

**FACTORS AFFECTING ORGANIZATIONAL PERFORMANCE IN THE  
HOSPITALITY INDUSTRY IN KENYA: A CASE STUDY OF PARKINN  
HOTEL**

**SARAH NJERI NGUGI**

**A RESEARCH PROJECT SUBMITTED TO SCHOOL OF  
MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE  
REQUIREMENT FOR THE AWARD OF DEGREE OF BACHELOR OF  
MANAGEMENT AND LEADERSHIP OF THE MANAGEMENT  
UNIVERSITY OF AFRICA**

**MARCH 2018**

**DECLARATION**

**Declaration by the Student**

This project is my original work and has not been presented for a degree in any other University

**Signature**.....

**Date** .....

**Sarah Njeri Ngugi**

**BML/11/00383/2/2015**

**Declaration by the Supervisor**

This project has been submitted for examination with my approval as University Supervisor

**Signature**.....

**Date** .....

**Mr.David Kanyanjua**

**DEDICATION**

This project is dedicated to my family members especially my husband and my two children who have always been there for me. May God accord them good health, joy, peace, long life and above all, God's everlasting love.

## **ACKNOWLEDGEMENT**

This research Project is a result of support from several sources; first I would like to give praise and honour to the almighty God for giving me sufficient grace and power to write this project. I would also like to thank my supervisor Mr. David Kanyanjua whose comments and advice have been very useful to me. Lastly I would like to acknowledge the entity MUA or the good and conducive learning environment during my study period thanks a lot and God bless you.

## **ABSTRACT**

The purpose of the study was to determine the factors affecting organizational performance in the hospitality industry in Kenya. The specific objectives were to examine the effect of employee skills in organizational performance in the hospitality industry in Kenya, to determine the effect of innovation on organizational performance in the hospitality industry in Kenya, to investigate the effect of managerial efficiency on organizational performance in the hospitality industry in Kenya, to find out the effect of geographic location on organizational performance in the hospitality industry in Kenya. The significance of the study is to the management of Parkinn hotel, other hotels and future researchers. The theoretical review for this study involved The Universal Perspective theory and Resource-Based View/theory (RBV). The study adopted descriptive research design. The target population of the study was 150 of the employee at the Park inn hotel. The sampling technique to be used was stratified random sampling. Secondary and primary data was collected using a self administered questionnaire. The questionnaire was piloted in order to check for validity and reliability. Questionnaires was administered through drop and pick method. The data collected was analyzed using various statistical tools and instruments such as ANOVA, correlation and multiple regression analysis. Majority of the respondents were in agreement employee skills influences organizational performance in the hospitality industry while only a few disagreed. From the findings majority of respondents that innovation has an influence on organizational performance in the hospitality industry. The analysis shows most of respondents were in agreement that managerial efficiency has a great effect on the organizational performance in the hospitality industry in Kenya. From the findings majority of the respondents agreed that geographic location has an influence on organizational performance in the hospitality industry in Kenya while a few of the respondents disagreed. Based on the research findings the management of the organizations is recommended to hire well trained and experienced employees so as to reduce the cost of retraining while promoting quality of services offered. Therefore the research recommends to the management is recommend being innovative on the following areas on the way food and in-house is presented to be customized to suit different customer preferences. It is therefore imperative for management of park inn hotel to accept and strictly observe the golden rule for leadership. Therefore the management of the hotel should ensure the location is connected to the agglomeration effects, public service, infrastructure, and road, accessibility to tourist sites, including agglomeration effects, public service, infrastructure, and road and subway accessibility to tourist sites.

## TABLE OF CONTENTS

DECLARATION .....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
ABSTRACT .....	v
LIST OF TABLES.....	viii
LIST OF FIGURES .....	ix
LIST OF ACRONYMS AND ABBREVIATIONS .....	x
OPERATIONAL DEFINITION OF TERMS .....	xi
CHAPTER ONE.....	1
INTRODUCTION OF THE STUDY .....	1
1.0 Introduction.....	1
1.1 Background of the Study .....	1
1.2 Statement of the Problem .....	3
1.3 Objectives of the Study .....	4
1.4 Research Questions .....	4
1.5 Significance of the Research.....	5
1.6 Scope of the Study.....	5
1.7 Chapter Summary.....	5
CHAPTER TWO .....	7
LITERATURE REVIEW .....	7
2.0: Introduction.....	7
2.2 Empirical Literature Review.....	8
2.3 Summary and Research Gap.....	14
2.4 Conceptual Framework .....	16
2.5 Operationalization of Variables .....	16
2.6 Chapter Summary.....	17
CHAPTER THREE .....	18
RESEARCH DESIGN AND METHODOLOGY .....	18
3.0 Introduction.....	18
3.1 Research Design.....	18

3.3 Target Population.....	18
3.4 Sample and Sampling Technique.....	19
3.4 Instruments .....	19
3.5 Pilot Study .....	20
3.6 Data Collection Procedure.....	21
3.7 Data Analysis and Presentation .....	21
3.8 Ethical Considerations.....	22
3.9 Chapter Summary.....	23
CHAPTER FOUR.....	24
DATA ANALYSIS AND INTERPRETATION OF FINDINGS .....	24
4.0 Introduction.....	24
4.2Limitations of Study.....	37
4.3 Chapter Summary.....	38
CHAPTER FIVE .....	39
SUMMARY, RECOMMENDATIONS AND CONCLUSIONS .....	39
5.0 Introduction.....	39
5.1 Summary of Findings .....	39
5.2Conclusion.....	41
5.3 Recommendations .....	41
5.4 Suggestions for Further Study .....	42
REFERENCES .....	43
Appendix I: Questionnaire.....	i

**LIST OF TABLES**

Table 3.1 Target Population..... 19

Table 3.2 Sample size..... 19

Table 4.1: Response Rate..... 24

Table 4.2: Reliability Analysis..... 20

Table 4.3: Influence of employee skills on property performance ..... 27

Table 4.4: Influence of innovation on property performance. .... 29

Table 4.5: Influence of managerial efficiency on property performance ..... 31

Table 4.6: Influence of geographic location On Property performance ..... 32

Table 4.7: Correlations ..... 34

Table 4.8: Model Summary ..... 34

Table 4.9 Analysis of variance..... 35

Table 4.10: Coefficients..... 37



**LIST OF FIGURES**

Figure 2.1 Conceptual Framework ..... **Error! Bookmark not defined.**19

Figure 4.1 gender of Respondents ..... 24

Figure 4.2 Education Level of Respondents ..... 25

Figure 4.3 Years of Work Experience ..... 26

Figure 4.4 employee skills ..... 26

Figure 4.5 innovation..... 28

Figure 4.6 managerial efficiency..... 30

Figure 4.7 geographic location..... 32

## **LIST OF ACRONYMS AND ABBREVIATIONS**

<b>DEA</b>	Data envelopment analysis
<b>HR</b>	human resource
<b>HRM</b>	human resource management
<b>RBV</b>	Resource-Based View/theory
<b>IT</b>	information technology

## **OPERATIONAL DEFINITION OF TERMS**

- Employee Skills** As the transferable skills needed by an individual to make them 'employable'. Along with good technical understanding and subject knowledge, employers often outline a set of skills that they want from an employee.
- Innovation** The process of translating an idea or invention into a good or service that creates value or for which customers will pay in business, innovation often results when ideas are applied by the company in order to further satisfy the needs and expectations of the customers.
- Managerial Efficiency** The effectiveness of the managers is measured in the effectiveness of the organization in achieving the organizational goals.
- Geographic Location** Refers to a position on the Earth. Your absolute geographic location is defined by two coordinates, longitude and latitude. These two coordinates can be used to give specific locations independent of an outside reference point
- Organizational Performance** Comprises the actual output or results of an organization as measured against its intended outputs.

# **CHAPTER ONE**

## **INTRODUCTION OF THE STUDY**

### **1.0 Introduction**

This study covered investigation on the factors affecting organizational performance in the hospitality industry in Kenya. This chapter consists of six sections .i.e. the background of the study, statement of the problem, objectives of the study, research questions, and significance of the study and the scope of study.

### **1.1 Background of the Study**

In the hospitality industry it is essential that when a hotel is defining their objectives for the year, they ought to be particular, quantifiable, achievable, and sensible and in particular time bound. When they construct their choices in light of these elements, they miss the mark regarding inspecting their internal environment in this way coming up short on the fundamental segments that enables their hotel to work better and even achieve their ideal by endeavouring to meet and surpass visitor desires. Organizational performance is characterized as the capacity of an organization to have legitimate administration and have supervisors who are objective in accomplishing the objectives of the organization and being tenacious in accomplishing the mission and vision of the organization (Richard, 2013).

Organization performance is measured in the objectives or goals that have been set out by the administration of any organization. The performance is measured by the organization's financial performance, showcase performance and the financial performance (Jones and Charles, 2010). The partners that are considered are internal (workers, official officer, supervisors and board individuals) and outside partners. In 2013, there was a review directed by an organization (Mercer) in 53 nations all inclusive, it was to decide the internal and outside variables that influence the performance of any organization. It had more than 10,000 respondents. It found that the respondents were working in 1056 organizations (non-benefit, benefit and government foundations). It likewise found that 51 percent of the respondents suspected that the arranging procedure required change, 42 percent expressed that an organization would perform better if their remuneration and reward frameworks were amended and 41 for each penny felt that the approach utilized by their administration needs work. Out of the review, 33% of the respondents felt that with the difference in the Chief Executive Officers in organization s, there will undoubtedly be a

considerable measure of progress in the styles of administration and this influences how an organization performs at neighbourhood and global level on account of a multi-national organization. This is on the grounds that the way the officeholder considers and method of operation is not the same as the active. Thus the organizational culture changes to suit the officeholder method for executing a similar technique imparted by the board of the organizations that were examined.

In the developing nations, for example, Kenya, hospitality firms check their performance by having normal technique gatherings to anticipate their way forward in connection to their opposition and to ensure that they have appropriate procedures set up to beat their opposition. Accordingly, they do a great deal of statistical surveying to ensure that they are in the lead position consistently as far as income age and consumer loyalty. Hotels in Singapore and Malaysia pick up their upper hand in minimal effort authority through reducing of their items and giving quality administrations to their clients to accomplish client reliability. Having minimal effort technique in the Asian market and other developing nations may positively affect picking up piece of the pie in the here and now, yet negatively affects the benefit of a hotel in the long haul. Concentrates done on the Malaysian market demonstrate that opposition offers weight to the administrators in the hospitality firms to ensure that they push down their expenses in a work escalated environment (Molina & Azori, 2008).

Morali (2008) recommended the adjust score card as a benchmarking instrument for organization s, in this way a measure of performance. In a dynamic environment like the hospitality industry, directors don't have sufficient energy to react to the present patterns. Thus, they measure their performance in view of the financial objectives that they set and the consumer loyalty

### **1.1.1 Profile of the Organization**

Park hotel by way of Radisson is a sparkling and energetic mid-marketplace resort brand offering friendly and inviting hospitality at a competitive price. It focuses on what truly matters: secure beds, spotlessly smooth rooms, provider with a grin and a hassle-free experience. It has three hundred personnel who serve each their domestic and global visitors. It has 4 departments, rooms department which contains of home tasks and the front office branch; Engineering branch; management branch and meals

and beverage department. It boasts of having awards from booking.com, Conde’Nastetraveler and flavor awards, just to mention however a few, for supplying top notch service. In an annual e-newsletter in 2013, the general manager stated that the resort will stand to remember as one of the motels this is secure and changed into in a role to deal with disaster the pleasant manner they knew how with the aid of providing structures that might assist the lodge cope with crises with the ever-developing terror threats in the hospitality area. In January 2014, the hotel received accreditation from secure inns for its excellence in safety and disaster control which was a result of exchange inside the strategy. Within the recent past, the resort has had problems with their shared values and the systems in area which has had a big impact on how the organisation plays within the past two years (Park Motel 2017).

