential statistics must also be used for more valuable assumptions in order to supplement descriptive statistics. Scientific gaps involve the need to explore more methods for evaluating change management. The need for domestic analysis on the themes of transition that are limited is also evident in the contextual gaps.

Zhou, Hu, and Shi (2015) set out to address: 'Is corporate learning contributing to improved company success as a strategic change management? 'Through a report targeted at listed firms in China. There were 287 Chinese companies in the target population. Statistically relevant positive relations have been developed between the dimension of organizational learning and firm success (both objective financial achievement and measurement of perceptual innovation). The analysis includes methodological gaps that involve only companies with access to secondary data that need to concentrate on companies which are also capable of supplying primary data. The need to conduct a local study and incorporate additional change management strategies in the research often identifies contextual and analytical gaps. The contextual gaps will be filled by studying of five star hotels performance

2.3.2 Communication and Performance

The influence of successful communication on corporate performance was assessed by Shonubi and Akintaro (2018). The study was based on an empirical collection of experiments on communication and organizational efficiency. The study was based on effective communication and performance. The results of the research confirmed the combination of communication with efficient corporate performance. The study showed that management must take advantage of productive and efficient organizational efficiency. In addition, concepts must be made clearer before contact takes place. A greater understanding of the human and physical conditions when communicating must be carried out. The purpose of communication must be evaluated thoroughly; emphasis on keen listening and interpretation; quick actions should be encouraged and performed with information; and, ultimately, a positive communication and follow-up mechanisms process ought to be successful. The study was based on the empirical evaluation of the desktop data thereby presenting analytical gaps. In this

study, primary data was collected and correlation and regression analysed therefore filling the analytical gap created.

In a case study by Kenya Power and Lighting Company (KPLC), South Nyanza, Kenya, Atambo and Momanyi (2016) launched a study on the impacts of internal communication as a tool to change management efficiency. The study aimed primarily at identifying the impact on the output of employees of the KPLC, South Nyanza on downward communication, upward communication and horizontal communication. The study target population was 256 employees, 30 percent of them selected by a stratified random sample from the South Nyanza district. In data collection, questionnaires were used. Results from the study showed that KPLC appreciated downwards contact, while information improved output in due course. It was also thought that through upwards interaction, managers could obtain feedback on progress, and that employees would make grievances to leadership, so increasing their efficiency. Lateral communication was also found to be important because interactions between departments, the formation of teams and the proper coordination of work are possible. The study thus concluded that good communication increased the efficiency of the employees. In addition to coordination and feedback, the study demonstrates methodological gaps in the need to use additional variables for change management when evaluating. The need to boost comparability through the targeting of more entities apart from the case study approach prompted the need to focus on Hotel industry.

Asamu (2015) studied the effect of communication on the success of employees in selected organizations. Data from a sample of 120 respondents were collected via a questionnaire. The outcome from the study indicated the important relationship connecting successful communications and the success, productivity and engagement of staff. A contextual empirical vacuum exists in the examination of the effect of

communications as precedents of organizational change on hotel sector success. By concentrating on the hotel industry in Kenya, the study filled a contextual vacuum.

Muema (2015) conducted a study on change implementation methods and problems at Safaricom Company in Kenya. The study gathered primary data using a detailed interview guide, while senior management, particularly middle-level managers, were tasked with managing strategic changes. Content analysis method was employed to analyze qualitative data. The study led to the discovery that Safaricom Ltd maintained good coordination both before and after the improvements were implemented. The organization had formed and respected employee committees, which performed essential corporate communication. The Board also took advantage of input from employees. The results from the study back up the importance of information exchange in fostering and sustaining success. The research demonstrates methodological gaps in the need for comparison in a wide variety of businesses. There are also analytical gaps in the need to further examine the impact that change management can have on performances. Analyzing the impact of strategy implementation on hotel performance. The results filled in the gaps.

2.3.3 Leadership Style and Performance

In the context of organizational reform in Taiwan, Tsai (2016) undertook to unearth the connection between corporate cultures, leadership behaviors, and work satisfaction. The respondents were hospital nurses in Taiwan, and the study utilized a cross-sectional research approach. Aiming at obtaining data from 300 people the study used a systematic questionnaire. The test returned and applied a total of 200 valid questionnaires. The research used correlation analyzes to evaluate relationships between corporate cultures, leadership behavior and work satisfaction. Study research shows that management behaviour, ultimately employee performance and job

satisfaction, were significantly and positively related. Apart from employees' performance as affected by change management, there are methodological gaps in the need to deal with the organizational performance. Contextual; the need to reproduce the study locally has also been revealed. The contextual and analytical gap was filled by focusing on five star hotel in Kenya and relating strategic change management to performance.

Omari, Ateka, and Nyaboga (2015) launched a research on the impact on organizational success of strategic change management activities. The study based on soft drink industries operating in the west of Kenya. The study results showed that management and especially top management engagement were a vital driving force for the effective implementation and introduction of changes and finally the performance of organizations. The research reveals methodological gaps in the need for further review to cover additional variables in change management. An analysis gap exists in the demand to focus on influences of strategic transformation practices on organizational effectiveness.

Thomas (2014) investigated organizational change and its effect on the Nigerian telecoms industry's organization effectiveness. The report involved Airtel Telecoms Company in Nigeria and 300 randomly selected employees from Airtel Nigeria. The hypothesis was tested using one-way analyses of differences in the analysis (ANOVA). Leadership change management has a significant impact on success, according to the research. In this respect, the study proposed that Nigeria's telecoms leadership should be constructive towards improving the competitive landscape so that it can be enforced smoothly. The study poses contextual gaps for it focused on telecommunication firms in Nigeria prompting the need to study Five star Hotels.

2.3.4 Stakeholders Involvement and Organizational Performance

The effects of stake-holders participation on road infrastructure undertakings in Uasin Gishu County, Kenya, were analyzed by Oyugah and Onyango (2019). The research used a descriptive study approach. Technical employees from KeNHA, KeRRA, KURA, NCA, and two matatu Saccos; Wareng and North Rift members residing in Uasin Gishu County, respectively, were among the target demographic. It was decided to use the census sampling approach. The study used a survey research strategy that included semi-structured questionnaires. Quantitative data has been coded and put into SPSS version 25 for the Social Sciences. It was discovered that including stakeholders in the construction of road infrastructure in the county led to better results. Stakeholder involvement in the discharge and completion of county road building projects has a good and significant influence. The study focused on road-building programs, which had conceptual and contextual flaws. The present focus of the analysis will be on Kenyan five-star hotel outcomes.

Dacha (2018) evaluated the impact of stakeholders contribution to the efficacy of the public procurement procedure using the Jomo Kenyatta College of Agricultural and Technologies as a case study. To obtain data from respondents, descriptive study approaches were employed. Descriptive study methodologies were utilized to acquire information from the respondents. On a population of 160 teammates and employees, the study used a sample group of 48 chances and random sampling approaches. Questionnaires were used to obtain information. Quantitative approaches were used to interpret the data, which was then displayed in the form of pie charts and table diagrams. The results found that minimal consumers are involved in the acquisition process, indicating unhappiness with the process, that senior administration did not promote

stakeholder involvement during the acquisition exercise, and that stakeholder engagement is limited during the acquisition exercise. The study's focus was on government procurement processes. The present setting of the study will be the performance of Kenya's hotel business.

