

**INFLUENCE OF STRATEGIC ORIENTATION ON PERFORMANCE OF HOTELS IN
KENYA, A SURVEY OF BEACH HOTELS IN MOMBASA COUNTY.**

ABDINASIR SUBANE ABDILLE

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR
AWARD OF DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF KENYA
METHODIST UNIVERSITY**

SEPTEMBER, 2021

DECLARATION

This Research thesis is my original work and has not been presented for examination purposes in any university.

Signature..... Date

Abdinasir Subane Abdille

BUS-3-7130-1/2016

We confirm that this research thesis has been presented for examination with our approval as the university supervisors

Signature Date

Paul Mwenda

School of Business and Economics

Kenya Methodist University

Signature Date

Patric Egondi

School of Business and Economics

Kenya Methodist University

DEDICATION

I dedicate this work to my family for the perseverance they endured during the period of my preparation of this proposal.

ACKNOWLEDGEMENT

I take this opportunity to thank the almighty God for enabling me to reach the extent I have reached so far. I would also like to thank all the people with whom I interacted in the course of my entire study and, specifically, in the course of the preparation of this proposal. Specifically, I would like to thank my supervisors, Mr. Paul Mwenda and MR Patrick Egondi for the guidance they accorded me in the course of preparing this. I also thank my colleagues and all the lecturers in my department for the knowledge they instilled in me.

ABSTRACT

The hotel industry is regarded as among the crucial economic drivers for both developed and non-developed Nations. The industry contributes to economic growth by creating wealth, innovation and employment opportunities. However, the nature of strategic orientation that hotels use in their daily operations has been one of the reasons many hotels end up closing within the first three operation years. This research determined the influence of strategic orientation on hotel efficiency. The study's goals were to look into how entrepreneurial orientation influences hotel performance, business orientation on hotel performance, technology effects on hotel performance, and consumer orientation on hotel performance in Mombasa County. The descriptive survey design was used in the study to respond to the survey queries that require real-life contextual understandings and the theories used in this study included the firm's performance theory and resource-based theory. The target population was the hotels from the hospitality industry in Mombasa County. The target populations were the eight (8) classified beach hotels in Mombasa County and comprised five of five (5) respondents from each of the eight (8) classified beach hotels in Mombasa County, Chief Executive Officer, an operation manager, relationship manager, information technology manager and a strategic manager (Langat, 2018). According to the findings, the performance of beach hotels in Mombasa County is influenced by customer orientation, marketing orientation, entrepreneurial orientation, and marketing orientation, technology orientation. The highest correlation coefficient between the results of beach hotels ($r=0.874^{**}$, $P.05$) is entrepreneurial orientation. Strategic orientation (Entrepreneurship orientation, Marketing orientation, Technology orientation, and Customer orientation) has a positive and important impact on beach hotel success in Mombasa County ($r=0.948^{**}$, $p.05$). A linear regression model results showed that strategic orientation (Entrepreneurial orientation, Marketing orientation, Technology orientation and Customer orientation) explained 89.9% of the variations in the performance of hotels ($R^2=0.899$). A positive and important relationship between strategic orientation and performance of beach hotels in Mombasa County was verified through multiple linear regressions. The performance of beach hotels in Mombasa County is influenced most by entrepreneurial orientation, while the performance of hotels in Mombasa County is influenced least by technological orientation. The study recommended that key leaders especially CEOs in beach hotels should focus more on the implementation of strategies that enhance entrepreneurial orientation. The study results indicated that the respondents agreed that the influence of entrepreneurship orientation on hotel performance was real. This study therefore recommends that the marketing officers give close attention to after-sales service as this has proved vital in enhancing the hotels' performance.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	6
1.3 The Purpose of the study.....	7
1.4 Objectives of the study.....	7
1.5 Research Questions.....	8
1.6 Significance of the Study	8
1.7 Scope of the Study	9
1.8 Limitations of the Study.....	10
1.9 Assumptions of the Study	10
1.10 Operational Definition of Terms.....	10
CHAPTER TWO	12
LITERATURE REVIEW	12
2.1 Introduction.....	12
2.2 Theoretical Review	12
2.3 Empirical Literature Review.....	19
2.4 Research gaps.....	35
2.5 The Conceptual Framework.....	35
CHAPTER THREE	37
RESEARCH METHODOLOGY.....	37
3.1 Introduction.....	37
3.2 Research Design.....	37
3.3 Target Population.....	38
3.4 Sampling Procedure	38
3.5 Research Instruments	39

3.6 Piloting of Research Instruments	41
3.7 Data Collection Procedure	42
3.8 Data Analysis	42
3.9 Ethical Considerations	43
CHAPTER FOUR.....	45
RESULTS AND DISCUSSION	45
4.1 Introduction.....	45
4.2 Response rate, instruments’ reliability and respondents Demographics	45
4.3 Influence of Strategic Orientation on Hotel Performance	50
4.4 Entrepreneurial Orientation on the Performance of Hotels	51
4.5 Marketing Orientation and Performance of Hotels.....	53
4.6 Technology orientation and Performance of hotels	54
4.7 Customer orientation and Performance of hotels.....	56
4.8 Performance of Hotels	57
4.9 Bivariate Correlation analysis.....	59
4.10 Regression Analysis.....	60
CHAPTER FIVE	64
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	64
5.1 Introduction.....	64
5.2 Summary of the Findings.....	64
5.3 Conclusion	67
5.4 Recommendations of the study.....	69
5.5 Recommendation for Further and Future Research	71
REFERENCES	72
APPENDICES	85

LIST OF TABLES

Table 3. 1: Target Population and Sample Size	38
Table 4. 1: Cronbach Alpha for Reliability Assessments	46
Table 4. 2: Respondents' characteristics.....	47
Table 4. 3: Entrepreneurial orientation	51
Table 4. 4: Marketing orientation	53
Table 4. 5: Technology Orientation	56
Table 4. 6: Customer orientation	56
Table 4. 7: Performance of hotels	58
Table 4. 8: Bivariate Correlation analysis.....	60
Table 4. 9: Model Summary	61
Table 4. 10: Analysis of variance (ANOVAa).....	62
Table 4. 1: Multiple Regression Analysis Coefficient.....	63

LIST OF FIGURES

Figure 2. 1: The Conceptual Framework 36

Figure 4. 1: Title of the Respondent 49

Figure 4. 2: Gender of the Respondent 50

Figure 4. 3: Professional Body Member 50

Figure 4. 4: Highest level of education 51

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Since the primary goal of enterprises is to make profit, the idea of firm success is essential. Among the most pressing questions in business, according to Mutindi, (2018), is why some firms thrive when others struggle, hence this has prompted research into the factors in determining firm performance. According to Awino, (2015), a company must produce high returns and consider success drivers from the beginning to the end in order to be successful. Performance assessment, according to Njihia et al., (2013), is one of the methods that companies can use to track performance, recognize areas that need improvement, improve motivation, and strengthen communication.

Hotel managers, like any type of management, may use performance reviews to make changes to policies and other aspects of the business. Performance, according to Fwaya et al., (2012), is a formula for evaluating an institution's functioning based on certain criteria like profitability, staff morale, and effectiveness. Since a lot of strategic thinking revolves around identifying and assessing success, performance management and development are at the core of strategic management (Nzuve & Nyaega, 2013).

One of the most cherished propositions in business is that in order for a company's product to be effective, it must meet any consumer need or desire. Organizations typically suggest that marketing mix decisions be driven by the marketing concept and customer-oriented attitudes as a corollary to this proposition. Odhiambo and Twinoburyo, (2018) described a number of different approaches to organizational success, one of which is strategic orientation.

The term "orientation" refers to "the type of operation or topic that an individual or organization appears to be most involved in and pays the most attention to." Firms face an intense operating climate in the current marketplace, where sustaining and increasing revenue, market share, and profitability is a constant challenge. Companies employ various tactics to gain a competitive edge in today's increasingly globalizing environment. Any time there is a new technology, a new product, a new concept, or a new method, it appears (Johnson & Scholes, 2002).