### **1.2 Statement of the Problem**

Kuada (2015) shows that there is want to take a look at organizational overall performance most significantly in East Africa for the reason that simplest research available is for massive multinational agencies and not the hospitality industry. This take a look at centred on the perceptions of hoteliers on how performance of an employer is measured. Within the African continent, the hospitality industry is deemed as one which has personnel that are lowly paid and as a result their motivation closer to getting a particular mission performed is a trouble. Kuria (2011) argues that groups which have a sturdy set of ideals benefit a aggressive gain in view that their workforce’s behaviour is aligned to clients’ needs and commitment to doing commercial enterprise according to established traditions and unwavering commitment from the agencies stakeholders.

Njoroge (2013 ) recommended managers inside the East African place not noted the reality that they could perform better as an agency if the skill set of the personnel in exceptional resorts are appeared into because they're a part of the important thing capabilities of a lodge. The guidelines and recommendations which are to be had in one of a kind accommodation companies in Kenya have an effect on the overall performance of both the employee and a business’s overall performance. Within the hospitality industry, training is fundamental as this offers the group of workers the capability to understand and provide first-class service to their visitors. It is therefore essential that the workforce go through a few form of education each inside the activity. This is as it presents exclusive perspectives from different experts and

specialists. In villas and smaller accommodations, customized service is favoured for the reason that properties are small and they do not get a lot of site visitors in assessment to worldwide chains and local chains. The education might be the equal however the regulations within the lodging providers are distinct because of their size or their management as nicely. Management practices and style are used to make certain that there may be some form of efficiency in enforcing the guidelines and hints set out by the pinnacle management in lodges and this varies from man or woman managers. it is feasible to locate one line manager operating in another way from any other one primarily based on their beyond experience and this has an impact on how an company performs being a new lodge in Kenya the motel is yet to have a 100% booking at the same time as nonetheless going through stiff competition from different motel this directly impacts its financial performance.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The main objective of this study was to investigate the factors affecting organizational performance in the hospitality industry in Kenya

#### **1.3.2 Specific Objectives**

- i. To examine the effect of employee skills in organizational performance at Park inn Hotel
- ii. To determine the effect of innovation on organizational performance at Park inn Hotel
- iii. To investigate the effect of managerial efficiency on organizational at Park inn Hotel
- iv. To find out the effect of geographic location on organizational at Park inn Hotel

### **1.4 Research Questions**

- i. What is the effect of employee skills on organizational performance at Park inn Hotel?
- ii. How does innovation affect organizational performance at Park inn Hotel?
- iii. To what extent does managerial efficiency affect organizational performance at Park inn Hotel?

- iv. In what way does geographic location affect organizational performance at Park inn Hotel?

## **1.5 Significance of the Research**

### **1.5.1 The Hotel Management**

The importance of the research will be to establish the challenges associated with the organizational performance in the hospitality industry in Kenya and formulate strategies that help to overcome the challenges identified. This will help the company to maximize their performance as well as to meet customers' needs and maintain a high organizational performance.

### **1.5.2 Other hotels**

The study will be of importance to various hotels. The outcome of this research project study will form a document which any organization that consider for adoption in developing operational strategy leading to sharpened efficiency and heightened competitiveness, through implementation of actions which was used in enhancing effective organizational performance.

### **1.5.3 Other Researchers**

This study will provide background information to research organization and scholars who may want to carry out further research in this area. It will also facilitate individual researchers to identify gaps in the current research and carry out research in this area and provide an opportunity to other researchers that will dwell in this field to define it better.

## **1.6 Scope of the Study**

The study sought to determine the factors affecting organizational performance in the hospitality industry in Kenya. It was limited to Park Inn located in Nairobi Westlands along Waiyaki Way. The target population of this study was 150 employees. The study focused on all levels from the top management to the subordinate staff and took a period of five months from November 2017 to March 2018.

## **1.7 Chapter Summary**

This chapter contained the background of the study on the general understanding of organizational performance in the hospitality industry. The chapter also covered the



statement of the problem, objectives of the study, research questions, and significance of the study and scope of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0: Introduction**

This chapter discusses the theoretical review, the empirical literature review, the summary and research gaps to be filled by the study and the conceptual framework, the operationalization of variables and the chapter summary.

#### **2.1: Theoretical Literature Review**

##### **2.1.1 The Universal Perspective theory**

According to (Pearce, 2008) the universal perspective has been used previously to give an explanation for the link among HR Management and firm performance (Delery & Dorty, 2009). The perspective appreciates the price of HR in attaining sustainable advantage (Pfeffer, 1994). The perspective also acknowledges that the fee of HR may be carried out through the adoption and implementation of a particular set of HRM practices within the organization. The regularly occurring attitude implies a right away courting among a specific HRM method and overall performance, also called 'pleasant practices' or the main outcomes. Implicitly, the widespread angle provides a prescription of HR practices that are taken into consideration to offer superior performance the nature of the enterprise or region however. The first practice, internal profession possibilities, refers to recruitment of personnel from inside (inner labour market). The second one practice is great schooling and development of employees. Some corporations opt for obtaining fully trained employees but others recruit personnel to educate them on the activity. An appraisal may be behaviour or end result primarily based.

Behaviour-based appraisals focus at the behaviours of character vital to carry out the job successfully, at the same time as results-oriented value determinations recognition on the outcomes of these behaviours. Fourth, income-sharing plans can also tie pay to company overall performance. Fifth the ranges to which employees are given employment safety, both everlasting and pensionable or brief/contractual employment. Sixth, voice mechanisms, formal criticism systems and participation in choice making. In the end, the degree to which jobs are tightly or narrowly described. Tightly described jobs are the ones for which personnel understand the contents in

their jobs. Such jobs are restricted in scope and incumbents do not perform obligations out of doors job. The 'first-class practices' prescription makes the familiar attitude inflexible and insensitive to the needs of the changing business environment (Chen, 2011). This theory provides a speculation on the relationship between hotels (lodge) overall performance and the way the employee at once influences into it.

### **2.1.2 Resource-Based View/theory (RBV)**

The RBV states that a firm develops aggressive benefit by way of not handiest obtaining but also growing, combining, and efficaciously deploying its physical, human, and organizational assets in methods that upload unique cost and are hard for competition to imitate (Barney, 1991). The RBV indicates that companies should look internally to their assets, each bodily and highbrow, for resources of competitive benefit.

The resource-primarily based view has grow to be the fundamental theoretical foundation on which an awful lot of the modern-day strategic and employer overall performance management studies concerning knowledge-based totally views of the firm (supply, 1996), human capital ((Hitt, 2001), and dynamic capabilities are derived. In fact, Priem, & Butler, (2001) mapped RBV research against eighteen strategy research topics, demonstrating the breadth of its diffusion in the strategic control area (Allen, 2007). Regardless of the huge recognition of the RBV, it isn't always without grievance. (Butler, 2001)have suggested that the RBV does now not represent a true concept. Their argument focuses by and large on basic troubles. First, they endorse that the RBV is basically tautological—that its primary assertions are genuine via definition and, as a consequence, not subject to empirical verification. In different words, without definitional dependence (i.e. 'precious assets') the diametrical statement – that precise companies own competitive advantage – does now not logically observe.

## **2.2 Empirical Literature Review**

### **2.2.1 Employee Skills and Organizational Performance**

Studies on the relationship between human resources and hotel performance provide some evidence. Findings by Okumus (2005) show that staff recruitment, staff training, assembly visitor expectations and provider pleasant are the principle productiveness factors in the lodge region. Chang (2011) analyzed information from 196 impartial

lodges and restaurants operating in China and found that each hiring and education multi-professional core purchaser-touch personnel have widespread and fine effects on incremental and radical innovation amongst hotel and restaurant organization. Wang, (2007) Checked out productivity and provider high-quality modifications in global inns in Taiwan and found that productiveness in inns has declined because of shortages in manpower. The effect of this is hiring part-time, poorly skilled personnel, leading to low level of efficiency and negative carrier first-class. The study become primarily based on the Taiwan motel enterprise, this hole can be stuffed with the aid of wondering the worker via the liker scale questioners.

Researchers have emphasised the importance of the ability to discover skills, understanding elements and abilities required through personnel as they try and make certain their firm's competitiveness and achievement in today's speedy-changing commercial enterprise surroundings (Kay & Moncarz, 2014). Employees employed inside the hospitality sector, due to the characteristic of the sector need to possess a ramification of talents. They also have a tendency to be greater inclined to value paintings leisure (Brauer & Leischning, 2016). In today's worldwide monetary setting of dynamic adjustments and improved competition, it is vital for hospitality college students, educators and bosses to recognize the talents needed for achievement by day after today's industry leaders.

Glad personnel are a chief source of aggressive benefit. Leischning, (2016 ) tested whether or not a balance of challenges and abilities at advanced degrees of underlying components is vital and/or enough for paintings enjoyment in motels. The outcomes of this fuzzy-set Qualitative Comparative evaluation indicated an asymmetrical causal dating between stability of demanding situations and skills at advanced stages and paintings delight. Furthermore, post hoc analyses display complex configurations of task demands and assets that result in work amusement.

### **2.2.2 Innovation and Organizational Performance**

A number of researchers have targeted on the relationship between innovativeness and profitability or productivity in hospitality branches. Sirawit, (2011) proven that innovativeness is in itself an effective tool for competing in markets. They confirmed that innovativeness positively influences market gain and market gain definitely impacts business profitability.

The recent information technology tendencies have extensive implications at the operation, shape and strategy of enterprises. In line with (Wurster, 2007) the competitiveness of future economies within the hotel sector will, to a great extent, depend both on the development and application of these. The proliferation of the World Wide Web pressured most organizations to reconsider the way they do enterprise and how they could reengineer their commercial enterprise approaches. As businesses can now interact greater successfully, able businesses emerge as virtual and networked, dealing with a whole range of fresh possibilities and demanding situations (Dennis, 2007).

Technology has already revolutionized an extensive range of functions including commercial enterprise capabilities, external environment monitoring, communicating with partners and with consumers at huge. (Bocij, 2013) clear strategic goals and commitment are prerequisites for the development of the proper e-commerce approach and the development of internet sites and other technological solutions. The emergent cellular technologies and cell trade are anticipated to exchange appreciably a number of industries and to pressure businesses to reconsider their strategic management (Evans, 2015).

The effect of Technological innovation on corporations' offerings and performance has been tested with the aid of many studies (Beckey, 2013). Despite the fact that most of these research have recommended that IT performs a crucial role in improving the satisfactory and amount of statistics, its ability for adoption and innovation is frequently uncertain (Mano, 2011) one-of-a-kind firms allocate their sources in another way in a manner that maximizes their objectives and people firms that allocate more sources on IT carry out higher than those firms that allocate much less sources. Accomplishing excessive overall performance also calls for suitable IT infrastructure supported by means of desirable IT management exercise (Mwania&Muganda, 2012).

