



INFLUENCE OF ORGANIZATIONAL AGILITY DIMENSIONS ON PERFORMANCE OF HOTEL INDUSTRY IN KENYAN COAST COUNTIES

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ABSTRACT

The study examined the impact of the Organizational Agility on performance of classified hotels. The study specifically focused on the hotel industry in Coast Counties in Kenya. The purpose of the study was to identify the various strategic enablers that can affect the performance of the hotel industry. Although there are many Organizational Agility enablers that firms can use, it considers two main drivers of performance. The main drivers of performance that were considered in this research study included information technology, and disruption innovation. It examined how these factors lead to enhanced performance of organizations based on various dimensions that include profitability, market share, customer satisfaction and loyalty among others. The study employed descriptive research design where the aim was to describe the key characteristics of the sample population with the intent of establishing relations among the key variables of the study. Mailed questionnaires were used to collect the required data and information from the managers of the hotels. The data analysis made use of quantitative approach where various statistical techniques were used. Correlation and regression analyses were used to analyze the relationship between various variables of the study. The research results showed a strong positive correlation between Online Business and performance of hotel industry in Kenyan coast `49 Counties, indicating that there was a positive significant influence of Online Business and performance of hotel industry in Kenyan coast Counties. The research results also indicated that there was a positive significant effect of Learning Organization Strategy on the performance in hotel industry in Kenyan Coast Counties.

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INTRODUCTION

Firm performance refers to the capability of a unit in an organization in meeting set goals through persistent dedication, proper management, and good governance. To maximize earnings, firms that offer products and services should exploit conformist perspectives. For firms to grow and progress, steady performance should be the topmost priority (Gavrea, Llies, & Stegorean, 2011). A firm's attractiveness depends on performance levels, and a structure providing proof of corporation goals while at the same time evaluating its goal performance (Felizardo, Felix, & Thomaz, 2017). The world is dynamic, which impacts significantly on organizations. The dynamism of the devices and tools in organizational running has led to discrepancies in strategic management (Shahrabi, 2012). It is therefore integral for firms to indirectly or directly adjust to changes threatening their survival.

In today's business environment, managers and business owners need to have a widespread insight and cognizance of the Social, cultural trends and business developments modelling the world (Kanyi, 2011). In the current era of doing business, there has been a call for adaptability and agility in an emergent strategic context (Doz, 2012). Firms needs to embrace the vibrant expertise to anticipate and respond to adequately to challenges and opportunities with flexible people, processes and technology. The success of a leader, a team, or an organization will advance through decisive and agile strategies that will influence and respond effectively to impulsive, unpredictable and shifting marketplace demands (Horney, 2013). Janssen (2010) argues that "agility is an organizational ability to quickly and effectively react in an environment which can change radically. Richardson , (2012) observed that Organizational agility the

ability to deal with rapidly changing circumstances while out executing the competition and stakeholder expectations is the core differentiator of businesses these days, whether they are competitors or not; the capacity to identify and capture opportunities more quickly than rivals do. It differentiates the winners from the losers, the victors from the victims, and determines which organizations survive and thrive, and which do not .

Firms need to learn ways of becoming agile in the identification, and response to marketbased coercions and prospects (Tallon & Pinsonneault, 2011). The ability of organizations to adapt and to thrive amidst these changes which in most cases may not be favorable is at the heart of their survival. Organizations need proper and favorable environments with a reasonable form of stability to be successful; such environments entail the socio-political, economic and cultural factors which invariably influence the workings of the organization (Bello, 2011 cited in Ejo-Orusa and Adim, 2018).

Agility is imperative for success for contemporary firms as they face unparalleled time-to-market pressures, globalization, and extra-ordinary competition. As claimed by Vokurka, Zank, and Lund (2012), the most valuable effects of agility are being embraced and support more on the connection between agility and organization competitiveness. The present corona virus pandemic has created the need for Organizational Agility for the organization. Organizations confronting the realities of a COVID-19 world find themselves managing challenging and unprecedented demands: redeploying talent, establishing remote workforces, building needed capabilities, propping up distressed supply chains, contributing to humanitarian efforts, choosing among firing, retaining employees, and planning for reopening amid uncertainty (Worley & Jules, 2020). The COVID-19 outbreak has caused bankruptcy for many well-known brands in many

industries as consumers stay at home and economies are shut down (Tucker, 2020). The travel and hospitality industry is deeply affected by the Covid pandemic where 80% of hotel rooms are empty (Asmelash & Cooper, 2020), whereas airlines have cut their workforce by 90%, and tourism destinations are likely to make loss or have reduced profits. Some activities like sporting events, expos, conferences, and large gatherings as well as cultural establishments such as museums and galleries have been called off. Consulting in general and personal services, like hairdressers, gyms, and taxis, have also come to a standstill due to lockdowns.