The business orientation is described by Lynch et al., (2012) as how a company conducts its business. This orientation is the driving philosophies of organizations, and it drives corporate strategy. According to Zhou and Li, (2009), the how obtained resources, distributed, and used to build market edge is influenced by business orientation. As a result, it is possible to conclude that a firm's business focus in resource deployment will provide a market edge (Tushman & Romanelli, 2009).

These tools, on the other hand, change depending on where a company is in its life cycle. As a result, it's reasonable to assume that a firm's business focus will shift over time (Lynch et al., 2012). This implies that organization output will differ even within the same life cycle, depending on the dominant business orientation. The interchange of strategic contingencies over the life cycle of an organization, and this can be inferred.

A company can have multiple business orientation dimensions that can be identified. However, according to Zhou and Li, (2009), one is normally dominant. Internal limitations as well as the external environment in which a company works also decide the prevailing business orientation. The firm's life cycle stage, which is dictated by its capital, is a key component of internal constraints. Business orientation was seen to change over time as a company encounters new circumstances, such as through the life cycle. The efficacy of business orientation varies

depending on the firm's environment. A firm's success is influenced by how well its market orientation suits its capital. In other terms, there must be a match between business orientation and organizational capital, that, as previously stated, signify the company's life cycle. But that is attributable to the reality that business orientation is critical to a company's success or failure, and it varies depending on the organization's life cycle (Lynch et al., 2012).

Strategic orientation, is the tactical path taken by a company to develop the necessary behaviors for the company's continued superior success. Among. It is the most essential pillars, since it has significant consequences for an organization's structure, operations, expenditures, market relations, and overall success. Cost orientation, Entrepreneurial orientation, learning orientation, competitor orientation, business orientation, innovation orientation consumer orientation and interaction orientation are just a few of the strategic orientations that have been found through research (Avci et al., 2011).

Financial results should not be used in organizational performance, because financial metrics have a range of flaws, including limited precision, neutrality, summary, and relevance due to accounting period delay. Standard methods of assessing an organization's performance include looking at sales or earnings at the end of the year, or using financial statements (Evers et al., 2019).

As a result, to assess firm results, the statistics for each aspect must be compared to one another as well as the overall business goal for the year (Faisal et al., 2018). In addition, improvements in performance assessment practices in the Kenyan hotel industry should take into account changes in the market climate and environmental factors (Shim et al., 2011).

Different classification systems are used to categorize hotels all over the world. In several nations, the hotel star rating system is widely used (Foss & Saebi, 2016). The more stars a hotel

has, the more luxurious it is. Kenyan hotels are rated according to a five-star rating scale, with five-star hotels being the most luxurious, four-star hotels being the second most luxurious, three-star hotels being the third most luxurious, two-star hotels being the second most luxurious, and one-star hotels being the least luxurious (Nzioka & Njuguna, 2017).

The World Organization of Tourism is in charge of determining the criteria in which hotels will be held responsible and assessing if they would ever receive either one or five stars Kihara et al., (2016). Despite the recognized body, Rajnoha and Lorincova, (2015) claims that each country has its own rules and standards for deciding hotel classifications. As a result, there are variations in hotel star ratings. The facilities and service quality offered by hotels are used to evaluate them. The hotel industry in Kenya is indeed interested in taking advantage of the country's promising tourism prospects. In Kenya, there are approximately 500 decent hotels, and this number is growing every day. After agriculture, tourism is the most important industry in Kenya, according to the Kenyan government's National Tourism Strategy 2013-2018). According to a study by Foss and Saebi, (2016), the hotel industry accounts for 14 percent of GDP and 12 percent of total jobs in the country, and it is expected to expand at a rate of 3.7 percent per year for the next decade.

The hotels are distinguished by their class, sophistication, ambiance, and high-quality facilities. In the hotel industry, there is a lot of rivalry. Considering Kenyan hotels' top quality and decent services, the hospitality sector in Nairobi Kenya has becomes highly competitive for capital and market share. In the demand for skilled labor in the hospitality profession as well as market share, companies in the hotel industry are facing increased competition. Clients' expectations and tastes are changing all the time (Kihara et al., 2016).

Hotels, similar to other companies, are relying on strategic management success factors to gain global legitimacy for standardization credentials, company of every year honors, and star ratings, and also membership in professional organizations (Nasir Ul Rasheed Rather et al., 2018). The hotel industry aims to achieve and maintain leadership among the nation's other sectors by continuously improving its internal and external processes and aligning its strategic choices with those of the world where it operates. According to the National Tourism Rajnoha and Lorincova, (2015), the number of rooms in a hotel determines its performance.

Kenyan hotels have become difficult to manage because of changing business environments since they have experienced difficulties in fulfilling customer needs, complex service technologies and production processes. The performance of a hotel is determined by the number of rooms it has (National Tourism Strategy, 2014) which also highlights that Kenya has the highest number of hotel rooms after South Africa. According to the Kenya Economic Report (2016), tourism generated 102,150,000,000 which was an increase from what was realized in the previous year in 2013. Mashahadi et al., (2016) explained that the industry is fragile to hostilities like election violence, terrorism among others.

In the past twenty years, Kenya has been facing tough times concerning its organizational practices which according to Nzioka and Njuguna, (2017) led to low profits across the economy and this is well reflected in the hotel industry. Scott-Kennel and Giroud, (2015) highlighted that the decrease in tourism globally affected sales in hotels and posed a threat to hotel managers because International Tourism Market is largely dependent on Kenyan hotels. Many employees were laid off because many hotels were closed down.

Kantur, (2016) explained that a low bed capacity of 10-20% was observed and if something was not done the situation was headed for worse. Kenyan hotels have become more difficult to

operate as a result of the changing market environment. Customer demands, as well as complex service technologies and production methods, have become increasingly difficult for hotels to meet. The future course of the hotel industry is determined by management strategies and how individuals working in the company communicate and engage with customers and other stakeholders (Kihara et al., 2016).

1.2 Statement of the Problem

According to empirical literature evaluations, the hotel sector, in addition to beautiful views, is a significant contributor to the tours and travel industry, and there is a link between performance and innovation strategy in general practices. In a study on the Irish Hotel Industry, (Laksana & Dharmayanti, 2018) found that year-on-year sales growth increased revenue as part of a performance strategy that was aided by cost management and financial position improvement, the need to win new and retain existing customers, improved satisfaction and quality ratings, and obtaining best value from existing customers.

The challenges within the tourism sector have made the hotel industry face tough times in the past twenty years (Nzioka & Njuguna, 2017). According to Njau et al., (2019), Kenyan hotels faced a threat to their existence because of the various challenges since a good number of tourists preferred destinations in South Africa, Tunisia and Morocco. Demand for hotel services are seasonal hence making the staff and facilities be underutilized during low seasons. The decreased world tourism hugely influenced sales in hotels and hotel operators faced threats because hotels in Kenya hugely depend on the International Tourism Market and a low bed occupancy capacity of 10-20% was observed. Many employees were laid off since many hotels closed down.

Although hotel performance has been an area of high research several gaps remain to be investigated. For instance, (Mochache and Memba, 2015) recommended a study on the safety of

guests in 3-5-star hotels. This is an emerging area that has been neglected in research and has an immense impact on operations and performance in the industry. Bukirwa and Kising'u, (2017) identified gaps in Non - financial strategic drivers and recommended studies on innovation, human resource management, and customer focus.

Aladag et al., (2020) studied factors affecting the performance of hotels and restaurants and established gaps that exist in strategic plans, employee skills and knowledge and customer satisfaction. Lee, (2018) found out the shortage of competent manpower as the main challenge, a study on safety measures was done because it was a major contributor to drop in international visitor arrival, customer focus to reassure them of improved services, retrain staff to align their orientation to changes in the environment and redefine priorities through strategic planning. Empirical work has been done to establish the influence of strategic orientation in Kenyan hotels with scholars putting much focus on financial institutions according to existing literature reviews. The gaps identified in previous studies are all important and that is why this study, therefore sought to find out the influence of entrepreneurial, marketing, technological and customer orientation on the performance of hotels in Mombasa County.