Manifestly, customers must understand a motel as pleasant to be decided on (Watt, 2003) but, as (Hua et al., 2009) suggest, travellers "are greater than ever before seeking out 'new' and 'particular' reviews". therefore, the life of worrying clients that aren't inclined to pay a charge for a product/carrier that they could discover elsewhere with the same first-class however at a lower price, the increment of pro-energetic

consumers who seek unique reports, alongside extreme competition, growth the call for higher carrier, higher adapted to human being's individual needs and, therefore, name for constant, ongoing innovativeness. In reality, (Beckey, 2013) justify the significance of innovation to motels by using that specialize in clients' decision system, their loyalty closer to the resort and firm competitiveness.

In keeping with Hjalager (2010) the analysis of innovation in performance of hospitality enterprise in growing nations, Innovation has been confirmed to be one of the maximum important determinants of organizational performance. actually, innovation activities are carried out to acquire, amongst others, production and advertising desires including enhancement in product great, manufacturing value manage, market share reinforcement, attaining new markets, production flexibility or improvement in control overall performance (Quadros et al., 2014), however progressive actions also fosters organizational gaining knowledge of climate with an enhancement-orientated method with ongoing efforts aimed at reaching improvements, renewals and even studying from unsuccessful techniques be aware that the integration of technical and/or administrative modifications into the organizational shape lets in, first; model to a competitive environment wherein the most effective thing that is guaranteed is that "the change is a consistent" Development of the level of intention achievement (Damanpour & Evan, 2016)not for not anything, (Han et al., 2013) shows that revolutionary activities lead to organizational growth and profitability, as it allows the companies to get synergies arrived at with the aid of the combination of technical and administrative innovations.

### **2.2.3 Managerial Efficiency and Organizational Performance**

Data envelopment analysis (DEA) is regularly used for analysing comparative performance in the hotel industry. (Chang, 2003)used DEA to measure hotel managerial efficiency exchange in hotels in Taiwan. Their results revealed that there's a tremendous difference in efficiency change because of differences in clients and management styles. In addition, they confirmed that the managerial efficiency of international traveller hotels in Taiwan is related to the level of internationalization in these resorts. (Lourenço, 2009)Highlighted that a centred approach plays better than a diversification strategy; the scale efficiency is better than pure technical efficiency and a decrease within the size of the companies might have a positive effect on the average efficiency level of the industry.

The game of business in the hotel industry has changed dramatically over time, and will continue to change due to worldwide economic dynamics-the changes in the economic system over time, particularly those reflected in the behaviour of the market, businesses, in the general economy (Chang, 2003). It is therefore imperative for leaders to accept and strictly observe the golden rule for leadership if they're ever to achieve their role as leaders. It is vital to know that leaders set the schedule; leaders affect the enterprise lifestyle and the long-term effectiveness of a company. Performance management includes the following three degrees: (1) goal setting and motivation (usually accomplished “inside the beginning” before much motion has taken region), (2) encouragement (implemented while the challenge is being achieved), and (three), rewards and consequences (carried out after the project has been completed). When effectively implemented, overall performance management spurs humans on to even extra accomplishment of their subsequent choice, and correctly achieves organizational dreams.

According to Miller (2007) the term leadership style refers your sample of interacting together with your subordinates: how you direct and control the paintings of others, and the way you get them to supply the products and services for that you are accountable. It consists of no longer simplest your way of giving instructions, but the methods and strategies you use to encourage your workers and to guarantee that your commands are performed. There are many questions on what's the distinction between management and control; management is extra worried with promoting stability and permitting the enterprise to run easily, while the role of leadership is to inspire, promote and oversee tasks to do with the long time trade. Leaders offer thought, create possibilities, coach and inspire humans to gain their assist on fundamental lengthy-term alternatives (French, 2008).

According to Miller, (2014) some developments in the Contingency Theory of Organizational Design, 2014)states the brand new shape of ROI, not go back on funding however go back on people, a supervisor succeed simplest to the diploma that every person beneath you produces; you are judged at the performance, the productiveness and performance of others. it's also worth to be aware that the attention given to leadership style is primarily based on the idea that subordinates are more likely to paintings efficaciously for managers who adopt a certain fashion of

management than they'll for managers who undertake alternative styles Butler, (2011).

Luthans, (2011) indicates that leadership fashion can make a difference, each undoubtedly and negatively. For example, a survey discovered that senior executives view their businesses' leadership patterns as pragmatic in preference to conceptual, and conservative in place of hazard taking. Those executives felt that to fulfil their present day and future challenges, the styles should be the other way round. Paintings unit management concept indicates that leaders should analyze factors in their paintings unit and act accordingly. As an example, to be powerful, you ought to investigate your followers' environments, abilities and behave in ways that supplement them. Jamal, (2012) remarks that a part of right management is to set a clean course, find your employees' innate items and encourage them to apply the ones gifts. Via doing this, you inspire your personnel to paintings to their potential.

In addition, you need to try and compensate for subordinates deficiencies, improve subordinate pleasure and enhance individual and group performance (Andre, 2011). If a worker is satisfied with his or her job, the employee can be much more likely to reciprocate by way of helping others thru their contextual performance. Employees may be less probable to perform more responsibilities, advocate, support or protect the enterprise's goals if they have low stages of delight with the activity.

#### **2.2.4 Geographic Location and Organizational Performance**

Geographic location is one of the most vital elements for hotel overall performance. Brown, (2013) investigated Canadian production corporations and showed that virtually all flowers acquire productivity benefits from being located in locations in which occupational distribution of workers matches the demand for labour with the aid of occupation. But, these benefits tend to be larger for small and young businesses.

knowledge spill over measured via own-industry plant counts within a radius of 5 km also generate productivity profits for smaller and younger status quo; those that are not part of multi-establishment firms and have been created with the aid of Greenfield entrants rather than incumbent firms. Yang, (2011) investigated the selection of hotel area with numerous area attributes, which includes agglomeration consequences, public service, infrastructure, and avenue and subway accessibility to tourist web



sites. Their outcomes showed that accessibility by avenue and subway and agglomeration outcomes play an essential role inside the hotel's choice of location.

As a carrier industry, hotels and eating places are keen on places which are proximate to their ability markets because they are trying to find multiplied demand from capability visitors. in step with (Barros, 2016), hotels near a potential market outperform their opposite numbers that have poor accessibility in terms of efficiency. As indicated via a model proposed with the aid in a homocentric metropolis, motels pick centrality of spatial vicinity. In this regard, there's a huge call for accommodation within the city centre which may be the important commercial enterprise district or traveller district (Shoval, 2010) argued that it is because tourists pick a place where numerous offerings are to be had. Vacationers additionally opt for motels located with access to different facilities, consisting of airports and railway stations.

Gutiérrez (2012) estimated interactions among the four decisions; the geographic location, price, size and services – by using a location model. Beginning with the geographic location decision of the entrepreneur, both estimations (for the geographic- and price-competition approaches) concluded that geographic distance to competitors is reduced by size and service conformity, but augmented by price conformity. Their consequences suggest that Madrid's founders expected extra advantages than expenses via geographically agglomerating with competitors of similar length and offerings; however they expected greater expenses than advantages for geographic opposition with similarly priced inns.

### **2.3 Summary and Research Gap**

Shum (2011) analyzed information from 196 impartial lodges and restaurants operating in China and found that each hiring and education multi-professional core purchaser-touch personnel have widespread and fine effects on incremental and radical innovation amongst hotel and restaurant organization. This findings were based on the hotel sector in the china they might not address the Kenyan hotel sector characteristics. Therefore this research will address the gap on the effect of employee training and performance of hospitality industry in Kenya.

A number of researchers have targeted on the relationship between innovativeness and profitability or productivity in hospitality branches. Sandvik, (2014) proven that innovativeness is in itself an effective tool for competing in markets. They confirmed

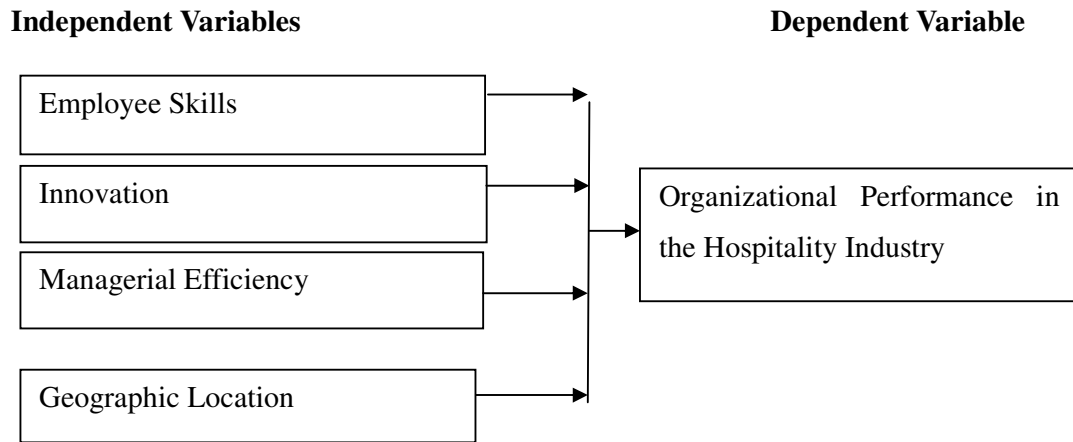
that innovativeness positively influences market gain and market gain definitely impacts business profitability. However they fail to be specific on the type of innovation that directly affects the performance in the hospitality industry in Kenya. The effect of Technological innovation on corporations' offerings and performance has been tested with the aid of many studies (Beckey, Elliot, & Procket, 2013). Despite the fact that most of these research have recommended that IT performs a crucial role in improving the satisfactory and amount of statistics, its ability for adoption and innovation is frequently uncertain (Mano, 2011). The research gaps it fails to point out the Kenya hospitality context the research will fill in the gap.

The game of business in the hotel industry has changed dramatically over time, and will continue to change due to worldwide economic dynamics-the changes in the economic system over time, particularly those reflected in the behaviour of the market, businesses, in the general economy Hwang & Chang, 2003). It is therefore imperative for leaders to accept and strictly observe the golden rule for leadership if they're ever to achieve their role as leaders. The researcher based his findings based on the general findings however he did not narrow down to the Kenya concept the research will fill in the gaps.

Geographic location is one of the most vital elements for hotel overall performance. Rigby and Brown (2013) investigated Canadian production corporations and showed that virtually all flowers acquire productivity benefits from being located in locations in which occupational distribution of workers matches the demand for labour with the aid of occupation. But, these benefits tend to be larger for small and young businesses. This might be true in the Canadian hotel sector but not in the Kenyan hospitality industry. The above studies had also identified financial drivers as the only drivers of hotel performance but this research will bridge the gap by testing nonfinancial drivers of performance to see if they have any influence on hotel performance. It will seek to establish whether the adoption of the selected strategic management drivers by star- rated hotels would be a remedy to their current dilemma.