Problem statement

The hospitality industry in Kenya economic sectors is applauded as one of the top three revenue earners that has continued to post impressive results yearly. According to the Ministry of Tourism and Wildlife statistics, Kenya is the third largest travel and tourism economy in Africa after South Africa and Nigeria both of which grew significantly less than Kenya in 2018 (Standard Media Group, 2019). In 2017, Kenya earned 1.2 billion US dollars from tourism expenditures, up from approximately 989 million US Dollars in 2016 representing a 20% increase while in 2019, approximately 2M international visitors arrived in Kenya. However, the industry has faced unprecedented disruption over time including SARS outbreak, the 9/11 incidents, the 2008 financial crisis, travel advisories from US and UK governments, Insecurity threats and now, the spread of the coronavirus pandemic that has turned into a bigger crisis around the world that has brought the worldwide tourism industry to a near standstill.

There have been great concerns over the effect of intense competition and fluctuating environmental factors on the quality and flexibility of its products and services over the last years (Megharbel, 2010). In

responding to such significant turbulences and threats, firms need to rapidly change their business patterns and model through strategic agility. Organizational Agility creates the organizational ability to continuously, effectively adjust and adapt in appropriate time the organization's strategic direction in fundamental business in relation to the changing circumstances of the environment and to cope with the strategic discontinuities and disruptions arising from a highly volatile and uncertain world (Weber & Tarba, 2014). On the other hand, Customer satisfaction has been defined as the extent to which a product's perceived performance matches a buyer's expectations (Kotler et al., 2012). In the same context Tseng and Lee (2014) highlight Change, learning and innovation as pillars of customer satisfaction.

Tabe-Khoshnood and Nematizadeh (2017) opined that organizations must strategically sensitize in matching organizational culture with global business trend, be strategically agile, and respond to the challenges and opportunities brought by the business pressures and external environment in order to survive competitive tensions and continuously gain superior performance. Oduol (2015) asserted that organizational managers had trouble in instituting an effective organizational culture, which is an element for strategic responses, productivity and improvement in overall performance. Oyerinde, Olatunji and Adewale (2018) emphasized that poor strategic response to these challenges and weak organizational culture have run down the performance of most firms in Africa. Ahmed and Shafq (2014) and Kamau and Wanyoike (2018) claimed that poor organizational culture integration negatively affects organizations economic benefit, contribution and overall performance. Many Strategic management scholars have raised the vital role of how Organizational Agility and organizational culture aid organizations in exploiting environmental business opportunities and

coping with global dynamic business forces and policies in achieving firm performance. Despite the significant recognition of organizational culture by scholars in enhancing firm Organizational Agility and performance, most studies in developing countries especially in Kenya have not emphasized on Organizational Agility dimensions on customer experience in the hospitality sector. This serves as a literature gap and thus this study intends to bridge especially during this COVID-19 crisis period.

Research Objectives

- a) To examine the influence of online business on performance of hotel industry in Kenyan coast counties.
- b) To find out the influence of learning organization strategy on performance of hotel industry in Kenyan coast counties.

LITERATURE REVIEW

Theoretical Foundation

Contingency Theory

The contingency theory is an important concept that can be used to support the Organizational Agility of firms across different industries. The theory supports the dynamic business environment. The fundamental argument of the contingency theory is that the business environment in which the organization operates plays a critical role in determining the best business strategies to use. It considers the influence of both internal and external business environment on the operation of companies (Kale, Aknar, and Başar 2019). Currently, managers constantly assess their business environment to determine the best strategic objectives that can ensure they remain relevant and outperform each other. In the hotel industry, contingency theory is evident as many players in this sector regularly assess their environment to determine the appropriate strategies that can enable them to

become competitive. Many theories and models have been developed to support contingency theory such as Porter's five forces (Clauss et al. 2019).

Porter's five forces model demonstrates five main factors that include the competitive rivalry, threats of new entrants, the threat of substitute products, competitive rivalry and barriers to entry can shape the strategies of the organization. Kale Aknar and Başar (2019) defined environmental dynamism based on two factors that include moderate dynamic markets and high dynamic markets. The authors argue that markets that are moderately dynamic as experiencing changes regularly and predictable since they follow linear paths. On the contrary, very dynamic markets are less predictable and non-linear. The contingency theory is considered important in this research study since it argues that there is no appropriate approach to develop an organization strategy that can help best accomplish its objectives. It implies that the effective strategy depends on the internal or external circumstances of the business and its nature. As a result, when companies are implementing strategic abilities, they should consider the assessment of the prevailing business environment.

Dynamic Capability theory

The dynamic capability theory focuses on the survival and adaptability of organization in a given sector as opposed to sustainability. According to Kurniawan et al. (2020), the prosperity of organizations in a business environment depends on their timely response, flexibility and quick actions to product innovation. Besides, it depends on the management capability to help effectively redeploy and control external and internal competencies as opposed to the accumulation of valuable organizational resources (Gerald et al. 2020). The theory also argues that the value of a firm's resources can be reduced through the rivals substitution or imitation (Mohammed and Rugami 2019). As a result,

for firms to remain competitive they should continuously develop new forms of the competitive edge using their flexible capabilities.