1.3 The Purpose of the study

The purpose of this study was to determine the influence of strategic orientation on the performance of hotels in Mombasa County.

1.4 Objectives of the study

Specific objectives included the following:

- i. To determine the influence of entrepreneurial orientation on the performance of hotels in Mombasa County.
- ii. To evaluate the influence of market orientation on the performance of hotels in Mombasa County.

- iii. To assess the influence of technology orientation on the performance of hotels in Mombasa County.
- iv. To determine the influence of customer orientation on the performance of hotels in Mombasa County.

1.5 Research Questions

- i. What is the influence of entrepreneurial orientation on the performance of hotels in Mombasa County?
- ii. What is the influence of market orientation on the performance of hotels in Mombasa County?
- iii. What is the influence of technology orientation on the performance of hotels in Mombasa County?
- iv. What is the influence of customer orientation on the performance of hotels in Mombasa County?

1.6 Significance of the Study

This study is significant to various players in several ways as described below:

Entrepreneurs. The study will make information about factors that can affect hotel business performance and what they can do to resolve them and shield themselves from failure more widely available to hotel businesses. This information will help in improving the hotel business and survival tactics. Managers can use this information to plan training activities for their employees since it explains some programs and their advantages.

Government and Policy Makers. The study will be useful to the government and policy makers (at the county and national levels) as it will have unearthed the specific factors that impede the performance of the hospitality industry. Given its importance to the economy, the government will use the information to improve its operations to create the amicable environment to operate with little inhibition. This can be through legislating policies that are favourable to the hospitality business environment so that the enterprises can gain the maximum and hence help drive the economy of the country at large.

The General public. The study will be significant to the general public since the results of the study will help in the expansion of the hospitality industry, therefore help create employment for several people who may otherwise be jobless. This research will assist scholars in being the source of literature review when researching other areas of similar interest and it will be a source of knowledge for more research.

The Researcher. The results of the study will be useful to the researcher in that he will gain much knowledge in the field of hospitality and factors bedeviling their operations such that the researcher can then become a consultant in the area. In this sense, the researcher will gain enough knowledge in the area to enable him advice on the right practices in the hospitality sector that can lead to better performance.

1.7 Scope of the Study

This study was based in Mombasa County. This is since the Coast Region has a high number of beach hotels. By conducting the study in the area, the study got a mix of ideas from the stagnating classified beach hotels which are all available in the area. Thus, the location was suitable due to this mix of factors.

1.8 Limitations of the Study

The research ran into budget and time constraints, which were overcome by modifying the sample size and research design to preserve validity and reliability. Owing to the confidential nature of financial records and competitiveness, some respondents were unable to provide complete information. This was remedied by informing the respondents that the information would be held in strict secrecy and would not be shared with someone else. The research's validity was preserved by cross-checking against available documents to ensure reliability. The research experienced various challenges like the unwillingness of the respondents to give full data because of the sensitivity of financial data.

1.9 Assumptions of the Study

The author presumed that the population of the study were available and willing to fill the questionnaire, that they were aware of the impact of strategic orientation on hotel efficiency, and that hotel employer and employee would not be restricted from freely discussing the subject of the study by their employment contracts. The research focused on the respondents' information as well as the presumption that they were truthful and accessible for the survey. While conducting the research the researcher assumed the respondents were readily willing to give out information and they were also aware of the effects of strategic orientation on hotel performance.

1.10 Operational Definition of Terms

Coast Region: Includes the Indian Ocean coastal strip of Mombasa and others by Swahili and Mijikenda among others having a population of about 3,325,307 in 2009 covering an area of 79,686.1 square kilometers.

Customer Orientation: Employees focus on assisting customers to meet their long-term wants through sales and customer relations. The main goal of the management and the employees here is to satisfy and retain.

Customers: subsidiary term of innovation reflecting the rate at which innovation helps attain the set objectives.

Entrepreneurial Orientation: a firm's ability to enter a new market by discovering and using any possible ways.

Market Orientation: The extent of readiness to respond to market changes and demands by the firm's strategies and operations

Performance: Measuring the extent of achievement of a goal through growth rate, stock levels, profitability and rate of change in sales.

Strategic Orientation: The nature of strategies that an organization adopts for its daily operations in the process of achieving its organizational objectives.

Technology Orientation: a firm's inclination in coming up with innovations, technology or products.

A beach hotel is a full-service vacation lodging establishment with access to a private beach that is located on the beach.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews information concerning the influence of strategic orientation on the performance of hotels in the Mombasa county. The chapter starts by discussing matters related to market orientation and then discusses entrepreneurial orientation. It then reviews information concerning technology orientation before winding up with a discussion of customer orientation and Hotel performance.

2.2 Theoretical Review

Some study theories have been developed concerning strategic management. This study will be based on two of the theories, namely; Firm Performance Theory and Resource-Based Theory or View.

Firm Performance Theory

Firm Performance Theory was advanced by Lumpkin and Dess, (1996) and posits that there is a need for a strategic fit between a firm's strategic focus and firm performance and which should lead to improved performance. In the strategic entrepreneurship sector, an important construct is the performance of firms. There is urgency for a strategic fit between the strategic focus of a firm and the performance of the firm (Tenhiälä & Laamanen, 2018).

Lumpkin and Dess, (1996) highlighted that favorable results on one dimension of performance and unfavorable on the other could be as a result of an entrepreneurial process. The multi-dimensional nature of the performance construct, which incorporates financial and growth measurements (Giuri et al., 2019), must be recognized. Various studies showed that combining growth and financial measures leads to a better firm performance description.

Traditional measures like accounting/financial data or market-based measures are the basis for financial performance measures. Kopecka, (2015) highlighted that market-based measures are based on valuation principles while a firm's past financial performance is reflected by accounting data. Most researchers warn on heavy reliance on financial measures since they are not stable, sensitive to changing industry environment and are easily altered. Firm performance of both small and medium enterprises can be rated using both subjective and objective measures. Subjective measures include managers' perception of overall performance concerning that of the competitors during a specified period (Evers et al., 2019).

The conservative nature of managers makes them unwilling to unveil the actual financial information with outsiders (Wronka-Pośpiech & Frączkiewicz-Wronka, 2016). Empirical studies are consistent with the use of subjective measures of firm performance. There is consistency with firm performance in the managers' perception. The comparison between growth in sales, employee growth profitability and that of competitors were used in determining subjective measures of firm performance. Recognizing the multi-dimensional performance nature construct that includes both financial and growth performance measures is very critical.

Instead of being evaluated as an external strategic focus on sustainable development this study remains focused internally and it's evaluated according to the firm's financial benefits (Minovic et al., 2016). The enterprise, the corporate, business and functional strategies are the four levels where the theory can be applied. The enterprise strategy is the re-examination of the firm's mission and here the firm's role in the society which is the crucial mission of a firm is determined (Beliaeva et al., 2018).

According to Obeidat, (2016) during enterprise strategy which also provides customers and shareholders value who are likely to be integrated at this level, the firm's function, form and

governance are addressed. The theory fails to recognize the organization's internal resources play in creating the necessary competitiveness to an organization though it recognizes the significance of an organization's environment in its performance (Dutot et al., 2014).

As opposed to the resource-based view which recognizes the critical role that a firm's internal resources that are rare and imitable have on the firm competitiveness, the theory appreciates the critical role of the factors in the firm's performance (Ding et al., 2020). In addition, the theory does not appreciate the role of the appropriate configuration of the firm resources to match the market needs.

Resource-Based View (RBV)

The RBV was a concept first recognized by (Wernerfelt, 1984) and has even since developed into a strategic thought of growth. Firms develop their competitive advantage from their ability to collect and develop an appropriate blend of resources depending on the resource-based view. Some management experts' advice that a firm's internal operations should aim at creating resource bundles that would help them in building a sustainable competitive advantage where competitors will not be able to imitate the unique resource combination since gaining benefits in sustainable competition requires continuous working on exploitation or creation of new resources (Dutot et al., 2014).