## 2.4 Conceptual Framework

The framework below is adopted in the study to show the relationship between independent and dependent variables. The following variable has some relation with the factors affecting Organizational Performance in the Hospitality Industry.



**Figure 2.1 Conceptual framework**

## 2.5 Operationalization of Variables

### 2.5.1 Innovation

Organizational innovation is “the implementation of a new organizational method in the firm’s business practices, workplace organization or external relations. Organizational innovations can be intended to increase a firm’s performance by reducing administrative costs or transaction costs, improving workplace satisfaction (and thus labour productivity), gaining access to non-tradable assets (such as non-codified external knowledge) or reducing costs of supplies” (Oslo Manual, 2005). The research indicators will be process flexibility, autonomy at work, task integration and technological advancement

### 2.5.2 Employee Skills

The importance of the ability to identify skills, knowledge factors and competencies required by personnel as they attempt to ensure their firm’s competitiveness and success in today’s fast-changing business environment. Personnel employed in the hospitality sector, due to the nature of the industry have to possess a variety of skills. They also tend to be more inclined to value work enjoyment (Brauer & Leischning, 2016). In today’s global economic setting of dynamic changes and increased competition, it is important for hospitality students, educators and managers to

understand the competencies needed for success by tomorrow's industry leaders. The employee skill shall be measured using relevance, feasibility, comparability, timeliness.

### **2.5.3 Managerial Efficiency**

Managerial efficiency is the proportion of total organization resources that contribute to productivity during the business process in the hotel industry. The effectiveness of the managers is measured in the effectiveness of the organization in achieving the organizational goals. The managerial efficiency indicator employee turnover rate, employee satisfaction and leadership style.

### **2.5.4 Geographic location**

Geographic location is one of the most important factors for hotel performance. Rigby and Brown (2013) investigated Canadian manufacturing firms and showed that virtually all plants reap productivity benefits from being located in places where occupational distribution of workers matches the demand for labour by occupation. However, these benefits tend to be larger for small and young businesses. The location will be measured based on accessibility, target customers, availability of raw materials.

## **2.6 Chapter Summary**

This chapter reviewed the theoretical aspect of the study, it's the secondary data of the research and it is carried out to give the theoretical account of the study where it had two theories; Universal Perspective theory and Resource-Based View/theory. It focuses on the review of past studies on the topic of the research study from a global and local perspective. It also covers the objectives of the study acknowledging the sources of the information about the objectives, the critical analysis of the theoretical review and the summary of the research study.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the methodology used in the study. It discusses methods used to gather information relevant to the hypothesis, which guides this study. It discusses aspects such as research design, target population, sampling design and sample size, data collection methods and procedure of data analysis employed in the study.

#### **3.1 Research Design**

Research design is the plan and structure of investigation so conceived as to obtain answers to research questions. The plan is the overall scheme or program of the research (Mugenda, 2014). Descriptive research design was employed in this study, As per Kombo and Tramp (2006); descriptive research design is an intense type of subjective examination and includes a watchful and finish perception of a social unit being a man or family.

This research design is fundamental in light of the fact that the researcher has no impact over the variable and can report what has happened and what is happening and use investigation instruments like surveys. Drawing in investigation setup is moreover tremendous in light of the fact that it limits biasness and saves time.

#### **3.3 Target Population**

Kombo and Tramp (2006) characterizes target population as all inclusive arrangement of the investigation of all individuals from genuine or speculative arrangement of individuals, occasions or protests which a researcher wishes to sum up the outcomes and make references. The investigation targeted a population of one hundred and fifty (150) representatives working at park inn hotel in kenya.

**Table 3.1 Target Population**

Category	Target Population	Percentage
Management	21	14%
Supervisors	42	28%
Support staff	87	58%
<b>Total</b>	<b>150</b>	<b>100%</b>

**Source: Parkinn Hotel, (2018)**

### 3.4 Sample and Sampling Technique

A stratified random sampling technique was adopted to ensure all categories are equitably represented in the sample. Respondents were chosen at random from the strata. The technique is appropriate because it allows the researcher to divide the population and reach the required size that provides reliable detailed information. Kothari, (2012) notes that when comparing stratified random technique with other techniques, it is appropriate as it allow examining of variance within and among the possible stratifications. (Mugenda, 2014) notes that stratified random sampling ensures inclusion in the sample sub-group that would be committed entirely by other sampling method because of their small number in the population.

**Table 3.2 Sample size**

Category	Sample Size	Population
Management	6	13%
Supervisors	12	27%
Support staff	27	60%
<b>Total</b>	<b>45</b>	<b>100%</b>

**Source: Author, (2018)**

### 3.4 Instruments

The study used primary data which target the employees of the organization and its management under study. The questionnaires were completed by key decision makers involved in the human resource management. Bee, (2012) notes that use of questionnaire ensured that confidentiality is upheld, saves on time, it is very easy to administer. The questionnaires included organized and unstructured inquiries and

were directed through drop and pick strategy to respondents who are the representatives of the firm. The organized inquiries were utilized as a part of a push to save time and cash and in addition to encourage in less demanding examination as they are in quick usable frame; while the unstructured inquiries was utilized in order to urge the respondent to surrender inside and out and felt reaction without feeling kept down in uncovering of any data.

### **3.5 Pilot Study**

Piloting is done to test the validity and reliability of the instruments. Validity demonstrated how much the instrument measures develop under scrutiny (Mugenda, 2014). In this examination, reliability was achieved by pre-testing the questionnaire with a choice from non-respondent. The results of the pilot study were not incorporated into the findings. Harper, (2012) contends that for a survey to deliver valuable outcomes, it must have legitimacy and unwavering quality. The pilot test sample population should be 10% of the target population. The questionnaires were pre- tested on five respondents. These respondents were not included in the final study. The questionnaires were then corrected before the final distribution is done.

#### **3.5.1 Validity**

Trochim (2006) defines validity as a result of the degree to that a check lives what it's purported to measure. Its miles uncommon, if nearly unfeasible, that questioner tool be 100% valid, therefore validity is usually measured in tears. As a fashion, validation includes assembling and analyzing facts to assess the accuracy of an instrument. To verify validity, the questionnaires had been confirmed by the supervisor. The validating tests were on right construction of form and therefore the contents of the questions. This was performed by means that of formulating the form and gift to the supervisor for a review and steering.

#### **3.5.2 Reliability test**

Reliability analysis was done to work out the reliability of the form. The study used the Cronbach's Alpha. Gliem and Gliem (2013) established the Alpha value threshold at 0.7, therefore forming a benchmark for the study. The Cronbach's alpha was to verify the reliability of each objective. The findings as shown in table 4.2 indicate that Employee skills with an alpha value of 0.764, innovation as with an alpha value of 0.723, managerial efficiency as an alpha of 0.842 and Geographic Location an alpha

of zero.817. This shows that Managerial efficiency is reliable.

**Table 3.3 : Reliability Analysis**

<b>Scale</b>	<b>Cronbach's Alpha</b>	<b>Number of Items</b>
<b>Employee skills</b>	0.764	5
<b>Innovation.</b>	0.723	5
<b>Managerial efficiency</b>	0.842	4
<b>Geographic Location</b>	0.817	4

### **3.6 Data Collection Procedure**

The researcher administered the research instruments individually to the staff upon authority. While exercising care and control to ensure all questionnaires were issued to the respondents are received, the researcher maintained a register of questionnaires, Questionnaires used in the study were hand-delivered and they were collected after two days. The type of questions to be used included both open and closed ended. Closed ended questions were used to ensure that the given answers are relevant. The researcher phrased the questions clearly in order to make clear dimensions along which respondents was analyzed. In open ended questions, space was provided for relevant explanation by the respondents, thus giving them freedom to express their feelings. This method was effective to the study in that; it created confidentiality. The presence of the researcher was not required as the questionnaire were self-explanatory.

### **3.7 Data Analysis and Presentation**

According to Kothari, (2012) data analysis procedure includes the process of packaging the collected information putting in order and structuring its main components in a way that findings can be easily and effectively communicated. After the fieldwork, before analysis, all questionnaires were adequately checked for reliability and verification. Editing, coding and tabulation were carried out. The data collected were analyzed using simple qualitative and quantitative methods and were presented using tables, figures and charts.



### **3.8 Ethical Considerations**

Confidentiality of the data to be gathered through the questionnaires and anonymity of the respondents was guaranteed. The respondents were required not to indicate their names on the questionnaires. The secondary data gathered from other sources were not modified, kept confidential and was utilized with the end goal of this examination only. The respondent consent was looked for and they were not compelled to respond to the questions on the off chance that they were not willing to do as such.

#### **3.8.1 Informed Consent**

Before conducting the research, the researcher did a pre visit to the organization and sought information from the organization management. The researcher was involved the management on the extent and what information the researchers seek.

#### **3.8.2 Voluntary Participation**

The research was voluntary and non of the respondent was cowered to take part in the research however the researcher took time to explain to the respondents the importance of this research to them and to the research and any participation was highly appreciated.

#### **3.8.3 Confidentiality**

All data that was collected in the organization was only for education purpose and no information was reproduced without the consent of the organization and the researcher. All the questionnaires that were distributed were attached with a copy of the introductory letter and a copy of the student identification card.

#### **3.8.4 Privacy**

The respondents were assured that the information they shared was confidential and all respondents were not allowed to give their personal details and all information was coded. All the questionnaires that were distributed were attached with a copy of the introductory letter and a copy of the student identification card.

#### **3.8.5 Anonymity**

A “strictly anonymous” study design is one in which it is impossible to trace data or information back to the research subject from whom it was obtained. In other words, the data cannot be identified to any particular research participant, not even by the researcher. The research did a total separation, the study design involved in the creation of a code linking the subject’s identity to a pseudonym, as the identity of the

subject can be traced to the data, written consent form was collected, and this consent form has to be separated from the data that the subject provides.

### **3.9 Chapter Summary**

This research methodology chapter provides a research methodology; research, target population, sample and sampling technique, instruments, pilot study, data collection procedure, data analysis and presentation, ethical considerations and chapter summary. The next chapter provides the research findings and discussion that were used by the study.

**CHAPTER FOUR**  
**DATA ANALYSIS AND INTERPRETATION OF FINDINGS**

**4.0 Introduction**

This chapter covers data analysis and interpretation of findings. The chapter addresses the general information about respondents, the findings generated from the study, descriptive and inferential statistics.

**4.1 Presentation of Research Findings**

**4.1.1 Response Rate**

A total of 45 respondents were involved in the study from which 41 of the respondents filled the questionnaire and returned with a percentage rate of 91% whereas 9% of questionnaires were not returned. For this reason, the study established that the response rate was considered excellent.