According to Gacau (2019), the dynamic capabilities are regarded as the highest capabilities levels that are achieved through a systematic modification and generation of the operating capabilities created through

continuous organizational learning. Kago, Gichunge and Baimwera (2018) define the dynamic abilities as the explicit and recognizable routines or process that help create changes in the market by utilizing the resources. Furthermore, it is argued that acquisition, innovations and strategic alliances are some of the examples supporting the reconfiguration of the competitive resources of firms.

Conceptual framework

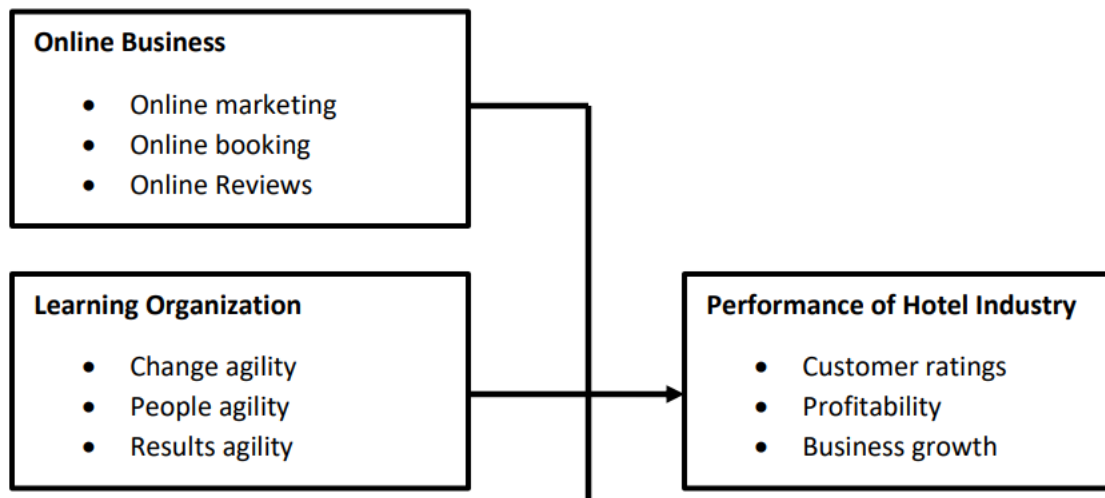


Figure 1: Conceptual Framework

Online Business

Online business also referred as E-commerce, is a business methodology that uses electronic medium to perform the entire business transaction. Suppliers and customers meet in a virtual to perform transactions using internet technology. Customers can shop at anytime, anywhere through internet access. Buyers or customers simply need to visit any of the E-commerce website and then select the products or services required. The selected products will arrive within the agreed period (Laudon and Traver, 2012; Yadim, 2007; Zhu, 2004; Turban, 2003; Chandran et. al., 2001). E-commerce concept is to support trade with computing systems with high dynamic and open information technology. In this system, electronic data exchange, process

communication (computer to computer applications) in the information business is a branch of this system. Trading partners (sellers, buyers or middlemen) in global electronic market system met through the internet. The electronic market is a computer system that links each other. All trading activities of finding customers or suppliers, consulting, contracts, agreements and settlement of payments via electronic take place safely and efficiently.

Since the Internet became commercial, most companies have used the website to make a profit from big names like Amazon. Com, Alibaba etc. Lately companies have been doing business and making money online. E-commerce covers a wide and numerous activities including the name and contact details as sales leads through the integration

of online buying and selling experience. Opportunities for E-commerce are different and extensive and require greater care. According to Laudon and Traver (2012) and Gilaninia et. al., (2012)), four E-commerce concept that are identified are, Business to Business – B2B, Business to Consumer – B2C, Consumer to Consumer – C2C, and Consumer to Business – C2B. New forms of E-commerce are often used for business-to-customer relations and transactions, not just (EDI) for business-to-business relations. This offers much bigger numbers, therefore great penetration; therefore more people want to use it (Rezvani et. al., 2011.). E-commerce is necessary in the interest of both parties together in such a trade, the buyer and seller, because it offers a combination of low cost, high reliability, accuracy, and speed.

Organizational Learning

Organizational learning is the revision and modification made for the misconception, abnormality, and contradiction of images or recognition (Gronum et al., 2012). Spillane (2015) regarded organizational learning as various adjustments for the fundamental belief, attitude & behavior, and structural arrangement in the process to cope with environmental changes in order to enhance the operating effectiveness and the permanent survival and development of enterprises or institutions. Such adjustments were realized through formal and informal interpersonal interaction (Kaiser et al., 2013). An organization would change the decision-making plans and directly perform on the information processing when detecting uncertainties and risks in the environment; organizational learning was the process for the change cycle (Carey et al., 2011). Organizational learning required the integration of an organization and the environment for maintaining the competitive advantage and innovation. In this case, an organization, based on the past experiences, had to present the potential of learning, unlearning, and relearning. Organizational

adaptiveness was a strategy as well as the activity to adapt to external changing environments, as adaptiveness would guide an organization to constant learning (Lubik et al., 2013).