Otieno (2016) attempted to assess the degree of participation of stakeholders in the formulation and execution of the strategy and the impact this had on the institution's performance of tea warehousing companies in Mombasa County, Kenya. All the 17 registered tea warehousing companies operating in Mombasa were the population for the report. The research was conducted using tools from Microsoft Excel and SPSS. Using quantitative data analysis methods, data collected was analyzed. According to the primary data gathered, there was a strong beneficial link connecting stakeholder participation and outcomes. This is despite the fact that project at various in the formation and maintenance of initiatives was limited. Organizations with a higher level of stakeholder participation have a higher index of results than those with a lower level of participation. The study revealed that the tea warehousing enterprises in Mombasa County had above-average stakeholder participation in strategy creation and execution, which harmed organisational effectiveness. The research was based on data obtained from warehouse companies and strategy creation and implementation. There are both environmental and intellectual deficiencies in this situation. The current research will focus on Nairobi-based hotel companies.

Nyandika and Ngugi investigated what impact stakeholder engagement on the execution of road infrastructure at the Kenya Road Development Authority (2015). This study used descriptive survey design. The study employed both qualitative and quantitative methods. The targeted audience for this analysis was 251, Prequalified

Contractors (NCA1 to 3), KeNHA Top Managers (Job group 710), and prequalified consultants. This study used stratified random to choose 30% of the target population. The sample size for this study was 75 people. In this research, questionnaire forms were employed to collect data. Prose topic analysis was employed to evaluate qualitative data, with edition 21 of Sociology Statistics Package being used to assess quantitative data (SPSS). To test the relationship between the variables, the researchers used variance T-test analysis and the F-test. The study discovered that road project awareness, feasibility, and user engagement conferences and seminars have a significant positive impact on project performance. Furthermore, information technology competencies, computer-guided programs, computer network with restricted access and web use, and information technology strategies all elucidated to have critical effect on road infrastructure undertakings. As a result, the analysis to evaluate the presence of association uniting variables using T-test had a technical contradiction. Using Pearson correlation, the current study examined the existence and strength of correlations between the parameters.

2.4 Summary of Literature Review and Research Gaps

Table 2.1 Summary of Literature Review and Research Gaps

Author	Study Focus	Study results	Identified knowledge gaps	Current focus
Shonubi and Akintaro(2018)	Evaluated the effects on organizational efficiency of successful communication.	Both communication participants should be insisted upon to be ardent listeners; prompt steps should be preceded and communication should be carried out; finally successful input and follow-up processes should be followed through	The research was based on an objective evaluation and correlation as well as inferential analyzes were not evaluated.	The current study collected primary data and carried out correlation and regression analysis.
Kim, Watkins and Lu(2017)	Assessment of the effect on results of organizational learning: the emphasis on information and financial efficiency in the UK.	The study showed that learning by organisations, which held beneficial effect on information performance, also contributed positively to financial accomplishment.	The study brings into focus a contextual gap where additional change management factors require to be investigated with an emphasis on their independent and collective impact on performance	The study was done in Kenya and policy recommendations and practices applicable in Kenya.
Wujiabudula and Zehir,(2016)	evaluation by means of product innovation the influence of organizational learning on corporate results.	The study showed that product creativity has a mediating impact on the link that exist between corporate and corporation learning.	The study was in Turkey and the findings may not be applicable in Kenya. The results were based on manufacturing firms and a mediation variable; product innovation was considered	These presents both contextual and conceptual gaps investigated by this study.
Gebremichael, Hailekiros and Renyong(2016)	Assessed the impact on business efficiency of the organizational learning	The study revealed that technical innovation capacity has a mediating	The research reveals valuable methodological, contextual and analytical	Empirical gaps relate to the need to cover more technique for research

Author	Study Focus	Study results	Identified knowledge gaps	Current focus
	capacity: by technical capability for innovation.	role in linking organizational and business learning.	differences. The analytical gaps are defined in terms of the need to use impartial performance metrics other than the management's subjective criterions.	on change management. The need to conduct a local analysis of changing matters, which is scarce, also highlights contextual gaps.
Tsai(2016)	The relationship of organizational cultures, the conduct of leadership and work satisfaction in Taiwan	Study analysis shows that management behaviour, essentially employee performance and job satisfaction, is strongly and positively linked.	Apart from employees' performance as affected by change management, there are methodological variations in the need to deal with the organizational performance. Contextual; the need to reproduce the study locally has also been revealed.	This gap is resolved in Nairobi County, Kenya by concentrating on the five-star hotel and expanding the considered system of variables.
Atambo and Momanyi (2016)	Locally, the study can be repeated and the measurement process expanded to include more variables in the management of transition.	The successful communication improved performance of the employees	In addition, feedback and coordination, the study also raises methodological gaps on the need for more variables of change management to be taken into account in the evaluation. Apart from the case study approach, methodological gaps appear to be related to the need to improve comparability.	This gap is resolved in Nairobi County, Kenya by concentrating on the five-star hotel and expanding the considered system of variables.

Author	Study Focus	Study results	Identified knowledge gaps	Current focus
Zhou, Hu, and Shi(2015)	Will organizational learning contribute to greater firm performance as a change management strategy?	Statistic positive ties between organizational learning and company performance have been identified.	Methodological limitations were that it covered only organizations with access to secondary data. This necessitates doing a research locally and provide further methods for handling change in research are also described in background and methodological limitations.	Identified gaps were solved by analysing the system for addressing change management factors and targeting five-star hotels in Nairobi County, Kenya.
Omari, Ateka, & Nyaboga(2015)	Strategic, strategic change management strategies: soft drink businesses in Western Kenya.	Leadership was a crucial driving force for effective implementation of change and organizational efficiency.	The research reveals methodological limitations and the need to widen the review to include more variables and change management.	In addition to leadership as variables to measure change management, the variations are complemented with the structure of variables on organizational learning, communication and stakeholder involvement.
Thomas(2015)	Nigerian Telecommunications Industries Change management and organizational efficiency.	The outcome showed management of leadership transition has a big performance effect.	The study reveals empirical variations in how more features such as corporate education, stakeholder engagement and communication and feedback are essential to manage change. The need to reproduce the analysis	A research targeting local five star hotels and widening the scope of the variables for change management measured to include both organizational learning, stakeholder engagement and communication filled the gaps.

Author	Study Focus	Study results	Identified knowledge gaps	Current focus
			locally is further exposed by contextual gaps.	
Muema (2015)	The research focuses in Safaricom Limited, Kenya on strategic change management and challenges	Results of the research support the importance of effective communication in promoting progress and maintaining it.	The research demonstrates methodological flaws in the need for comparison in a wide variety of businesses.	A research that further analyzes impact of change management on results has also been established.
Nyandika/and Ngugi(2015)	Examined the influence of stakeholders in the success of highway developments in Kenya	The study found that visibility, viability, conferences and user engagement seminars was impactful on the success of road developments	The study tested the strength and nature of relationship between variables using T-test therefore presenting a methodological gap.	The current study used Pearson correlation to test the nature and strength of relationship between identified variables.
Asamu (2014)	Impact of contact in selected organisations' workers productivity in Lagos, Nigeria.	The study results suggested that efficient communication and performance, productiveness and employee devotion are interrelated.	The study exposes contextual differences in the value of a local analysis. The need to extend the measurement, such as the stakeholder engagement, leadership and organizational learning, to incorporate more variables in performance enhancement management exists.	Locally, the study can be repeated and the measurement process expanded to include more variables in the management of transition.