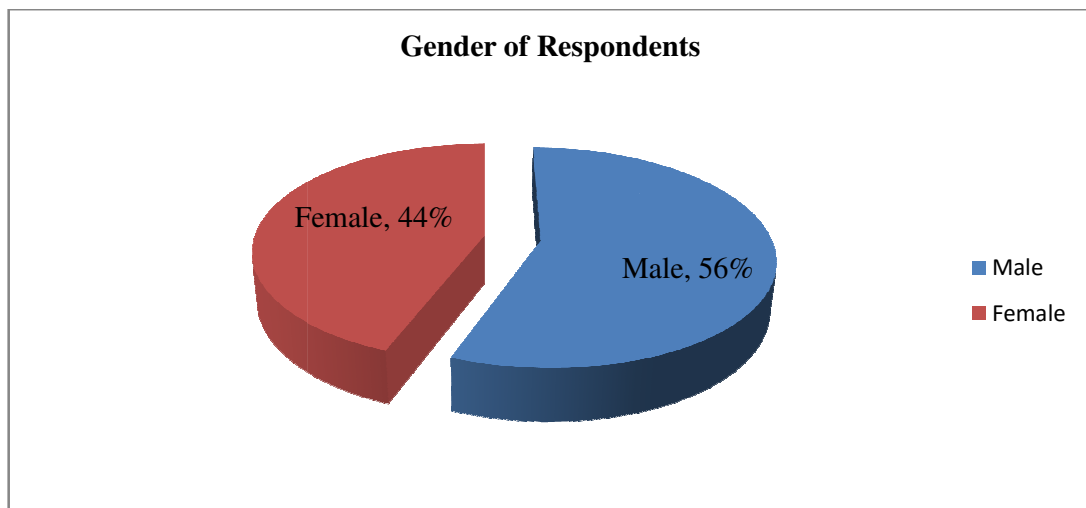
This is as shown in Table 4.1

**Table 4.1: Response Rate**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
<b>Returned</b>	41	91.1
<b>Unreturned</b>	4	8.9
<b>Total</b>	<b>45</b>	<b>100</b>

**4.1.2 Gender of respondents**

**Figure 4.1 Gender of Respondents**

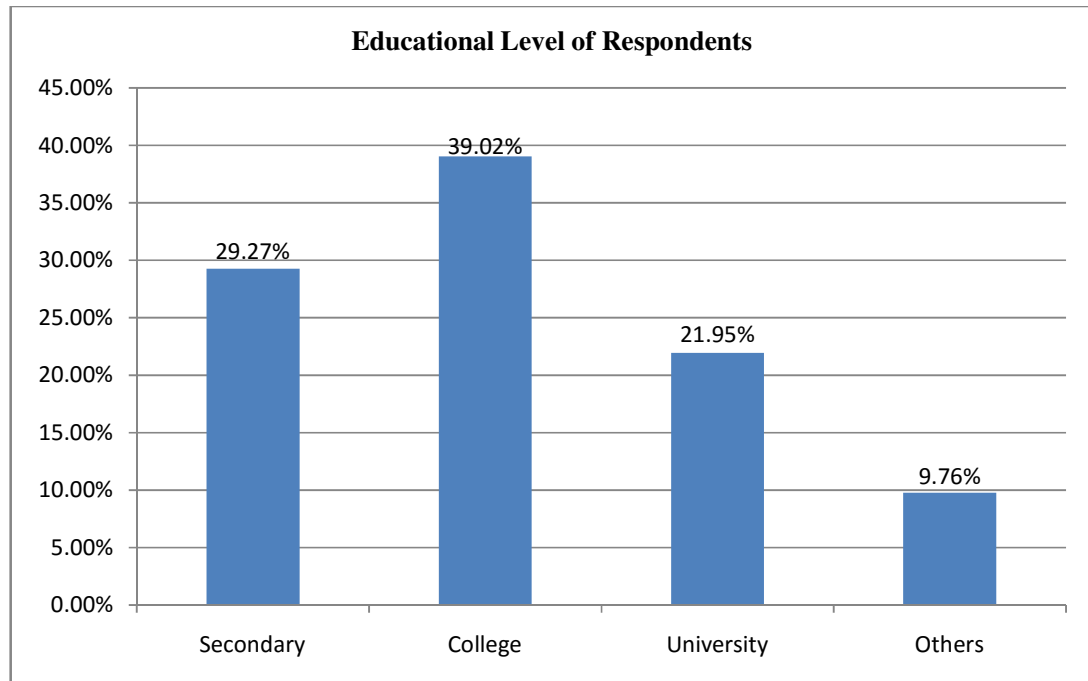


The respondents were asked to indicate their response on gender According to the findings, 56% of the respondents were male while 44% were female respondents

and was shown on table 4.1. The interpretation derived from the study revealed that there was gender balance. .

### 4.1.3 Educational level of respondents

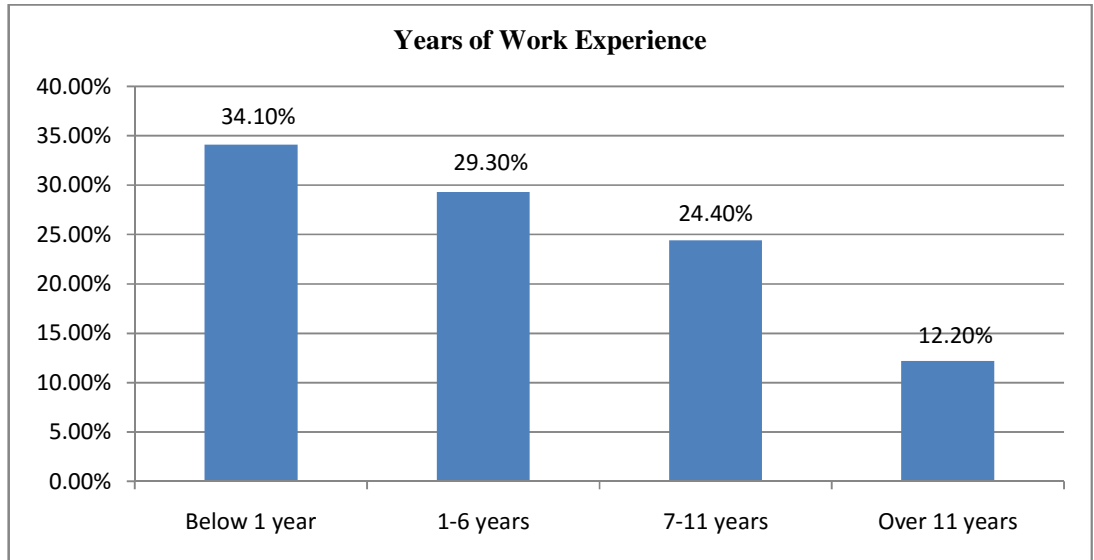
**Figure 4.2 Education Levels of Respondents**



Based on the research findings from figure 4.2 the respondents were asked to indicate their level of education. According to the findings, 39.02% of the respondents had college diplomas, 29.27% had secondary education, 21.95% of the respondents had university degrees and 9.76% of the respondents had other qualifications. This indicates that most of the respondents had college education.

#### 4.1.4 Years of work experience of respondents

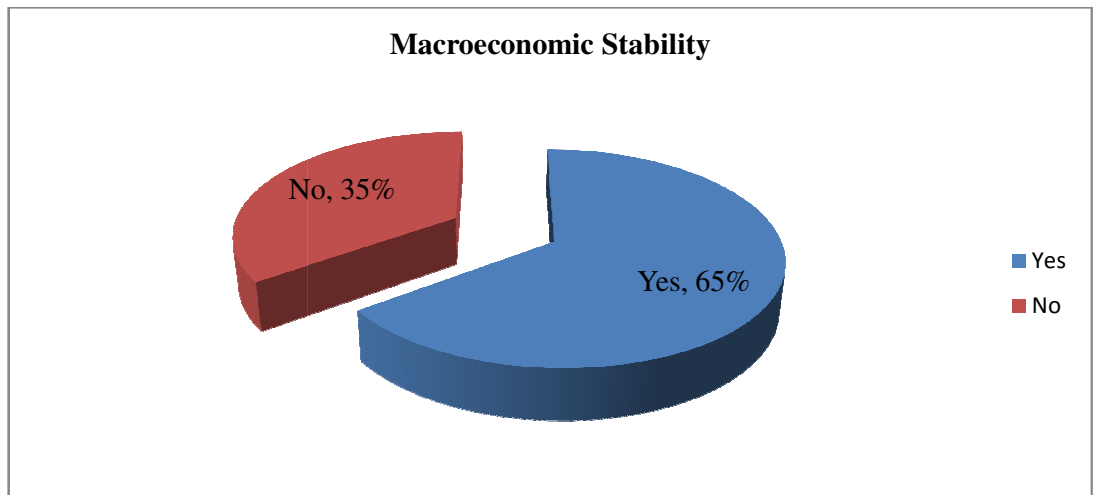
Figure 4.3 Years of Work Experience



Based on the research findings from figure 4.3 the respondents were asked to indicate the work experience in form of years. According to the findings, 34.1% of the respondents had less than 1 years of experience, 29.3% were between 1 to 6 years, 24.4 % of the respondents were between 7 to 11 years, and 12.2% of the respondents were above 12 years.

#### 4.1.3 Employee skills

Figure 4.4 Employee skills



Based on the analysis of finding on figure 4.4 the respondents were asked to give their opinion on whether Employee skills influence the organizational performance in the hospitality industry. A total of 65% of the respondents were in agreement Employee

skills influences organizational performance in the hospitality industry while 35% disagreed. This implies that Employee skills influence the organizational performance in the hospitality industry.

**Table 4.3: Influence of Employee skills on organizational performance in the hospitality industry**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Moderate</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>STDV.</b>
Staff recruitment, staff training, assembly visitor expectations and provider pleasant are the principle productiveness factors in the hotel sector	11	1	21	115	78	3.9	0.900
Training is basically to bridge the gap between job requirement and present competence of an employer	9	1	19	108	90	4.0	0.938
Employee skill in service delivery and responding to customers directly impacts hotel performance	10	1	17	121	76	3.9	0.930

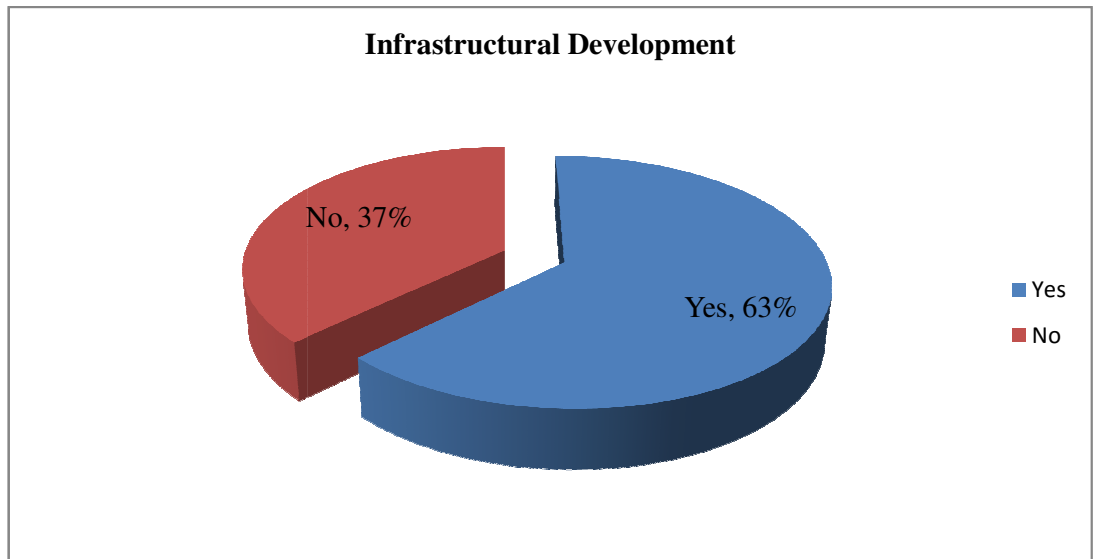
The respondents had been asked to suggest the level of settlement with the subsequent statements on Employee skills that influences assets overall performance. The results were as shown in desk 4.3

In line with the findings; the respondents agreed that training is basically to bridge the gap between job requirement and present competence of an employer as proven by using an average of 4.067, employee skill in service delivery and responding to customers directly impacts hotel performance as proven through an average of 3.988 and Staff recruitment, staff training, assembly visitor expectations and provider pleasant are the principle productiveness factors in the hotel sector as proven by a median of 3.975. These findings concur with Kilic and Okumus (2005) these are; staff

recruitment, staff training, assembly visitor expectations and provider pleasant; these are principle productiveness factors in the lodge region.