Organizational learning is the knowledge and skills for changing behaviors and actions that it could help an organization cope with external State of the literature It emphasized that organizational learning was the spontaneous output and process going through the past knowledge and experiential learning of an organization (Duggan, 2012). Organizational learning referred to organizational members constantly expanding the abilities, cultivating a brand-new and broad thinking method, and continuously learning how to learn (Phelps et al., 2012). According to Chen et al. (2012), organizational learning covers three stages of information acquisition, information dissemination, and shared information interpretation. The sources of organizational information acquisition might be the internal organization, e.g. learning curve and empirical curve, or other external experiences, such as customer research survey or other second-hand data. Moreover, the source of information might be the organizational memory, which was transferred into knowledge from past experiences. Apparently, organizational learning becomes the internalized memory of an organization through the acquisition of intelligence, delivery & sharing, and further analyses and transformation to further become the source of organizational information.

Firm Performance

Nowadays, firm performance has become a relevant concept in strategic management research and is frequently used as a dependent variable. Although it is a very common notion in the academic literature, there is hardly a consensus about its definition and measurement. However, due to

the absence of any operational definition of firm performance upon which the majority of scholar's consent, there would naturally be diverse interpretations suggested by various people according to their personal perceptions. Definitions of this concept may be abstract, or general, less or clearly defined. In the 50s, firm performance was considered as the equivalent of organizational efficiency, which represents the degree to which an organization, as a social system with some limited resources and means, achieves its goals without an excessive effort from its members. The criteria used for assessing performance are productivity, flexibility, and interorganizational tensions (Georgopoulos & Tannenbaum, 1957). In the 60s and 70s, organizations began to explore new ways to evaluate their performance. During this time, performance was defined as an organization's ability to exploit its environment for accessing and using the limited resources (Yuchtman & Seashore, 1967).

In the twenty-first century, the definition of organizational performance principally focused on the capability and ability of an organization to efficiently exploit the available resources to achieve accomplishments consistent with the set objectives of the company, as well as considering their relevance to its users. Colase (2009) considers the word performance as a bag-word because it covers various and different notions such as growth, profitability, return, productivity, efficiency, and competitiveness. Bartoli and Blatrix (2015) believed that the definition of performance should be achieved through items such as piloting, evaluation, efficiency, effectiveness, and quality.

Empirical Review

Online Business and Performance

Internet been described as interactive, connectivity and convergence which allows real time and online true interactivity which is extremely needed since most of business

activity consist of interaction. The growth of the internet ad worldwide has revolutionized the way hotel industry operated. Traditionally, reservation in hotel are done through travel agents and hotel chains call Centre, but nowadays generated online by individual's customers and corporate travel planners, who then uses online intermediaries as they contact the hotels or its chains directly (Carrol and Siguaw,2003). Hospitality industry including hotel, travel agents and airlines have taken advantages offered by e-commerce by creating their own website for engaging business using an internet because internet very compatible channels compare to other distribution channel.

Online Business adoption has become crucial in the numerous hotel business transactions. This is observed when dealing with guests while making reservations and when offering credit allowances which have led to the generation of numerous communication networks and extensive written documentation ensuring appropriate payments for services rendered. With the advent of computer systems, hotels are now able to accept reservations within a two-year horizon with minimum problems and at minimal expense. From an accounting and control viewpoint there is none equal to the hotels' enormous volume of small transactions taking place so rapidly and at so many different points of sale (Kasavana & Cahill; 2003; Taylor & Francis, 1998). In customer relation management, a great focus is placed on customer relationship whereby through the internet and the Porters "five competitive forces (which includes threats of competitor's entry into the market; buyer power; bargaining power of suppliers; substitute products, and rivalry or competitors jockeying for a position in the market share), easily creates value addition to customers which result in profitability within the firms activities. The internet also detects unique and updated websites, which can directly link the supplier and the customer,

hence cutting down costs (Porter, 2001). Porter further observes that the extensive information about products on-line encourages customers to readily purchase more than either the printed catalogues or shop displays could. Web catalogue can also be easily updated to act as brochures providing vital information to customers as it displays clear information and photos of location and various amenities (Porter, 1990; Tesone, 2006).

Learning Organization and Performance

An empirical study by Kontoghiorghes et al., (2002) on the relationship between change adaptation and dimensions of learning organizations, performance and innovation point out characteristics of learning as information sharing, open communication, promotion of new ideas and risk taking, learning and development recognition, available resources for one to perform a task professionally, high team performance, reward for performance and learning, continuous learning and training and knowledge management. Change adaptation, service introduction and organizational performance were also identified as comparable operational dimensions. Organizations capability to adapt to changes immediately and the extent in which they introduce new services and products is referred to as adaptability to change.