Mu et al., (2018) also place consideration on a fact which is usually agreed upon by most strategic managers and specialists. Many Firms that operate under financial distress and instability witness an extremely unstable environment. This environmental distress includes local economic conditions to regional politics, in which all areas of society face chaos in and after political instability.

In order for Firms to match such an environment, the internal capabilities of the organization must be supple, adaptive and varied (Boohene, 2018). The resource-based view of an organization allows diversifying its income through identifying applicable resources and with appropriate utilization of each. For many Firms, the degree of income diversification depends on the number of resources available in the organization, how the resources are to be utilized, the percentage of total income being earned from self-financing and percentage of self-financing depending on the largest customer or largest selling product or service, (Scott-Kennel & Giroud, 2015).

The resource-based theory squabbles over the fact that organizations gain a competitive advantage by building up and utilizing resources that are exceptional and tricky to copy and substitute. Its existing importance is explained not only by its supremacy in academic literature and journals but also by its importance placed in the strategic studies taught to students and undergraduate, masters' and executive practitioners (Obeidat, 2016). The ability to develop an effective blend of resources makes firms develop their competitive advantage. This theory emphasizes the saying that "the whole is better than the sum of its parts" since strategic resources can be developed by taking many strategies and resources that could be copied individually and in a way that can't be copied bundle them together.

The intangible resources comprise of knowledge and skills of employees, the culture of the firm and the reputation of the firm and they have high chances of meeting expectations of strategic resources since compared to tangible resources they are valuable, rare and difficult to imitate (Rahman et al., 2018). Managers should strive to develop intangible resources for them to attain long-term competitive advantage. Resources are what are owned by a firm while capabilities are what the firm can do (Pratono, 2016).

According to the Resource-based theory, a group of assets and resources where these assets affect the competitive advantage of the firm is known as an association. Another main concept with resource-based theory is capabilities. To note the difference between them easily; capabilities refer to what the organization can do while resources are what is owned by the organization (Brower & Rowe, 2017).

A compilation of various skills and capabilities that aims at strategic financial growth and organizational development is the point of view of Resource-based view strategy and according to Sahi et al., (2020), this aims to push more organizations into more strategic financial management. Market orientation has shown a significant effect on organization performance by developing effective measures for attaining competitive advantage (Pratono, 2016). The use of unique strategic orientations leads to discrepancies between organizations in consideration to financing hence business strategies that increase the number of sales and profitability rates improve the firm's financing availability which shows that weak strategies influence a firm's access to finance and it's significant in predicting access to finance since its shows the firm's loan paying ability (Sahi et al., 2020).

Technology orientation is a critical factor that gives a firm's competitive advantage according to extant empirical studies (Minovic et al., 2016). The alignment of technology orientation with the resource-based view of strategy can also be discussed. According to RBV, when technology resources are merged in a unique way, an organization's capacity to achieve competitive advantage is enhanced. In many industries, a rising amount of research shows that technological innovation is the most essential driver of firms' performance.

Entrepreneurial orientation should start with strategic planning and analysis of both the internal strengths and weaknesses of the organization as well as a scan of the external environment in

terms of competitor analysis, opportunities and other threats. Apart from an analysis of the internal and external environment of the organization and its cost-effectiveness and risk management, organizations also need to take charge of the suitability of these activities in terms of the organizations' mission, vision, values and culture.

Firms' managers and leaders play a crucial role in determining the necessary change required in the processes associated with revenue diversification, be it an overall organizational change or a cultural change (Giuri et al., 2019). The accomplishment of influence of innovation strategies and tactics are mainly dependent on the organization's leadership capability to communicate effectively with the external stakeholders of the Firms (Foss & Saebi, 2016). The potential proposition for resource dependence theory is diverse. At first, peripheral control of Firms through its exposure to the market forces or the external environment as well as the use of the short-term contracts may lead to firms being business oriented (Faisal et al., 2018).

By innovatively delivering superior value to customers, competitiveness can always be achieved (Wernerfelt, 1984). Extant literature explains strategic identification and use of resources by an organization. Global business scholars analyze the competition of a company's subsidiaries or local partnerships in developing markets to determine its success or failure. Local knowledge provided by a subsidiary or local partnership is a valuable resource for conceptualizing the importance of following local needs (Izadi & Ahmadian, 2018).

Nadeem and Siddiqui, (2017) highlighted that the ability of a firm to focus on the strategic direction of the firm and develop effective strategies for superior firm performance is a result of strategic orientation. Strategic orientation can determine the right plan for a firm to achieve its objectives hence it's viewed as a multidimensional construct. It is easier to implement effective processes and performance through strategic orientation. Since resources are insufficient for

achieving a sustainable competitive edge and high efficiency, firms should be able to convert resources into skills and positive performance (Choi & Yoon, 2015). Distinctive competencies enable firms to reach a superior performance and not because of many resources. Firms use environmental conditions and resource allocation to establish the right path for attaining their goals. Effective processes are easily implemented and hence improve performance through strategic orientation (Choi & Yoon, 2015). According to Pehrsson and Pehrsson, (2015), the relevance of this theory to the study is that it considers Kenyan hotels to be always coming up with new capability combinations and the other side market competitors continuously improve their competencies and imitate most qualified competencies from other organizations.

The factors restricting not only the capability but also the management capability of coordinating internal competencies of the organization like internal processes, assets and market position is what is emphasized by this approach. Kumari and Sharma, (2017) highlighted that the effects of strategic orientation in big businesses differ from hotels in Kenya based on capabilities of the firm multidimensional construct and resource allocation constraints. Firms should be able to change resources in capabilities leading to positive performance by obtaining a good competitive advantage through high-performance. This theory emphasizes the ability of the management to coordinate the internal competencies of the organization and not restricting their capability.

McKenny et al., (2018) explained that the significance of this theory is that it considers the Hotels in Kenya to be creating new capability combinations and on the other side market competitors continue to improve their competence and imitate more qualified competencies from other companies. The factors restricting not only the capability but also the ability of the management to coordinate internal competencies of the firm like internal processes, assets and the position of the market is what is emphasized by this theory (Nzioka & Njuguna, 2017). The

effects of strategic orientation differ from big businesses to the Hotels in Kenya due to firm capabilities and constraints on resource allocation.

2.3 Empirical Literature Review

In this section, the author summarizes the research literature on the impact of entrepreneurial orientation on hotel performance in Mombasa County.

Entrepreneurial Orientation

According to Njau et al., (2019), the aspects of Entrepreneurial Orientation (risk-taking, managerial competence, pro-activity and innovativeness) have a significant influence on small businesses. The entrepreneurial focus has a 0.915 correlation coefficient and affects the growth of SMEs. Entrepreneurial orientation has a critical effect on firm performance in the aspects of the growth of sales, profitability and overall firm performance according to past studies.

According to research on market orientation and business success, Mochache and Memba, (2015) revealed a positive impact of entrepreneurial orientation on women's businesses in Malaysia. Entrepreneurial orientation has a significant impact on the firm success of Kenyan manufacturing companies are established under EAC in terms of jobs job creation and market (Aladag et al., 2020). Firms develop a series of behaviors leading to entrepreneurial activities through collective emotions that shape a strong social identity, arouse consensus, and create in-group prototypes, and they don't operate on specified entrepreneurial factors at the organizational level.

Mellahi and Harris, (2015) highlighted that strategy implementation is affected by the focus on emotions and social identities by middle managers. Micro enterprises are adapting by developing new line products and also changing the products in South Africa according to a study on the entrepreneurial orientation of micro-enterprises. Arias-Pérez et al., (2021) highlighted that

capital factors like managerial skills, entrepreneurial skills and being innovative impact SMEs growth positively in Kenya according to a study on intellectual capital influence on the growth of SMEs in Kenya.

Longitudinal empirical surveys with a particular focus on the position of entrepreneurship revealed the life expectancy of small businesses in the fast-changing trade environment. The research questions were SME's survival ability in the high competition levels from large established firms and factors important in ensuring the sustainability of those surviving (Kumari & Sharma, 2017). The regression model was used in modeling the findings with 300 SMEs in Soweto between 2007 and 2009 being the variables. Entrepreneurial acumen skills in business management were found to be the strongest predictors of SMEs. The ability to change the business model to adapt to changing environmental conditions is one entrepreneurial factor critical to increasing competition.