#### 4.1.4 Innovation

Figure 4.5 Innovation



The respondents were asked to give their opinion on whether innovation has an influence on organizational performance in the hospitality industry. The results were as presented in Figure 4.5 below. From the findings 62.9% of respondents that innovation has an influence on organizational performance in the hospitality industry, while 37.1% disagreed. This implies that Innovation has an influence on organizational performance in the hospitality industry.

**Table 4.4: Influence of Innovation on Organizational Performance in the Hospitality Industry**

Statement	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree	Mean	STDV.
Service innovativeness is in itself an effective tool for competing in markets	12	21	40	127	40	3.775	0.910
The recent information technology tendencies have extensive implications at the operation, shape and strategy of enterprises	12	19	27	135	47	3.583	0.804
Information Communication Technology positively influences employee performance because it is the human capital that spearheads innovations	18	26	33	124	39	3.725	0.940

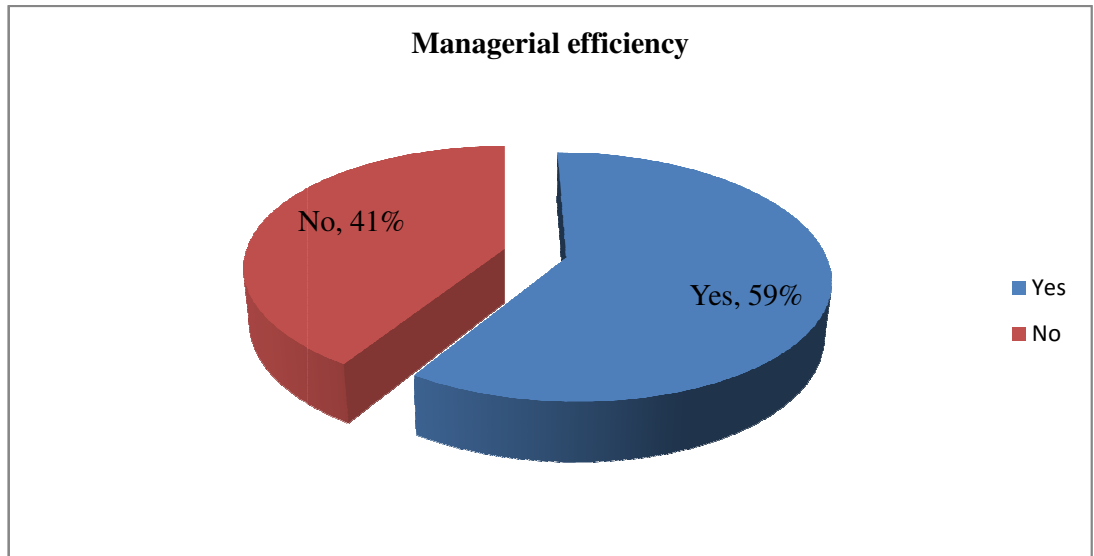
The respondents were requested to suggest the level of agreement with the subsequent formal declarations on infrastructural improvement that influence belongings overall performance. The consequences had been as proven in desk 4.4.

From the findings the respondents agreed that Service innovativeness is in itself an effective tool for competing in markets as shown with the aid of an average of 3.775, Information Communication Technology positively influences employee performance because it is the human capital that spearheads innovations as proven by a median of 3.725, and the recent information technology tendencies have extensive implications at the operation, shape and strategy of enterprises, this had a mean of 3.583. Those findings were similar to Consistent with Bocij (2013) that found technology has already revolutionized an extensive range of functions including commercial enterprise capabilities, external environment monitoring, communicating with partners and with consumers at huge.



#### 4.1.5 Managerial efficiency

Figure 4.6 Managerial efficiency



The respondents were asked to give their opinion on whether Managerial efficiency has an organizational performance in the hospitality industry in Kenya. The results were as presented in Figure 4.6 below. The analysis shows 59.2% of respondents were in agreement that Managerial efficiency has an organizational performance in the hospitality industry in Kenya while 40.8 % disagreed. This implies that Managerial efficiency has an effect on organizational performance in the hospitality industry in Kenya.

**Table 4.5: Influence of Managerial efficiency on organizational performance at Park inn Hotel**

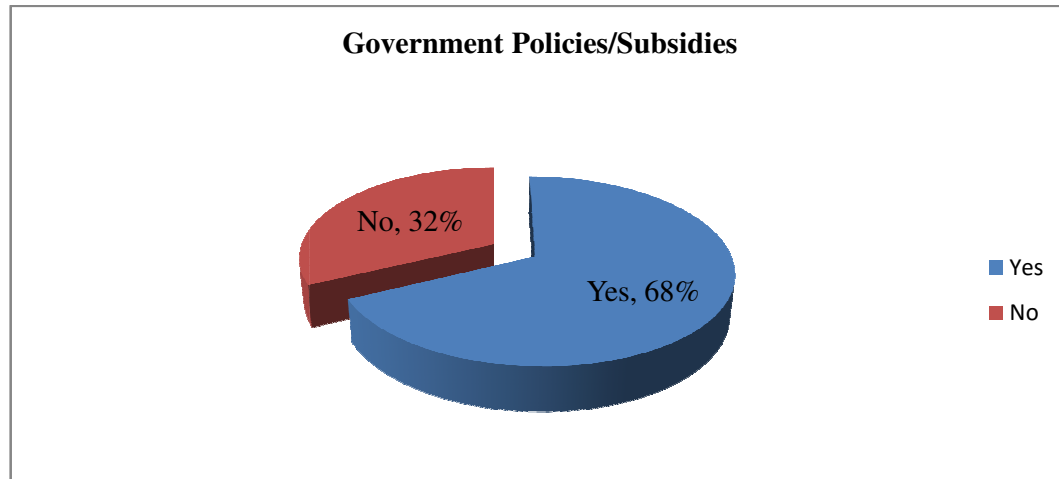
Statement	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree	Mean	STDV.
performance management spurs humans on to even extra accomplishment of their subsequent choice	10	14	16	116	84	4.042	0.947
leadership style is primarily the productiveness and performance of hotels	9	13	18	121	79	4.033	0.947
focused strategy performs better than a diversification strategy	11	15	19	105	90	4.033	0.922

The respondents suggested the way they were in agreement with the extent managerial efficiency affect organizational performance at Park inn Hotel. The effects have been as shown in table 4.5.

It was therefore noted performance management spurs humans on to even extra accomplishment of their subsequent choice as proven by means of a median of 4.042, leadership style is primarily the productiveness and performance of hotels as proven by way of an average of 4.033, focused strategy performs better than a diversification strategy as shown through a median of 4.033 These related to Jamal (2012), remarks that a part of right management is to set a clean course, find your employees' innate items and encourage them to apply the ones gifts; via doing this, you inspire your personnel to paintings to their potential. In addition, you need to try and compensate for subordinates deficiencies, improve subordinate pleasure and enhance individual and group performance

#### 4.1.6 Geographic Location

**Figure 4.7 Geographic Location**



The respondents were asked to give their opinion on whether Geographic Location has an influence on organizational performance in the hospitality industry in Kenya. The results were as presented in Figure 4.7 below.

From the findings 67.9 % of the respondents agreed that Geographic Location has an influence on organizational performance in the hospitality industry in Kenya while 32.1 % disagreed. This implies that Geographic Location has an influence on organizational performance in the hospitality industry in Kenya.

**Table 4.6: Influence of Geographic Location on organizational performance in the hospitality industry in Kenya**

Statement	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree	Mean	STDV.
Geographic location is the most vital elements for hotel overall performance	9	17	21	11	79	3.9	0.89
agglomeration consequences, public service, infrastructure, and avenue and subway accessibility to tourist web sites	11	15	19	11	76	3.9	0.91
As a carrier industry, hotels and eating	10	16	20	12	71	3.9	0.91

places are keen on places which are proximate to their target markets

3

54

5

---

The respondents have been asked to signify the level of agreement with the subsequent on government regulations/subsidies that influence organizational performance in the hospitality industry in Kenya. The results were as proven in table 4.6. Consistent with the findings the respondents agreed that geographic location is the most vital elements for hotel overall performance as proven via an average of 3.988, agglomeration consequences, public service, infrastructure, and avenue and subway accessibility to tourist web sites as shown via a median of 3.975, As a carrier industry, hotels and eating places are keen on places which are proximate to their target markets as shown through a median of 3.954. The findings are related to the findings of. Rigby and Brown (2013) investigated Canadian production corporations and showed that virtually all flowers acquire productivity benefits from being located in locations in which occupational distribution of workers matches the demand for labour with the aid of occupation who concluded by stating Geographic location is one of the most vital elements for hotel overall performance.

#### **4.1.7 Correlation Analysis**

The correlation analysis shows the association between the independent and dependent variables. Therefore, Pearson Moment Correlation was used to determine those associations between Employee skills, innovation, managerial efficiency and Geographic Location and organizational performance in the hospitality industry in Kenya. The findings presentations were shown on table 4.8.

The results unconcealed that, statistically vital  $p = 0.002 < 0.01$ ; there was a correlation between Geographic Location and organizational performance in the hospitality industry as shown by  $r = 0.804$ , statistically vital  $P = 0.000$ ; there was a correlation between managerial efficiency and organizational performance in the hospitality industry as shown by  $r = \text{zero}.789$ , statistically vital  $P = 0.002$ ; there was a positive correlation between innovation and organizational performance in the hospitality industry as shown by  $r = 0.845$ , statistically vital  $P = 0.000$ . This means that Employee skills, innovation, managerial efficiency and Geographic Location with organizational performance in the hospitality industry are connected.