Source: Researcher (2021)

2.5 Conceptual Framework

There are four independent variables and the dependent variable in the conceptual framework. The independent variables include organization, communication, leadership, engagement, organizational learning and communication among stakeholders. Hotel performance is the dependent variable.

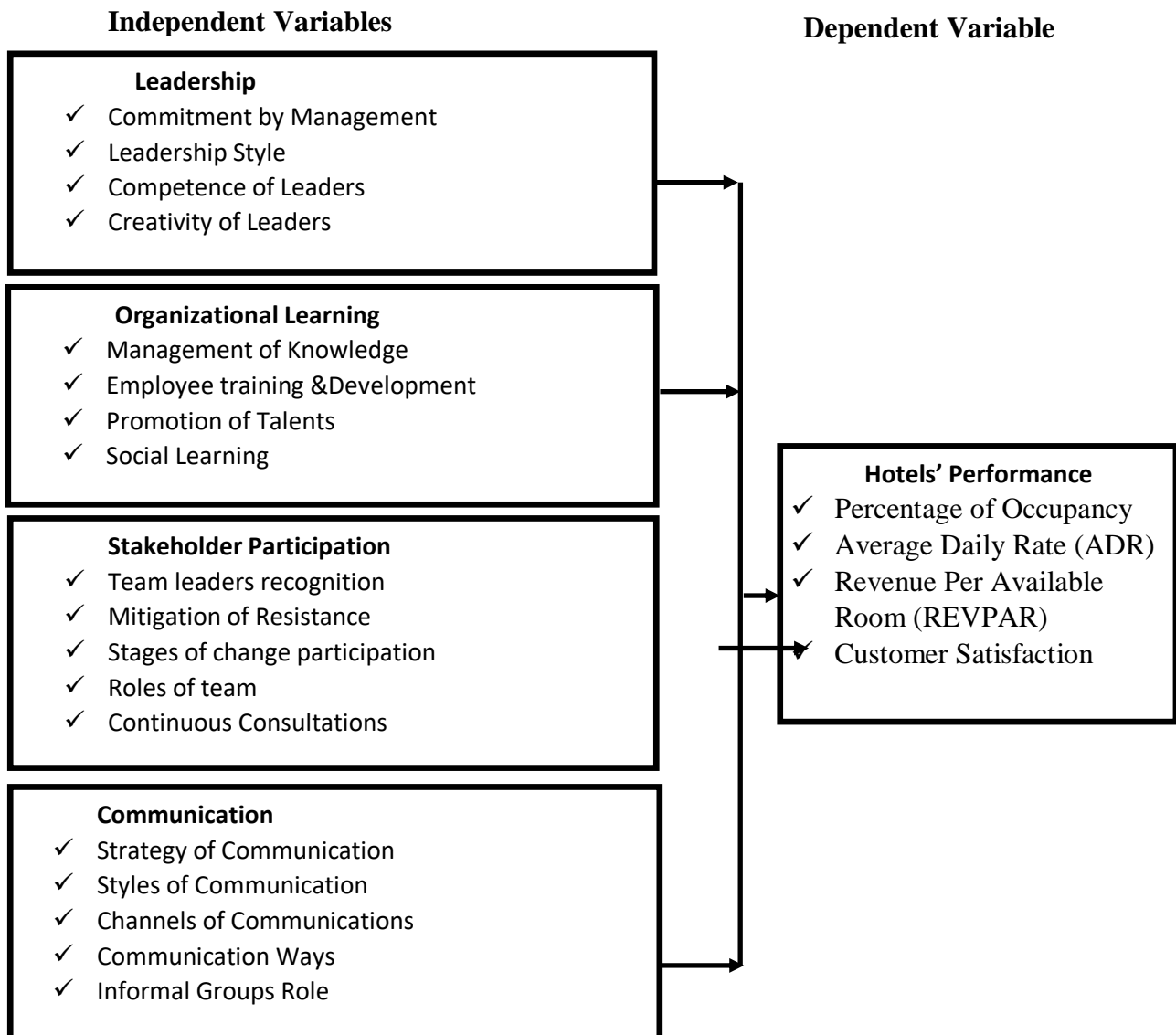


Figure 2.1 Conceptual Framework

Source: Researcher (2021)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter includes an overview of the research design, methods and methodology and analytical techniques employed. The intention is to fashion the methodology to give robust results.

3.2 Research Design

In order to efficiently understand the impact of changing development strategies compared to the performance of five-star hotels in Nairobi, Kenya, the study made use of descriptive research technique. A descriptive survey perspective necessitates the identification of existing traits and relationships among variables, rather than attempting to alter the situation (Mugenda & Mugenda, 2010). When it comes to study design, a descriptive survey style aims to establish when, what, and how (Bulmberg, Cooper & Schindler, 2011). The purpose of the description approach is to determine what occurs in response to specified variables (Kothari, 2011). Because the underlying phenomena cannot be modified because they involve an already existing situation, the descriptive survey approach was chosen for the research of change management methods and efficiency in five-star hotels.

3.3 Target Population

Based on Mugenda and Mugenda (2010), a population is intimated as the entire respondents under the study focus, and it can assist the researcher in achieving the goal. All elements within the area of the study that can respond to the study are referred to as the population. The analytical group consisted of Nairobi County's five-star hotels. The unit of observation was senior management from five-star hotels in Nairobi's county.

There are ten (10) 5-star hotels in Nairobi County, Kenya. Sankara Nairobi, Nairobi Serena Hotel, The Bomas Nairobi, Panari Hotel, Sovereign Suites, Ville Rosa Kempinski, Laico Regency, and Hilton Hotels were among the ten hotels managed by the population of Sankara Nairobi, Nairobi Serena Hotel, The Bomas Nairobi, Panari Hotel, Sovereign Suites, Ville Rosa Kempinski, Laico Regency, and Hilton Hotels. A census research was conducted with all ten hotels, with management staff from each hotel representing each hotel. The focus of this research was on senior management. The respondents chose them because they believe they contain the most critical information about change management strategies and performance.

Table 3.1: Target Population

	Hotels	Senior Managers	Proportion of population
1	Sarova Stanley	9	8.65%
2	Hotel Intercontinental	15	14.42%
3	Sankara Nairobi	13	12.5%
4	Fairmont the Norfolk	11	10.58%
5	The Boma Nairobi	9	8.65%
6	Dusit D2	14	13.46%
7	Hemingway's Nairobi	7	6.73%
8	Villa Rosa Kempinski	13	12.87%
9	Tribe Hotel	6	5.77%
10	Radisson Blu Hotel	7	6.73%
	TOTAL RESPONDENTS	104	100%

Source: National Tourism Strategy and Respective Hotel Website (2021)

The respective numbers of senior managers targeted were sourced from respective hotel website and also based on the number of departments per Hotel in Nairobi City County. The 10 five-star hotels situated in Nairobi City County were subjected to a census study approach. According to Ott and Longnecker (2015), a census is recommended if the components are few. A research by census analyses all elements found for the study without sampling. According to Kothari (2011), a census study is favored if it is

economically feasible, because it provides more reliable results and minimizes sample errors.