The value of multi-level research in the EO area has been emphasized by several authors (Pehrsson & Pehrsson, 2015). Within EO perspectives, multi-level models are inferred as representing a mixture of managerial attitudes against risk-taking and firm entrepreneurial conduct (Alobaidi & Kitapci, 2019). Furthermore, it is critical to understand that EO values and behaviors can vary depending on the level of the organization (Alobaidi & Kitapci, 2019). Competitive aggressiveness and autonomy, according to Izadi and Ahmadian, (2018), are two other elements that characterize entrepreneurial orientation, whereas Shim et al., (2011) observed that not every aspect is equally important for a venture's success, but rather rely on the nature of the market and stage of its product lifecycle. Entrepreneurs will often try to spot a gap in the market and seize it before a rival. EO assesses a company's ability to innovate in an unpredictable world in order to remain ahead of the competition and exploit new opportunities.

Evers and Evers et al., (2019) defines EO as "innovativeness, proactiveness, and risk-taking." The use of emerging technologies in new products and services is an example of innovation. As a result, innovativeness refers to a company's attempt to use invention and experimentation to introduce new products and services that improve the value of the new product. Furthermore, product innovation necessitates a break from current technologies and procedures, which could result in increased costs and a reduction in overall firm efficiency (Faisal et al., 2018).

According to Izadi and Ahmadian, (2018), companies with an entrepreneurial orientation are more inventive and risk-taking, avoiding the traditional, strict hierarchical frameworks that stifle joint learning. Entrepreneurial company's value flexibility and give their staff the freedom to be imaginative and pioneer new ideas. Employees in such companies are motivated to learn and are dedicated to doing so (Choi & Yoon, 2015).

Entrepreneurial orientation, therefore, means that company leaders encourage critical thought, embrace flaws, and reward creative ideas that enhance business outcomes (Alobaidi & Kitapci, 2019). Since they are not bound by the laws, people are encouraged to have an open mind. The organizational principles and norms that promote market-oriented activities are the focus of the cultural perspective. According to business orientation, an organization must constantly think about its customers in terms of bringing benefit to them.

Pehrsson and Pehrsson, (2015) found a simplistic tendency to regard entrepreneurial orientation as both necessary and beneficial to organizational success. These authors point out that each organization's entrepreneurship differs. It may be the result of a combination of personal, organizational, and environmental factors. The relationship between EO and success may be moderated or mediated by this last factor. Irrespective of how these structures influence the

climate, numerous studies have found a positive connection between them (Kumari & Sharma, 2017).

The value of multi-level research in the entrepreneurial orientation area has been emphasized by a number of authors. Within entrepreneurial orientation perspectives, multi-level models are inferred as representing a mixture of managerial attitudes against risk-taking and firm entrepreneurial conduct (Arias-Pérez et al., 2021). Furthermore, it is critical to understand that entrepreneurial orientation values and behaviors can vary depending on the level of the organization (McKenny et al., 2018). At the very least, managerial risk-taking tendencies are likely to depend on critical corporate background factors like managerial level, functional area, and business unit objectives (Nzioka & Njuguna, 2017). However, it is possible that entrepreneurial orientation behavior can be seen at the lower levels of an enterprise by creative and proactive business strategies and projects performed by organizational participants, which contribute to new firm product-market entries.

Although some of these entrepreneurial efforts will be driven by the top management team, others will originate from the ground up, resulting in the creation of “grass roots” strategies for the company (Njau et al., 2019). Competitive aggressiveness and autonomy are two other elements that characterize entrepreneurial orientation, whereas McKenny et al., (2018) observed that not every aspect is equally important for a venture's success, but rather rely on the nature of the market and stage of its product lifecycle. Entrepreneurs will often try to spot a gap in the market and seize it before a rival. Entrepreneurial Orientation assesses a company's ability to innovate in an unpredictable world in order to remain ahead of the competition and exploit new opportunities (McKenny et al., 2018).

Companies with an entrepreneurial orientation are more inventive and risk-taking, avoiding the traditional, strict hierarchical frameworks that stifle joint learning. Entrepreneurial company's value flexibility and give their staff the freedom to be imaginative and pioneer new ideas (Mochache & Memba, 2015). Employees in such companies are motivated to learn and are dedicated to doing so. Entrepreneurial orientation, therefore, means that company leaders encourage critical thought, embrace flaws, and reward creative ideas that enhance business outcomes (Arias-Pérez et al., 2021). Since they are not bound by the laws, Entrepreneurial Orientation people are encouraged to have an open mind. The organizational principles and norms that promote market-oriented activities are the focus of the cultural perspective. According to business orientation, an organization must constantly think about its customers in terms of bringing benefit to them. Parnell (2015), on the other hand, looked at how the way family businesses deal with business policy and organizational success. The findings show that entrepreneurial orientation and family influence are important instrumental in ensuring systemic and strategic changes, as well as improving organizational efficiency (Pehrsson & Pehrsson, 2015).

The research is composed of descriptions of entrepreneurship, what vary across a variety of definitions, actions, or outcomes,” writes Alobaidi and Kitapci, (2019). Both small companies and startups of projects have been referred to as "entrepreneurial" (Izadi & Ahmadian, 2018). This has been related to a diversification of wealth generation by innovative products, methods, and markets, as well as the discovery and development of productive opportunities (Evers et al., 2019).

The ability of a company to come up with new concepts and creative processes that lead to new goods, services, or technical processes is measured by its innovativeness (Faisal et al., 2018).

Proactiveness refers to whether or not a company is a leader or a follower, and it is linked to aggressive positioning concerning rivals (Giuri et al., 2019). The willingness of a company to make substantial and potentially risky resource investments is known as risk-taking. Where autonomy is characterized as an individual's or a group's independent action in developing and implementing a business idea or vision.

The success aspects of entrepreneurial orientation, according to Sahi et al., (2020), were its main element of studies in the areas of entrepreneurship. The most common point is that entrepreneurial orientation is critical to improving a company's efficiency. Entrepreneurial orientation encourages businesses to vigorously introduce product developments, exploring markets, and favoring new product development practices (Rahman et al., 2018).

Market Orientation

Through tracking and effective response to customers' queries, a market-oriented hotel satisfies customers. Market-oriented firms perform better in the market by establishing an organizational culture of providing value to customers. Regardless of the hotel's external environment, the relation between performance and market orientation holds significance across various contexts.

Obeidat, (2016) highlighted that a market-oriented firm should prepare to attain and sustain a competitive environment with little support of the effects of competition. Market orientation affects the performance of the firm by creating value for the consumers. Grimmer and Miles, (2016) highlighted that the major concern for market orientation is business processes which are defined as creating superior customer value by providing knowledge about markets and using it in business operations. Since buyers could be unaware of whatever is commercially available and what could best suit their desires, a company that thoroughly understands the market, as well as its customers, would have a major competitive advantage over its rivals (Boohene, 2018).

Companies that implement the strategy of market orientation have an open method that enables them to engage actively with the surrounding factors, while companies that rely on its internal processes aim to build a protective system towards environmental shocks. As a result, market orientation entails a method of combining operations with a focus on achieving superior consumer value instead of cost reduction (Rajnoha, & Lorincova, 2015). The components and themes of market orientation are inter-functional orientation, consumer orientation and competitor orientation (Grimmer & Miles, 2016). Furthermore, the company should identify its rivals in order to comprehend their short- and long-term objectives, strengths and weaknesses, and long-term capabilities of current and potential members (Obeidat, 2016). Furthermore, inter-functional integration of organizational resources is needed in order to provide greater value to target clients.

Market orientation was also described as an organizational culture that supports the use of company-wide collaboration to outperform competitors, increase profits and provide value to its customers and increase profits (Beliaeva et al., 2018). Companies that implement the strategy of market orientation have an open method that enables them to engage actively with the surrounding factors, while companies that rely on its internal processes aim to build a protective system towards environmental shocks (Sahi et al., 2020).