**Table 4.8: Correlations**

		<b>organizational performance in the hospitality industry</b>	<b>Employee skills</b>	<b>Innovation</b>	<b>Interest managerial efficiency</b>	<b>Geographic Location</b>
<b>organizational performance in the hospitality industry</b>	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	41				
<b>Employee skills</b>	Pearson Correlation	.754**	1			
	Sig. (2-tailed)	.001				
	N	41	41			
<b>Innovation</b>	Pearson Correlation	.804**	.342	1		
	Sig. (2-tailed)	.000	.061			
	N	41	41	41		
<b>Interest managerial efficiency</b>	Pearson Correlation	.789**	.434	.545	1	
	Sig. (2-tailed)	.002	.056	.057		
	N	41	41	41	41	
<b>Geographic Location</b>	Pearson Correlation	.845**	.282	.421	.286	1
	Sig. (2-tailed)	.000	.097	.065	.187	
	N	41	41	41	41	41

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

#### **4.1.8 Regression Analysis**

##### **Model Summary**

Model outline is employed to analyze the variation of variable thanks to the changes of independent variables. The study analyzed the variations of organizational performance in the hospitality industry due to the Employee skills, innovation, and interest rates/mortgage funding and Geographic Location. Adjusted R squared was 0.629; this suggests that there was 62.9% variation of organizational performance in the hospitality industry, thanks to the changes of Employee skills, innovation, interest

managerial efficiency, and Geographic Location. The remaining 37.1% imply that there are alternative factors that result in organizational performance in the hospitality industry which weren't discussed in the study. R is the correlation coefficient that shows the connection between the study variables. From the findings, the study found that there was a powerful positive relationship between the study variables as shown by 0.799.

**Table 4.9: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799 <sup>a</sup>	0.638	0.629	0.00437

### Analysis of Variance

In descriptive study, the analysis of variance being ANOVA shows the significance of data. The data processed from ANOVA being the population parameters had a level of 0.0001 which is significant and shows the data was ideal to make appropriate conclusion about the population parameters considering that the value of significance (p-value was less than 5%. The calculated F was greater than F critical being (190.943<2.410) this was depicted Employee skills, the innovation, interest managerial efficiency, innovation significantly influence organizational performance in the hospitality industry.

**Table 4.10 Analysis of variance**

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	18.454	4	4.614	190.943	.002 <sup>b</sup>
	Residual	5.678	235	0.024		
	Total	24.132	239			

### Coefficients

The regression equation was

$$Y = 0.934 + 0.465 X_1 + 0.779 X_2 + 0.589 X_3 + 0.665X_4$$

The equation above reveals that holding Employee skills, innovation, interest managerial efficiency, innovation significantly influence organizational performance in the hospitality industry as shown by constant = 0.934.

Employee skills is statistically significant to organizational performance in the hospitality industry as shown by ( $\beta = 0.465$ ,  $P = 0.019$ ). This shows that Employee skills had significant positive relationship with organizational performance in the hospitality industry. This implies that a unit increase in Employee skills will result to increase in organizational performance in the hospitality industry.

Geographic Location is statistically significant to organizational performance in the hospitality industry as shown by ( $\beta = 0.779$ ,  $P = 0.003$ ). This indicates that Geographic Location had significant positive relationship with organizational performance in the hospitality industry. This implies that a unit increase in Geographic Location will result to increase in organizational performance in the hospitality industry.

Interest managerial efficiency is statistically significant to organizational performance in the hospitality industry as shown by ( $\beta = 0.589$ ,  $P = 0.008$ ). This shows that interest managerial efficiency had significant positive relationship with organizational performance in the hospitality industry. This implies that a unit increase in interest managerial efficiency will result to increase in organizational performance in the hospitality industry.

Geographic Location is statistically significant to organizational performance in the hospitality industry as shown by ( $\beta = 0.665$ ,  $P = 0.001$ ). This implies that Geographic Location had significant positive relationship with organizational performance in the hospitality industry. This shows that a unit increase in innovation will result to increase in organizational performance in the hospitality industry.

**Table 4.11: Coefficients**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	0.934	0.186		5.022	0.010
Employee skills	0.465	0.104	0.231	4.471	0.019
Innovation	0.779	0.113	0.303	6.894	0.003
Interest managerial efficiency	0.589	0.088	0.186	6.693	0.008
Geographic Location	0.665	0.096	0.219	6.927	0.001

## 4.2 Limitations of Study

### 4.2.1 Bureaucracy

Organizations have various procedures that are outlined publicly to govern movement of people to the organization and from the organization. However some procedures are usually too tedious to the dislike of visitors/researchers. This was characterized by long procedures and regulations that were expected to be followed. Despite such challenges, the researcher was adequately prepared to abide by all the regulations so that a successful research study could be carried out.

### 4.2.2 Inaccessibility to the Company

The researcher had initially been denied access based on the restrictive policies against external researchers and especially private research studies. This was due to the recorded history of exploring and exposing inefficiencies in various organizations. However, the researcher overcame this challenge by using an introduction letter from Management University of Africa which showed the purpose of this study so that gaining accessibility could be achieved.

### 4.2.3 Lack of Cooperation

The researcher still experienced challenges on lack of cooperation. Some of the staff within this organization had reluctantly declined to participate in this research in pretence of not very genuine reasons. As a result, quite a number of respondents would have failed to provide the data. However, to counter this challenge, the



researcher had to assure the respondents that this study was only covering the academic goals.

### **4.3 Chapter Summary**

This chapter was about data analysis. The chapter first introduces information about information from the respondents in terms, gender of Respondents, Years of work experience of respondents and Education Level of Respondents. The chapter was further categorized in to quantitative analysis that revolved around discussing the objectives of the study and Reliability Analysis Inferential Statistics this is Correlation Analysis, Regression Analysis and the Coefficients. The chapter also addressed the limitations of the study.

## CHAPTER FIVE

### SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

#### 5.0 Introduction

This chapter presented a summary on findings, conclusion and recommendations. This was based on factors affecting organizational performance in the hospitality industry in Kenya on a case study Parkinn Hotel.

#### 5.1 Summary of Findings

##### 5.1.1 What is the effect of employee skills on organizational performance at Park inn Hotel?

The respondents had been asked to suggest the level of settlement with the subsequent statements on Employee skills that influences assets overall performance. In line with the findings the respondents agreed that training is basically to bridge the gap between job requirement and present competence of an employer as proven by using an average of 4.067, employee skill in service delivery and responding to customers directly impacts hotel performance as proven through an average of 3.988 and Staff recruitment, staff training, assembly visitor expectations and provider pleasant are the principle productiveness factors in the hotel sector as proven by a median of 3.975. Those findings concur with Kilic and Okumus (2005) who argue staff recruitment, staff training, assembly visitor expectations and provider pleasant are the principle productiveness factors in the lodge region.

##### 5.1.2 How does innovation affect organizational performance at Park inn Hotel?

The respondents were requested to suggest the level of agreement with the subsequent formal declarations on infrastructural improvement that influence belongings overall performance. From the findings the respondents agreed that Service innovativeness is in itself an effective tool for competing in markets as shown with the aid of an average of 3.775, Information Communication Technology positively influences employee performance because it is the human capital that spearheads innovations as proven by a median of 3.725, and the recent information technology tendencies have extensive implications at the operation, shape and strategy of enterprises, this had a mean of 3.583. Those findings were similar to Consistent with Bocij (2013) that found technology has already revolutionized an extensive range of functions including

commercial enterprise capabilities, external environment monitoring, communicating with partners and with consumers at huge.

### **5.1.3 To what extent does managerial efficiency affect organizational performance at Park inn Hotel?**

The respondents suggested the way they were in agreement with the extent managerial efficiency affect organizational performance at Park inn Hotel. It was noted that performance management spurs humans on to even extra accomplishment of their subsequent choice as proven by means of a median of 4.042, leadership style is primarily the productiveness and performance of hotels as proven by way of an average of 4.033, focused strategy performs better than a diversification strategy as shown through a median of 4.033. These related to Jamal (2012), findings that a part of right management is to set a clean course, find your employees' innate items and encourage them to apply the ones gifts. Via doing this, you inspire your personnel to paintings to their potential. In addition, you need to try and compensate for subordinates deficiencies, improve subordinate pleasure and enhance individual and group performance

### **5.1.4 In what way does geographic location affect organizational performance at Park inn Hotel?**

The respondents have been asked to signify the level of agreement with the subsequent on government regulations/subsidies that influence organizational performance in the hospitality industry in Kenya. Consistent with the findings the respondents agreed that geographic location is the most vital elements for hotel overall performance as proven via an average of 3.988, agglomeration consequences, public service, infrastructure, and avenue and subway accessibility to tourist web sites as shown via a median of 3.975, As a carrier industry, hotels and eating places are keen on places which are proximate to their target markets as shown through a median of 3.954. The findings are related to the findings of. Rigby and Brown (2013) investigated Canadian production corporations and showed that virtually all flowers acquire productivity benefits from being located in locations in which occupational distribution of workers matches the demand for labour with the aid of occupation who

concluded by stating Geographic location as one of the most vital elements for hotel overall performance

## **5.2 Conclusion**

The respondents were asked to give their opinion on whether employee skills influence the organizational performance in the hospitality industry. Majority of the respondents were in agreement employee skills influences organizational performance in the hospitality industry while only a few disagreed. This implies that Employee skills influence the organizational performance in the hospitality industry.

The respondents were asked to give their opinion on whether innovation has an influence on organizational performance in the hospitality industry. From the findings majority of respondents that innovation has an influence on organizational performance in the hospitality industry. This implies that Innovation has an influence on organizational performance in the hospitality industry.

The respondents were asked to give their opinion on whether managerial efficiency has an organizational performance in the hospitality industry in Kenya. The analysis shows most of respondents were in agreement that managerial efficiency has a great effect on the organizational performance in the hospitality industry in Kenya. This implies that managerial efficiency has an organizational performance in the hospitality industry in Kenya.

The respondents were asked to give their opinion on whether geographic location has an influence on organizational performance in the hospitality industry in Kenya. From the findings majority of the respondents agreed that geographic location has an influence on organizational performance in the hospitality industry in Kenya while a few of the respondents disagreed. This implies that geographic location has an influence on organizational performance in the hospitality industry in Kenya.

## **5.3 Recommendations**

The importance of the ability to discover skills, understanding elements and abilities required through personnel as they try and make certain their firm's competitiveness and achievement in today's speedy-changing commercial enterprise surroundings. Based on the research findings the management of the organizations is recommended

to hire well trained and experienced employees so as to reduce the cost of retraining while promoting quality of services offered,

Based on the research findings it has proven that innovativeness is in itself an effective tool for competing in markets. Therefore the research recommends to the management is recommend to be innovative on the following areas on the way food and in-house is presented to be customized to suit different customer preferences, advertising desires including enhancement in service great, value manage, market share reinforcement, attaining new markets and flexibility or improvement in control overall performance.

The hotel industry has changed dramatically over time, and will continue to change due to worldwide economic dynamics-the changes in the economic system over time, particularly those reflected in the behaviour of the market, businesses, in general. It is therefore imperative for management of park inn hotel to accept and strictly observe the golden rule for leadership if they're ever to achieve their role as managers. It is vital to know that leaders set the schedule; leaders affect the enterprise lifestyle and the long-term effectiveness of a company.

Therefore the management of the hotel should ensure the location is connected to the, agglomeration effects, public service, infrastructure, and road and subway accessibility to tourist sites. Their results showed that accessibility by road and a helipad. This would make it more accessible to all type of customers hence increase in the hotel capacity that would result to high performance rate.

#### **5.4 Suggestions for Further Study**

This study focused on four variables employee skills, innovation, managerial efficiency and lastly geographic location .However, there are other factors affecting organizational performance in the hospitality industry, but not discussed in this study. This study therefore recommends that further study should be conducted on the effects of competition, customer relationship, management strategy, organizational learning and information communication technology and government on organizational performance in the hospitality industry.