3.5 Data Collection Instruments

The study relied on primary data collection methods. A semi-structured questionnaire was used to gather primary data. There were open-ended and closed-ended answers on the question. The use of indeterminate questions allowed diverse opinion regarding the study variables. Closed-ended questions guided the respondents to use various keys to guide them establish the magnitude they compare with the statements presented to them.

3.7 Validity and Reliability of Instruments

3.7.1 Validity of Research Instruments

Bryman and Bell (2015) demonstrate that data from the study really reflect the phenomena under consideration contribute to the validity of a research instrument. This research assessed validity of instruments, its predictive validity, and its content validity. The calculation for a scoring system on a scale or test is called predictive factuality (Chen, 2015). To strengthen the content validity, the researcher performed a comprehensive review of the literature on the topic. The findings were based on opinions of experts together with supervisors in defining and improving the device's predictive and reliability of the constructs. Test pilots was carried out by targeting ten hotels in the County of Nairobi that were not part of the current report. The questions were distributed to the 10 workers of the hotel in order to determine whether the data provided are the requested data. Expert views and pilot training are some of the operational approaches proposed for testing the validity of research resources by Mugenda and Mugenda (2010).

3.7.2 Reliability of Research Instrument

Tests were performed to verify the reliability of the testing instruments. Concerns on reliability are basically the breadth to which reliable research instrument outcomes are obtained after multiple testing. Kothari (2011) suggests, in other words, that any extraordinary findings must not only be a once-instances finding and should also be entirely repeatable, behind the reliability of research instrumentation. The analysis tested the instrument's internal accuracy status. The research utilizes the Alpha Reliability Test of Cronbach to achieve this. Gliems and Gliem (2003) notes that in the circumstances of social science research a reliability coefficient of more than 0.70, which was used as the explanation for the reliability or not of the research instrument.

3.8 Data Collection Procedure

The drop-off and pick-up technique was used to conduct the interviewees questionnaires. The questionnaires were specifically distributed to the different participants, who had time to answer them. The questionnaires were then selected later. The fact that the target interviewees may be hired by a wide category of staff with big tasks and responsibilities justifies their choice of the approach for handling a questionnaire. It is also very hectic to ensure that sessions are conducted with them in the presence of the researcher to complete questionnaires.

3.9 Data Analysis and Presentation

Data obtained was thoroughly cleaned prior to the main review. In Mugenda and Mugenda (2013), the identification and correction of wrong or incomplete information from the dataset is a method involving data verification, data sorting or data cleaning. The data sets are grouped according to the research goals. The research used key diagnostic methods to ensure that collected data follows the basic assumptions for the regression analysis. The regression model is an important analytical method to evaluate

the current assumption. The key research used descriptive together with inferential statistics. To evaluate any qualitative data obtained, the content analysis was used. The mean and standard deviation of descriptive statistics were included. The regression and correlation analysis were the key inferential statistics that drove generalizations for the population. The statistics helped clarify the existence, scale, path and intensity of relationships. Multiple regression model below was used;

$$Y_{ij} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where,

Y = Hotel Performance

X₁ = Leadership,

X₂ = Organizational Learning,

X₃ = Stakeholder Involvement

X₄ = Communication

β_0 = Constant

$\beta_1, \beta_2, \beta_3$ and β_4 = Coefficient of independent variable

The coefficient of determination (R squared) in the model summary was used in the study to estimate the combined influence of the four independent variables on hotel performance and, as a result, the model's usefulness in describing hotel performance. The statistically relevant impact on hotel efficiency of any change management technique could be determined using the P values in the ANOVA table. For the interpretation of F-test statistics a significance level of 0.05 was used. Basically, if it was found that P value exceeds 0.05 i.e. $P < (\alpha = 5 \text{ percent significance level})$ therefore

come to the conclusion that the specific management strategy for change is not linked to hotel performance. R values representing the coefficient of correlation are used to stipulate the degree and direction of the relationship between variables and are expressed on a scale between -1 and +1. $r=1.0$ values show a perfect relationship, while $r=0$ to +1 values indicate that both variables have a propensity to decrease/increase together. The $r = 0.0$ value means both variables do not vary at all, while the $r = -1$ to 0 is a decrease as one variable increases. $R=-1.0$ values show a perfect negative or opposite correlation.

3.10 Ethical Considerations

Research ethics, according to Kothari (2009), is the technique used to guarantee that the study is carried out in a way that upholds the secrecy, privacy, and rights of others. To guarantee that the research served exclusively academic interests, research permits were secured from relevant authorities such as NACOSTI and Kenyatta University. All necessary permits were received from the appropriate institutions. To protect responders' privacy, a letter of dedication signed by a research scientist was added. In order to uphold the knowledge of others, the research specifically referred to the previously mentioned data.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The data collected on the strategic change management techniques and performance of five star hotels in Nairobi County, Kenya, is analyzed in this chapter. As the research instrument, only questionnaires were used to collect data. The questionnaires were created in accordance with the research's unique goals. The goals were to determine the effect of organizational learning, communication, leadership change and stakeholder's involvement on five-star Hotel's performance in Nairobi City County, Kenya.

4.2 Response Rate

The study aimed to reach 104 individuals from the 10 five-star hotels that were selected. Ninety one of these 104 questionnaires were duly filled and returned to the researcher. The response rate was 87.5%. The non-response rate of 12.5% was as a result of partially filled questionnaires and those who never responded. This response rate was in line with the stipulation by Mugenda and Mugenda (2013) that the response rate is excellent at 70%.

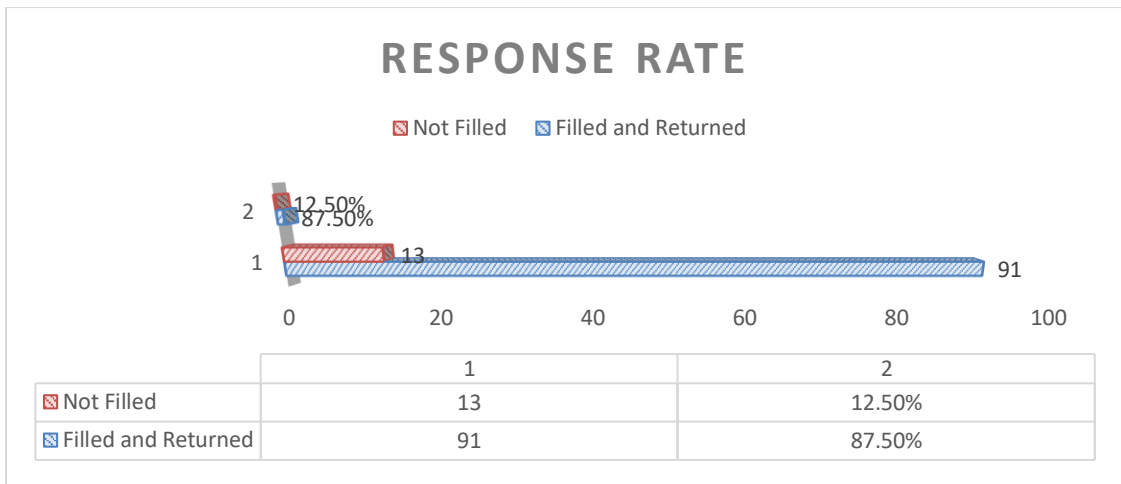


Figure 4.1 Response Rate

Source: Survey Data (2021)

4.3 Pilot Test Results

A pilot test was done with five hotels. The number examined in the pilots was not included in the main study because it was a preliminary assessment of the data gathering tools' validity and reliability. The pilot test intention was to judge the data gathering instruments' reliability and validity (Cooper & Schindler, 2011). The pilot study comprised of ten participants, accounting for 10% of the complete sample size of 104. This was aligned with the study's spirit and qualitative research approach .