The definition of bottom line performance was in terms of productivity, quality, employee commitment, profitability and organizational competitiveness. Statistical survey method showed a positive relationship between operational dimensions and identified characteristics of learning.

Organizational structure, information system and culture are specifically the most integral learning characteristics responsible for positive impacts in operation dimensions. The findings by Kontoghiorghes et al. (2002) corroborate the works of Canadian Public

Service Agency (2007) special task force on benefits and characteristics of learning culture adoption. However, it was based on manufacturing and IT context contrast to later studies which was government agency based. Both were based on European economies. This study will target specifically the hospitality industry. The concept paper of the Canadian Public Service Agency (2007) examined environmental drivers that trigger organizations to adoption of learning discipline. They included Information technology, continued environmental change, competitiveness and knowledge workers intent to remain relevant. Learning is continuous need for culture integration and not life preparation. The study found out that the only source of sustainable competitive advantage due to its transformative nature is learning. Organization which do not embrace learning face extinction as they cannot adapt to change. The analysis was centered on applied benefits of learning to Canadian government. Organizational growth and sustained competitiveness is only realized through adoption of a learning culture.

RESEARCH METHODOLOGY

In this particular the study, the aim was to analyze the impact of the Organizational Agility on the performance of the hotel industry; the proposed study therefore considers the descriptive research design as the most appropriate (Hassan 2018). The target population for this study comprised the 200 classified of hotels in Coast Counties. The sample was drawn from hotels in the five coast counties namely Taita Taveta, Kilifi, Kwale, and Mombasa. Proportionate sampling technique was employed to select the hotels from each of the five counties that participated in the research study. The sampling technique ensured proportionate distribution of the sample hence ensuring true representation of the target population. To determine the size of the sample, the researcher adopted the Yamane (1967)

formula. Therefore, the sample size was 133 hotels.

This study adopted primary data. The study's primary data was obtained using semi-structured questionnaires. The pretesting sample was made of 14 respondents, representing 10% of the sample size. The results from the pilot test were not used in the main study. In addition, the respondents used in the pilot test were excluded from the final study. Statistical analysis was carried out to determine the relationship between the variables under investigations. Both descriptive and inferential statistics were employed. Descriptive statistics mainly mean scores, standard deviation, frequency distribution were used to describe the characteristics of key variables. Inferential statistics mainly correlation and simple regression.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The research sample composed of 133 respondents, out of which 126 questionnaires were received back, with seven (7) being either not filled or not returned at all. This translated to 95.1% response rate which was acceptable for data analysis.

Descriptive Analysis

Online Business

To obtain information about the first independent variable Online Business, several statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement "Do you believe that businesses are implementing online platforms in their operations" 5.6% of the respondents disagreed to the statement, 23.5% of the respondents neither agreed nor disagreed to the statement, 57.8% of the respondents agreed to the statement whereas 13.1% of the

respondents strongly agreed to the statement, with a mean of 3.78 and standard deviation 0.739. On the second statement "Do you think that social media platforms have influenced business performances?" 19.1% of the respondents neither agreed nor disagreed to the statement, 41.0% of the respondents agreed to the statement while 38.9% of the respondents strongly agreed to the statement, with a mean of 4.21 and standard deviation 0.741. On the statement "Do you think that Covid-19 pandemic has encouraged the use of online platforms.", 2.8% disagreed with the statement, 38.6% of the respondents neither agreed nor disagreed to the statement, 32.3% of the respondents agreed to the statement whereas 26.3% of the respondents strongly agreed to the statement, with a mean of 3.82 and standard deviation 0.885. Regarding the statement "Do you think that consumers are using these online payments", 13.1% strongly disagreed to the statement, 10.4% of the respondents disagreed to the statement, 23.9% of the respondents neither agreed nor disagreed to the statement, 35.5% of the respondents agreed to the statement whereas 17.1% of the respondents strongly agreed to the statement, with a mean of 3.33 and standard deviation 1.251.

On the statement "Do you think that online marketing is the modern trend for businesses." 8.4% strongly disagreed to the statement, 23.9% disagreed to the statement, 23.5% of the respondents neither agreed nor disagreed to the statement, 31.1% of the respondents agreed to the statement whereas 13.1% of the respondents strongly agreed to the statement, with a mean of 3.17 and standard deviation 1.178. On the statement "Do you think that integrating mobile-based solutions improves performances of businesses." 8.0% strongly disagreed to the statement, 23.9% disagreed to the statement, 26.3% of the respondents neither agreed nor disagreed to the statement, 33.5% of the respondents agreed to the statement whereas

8.4% of the respondents strongly agreed to the statement, with a mean of 3.10 and standard deviation 1.105. On the statement “Do you think consumers are comfortable in transacting via their mobile phones” 2.8% strongly disagreed to the statement, 3.2% disagreed to the statement, 21.5% of the

respondents neither agreed nor disagreed to the statement, 51.8% of the respondents agreed to the statement whereas 20.7% of the respondents strongly agreed to the statement, with a mean of 3.84 and standard deviation 0.883.