As a result, market orientation entails a method of combining operations with a focus on achieving superior consumer value instead of cost reduction (Brower & Rowe, 2017). The components and themes of market orientation are inter-functional orientation, consumer orientation and competitor orientation (Minovic et al., 2016). Imran and Abbas (2020) found that business orientation has a significant effect on firm results after reviewing 200 publications from five continents.

Market orientation has been shown to have a positive effect on company innovation acceptance and productivity in a number of industries through academic evidence (Tenhiälä & Laamanen, 2018). In her research on the effect of market orientation and entrepreneurial orientation on competitive advantages, creativity, learning orientation, and market efficiency, Giuri et al., (2019) discovered that market orientation positively influences innovation adoption among SMEs in Indonesia. According to empirical studies, market orientation can affect specific organizational outcomes including innovation capacity and financial performance (Giuri et al., 2019).

According to Faisal et al., (2018), market orientation has a positive effect on technical and non-technological growth in global herbal companies. Focused on their studies of various tactical influences on organizational performance in Turkish family-owned firms, Izadi and Ahmadian, (2018) discovered that business orientation is a strategic decision-making activity with shared involvement within the group.

Choi and Yoon, (2015) discovered that business orientation has positive effects on the acceptance of innovation and efficiency, and that entrepreneurial orientation has negative effects on learning orientation innovation and marketing success. According to a study on the effect of business orientation and innovation on innovation orientation and organization efficiency, market orientation contributes to real company performance, including innovation success. According to Pehrsson and Pehrsson, (2015), market orientation necessitates companies recognizing customer needs, implementing competitiveness strategies, increasing product innovation levels and examining the impact of such adjustments on consumer satisfaction.

As indicated by a report on “The effect of market orientation and entrepreneurial orientation against marketing ability”, learning orientation, high ground and innovation by Kumari and

Sharma, (2017), positive impacts effect of market orientation on the assurance of innovation and conclusive performance in-game plan of reformist sizes and various endeavors were seen (Khan & Naeem, 2018). Market orientation effectively impacts innovation performance, as demonstrated by research on the drivers of innovativeness and performance for creative SMEs in South Korea.

Market orientation impacts the performance of new things, as indicated by research named "Client and Technology Effect on Product Innovativeness in SMEs." Kantur, (2016) tracked down a positive relationship between the accomplishment of new things and associations, and achievement in working cost the pioneers, market orientation and sales progression, capital return in a delineation of storing up and association firms in his examination on the effect of market orientation on firm sufficiency. The assessment found that client orientation was never organized by horrendous hostility, provider force, or market trickiness (McKenny et al., 2018).

According to Beliaeva et al., (2018), who drove research on market orientation and business performance among SMEs in Ghana, the progression of market orientation in SMEs is reliant upon the main's quality and that it prompts operational importance under steady conditions. An evaluation on the internal factor that affects trade markets and energized a model of marketing limits, performance affiliations uncovered and market orientation that marketing limits influence market orientation and performance affiliations, while marketing limits and performance affiliations are somewhat intervened by high ground.

Client orientation and between accommodating cooperation likewise weren't identified with authoritative performance, anyway, the contender orientation part of market orientation remained positively connected with different evened out performance, as indicated by an evaluation on the relationship between reformist performance and market orientation in Malaysia, with association

quality as the mediator (Mochache & Memba, 2015). As exhibited by the research on the effect of market orientation on financial and non-financial business performance in information concentrated firms, market orientation positively impacts financial and non-financial business performance, and howdy tech affiliations should improve the performance of market-masterminded methods of reasoning with the solid client and contender orientation (Lee, 2018).

An analysis of the relationship between market orientation and performance in SMEs found positive effects of market orientation on SMEs hence the author recommended that SMEs should cultivate and maintain a culture of market orientation for the lengthy performance of the business (Köhr et al., 2019). Market orientation is a management decision-making practice based on a mutual commitment within the company (Gruber-Muecke & Hofer, 2015).

Market-oriented businesses are distinguished by their superior knowledge of current and potential consumer needs, as well as their capacity to provide viable alternatives to such needs than rivals. Three components have been used to describe market orientation: inter-functional coordination, competitor orientation and consumer orientation (Bukirwa & Kising'u, 2017).

Market orientation has three components: responsiveness, intelligence collection, and intelligence dissemination. Furthermore, the company should identify its rivals in order to comprehend their short- and long-term objectives, strengths and weaknesses, and long-term capabilities of current and potential members. Furthermore, inter-functional integration of organizational resources is needed in order to provide greater value to target clients (Aladag et al., 2020).

Technology Orientation

High technology orientation brings better performance in businesses since they bring out new products, services and processes when technology rapidly changes. Though firms need to

examine technologies for market survival given technological advances in the market, combining customer-value innovation with technological innovation makes technology-oriented firms increase chances of enjoying sustainable profit and performance (Bukirwa & Kising'u, 2017).

Technology companies combine their resources to purchase innovative and advanced technologies by developing new processes and goods for high performance, even as the pace of technological change within a sector affects performance (Mellahi & Harris, 2015). The support systems like the global distribution system (GDS) that have been adopted by large chain hotels are needed by small and medium-size hotels (Lee et al., 2015). To bring about competitiveness and growth ability, information communication technologies can also be adopted. In order to enhance their performance SMEs should use GDS systems like Fidelio systems and Amadeus systems. To collect data for marketing study and making the hotel operational more effective is the main purpose of these systems.

According to Urban and Heydenrych (2015), gathered data is typically known as tacit knowledge that must be translated into explicit knowledge, and ICT provides a critical function in preserving the file for future retrieval. There are significant effects of a competitive environment on an institution's technology orientation.

Kormilitsyna, (2021) argue that in order to stay ahead of the competition, companies must engage in continual research and development activities and implement technical approaches. Technology orientation, from the aspect of guiding development and using technology capabilities in a firm where research activities, exploration activities and firm performance, have proved to improve innovations (Saqib et al., 2018). Technology plays a vital role in information storage for later use and transforming collected data into useful information. In order to lead the

market firms are required to research and develop activities and create technology strategies (Urban & Heydenrych, 2015).

Low-degree technology-oriented firms perform poorly compared to high-degree technology-oriented firms (Saqib et al., 2018). According to Nadeem and Siddiqui, (2017) on the food processing development of SMEs, technology orientation is being moderated by technology changes in market orientations. Technology turbulence is the change of product, service or processes technology used in changing inputs onto outputs (Nadeem, & Siddiqui, 2017).

Organizations with high technological orientation perform better in business with fast changes in technology due to their ability to introduce new processes, products and services that meet the expectations of the customers according to a study by Rahi, (2017) entitled” Organizational learning: The contributing Processes and the Literature”. Firms are bound to have increased chances of benefiting from profit and performance if they combine customer value innovation with technological innovation.

It applies to a company's preference for introducing or incorporating new products and technologies into its operations. Technology orientation, according to McKenny et al., 2018), is the ability and desire to acquire substantial technical background and apply it to the creation of new goods. Technology focus also implies that the company will apply its technological expertise to develop a cutting-edge technical solution to meet its customers' evolving needs. Several authors have stated that technology orientation has aided a company's overall success (Pratono, 2016).

Many companies that are increasingly relying on emerging technologies see this as a critical source of corporate development and innovation. According to Kumari and Sharma, (2017), technology orientation assists companies in embracing and implementing innovative innovations

and developments ahead of their rivals. Technology-oriented businesses are more willing to embrace emerging cutting-edge technology and invest heavily in R&D. Owing to their high level of technical knowledge, such companies are more likely to adopt novel management styles and use digital rather than analog management techniques (Pratono, 2016).

Technology orientation, according to McKenny et al., (2018), is a company's proactiveness in implementing and using emerging innovations to accelerate progress in developing new product lines. According to Urban and Heydenrych (2015), ICT is at the heart of hotel operations because it leads to superior performance in a variety of ways, including enhancing administrative practices, which enhances organizational performance (Pratono, 2016).