4.3.1 Reliability Tests

To test the reliability of the data collection tool, Cronbach's Alpha was employed. Cronbach's 's alphas for the two concepts fell within the prescribed range of 0.7 to 0.9, suggesting that the data gathering for the assessment was adequately reliable.

Table 4.1: Reliability Tests

Constructs	Values	Remarks
Organizational Learning	0.837	Reliable
Leadership Style	0.790	Reliable
Stakeholders Involvement	0.767	Reliable
Communications	0.822	Reliable
Hotel Performance	0.811	Reliable

Source: Survey Data (2021)

All the Cronbach Alpha values were above a threshold of 0.7 and therefore the instrument was reliable. Organizational learning was 0.837, 0.790 for leadership style, 0.767 for stakeholder involvement, 0.822 for communications and 0.811 for Hotel performance.

4.5 Demographic Information

Orotho (2010) and Head et al. (2011), for instance, have intimated the relationship of socioeconomic background of the respondents and the approach for answering to the study objectives. As a matter of fact, people, being influenced by inherent qualities and characteristics such as age, sex, level of education, work experience, race and ethnic affiliations will interpret and hence have contradicting opinions on a particular research subject as observed by Orotho (2010).

4.5.1 Gender of Respondents

Table 4.2 outlines the genders of the respondents.

Table 4.2: Gender of Respondents

Gender	Frequency	Percentage
Male	59	65
Female	32	35
Total	91	100

Source: Survey Data (2021)

According to obtained results, 65 percent of the respondents were men and 35 percent were women. The attainment of third gender representation was established, which is consistent with the constitution's gender provisions.

4.5.2 Respondent’s Leadership Positions

The study's objective was to figure out where hotel managers in Nairobi County held leadership positions. The outcomes are shown in Figure 4.2. The bulk of the managers in the five-star hotel were in charge of operations, as shown in the graph below (35.16 percent). Marketing managers made up 23.08 percent of the sample, human resource managers 20.88 percent, and unit managers 10.99 percent. Relationship managers made up 9.89 percent of the total number of respondents. The findings show that managers in charge of operations held the majority of senior positions in the five-star hotel.



Figure 4.2 Respondents Leadership Positions

Source: Survey Data (2021)

4.5.3 Level of Education

The study looked at the educational backgrounds of a number of hotel managers in Nairobi County. The results are shown in figure 4.3 below. A bachelor's degree was held by the majority of respondents (59.34 percent), while a diploma certificate was earned by the minority (15.38 percent). Holders with a master's degree made up 25.27 percent of the total. As a result, the vast majority of hotels hire university graduates and place a premium on academic credentials in management positions. The implication is that respondents were conversant with of the statistics necessary to achieve the study's objectives.

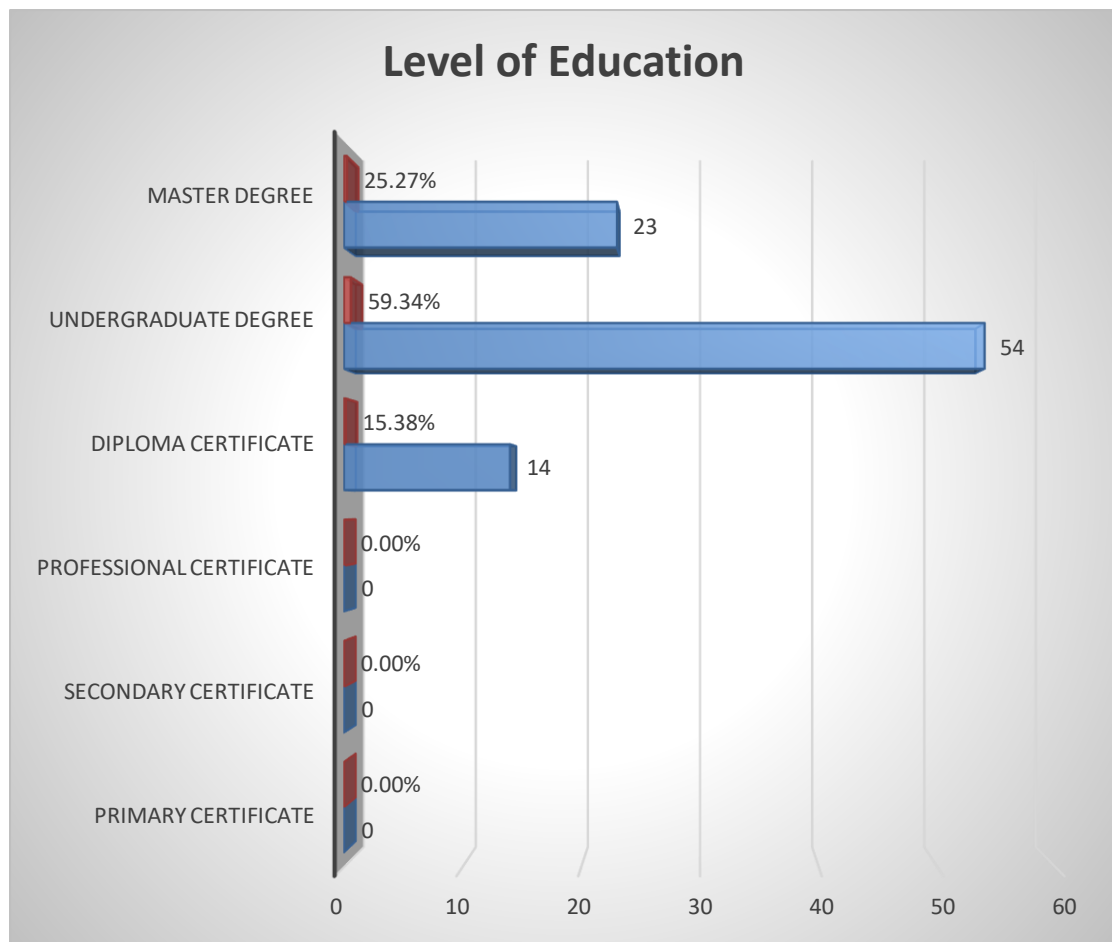


Figure 4.3 Leadership Positions Held

Source: Survey Data (2021)

4.6 Analysis of Study Variables

This sections presents results on respondents views and opinions related to the study variables. The participants were expected to specify to what length they were in agreement with various assertions related to study variables. Measures of central tendencies namely average and standard deviation were used to determine how much the respondents agreed with the statements stated in this section. A high mean indicates a high level of agreement with the assertions made in the corresponding tables, whilst a low mean suggests a low level of agreement. The standard deviation was used to calculate the response dispersion rate. The dispersion shows how the replies are distributed and vary.

4.6.1 Analysis based on Leadership and Performance of Hotels

The objective of this research was to evaluate how leadership style affected the performance of five-star hotels. The study looked into a number of leadership factors and how they influenced organizational success. The respondents were then requested to assign numbers to each of these statements on a scale of one to five.