Table 1: Online Business frequencies

Online Business Parameters	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
Do you believe that businesses are implementing online platforms in their operations	-	5.6	23.5	57.8	13.1	3.78	0.739
Do you think that social media platforms have influenced business performances	-	-	19.1	41.0	38.9	4.21	0.741
Do you think that Covid-19 pandemic has encouraged the use of online platforms?	-	2.8	38.6	32.3	26.3	3.82	0.885
Do you think that consumers are using these online payments?	13.1	10.4	23.9	35.5	17.1	3.33	1.251
Do you think that online marketing is the modern trend for business?	8.4	23.9	23.5	31.1	13.1	3.17	1.178
Do you think that integrating mobile-based solutions improves performances of business?	8.0	23.9	26.3	33.5	8.4	3.10	1.105
Do you think consumers are comfortable in transacting via their mobile phones?	2.8	3.2	21.5	51.8	20.7	3.84	0.883

Learning Organization Strategy

To obtain information about the first independent variable Learning Organization Strategy, numerous statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “Do you think attracting and retaining customers improves performance” 15.1% strongly disagreed to the statement, 13.9% of the respondents disagreed to the statement, 35.5% of the respondents neither agreed nor disagreed to the statement, 24.7% of the respondents agreed to the statement whereas 10.8% of the respondents strongly agreed to

the statement, with a mean of 3.02 and standard deviation 1.195.

On the statement “Do you think engaging employees in discussing employment growth and development improves performances” 13.5% strongly disagreed to the statement, 8.8% of the respondents disagreed to the statement, 10.8% of the respondents neither agreed nor disagreed to the statement, 43.8% of the respondents agreed to the statement whereas 24.1% of the respondents strongly agreed to the statement, with a mean of 3.54 and standard deviation 1.306. On the statement “Do you think improving succession plan motivates the employees”, 5.2% strongly disagreed to the statement, 23.9% of the respondents disagreed to the

statement, 19.1% of the respondents neither agreed nor disagreed to the statement, 20.7% of the respondents agreed to the statement whereas 31.1% of the respondents strongly agreed to the statement, with a mean of 3.49 and standard deviation 1.291. Regarding the statement “Do you think that aligning employee training and organizational goals improves performance”, 4.8% strongly disagreed to the statement, 15.9% of the respondents disagreed to the statement, 7.6% of the respondents neither agreed nor disagreed to the statement, 47.0% of the respondents agreed to the statement whereas 24.7% of the respondents strongly agreed to the statement, with a mean of 3.71 and standard deviation 1.145.

On the statement “Do you believe that you can be satisfied with the non-monetary reward system” 4.8% strongly disagreed to the statement, 29.9% disagreed to the statement, 5.2% of the respondents neither agreed nor disagreed to the statement, 41.8%

of the respondents agreed to the statement whereas 18.3% of the respondents strongly agreed to the statement, with a mean of 3.39 and standard deviation 1.223. On the statement “Do you think putting a learning and development strategy improves performance?” 8.4% strongly disagreed to the statement, 2.0% disagreed to the statement, 13.9% of the respondents neither agreed nor disagreed to the statement, 55.4% of the respondents agreed to the statement whereas 20.3% of the respondents strongly agreed to the statement, with a mean of 3.77 and standard deviation 1.062. On the statement “Do you think that nurturing a learning culture enhances organizational performances” 2.8% strongly disagreed to the statement, 4.8% disagreed to the statement, 12.7% of the respondents neither agreed nor disagreed to the statement, 33.5% of the respondents agreed to the statement whereas 46.2% of the respondents strongly agreed to the statement, with a mean of 4.16 and standard deviation 1.006.

Table 2: Learning Organization Strategy frequencies

Statements	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
Do you think attracting and retaining customers improves performance?	15.1	13.9	35.5	24.7	10.8	3.02	1.195
Do you think engaging employees in discussing employment growth and development improves performances?	13.5	8.8	10.8	43.8	24.1	3.54	1.306
Do you think improving succession plan motivates the employees?	5.2	23.9	19.1	20.7	31.1	3.49	1.291
Do you think that aligning employee training and organizational goals improves performance?	4.8	15.9	7.6	47.0	24.7	3.71	1.145
Do you believe that you can be satisfied with the non-monetary reward system?	4.8	29.9	5.2	41.8	18.3	3.39	1.223
Do you think putting a learning and development strategy improves performance?	8.4	2.0	13.9	55.4	20.3	3.77	1.062
Do you think that nurturing a learning culture enhances organizational performances?	2.8	4.8	12.7	33.5	46.2	4.16	1.006

Performance of hotel industry in Kenya

To obtain information about the dependent variable Performance of hotel industry in Kenya, various statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “Customer ratings of this hotel is excellent.” 10.4% of the respondents neither agreed nor disagreed to the statement, 64.9% of the respondents agreed to the statement whereas 24.7% of the respondents strongly agreed to the statement, with a mean of 4.14 and standard deviation 0.576.