Customer Orientation

In order to attain profitable growth through expenditures by creating value for customers, there is a need for firms to direct separate offers, services and messages to specific customers apart from the usual level of studying customer segments hence critical to collect data on demographics, psychographics and media and distribution preferences (Boohene, 2018). The ability of firms to deal with customers one at a time has become possible because of advances in technology leading to high-performance levels.

Customer orientation, according to Aladag et al., (2020), entails analyzing customers' needs and, if it is to contribute to success, productivity is critical. The research on four (4) hotel managers in 52 Spanish cities, hotel creativity does not lead directly and positively to poor results. The impact of negative management views on long-term and marketing success, as well as the assumption of technical turbulences influencing the ability to innovate, are discussed in this study (Urban & Heydenrych, 2015).

In order to bring improvement or change in current practices the success of any process of strategic orientation is a criterion for firm performance (Szymaniec-Mlicka, 2016). When a result of a deliberate operation of sales increases, leading to innovation success in the company's sales practice, the final product of increased sales in superior firm output is linked to strategic orientation. Orientation is the most important consideration in the decision-making process if you want to achieve a competitive advantage and high-performing customers (Boohene, 2018).

Arias-Pérez et al., (2021) highlighted that the extent to which a hotel gets and uses information from customers, formulates a strategy and uses it to respond to customers' needs is referred to as customer orientation and hence hotels should deeply analyze the value of their customers. For a better response to challenges, employees should identify and analyze important information, formulate new solutions to specific problems, feedback oriented, task orientation, responsibility, enhance tourist interaction, flexibility and organizational commitment. Management has to systematically and continuously adjust hotel offerings for memorable experiences. Customer orientation (CO), according to Mochache and Memba, (2015), is a sensitive construct of strategic orientation that is reactive in nature.

It focuses on understanding customers' articulated needs in order to direct the company's product and service growth. Customers' wants and needs are the priority of customer-oriented companies. Customers' needs and preferences in the markets they represent are identified, and goods and services are developed to meet and fulfill those expectations. (Aladag et al., 2020). Customer orientation has a short-term impact on firm success because companies that produce products solely based on customer preferences run the risk of not developing new insights into value-adding opportunities for consumers, thus missing out on opportunities for customer dependency and loyalty (Boohene, 2018).

In a dynamic market environment, the long-term growth effect of customer orientation is likely to be negligible, especially in a vibrant market environment. However, according to Ziggers and Henseler, (2016), a customer-oriented approach may be beneficial in stable environments, but it does not contribute to sufficient incentive for the substantial innovation that constant change necessitates. As a result, in a customer-oriented market, the customer is at the core of the organization's activities, making it the best orientation for driving a company's business success (Frambach et al., 2016).

Hotel (Organizational) Performance

Melián-González and Bulchand-Gidumal, (2016) highlighted that organizations strive to create a strong, specified and actionable orientation in terms of having clear business awareness, purposeful integration of information and specific critical analysis and ability to develop an action-oriented plan. The specified results of succeeding in terms of high profitability, increased customer satisfaction and highly motivated workers are the final results of clear and purposeful strategy orientation (Espino-Rodríguez & Ramírez-Fierro, 2018).

In terms of having a clear business awareness, firms struggle to develop a strong and actionable orientation which leads to high profitability rates, highly motivated workers and increased customer satisfaction. When each employee understands the critical aspects of business success strategy orientation improves the overall performance of the firm though different firms use different types of approaches. Business performance shows the extent of a firm's level in terms of growth. Intending to identify elements that give firms a competitive advantage, performance differences have created research attention for many years. The most common measurements used by firms to rate their performance are financial and non-financial (Lopes-Costa & Munoz-Canavate, 2015).

Business performance in financial measures uses objective measures like profits, return on investment and sales turnover while non-financial measures of firm performance such as satisfying customers, customer loyalty, sales stability and customer base growth. Individual orientations are positively related to organizational performance when individually considered (Boohene, 2018).

Increased profitability or revenues or higher returns on investments are the results of entrepreneurial or market orientation. Improved innovativeness is attained through market orientation or learning orientation. Each of the orientations is aimed at achieving different results, choosing any of them depends on defined strategic objectives despite the similarities in how each strategic orientation affects firm performance (Laksana & Dharmayanti, 2018).

Different sorts of orientations are valuable for various innovation strategies according to the examination done by Onyebu and Omotayo, (2017) on how essential orientations are connected to inventiveness and new item development. Despite the fact that it advances innovation based innovations, market orientation isn't helpful for innovation in new creating market areas. Imaginativeness and its part in improving organizational learning orientation influence vital orientation and organizational execution featured that entrepreneurial orientation neglects to animate market-based innovations however it encourages innovation based innovations (Rahman et al., 2018).

Ziggers and Henseler, (2016) argued that while entrepreneurial firms bring about two types of innovations, there those that are sought-after in the market and those that develop it, market-oriented organizations mostly opt for the first type. Rahman et al., (2018) stated that strategic orientation and organizational performance are affected by innovativeness and its role is specifically enhanced in organizational learning orientation and less so in market orientation. A

stronger relationship exists between organizational performance and market orientation than in the case of learning or entrepreneurial orientations.

2.4 Research gaps

Firm performance seems to be self-explanatory though for the understanding of its tangible content it needs careful deconstruction since it is a multidimensional construct consisting of employee performance, innovation performance, customer performance and cost financial performance. Cost-based performance can be improved through reducing the number of employees in a firm. Often a positive growth in one area may hold back the overall growth or may contradict with other areas example a reduction in the number of workers in an organization may lead to an improvement in cost-based performance which does not show in any way there was firm performance.

When there is also an increase in innovation-related performance with the introduction of the new product by the firm, it may not mean the firm will increase its sales and sometimes could lead to the negative performance of the organization in case losses are made. There is a need to consider all figures concerning others and the overall targets of the year in order to determine firm performance. To determine firm performance, you need to consider all the overall year targets. Different strategic orientations targeted to have effects on many areas of overall performance by putting different elements of firm performance into consideration are used in this study.