Table 4.3 Leadership Style

Statements	Mean	Std. Dev
Corporate leaders are encouraging the need for reform to be increased	3.788	0.1232
A dedicated and highly motivated leadership class directs the company	4.732	0.966
The corporate leaders are sufficiently knowledgeable with expertise to guide policies of change management	3.992	1.123
In order to effectively introduce improvement, the organizational leaders are imaginative and inventive	4.422	0.777
The management committee chooses the best people for the leadership coalition	3.898	1.332
The management team encourages and promotes improvements by the right people	3.999	1.121
Average Mean	4.138 5	0.907

Source: Survey Data (2021)

With a mean of 3.788 and a standard deviation of 0.1232, participants agreed that corporate leaders are encouraging the need for reform to be increased. With a means of 4.732 and a variance of 0.966, the majority of participants very much agreed that the organization is led by a dedicated and highly motivated leadership class. The poll indicated that most company leaders had the knowledge and expertise to advise shift management practices, with a means of 3.992 and a variance of 1.123. The majority of respondents strongly agreed that organizational leaders must be imaginative and inventive in order to effectively bring improvement (mean=3.992, SD=1.121). The study findings indicated that the management committee chooses the best people for the leadership coalition (M=3.898, standard deviation=1.332). The findings presented that the top management encourages and promotes improvements by the ideal people as reflected in a high Mean of 3.999 and standard deviation of 1.121. It is plain that leadership positions were held by competent personnel and that the leadership style

greatly affected the hotels performance.

The results are comparable to those of Thomas (2014), who investigated the effects of change management and organizational effectiveness in Nigerian telecoms sector. Project managers through leadership, according to the research, has direct effect on performance. As a result, the report proposed that Nigeria's telecommunications sector leaders be aggressive in response to changes in such a competitive market, enabling for smooth implementing change.

4.6.2 Analysis Based on Organizational Learning and Performance of Five Star Hotel

This section outlines findings on effect of organizational learning and how it affects the performance of five star hotels in Nairobi City, Kenya. These results were summarized in table 4.4

Table 4.4 Analysis based on Organizational Learning

Statement	Mean	Std. Dev
In order to promote improvement efforts, the company has a clearly established knowledge management strategy.	4.675	1.112
Training and development programs for workers to manage reform strategies are routinely undertaken by the organization	3.998	1.235
The company acknowledges imagination and employee innovation as agents of transformation.	4.345	0.991
Peer learning as a significant pillar for effective implementation of change is promoted in the company.	4.567	0.994
The business has a well-established talent acquisition and promotion system and strategy.	3.897	0.777
Aggregates	4.296	1.0218

Source: Survey Data (2021)

From data in table 4.4, respondents strongly concur that in order to promote improvement efforts, the company has a clearly established knowledge management

strategy (Mean= 4.675, std dev =1.112). The study found that training and development programs for workers to manage reform strategies are routinely undertaken by the organization (M=3.998, std dev =1.235). The results clearly demonstrated that the company acknowledges imagination and employee innovation as agents of transformation (M=4.345, std dev =0.991). It was clearly evidenced that peer learning as a significant pillar for effective implementation of change is promoted in the Hotels (M=4.567, std dev=0.994). The results showed that the business has a well-established talent acquisition and promotion system (M=3.897, std Dev=0.777). In general, the findings show that Nairobi County's five-star hotels regularly implement training and development programs to educate their employees to deal with change initiatives, and that peer learning is promoted.

Sampe (2012), who researched the effects of corporate learning on productivity in Indonesian SMEs, came up with similar results. The findings established that SMEs' performance is influenced by organizational learning initiatives, as well as the fact that peer learning is promoted. Zhou, Hu, and Shi (2015) investigated organizational learning on performance focusing on Chinese publicly traded enterprises. Organizational learning characteristics were determined to have favorable statistically significant relationships with performance.

4.3.3 Analysis Based on Stakeholders Involvement on Performance of Five Star Hotels

This segment analyses results based on stakeholder involvement on performance of five star hotels in Nairobi County, Kenya. The results were presented in table 4.5.

Table 4.5: Analysis Based on Stakeholder Involvement

Statement	Mean	Std. Dev
The company acknowledges, assists in the introduction and execution of change by and respects team leaders	3.334	0.852
The hotel has well developed methods to reduce change resistance	4.414	1.015
Stakeholder engagement in the management of changes takes place at all levels of development and adoption of transition.	3.997	1.224
The company supports and empowers the role played by the team in the management of transition.	4.761	1.200
Consultation takes place as an unceasing process in the process of organizational change.	4.668	1.111
Aggregate	4.235	0.7778

Source: Survey Data (2021)The results from the findings indicates that the company moderately acknowledges, assists in the introduction and execution of change by and respects team leaders (Mean= 3.334, std dev=0.852). The outcome also show that largely the hotel has well developed methods to reduce change resistance (M=4.414, std dev =1.015). The results in Table 4.4 expressed that Stakeholder engagement in the management of changes takes place at all levels of development and adoption of transition (M=4.761, std dev= 1.200). The Hotels recognizes, includes, and empower teams during the commencement and execution of change and thereby empowers such teams (M = 4.761, std dev= 1.200). Consultation occurs throughout the process in the process of organizational change (M=4.668 and std dev=1.111), according to the findings. Throughout the entire change introduction and implementation process, consultation is a continual process. Wanyama (2013) found similar results when looking at the influence of stakeholder involvement on change management in the Kenya Ports Authority (KPA). According to the research, KPA consulted with its stakeholders during the reform process, although not at all phases. To get the most out of stakeholders' participation, it was vital to increase stakeholder involvement,

particularly at the planning phase of the changes.

4.6.4 Analysis Based on Communication and its Effect on Performance of Five Star Hotels

This section analysis effect of communication on five star hotels performance in Nairobi City, Kenya. The results underwent analysis and reported in table 4.6.

Table 4.6 Analysis Based on Communication Variable

Statements	Mean	Std. Dev
The communication methods used by the hotel make sure the information is communicated easily and clearly.	4.710	0.999
In order to effectively communicate information on improvements, the company uses both formal and informal communication strategies.	4.887	1.202
In order to ensure information reaches stakeholders in due time, the company uses a number of means of communication.	4.659	0.995
Stakeholders are grateful for the Hotel's input for it responds promptly to inquiries	4.888	.770
The part informal groups played in the quick and effective conveying of information on changes is given close attention by the hotel.	4.833	0.889
Aggregate	4.795	0.971

Source: Survey Data (2021)

The survey found that, to a large extent, the hotel's communication methods ensure that information is delivered readily and clearly, with a mean of 4.710 and a standard deviation of 0.999. The respondents firmly agreed that in order to effectively communicate information on improvements, the company uses both formal and informal communication strategies (M=4.887, Std Dev=1.202). The findings also indicated that in order to ensure information reaches stakeholders in due time, the company uses a number of Means of communication which depends on the hotels objectives (M=4.659, Std Dev=0.995). A mean of 4.888 in table 4.6 indicates that

stakeholders are grateful for the Hotel's input for it responds promptly to inquiries. Further, it was clearly evidenced that the responsibility of unofficial groups in the quick and effective communication of information on changes is given close attention by the hotel (M=4.833, Std Dev= 0.889). In general, the findings revealed that the Hotels use a variety of communication methods to ensure that information reaches stakeholders in a timely manner, and that they value feedback from all stakeholders and respond to issues expressed promptly.