On the statement “The hotel has experienced growth in the last one year”, 5.6% strongly disagreed to the statement, 16.7% of the respondents neither agreed nor disagreed to the statement, 57.0% of the respondents agreed to the statement whereas 20.7% of the respondents strongly agreed to the statement, with a mean of 3.87 and standard deviation 0.929. Regarding the statement “The hotel has returned to profitability levels of precovid19”, 2.0% strongly disagreed to the statement, 13.1% disagreed to the statement 21.5% of the respondents neither agreed nor disagreed to the statement, 49.4% of the respondents agreed to the statement whereas 13.9% of the respondents strongly agreed to the statement, with a mean of 3.60 and standard deviation 0.951.

Table 3: Performance of hotel industry in Kenya

Performance of hotel industry in Kenya	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
Customer ratings of this hotel are excellent.	-	-	10.4	64.9	24.7	4.14	0.576
The hotel has experienced growth in the last one year	5.6	-	16.7	57.0	20.7	3.87	0.929
The hotel has returned to profitability levels of precovid-19	2.0	13.1	21.5	49.4	13.9	3.60	0.951

Inferential Statistics

Correlation Analysis

The results of correlation analysis are as shown in Table 4. The findings indicated that there was strong positive and significant relationship between Online Business Parameters and performance of hotel industry in Kenyan coast counties. With a Pearson correlation coefficient $r=0.485$, p -value which was significant at 0.01 level of significance. This implies that increased Online Business Parameters results in

increase of performance of hotel industry in Kenyan coast counties in Kenya.

There was strong positive and significant relationship between Learning Organization Strategy and performance of hotel industry in Kenyan coast counties in Kenya. With a Pearson correlation coefficient $r=0.891$, p -value < 0.05 which was significant at 0.05 level of significance. This indicates that improved Learning Organization Strategy results in improved performance of hotel industry in Kenyan coast counties in Kenya.

Table 4: Correlation Matrix

		PHIKCC	OBP	LOS
PHIKCC	Pearson Correlation	1		
	Sig. (2-tailed)			
OBP	Pearson Correlation	.684*	1	
	Sig. (2-tailed)	0.036		
LOS	Pearson Correlation	.485**	0.023	1
	Sig. (2-tailed)	0	0.805	

** . Correlation is significant at the 0.01 level (2-tailed). Online Business Parameters Practice is OBP; Learning Organization Strategy is LOS; and performance of hotel industry in Kenyan coast counties in Kenya is PHIKCC.

Regression analysis

Simple linear regression

Regression analysis for construct Online Business Parameters Practice

From table 5 (ii), the regression model of X1 and Y was significant with $F(1,125) = 185.527$, $p\text{-value} < 0.001$ inferring that Online Business Parameters Practice was a valid predictor in the model. The Coefficient of determination R^2 of 0.427 showed that 42.7% of performance of hotel industry in Kenyan Coast Counties is explained by Online Business Parameters Practice. The remaining percentage of performance of hotel industry in Kenyan Coast Counties can be explained by other factors not included in the model. The R of 0.653 from table 4.12(i) shows there is a moderate positive correlation between Online Business Parameters Practice and performance of hotel industry in Kenyan Coast Counties in Kenya.

The Model equation therefore became $Y = -5.241E-005 + 0.587 X1$

Where, Y is performance of hotel industry in Kenyan Coast Counties X1 is Online Business Parameters Practice

The beta coefficient value for Online Business Parameters Practice (0.587) meant that for every one (1) unit increase in the dimension of Online Business Parameters Practice in state corporations, it leads to 0.587 increase in performance of hotel industry in Kenyan Coast Counties as shown in table 5 (iii).

Table 5: Regression analysis for construct Online Business Practice

i) Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error		Change Statistics			
				Estimate	Change	F	df1	df2	Sig. F Change
1	.653 ^a	.427	.425	.44830	.427	185.527	1	125	.000

a. Predictors: (Constant), Online Business Parameters Practice

ii) ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.286	1	37.286	93.215	.000 ^b
	Residual	50.042	125	.400		
	Total	87.328	126			

a. Dependent Variable: Performance of hotel industry in Kenyan Coast Counties

b. Predictors: (Constant), Online Business Parameters Practice

iii) Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5.241E-005	.028		-.002	.999
	Online Business Parameters Practice	.587	.043	.653	13.621	.000

a. Dependent Variable: Performance of hotel industry in Kenyan Coast Counties

Discussion of the findings on relationship between Online Business Practice and performance of hotel industry in Kenyan Coast Counties in Kenya

The R value (correlation coefficient, $r = 0.653$) indicated that there was a moderate positive correlation between Online Business Parameters Practice and performance of hotel industry in Kenyan Coast Counties. The $p\text{-value} < 0.001$ signified that Online Business Parameters Practice was statistically significant at 5% level of significance, implying that Online Business Parameters Practice has a positive effect on the

performance of hotel industry in Kenyan Coast Counties in Kenya.