## REFERENCES

- Allen, W. (2007). Linking Strategic Practices and Organizational Performance to Porter's generic Strategies. *Business Process Management* , 12(4), 433-454.
- Andre, U. (2011). *Tourism development in Kenya: Problems and policy alternatives* (5th edition ed.). Boston: McGraw-Hill.
- Barros, H. (2016). Agglomeration effects and performance: a test of the Texas lodging. *Strategic Management Journal* (12), 22(10), 969–988.
- Beckey, E. (2013). *Service Management and Marketing Customer Management in Service competition* (3rd ed ed.). Wiley.: Chichester publishers.
- Bee, H. (2002). *Methods and Techniques of data collection* (2nd edition ed.). Chicago: adventure works press.
- Bocij, C. (2013). Acts of faith: instinct, value and IT investment decisions. *Journal of Information Technology* , 15(3), 231–241.
- Brauer, P., & Leischning, J. (2016). Association of non financial performance measures with the financial performance of lodging chain. *Cornell Hotel and Restaurant Administrative Quarterly* , 46(4), 394-412.
- Brown, R. (2013). Critical tactics for. *The Journal of Business Strategy* . , 27(1), 43-53.
- Butler, P. (2001). Firm-specific human capital: a skill-weights approach. *Journal of Political Economics* , 117, 914–940.
- Chang, H. (2003). Critical Factors and Benefits in the implementation of Customer Relationship Management. *Total Quality Management* . , 18(5), 483-508.
- Damanpour, Q., & Evan, G. (2016). Organisational innovation and performance: the problem of organisational lag”. *Administrative Science Quarterly* , 29(3), 392–409.
- Delery, W., & Dorty, H. (2009). The scalability of H. Igor Ansoff's Strategic Management Principles for Small and Medium sized firms. *Journal of Management Research* . , 1(1), 1-26.
- Dennis, C. (2007). Factors influencing productivity in small island hotels: Evidence from northern Cyprus. *International Journal of Contemporary Hospitality Management* , 17(4), 315–331.

- Evans, W. (2015). Understanding Customer Relationship Management (CRM): People, Process and Technology. *Business Process Management Journal* , 9(5), 672-688.
- French, R. (2008). Creating a Strategy Implementation Environment. *Business Horizons* . , 46(2), 43-46.
- Gutiérrez, U. (2012). A mega-analysis of international tourism demand elasticities. *Journal of Travel Research* , , 54(5), 611–633.
- Han, K. (2013). Innovation capacity and innovation development in small enterprises. *International Journal of Hospitality* , 26 (4), 824-839.
- Harper, G. (2012). *Piloting and Research Methodology*. Hong Kong: International Publishers.
- Hjalager, L. (2010). *Organisational Culture and Innovation*. Retrieved from Research notes, : [http:// www.denisonculture .com](http://www.denisonculture.com).
- Hua, P. (2009). *The knowledge Based Approach to Sustainable Competitive Advantage* (1 edition ed.). New York: Oxford University Press.
- Jamal, Z. (2012). Relationships between drivers and results of performance in the Kenyan Hotel Industry. *Journal of Hospitality Management* , 3(3), 46-54.
- Jones, K., & Charles, R. ( 2010). Scanning dynamic competitive landscapes A market-based and resource-based framework. *Strategic Management Journal* , 24(1), 1027-1041.
- Kay, I., & Moncarz O. (2014). Application of the Thünen-Weber analysis to the touristindustry location. . *Sophia Economic Review* , 15(3), 89–94.
- Kothari, C. (2012). *Research Methodology Methods and Techniques* (3rd edition ed.). New Delhi: International Publishers.
- Kuada, J. (2015). The Impact of service Quality on Behavioural Intentions in Hospitality Industry. *International Journal of Business and Management Studies* , , 2(1), 9-15.
- Kuria, K. (2011). Factors Influencing labour Turnover in three and Five Star-related hotels in Nairobi. Kenya. *International Journal of Humanities and Social Sciences* , (20), 195-201.
- Leischning, B. (2016 ). Cost structure and productivity growth of the Taiwanese international tourist hotels. *Tourism Management* , 28,1400–1407.
- Lourenço, N. (2009). *Handbook of personnel management practice* (5th edition ed.). Prentice- Hall: Pearson Education International publisher.

- Luthans, C. (2011). *Stakeholders: Theory and Practice*. (15th Edition ed.). London.: Oxford University Press.
- Mano, W. (2011). *Theories of Corporate Governance: The Philosophical foundations of Corporate Governance*. London: New York.Routledge.
- Miller, Y. (2014). Some Developments in the Contingency Theory of Organizational Design. *An International Journal*, , 10(3), 265–281.
- Miller, F. (2007). The Strategic Planning Process in the Management of Tourism. *Tourism Management* , 11(3), 206-213.
- Molina, O., & Azori R. (2008). Service innovation in Hong Kong.Attitudes and practice. *The Service Industries Journal*, , 18 (2), 112–124.
- Morali, P. (2008). *Strategic Management: Formulation,Implementation, and Control* (10th ed. ed.). New York: McGraw-Hill Irwin.
- Mugenda, M. (2014). *Research Methods* (2nd edition ed.). Nairobi: longhorn publishers.
- Mwania, O., & Muganda, M. (2012). Innovation in hotel services Culture and personality. *Internationa lJournal of Hospitality Management* , 30 (1), 64-72.
- Njoroge, J., (2013 ). Strategic Positioning for Sustainable Competitive Advantage;An Organisational Learning Approach. *KCA Journal of Business Management* , 25(12), 1264-1277.
- Okumus, K. ( 2005). Effect of Human Resource Development on thePerformance of Tourist Class Hotels in Malindi District, Kenya. *npublished PhD. Thesis.Jomo Kenyatta Univeresity of Agriculture and Technolgy*.
- Pearce, J. (2008). *Strategic Management: Formulation,Implementation, and Control* (10 ed.). New York: McGraw-Hill,.
- Pfeffer, F. (1994, january 15). Progress and Development of Information Technology in the Hospitality Industr. *Evidence from Cornell Hospitality Quarterly* , pp. 10–24.
- Quadros, E. (2014). Green practices in the restaurant industry from an innovation adoption perspective: Evidence from Taiwan. *International Journal of Hospitality Management, forthcoming* , 468-476.
- Richard, P. (2013). Measuring Organizational Performance: Towards Methodological best practice. *Journal of Management* , 35(3), 718-804.



- Sandvik, A. (2014). Hotel performance: state of the art. *International Journal of Contemporary Hospitality Management* , 2(7), 920–952.doi:10.1108/09596111011066617.
- Shoval, U. (2010). Creating a Strategy Implementation Environment. *International Journal of Hospitality and Management* , 30(4), 812–818.
- Shum, G. (2011). Critical Factors and Benefits in the implementation of Customer Relationship Management. *Total Quality Management* , 18(5), 483-508.
- Sirawit, N. (2011). Does ICT adoption enhance hotel performance. *Journal of Hospitality and Tourism Technology* . , 2(1), 34-39.
- Trochim, A. (2006). *Validity and Reliability Methods* . New York:: Free Press.
- Wang, C. (2007). Dynamic Capabilities: A Review and Research agenda. *The International Journal of Management Reviews* , 9(1), 31-51.
- Watt, B. (2003). *Strategic Management Concepts and Cases*. New York: Prentice-Hall.Pearson Education International.
- Wurster, E. (2007). The Impact of Industry force factors on resource competitive strategies and hotel performance. *International Journal of Hospitality Management* . , 3(1), 1-10.
- Yang, W. (2011). *Association of non financial performance measures with the financial performance of lodging*. Cornell Hotel and Restaurant Administrative.

**Appendix 1: Letter of Introduction**

**Sarah Njeri Ngugi,  
P.O BOX 51872-00200,  
Nairobi, Kenya**

Dear Respondent,

**Ref: INTRODUCTION LETTER.**

I am an Undergraduate Student at Management University of Africa, school of management and leadership specializing in Business Management and Administration. As part of the requirements for award of the BML degree; I am conducting a study on factors affecting organizational performance in the hospitality industry in Kenya. Being one of the leading hotels in Nairobi, your organization has been selected to participate in this study. Consequently you have been selected as a key respondent. I kindly request you on behalf of other hotel and assist me by correctly filling in the questionnaire. The information you will give will be kept confidential and strictly used for the purpose of this study. I also assure you that your identity plus that of your department will remain anonymous. I am very grateful for your cooperation.

Thank you in advance.

Yours faithfully,

.....

**Sarah Njeri Ngugi**

**Management University of Africa**

## Appendix II: Questionnaire

Serial No.....

The questionnaire is meant to collect information on the impact of organizational performance in the hospitality industry in Kenya a case study of PARKINN HOTEL. Kindly answer the questions by writing a brief statement or ticking in the boxes provided as was applicable. The information provided was treated as strictly confidential and at no instance will your name be mentioned in this research. This research is intended for an academic purpose only.

### SECTION A: GENERAL INFORMATION

#### 1. Gender

Male

Female

#### 2. What is the highest level of education you have attained?

Secondary

College

University

Others (Specify)

#### 3. Work Experience

Below 1 year

1-6 years

7-11 years

Above 12 years

Above 10 years

**SECTION B: Employee skills**

5. Kindly indicate the extent to which you agree with the following statements on the impact of organizational performance in the hospitality industry in Kenya? Key: 1 = strongly disagree; 2 = disagree; 3 Neutral; 4 = Agree; 5 = Strongly Agree.

No	Statement	1	2	3	4	5
	staff recruitment, staff training, assembly visitor expectations and provider pleasant are the principle productiveness factors in the hotel sector					
	training is basically to bridge the gap between job requirement and present competence of an employer					
	Employee skill in service delivery and responding to customers directly impacts hotel performance					

**SECTION C: Innovation**

7. Comment on the following statements about the how innovation impacts quality of organizational performance in the hospitality industry in Kenya. Use a scale of 1-5 where: 1- Strongly disagree; 2- Disagree; 3- Neither agree or disagree; 4- Agree and 5- Strongly agree

No	Statement	1	2	3	4	5
	Service innovativeness is in itself an effective tool for competing in markets.					
	The recent information technology tendencies have extensive implications at the operation, shape and strategy of enterprises					
	Information Communication Technology positively influences employee performance because it is the human capital that spearheads innovations					

**SECTION D: Managerial Efficiency**

10. Comment on the following statements about the effects of the managerial efficiency on the organizational performance in the hospitality industry in Kenya. Use a scale of 1-5 where: 1- Strongly disagree; 2- Disagree; 3- Neither agree or disagree; 4- Agree and 5- Strongly agree

No	Statement	1	2	3	4	5
	performance management spurs humans on to even extra accomplishment of their subsequent choice					
	leadership style is primarily the productiveness and performance of hotels					
	focused strategy performs better than a diversification strategy					

**SECTION E: Geographic Location**

12. Comment on the following statements about the effects of geographic location on organizational performance in the hospitality industry in Kenya. Use a scale of 1-5 where: 1- Strongly disagree; 2- Disagree; 3- Neither agree or disagree; 4- Agree and 5- Strongly agree

No	Statement	1	2	3	4	5
	Geographic location is the most vital elements for hotel overall performance					
	agglomeration consequences, public service, infrastructure, and avenue and subway accessibility to tourist web sites					
	As a carrier industry, hotels and eating places are keen on places which are proximate to their target markets					