Asamu (2014) concurs with the study's findings. In Lagos State, Nigeria, he performed a research targeting the effects of communicating on worker performance in several businesses. According to the research, there exist a link between efficient relaying of information and job performance, capacity, and devotion. Managers should connect with employees on a frequent basis, according to the survey, in order to boost employee loyalty and productivity. The conclusion of the study are comparable to those of Atambo and Momanyi (2016), who used a case study of KPLC in Kenya's South Nyanza Region to evaluate the effects of internal administration on worker's productivity. The goal of the research at Kenya Power Electric and Lighting Company South Nyanza Region was to see how downwards, uphill, and vertical communications affected employee performance. Lateral communications has been found to be crucial since it allows for cross-divisional interactions, team formation, and appropriate job cooperation.

4.7 Analysis of the Performances of Five Star Hotels in Nairobi County

The analysis of results on the performance of the Five star hotels in Nairobi County were presented and interpreted in this part. The summarized results were summarized in Table 4.7

Table 4.7 Analysis of the Performances of Five Star Hotels in Nairobi County

Performance Statements	Mean	Std. Dev
How will you rate the customers' satisfaction with the hotel's products and services	4.444	1.173
Would you recommend improving the level of customer satisfaction in the hotel sector	4.871	1.113
How do you rate the access to the hotel rooms and number of rooms	4.876	1.233
Indicate the level of customer outreach in the Hotel industry	3.112	1.234
How would you rate the revenue per available room (REVPAR) in your five star hotels in for the last 5 years	3.453	0.997
Aggregate	4.1512	1.15

Source: Survey Data (2021)

The results on five-star hotel performance as depicted in Table 4.7 indicates customers' satisfaction with the hotel's products and services was highly satisfactory as illustrated by a mean of 4.444 and a standard deviation of 1.173. However, the managers felt that they highly recommend on improving the level of customer satisfaction in the hotel sector (M=4.871, Std dev=1.113). The study results also indicated that the Hotels room numbers and access by clients was highly satisfactory (M=4.876, Std Dev=1.233). Further there was a concern on the customer outreach level especially in the years 2020 and 2021 which was highly connected to economic challenges and the Covid 19 pandemic outbreak which has affected adversely the hospitality industry all over the globe (M = 3.112, std dev =1.234). The rating for the revenue per available room (REVPAR) in the five star hotels for the last 5 years was moderate (M=3.453, Std dev=0.997). However, majority of the managers indicated that the government regulations and restriction of travel in and out of counties and countries adversely affected their REVPAR especially in the financial years 2019/20 and 2020/21.

4.8 Qualitative Analysis

The respondents were requested to give their thoughts in regards to possible challenges leaders encounter as they work on improving hotel performances. The respondents argued that resistance to the proposed change is the major challenge. Some of the respondents felt that sometimes there was difficulty in getting the buy-in of employees. They attributed this to challenges in communicating the vision of the hotel coherently. However, they reported that there was a lot of effort in regard to receiving feedback and engaging major stakeholders when making major decisions.

4.9 Inferential Analysis

To establish a link between the study's variables, the researcher used multiple regression analysis. The results are presented in the following parts.

Table 4.8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845	.714	.699	1.51911

Source: Survey Data (2021)

The model summary above depicts a coefficient of correlation R of 0.845 elucidating the existence of strong positive correlation between the variables of the study. The coefficient of determination R square is 0.714 indicates that 71.4 percent change in Hotel's performance was explained by independent variable change management (leadership, stakeholder's involvement, organizational learning, and communication).

Table 4.9: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	51.13	4	12.78	55.09	.000
Residual	20.14	87	0.232		
Total	71.27	91			

Source: Survey Data (2021)

The processed data ANOVA findings at a 5% level of significance suggest a calculated F value of 55.09, while F critical 2.48 is taken from the F Table. As F calculated is more than F critical, the total regression model was significant in predicting the relationship between the research variables. The P value 0.000 is likewise less than 0.05, indicating that research variables have a statistically significant correlation.

Table 4.10: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.454	2.264		.217	.132
Leadership Style	.599	.179	.297	1.422	.000
Organizational Learning	.467	.191	.468	2.456	.000
Stakeholders Involvement	.229	.051	.289	2.789	.000
Communication	.258	.079	.881	4.798	.000

Source: Survey Data (2021)

From the result in Table 4.10, the equation established became:

$$Y = 1.454 + 0.599X_1 + 0.467X_2 + 0.229X_3 + 0.258X_4 + \varepsilon$$

Where: Y= Hotels Performance, X₁ = Leadership, X₂ = Organizational, Learning, X₃ = Stakeholders Involvement, X₄ = Communication

If all other factors remain constant, the above model indicates that Hotel performance will be 1.454 units. Hotel performance is improved by 0.599 units with a one-unit increase in leadership, 0.467 units with a one-unit increase in organizational learning, 0.229 units with a one-unit increase in involvement of stakeholders, and 0.258 units with a one-unit increase in communications. Worked up adds up to Hotel Performance P=0.000 0.05, based on the level of significance of each predictor variables at the 5% significant level. With a P=0.0000.05, learning organization was found to be a significant predictor.

Stakeholder inclusion has a significant impact on hotel performance ($P=0.0000.05$). With a P-value of 0.0000.05, communication had a substantial impact on hotel performance. Asamu (2014) discovered a link between effective communication and employee performance. Zhou, Hu, and Shi (2015) found that organizational learning increases firm performance in Chinese publicly traded firms and that organizational learning dimensions have a statistically significant beneficial impact on firm performance.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The researcher's study objectives are used to create a summary of the research findings. The key findings of the study being used to form conclusions. The findings of the study are suitable and applicable to policy and operations, and the arising options for future research provide new avenues for scholars and academics to explore.

5.2 Summary of the Findings

The study's purpose was to evaluate how different methods to strategic change management affected the performance of five-star hotels in Nairobi, Kenya. The study's specific objectives were to identify effects of leadership on five-star hotel performance, the extent to which organizational learning affects five-star hotel performance, the correlation between involvement of stakeholders and five-star hotel performance, and the influence of communication on five-star hotel performance. 91 of the 104 questionnaires sent to the respondents were answered fully and brought back to the researcher. This resulted in an 87.5 percent response rate.

5.2.1 Leadership and Hotel Performance

The study's main purpose was to see how leadership style affected the performance of five-star hotels. According to respondents, top management create a buzz to emphasize the need for change as a result of the findings. The hotels are run by a highly dedicated motivated group of executives, according to the majority of respondents. The

significant majority of participants said that hotel management has the ability and skill to conduct change initiatives. Whenever it comes to integrating change, they all agreed that hotel managers are adaptable and resourceful. To foster change, the bulk of responses assertively believe that the leadership team hand-picks the finest persons for the steering group and develops and promotes the best personnel.

5.2.2 Organizational Learning and Hotel Performance

The second goal was to determine how much learning organization influenced the performance of five-star hotels in Kenya's Nairobi City. According to the findings, the hotel has a well-defined organizational learning policy in place to facilitate change activities. According to the proportion of participants, the hotel frequently organizes training programs to educate personnel on how to deal with change efforts, and peer learning is recognized as a vital pillar of effectively implementing change in the industry.