Regression analysis for construct Learning Organization Strategy

From table 6 (ii), the regression model of X2 and Y was significant with $F(1,125) = 346.470$, $p\text{-value} < 0.001$ inferring that Learning Organization Strategy was a valid predictor in the model. The Coefficient of determination R² of 0.582 showed that 58.2% of performance of hotel industry in Kenyan Coast Counties is explained by Learning Organization Strategy. The remaining percentage of performance of hotel industry in Kenyan Coast Counties can be explained by other factors not included in the model. The R of 0.763 from table 6(i) shows there is a strong positive correlation between Learning Organization Strategy and performance of hotel industry in Kenyan Coast Counties in Kenya.

The study findings revealed that there was positive significant relationship between Learning Organization Strategy and performance of hotel industry in Kenyan Coast Counties in Kenya.

The Model equation therefore became $Y = -5.349E-005 + 0.510 X_2$

Where, Y is performance of hotel industry in Kenyan Coast Counties X₂ is Learning Organization Strategy

The beta coefficient value for Learning Organization Strategy (0.510) meant that for every one (1) unit increase in the dimension of Learning Organization Strategy in state corporations, it leads to 0.510 increases in performance of hotel industry in Kenyan Coast Counties as shown in table 6 (iii).

Table 6: Regression analysis for construct Learning Organization Strategy

i) Model Summary									
Model	R	Adjusted R Square	Std. Error of the Estimate	Change in R Square	F	df1	df2	Sig.	F Change
1	.763 ^a	.582	.38296	.582	346.470	1	125	.000	

a. Predictors: (Constant), Learning Organization Strategy

ii) ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	50.811	1	50.811	174.010	.000 ^b
	Residual	36.517	125	.292		
	Total	87.328	126			

a. Dependent Variable: Performance of hotel industry in Kenyan Coast Counties

b. Predictors: (Constant), Learning Organization Strategy

iii) Coefficients ^a					
Model		Unstandardized Coefficients	Std. Error	Standardized T	Sig.
1	(Constant)	-5.349E-005	.024	-.002	.998
	Learning Organization Strategy	.510	.027	.763	.000

a. Dependent Variable: Performance of hotel industry in Kenyan Coast Counties

Discussion of the findings on relationship between Learning Organization Strategy and performance of hotel industry in Kenyan Coast Counties in Kenya

The T statistics for the coefficient of Learning Organization Strategy is 18.614, with p values < 0.001. Since the p value of the T statistics is less than 0.05, it implies that the coefficient of X₂, 0.510 is statistically significant at 5% level of significance. This further confirms that Learning Organization Strategy significantly influences performance of hotel industry in Kenyan Coast Counties positively.

Conclusions

From the above findings of the study, Online Business Parameters influences on performance of hotel industry in Kenyan coast counties. Hence concluding that Online Business Parameters considerably has an effect on organizational overall performance in hotel industry in Kenyan coast counties.

From the above findings of the study was indicated that Learning Organization Strategy affects performance of hotel industry in Kenyan coast counties, hence concluding that Learning Organization Strategy effectively improves performance of hotel industry in Kenyan coast counties. Change, People and Results agility dimensions is an important factor that needs consideration because this leads the firm in competitive advantage and improves organizational performance.

Recommendation

The researcher recommended that the hotel industry in Kenyan coast counties should effectively plan and analyze the need assessment to gain the greatest competition power. This also recommended that the firm should plan well and find out for these factors, like why, when, and where. The researcher recommended that hotel industry in Kenyan coast counties should train their employees on online business marketing practices and assess them to be knowledgeable people in the online business marketing.

The researcher recommended that the hotel industry in Kenyan coast counties should follow up the past performance records of the hotel industry. So that the hotel industry can easily evaluate, control and improve production or services that they provide. And it would help that the hotel industry in Kenyan coast counties be able to predict and forecasted their current and future performance metrics.

Contribution to knowledge

The following are Organizational Agility practices factors in hotel industry in Kenyan coast counties, Online Business Parameters, Learning Organization Strategy, Joint Organizational Agility and Learning Organization Strategy. The following are the hotel industry in Kenyan coast counties performance measurement; Business growth,

Customer ratings and Profitability. In this study contributed that effective Organizational Agility practices improves the performance in hotel industry in Kenyan coast counties and leads competitive advantage in the market.

Areas for further research

Even though this research provided meaningful results, there were possibilities that all strategy agility dimensions were not exhausted and hence the need for further research. Therefore, other factors could provide additional insights into the strategy implementation practices and performance of hotel industry in Kenyan coast counties. Equally, future researchers may consider other variables that are not considered in this research. Secondly, with a view that this research was conducted only on the hotel industry in Kenyan coast counties, future research can be extended to organizations in other industries, particularly the public and private sector to establish whether the findings in this research will be in concurrence.

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