5.2.3 Stakeholder Involvement and Hotel Performance

The third purpose was to find a link between stakeholder involvement and the performance of five-star hotels in Nairobi County, Kenya. The findings show the Hotels identifies, involves, and supports teams in the large-scale introduction and implementation of change. The vast majority of respondents believed that the industry recognizes the need of collaboration in change management and thus enables these groups. Most hotel managers concurred that discussion is a sustained activity all through the change presentation and implementation phases, and that stakeholder involvement in organizational change happens at all stages.

5.2.4 Communication and Hotel Performance

The fourth goal was to look into how communication affected the performance of

identified hotels in Kenya's Nairobi County. From the study, the hotel's communication methods are working in making sure speedy, clear information delivery; the hotel uses both formally and informally interaction procedures to verify efficient delivery of changes associated; and the hotel uses a range of communication channels to guarantee information is accessed by interested parties within reasonable timescales.

5.3 Conclusions of the Study

Leadership, organizational learning, stakeholder engagement, and transparency in communication all have an undeniable positive impact on five-star hotel performance, according to the study. Change management will only yield results if human disinclination to accept change is addressed. Because it requires going from the familiar to the unknown, which is hazardous, demanding, and tough. Implementation of change can cause workplace friction. Hence adjustments in many departments must be made on a frequent basis in modern company to placate stakeholders and improve a hotel's performance

5.4 Recommendations of the Study

Based on the fact that encountering change in the hotel industry is inevitable, the study recommends that learning in an organization be executed gradually ensuring there is inclusivity, ultimately leading to changes in planning and enhanced organizational efficiency.

Environmental scanning should be encouraged in hotels because it is the only method to alleviate stress during transitions. Through the inclusion of all stakeholders at all levels in the change management process, successful change management should stimulate employee training programs and teach employees about the implications of change.

Resistance to change may be minimized by change managers using change methods, with the participative leadership method being the best option. Leaders should anticipate change in the hotel business and incorporate change managers in all levels in the change process through proper communication at all stages.

5.5 Suggestions for Further Study

The impact of strategic change management methodologies on the performance of five-star hotels in Nairobi County, Kenya was investigated in this study. Other businesses, such as telecommunications, oil and petroleum, manufacturing, and even supermarkets, may perform similar research. Because the study only looked at four independent factors, other variables related to strategic change management should be investigated to see if they have an impact on organizational performance.

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APPENDICIES

APPENDIX I: INTRODUCTION LETTER

**Ann Mercy Wanjiku,
Kenyatta University,
P.O. Box 42844 – 00100,
NAIROBI.**

RE: REQUEST TO BE A PARTICIPATANT IN A STUDY

I am conducting a study on impact of change management practices on the performance of five-star hotels in Nairobi County, Kenya.

This is to implore your participation in the research by openly and truthfully answering the questionnaire.

Your anonymity is guaranteed and the information you provide is confidential and will be used for education purposes only.

Your time and participation in this study is valued and appreciated.

Yours Faithfully,

Ann Mercy Wanjiku

APPENDIX II: QUESTIONNAIRE

SECTION A: BACKGROUND INFORMATION

1.Name of the Hotel (**optional**).....

2. Gender of the Respondents

Male Female

3

SECTION II:LEADERSHIP AND PERFORMANCE OF HOTEL

Please indicate to what degree you agree with the following hotel management claims.

Application; 1- not at all, 2-small, 3-small, 4- large and 5 – very large

		1	2	3	4	5
5.	Corporate leaders are encouraging the need for reform to be increased.					
6.	A dedicated and highly motivated leadership class directs the company.					
7.	The corporate leaders are sufficiently knowledgeable and expert to guide policies to change.					
8.	In order to effectively introduce improvement, the organizational leaders are imaginative, inventive and					
9.	The management committee chooses the best people for the leadership coalition.					
10.	The management encourages and promotes improvements by the right people.					

11. Indicate some major leadership challenges affecting hotel management in Kenya.....

.....

SECTION C: ORGANIZATIONAL LEARNING AND PERFORMANCE OF HOTELS

To what degree do you express the following declarations on organisation's learning?

Application; 1- not at all, 2-small, 3-small, 4- large and 5 – very large

		1	2	3	4	5
12.	In order to promote improvement efforts, the company has a clearly established knowledge management strategy.					
13.	Training and development programs for workers to manage reform strategies are routinely undertaken by the organisation.					
14.	The company acknowledges imagination and employee innovation as agents of transformation.					

15.	Peer learning as a significant pillar for effective implementation of change is promoted in the company.					
16.	The business has a well-established talent acquisition and promotion system and strategy.					

17. Highlight some of the challenges relating to organization learning in hotel industry.....

C: STAKEHOLDER INVOLVEMENT AND HOTEL PERFORMANCE

How do you feel about the Stakeholder Implication Process at the hotel following statements? Tick properly. Tick properly. Application; 1- not at all, 2-small, 3-small, 4- large and 5 – very large

		1	2	3	4	5
18.	The company acknowledges, assists in the introduction and execution of change by and respects team leaders.					
19.	The hotel has well developed methods to reduce resistance to transition.					
20.	Stakeholder engagement in the management of changes takes place at all levels of development and adoption of transition.					
21.	The company supports and empowers the role played by the team in the management of transition.					
22.	Consultation takes place as a continuous process in the process of organizational change.					

23. What mechanisms are used to involve stakeholders in the management of the industry.....
.....

D: COMMUNICATION AND HOTEL PERFORMANCE

To what degree do you consider the contact and input of the hotel as a facet of changing management following statements? Tick properly. Tick properly. SCALE: Use; 1- not at all, 2-small, 3- moderate, 4- high, 5- very large.

24.	The communication methods used by the hotel make sure the information is communicated easily and clearly.	1	2	3	4	5
25.	In order to effectively communicate information on improvements, the company uses both formal and informal communication strategies.					
26.	In order to ensure information reaches stakeholders in due time, the company uses a number of means of communication.					
27.	Both stakeholders are grateful to the Hotel for their input, and it responds promptly to inquiries.					

28.	The part of informal groups in the quick and effective conveyance of information on changes is given close attention by the hotel.					
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29. What are the challenges affecting communication processes in the Hotel.....

.....

30. How do you handle communication challenges in the Hotel.....

.....

E: HOTEL PERFORMANCE

30. How will you rate the customers' satisfaction with the hotel's products and services? Check correctly.

Highly satisfying ()

Satisfying ()

Not Sure ()

Dissatisfying ()

Highly Dissatisfying ()

31. How would you recommend improving the level of customer satisfaction in the hotel sector?

.....

32. How do you rate the amount of access to the hotel rooms? Tick properly. Tick properly.

Very effective ()

Effective ()

Not Sure ()

Ineffective ()

Very Ineffective ()

33. What recommendations would you give towards improving the customer outreach in the Hotel industry?

.....
.....
.....
.....

34. How would you rate the revenue per available room (REVPAR) in your five star hotels in for the last 5 years?

- Highly Satisfying ()
- Satisfying ()
- Not Sure ()
- Dissatisfying ()
- Highly dissatisfying ()

35. What recommendations would you give towards improving the customer numbers in the Hotel industry especially under the current Covid-19 pandemic?

.....
.....
.....
.....

THANK YOU FOR THE INFORMATION.