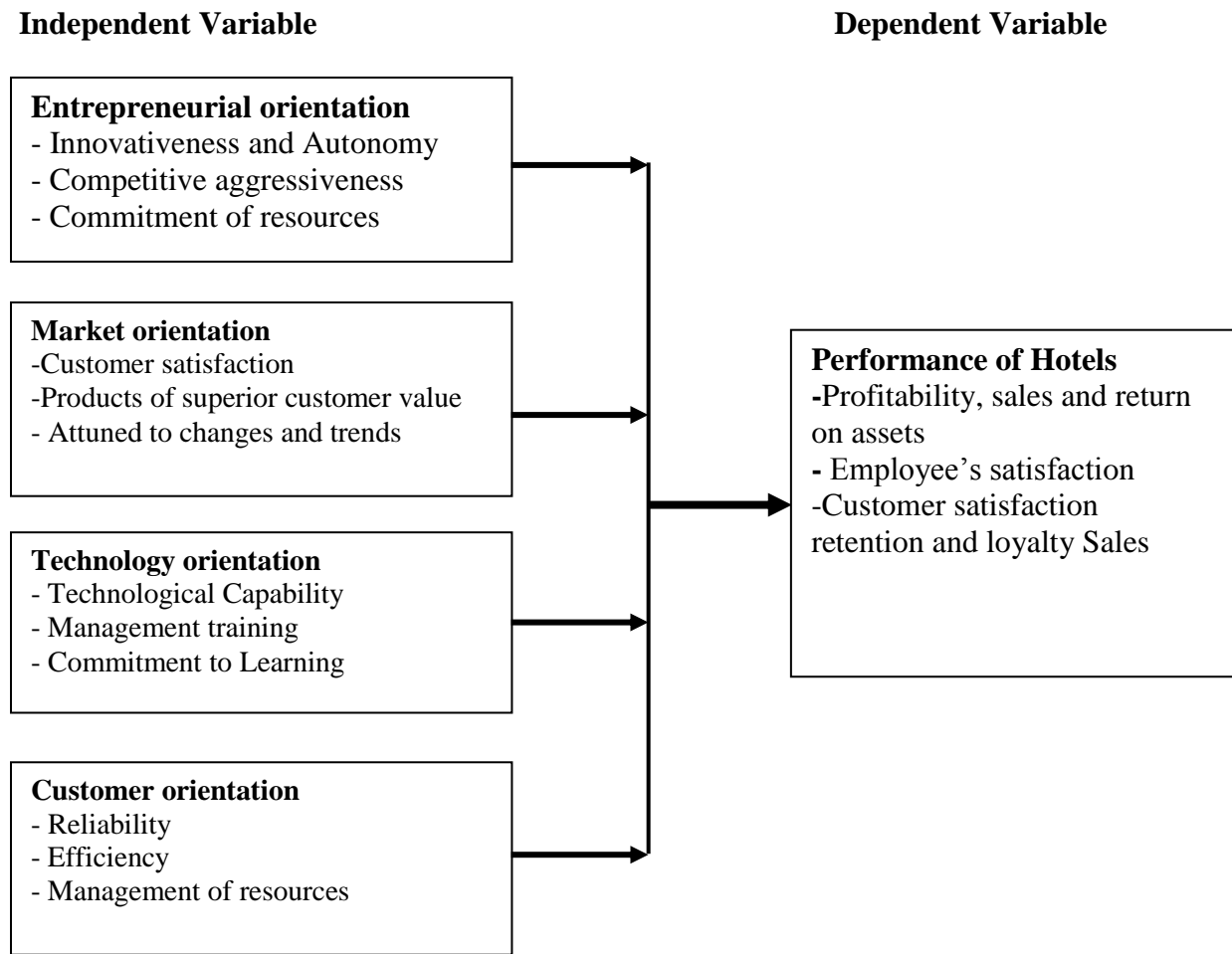
2.5 The Conceptual Framework

The link between the dependent and independent variables is depicted in a conceptual framework. A notion is a broad or abstract proposition discovered or deduced from clear instances (Soini & Dessein, 2016) as shown in figure 2.1. technology orientation and innovation

orientation, entrepreneurial orientation and market orientation are the independent variables while the performance of hotels is the dependent variable.

Figure 2. 1:

The Conceptual Framework



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methods and strategies used in doing the research are discussed in this chapter. The method of sample selection, targeted population, study location, the study design is all described. Research instruments used, validity and reliability of the instruments, administration of the instruments for data collection purposes and data analysis of the collected data are described in this chapter which then finishes with a discussion of ethics for the research.

3.2 Research Design

A researcher is able to investigate and describe a current behavior status through research design. The study therefore adopted descriptive research design. Descriptive research involves the development of accurate measurements and the documenting of characteristics of certain population factors (Neuman, 2003). To establish the coping strategies used by the hospitality industry in Mombasa County, this design helps the researcher get answers considering the current status and obtain quality data from the sample population.

Descriptive research is typically used after exploratory research to explain and analyze an idea, case, or poorly understood concept (Schoonenboom & Johnson, 2017). In this study, descriptive research design was utilized because for it is the most suitable for preliminary and exploratory studies. The research study aims to determine the impact of strategic orientation on hotel efficiency. Theoretical picture through qualitative and quantitative data are provided by descriptive studies construct paradigms (Rahi, 2017).

3.3 Target Population

The aggregate of persons in research is referred to as a population. An entire group of persons, objects, items, cases, articles or things with similar characteristics form a population. A population is a group of factors in which a study problem exists in research. The target population was the hotels from the hospitality industry in Mombasa County. The target population were the eight (8) classified beach hotels in Mombasa County and comprised five of five (5) respondents from each of the eight (8) classified beach hotels in Mombasa County, Chief Executive Officer, an operation manager, relationship manager, information technology manager and a strategic manager (Howe & Robinson, 2018). The total respondents, therefore, were forty (40). These personnel was in the strategic positions where the required information for this study could be sought easily and obtained.

Table 3.1:

Target Population and Sample Size

Management Levels	Frequency	Sample Size
Chief executive officer	8	8
Operation Manager	8	8
IT manager.	8	8
Relationship Manager	8	8
Strategic Manager	8	8
Total	40	40

3.4 Sampling Procedure

In research, the list of the population of interest which is referred to as sampling frame needs to be identified and appropriately listed. According to Wesoly et al., (2016), the list may be obtained from a source or generated by the researcher. The list of the population or sample frame is where the sample is drawn. In this study, the sampling frame was a list of eight (8) classified

beach hotels as per the Kenya Association of Hotelkeepers and Caterers (2018). In this study, a cluster sampling approach was used in which ALL of the hotels falling under the beach hotels cluster were selected, Wesoly et al., (2016), the list of the classified beach hotels (see appendix iii).

Sampling Technique

Sharma, (2017) highlighted that process of choosing samples from a population is referred to as a sampling technique to get a subset that represents the features of the population. Samples are chosen due to expediency in data collection and in cutting costs. Since the number of beach hotels was relatively less in number according to Kothari, (2004) a census approach was used in which the hotels would easily be covered. Errors which are variations estimates and biases are using wrong procedures are often seen in samples during research. Inappropriate sampling, defective devices used in measuring, lack of respondents and common biases like respondents wanting to impress or depress responses often lead to errors and biases (Bunkhumpornpat & Sinapiromsaran, 2016) who proposed a better sampling design in order to deal with error and systematic biases.

3.5 Research Instruments

Questionnaires are mostly used when there is a large study population (Taber, 2017) and were used for data collection in this study. According to Afolayan and Oniyinde, (2019), questionnaires have the benefit of being used without the researcher's presence and responses can be collected from a large population at once and gives the researcher ease in data accumulation. Interview schedules are the most suitable instruments for conducting research because they enable researchers to collect data without reality distortion or omissions. When the study sample is massive, questionnaires and focused group discussions become important

because conducting interviews would be expensive and time-consuming. The researcher used questionnaires in data collection by administering questionnaires and picking them later after a week after being filled by the respondents.

Market orientation and business performance are the two main focuses of this study. Interview schedules are very effective instruments in research conduction (Taber, 2017). When the study sample is big, conducting interviews will be expensive hence using questionnaires and focused group discussion becomes useful. In order to decrease plausibility of threat to validity in this research by adopting past validated measures of strategic orientation constructs entrepreneurial orientation and market orientation were used in strategic orientation (Sharma, 2017).

Rahi, (2017) highlighted that researchers challenged business measurement performance which mainly focused on financial metrics. Respondents provide more data to appraise performance on the Likert scale than providing confidential financial data. There exist robust correlations and reliabilities between objective measures and assumed measures.

The assumption that financial positions of some firms are not subjected to thorough auditing and firm managers are very indisposed to openly share their financial performance was the basis of this study. Laksana and Dharmayanti, (2018) highlighted that financial data may not represent actual performance since managers manipulate data to avoid personal or corporate taxes. As for non-financial measures past research has supported three validity tests which include convergent, discriminant and construct validity.

A questionnaire is a data collection instrument having questions and other significant data meant to obtain information from respondents for analyzing the data (Bundgaard & Brøgger, 2018). The objective financial measures of firm performance may not have been useful considering the nature and type of hotels used in this research. In collecting data from the respondents, a

structured questionnaire was used. The extent of agreeing with the statement stated on the questionnaire was a requirement by the respondents (Goldsmith-Pinkham et al., 2020).

From the 40 distributed copies to selected hotels, two were not filled, thirty-six were well filled for analyzing data with a 90% response rate and only two copies were not filled. A total of 30 items rated on a 5-point Likert-type with the scale ranging from strongly disagree (1) to strongly agree (5) were observed with the two main variables being a strategic competition (including entrepreneurial orientation, market orientation, technology orientation and innovation orientation) and hotel performance.

3.6 Piloting of Research Instruments

Piloting was conducted on 10 respondents in order to gauge the validity and reliability of the data and research instruments. Instruments for this study were piloted in the neighboring zones (Kilifi County) from where the main study was not being conducted to verify the validity and reliability of the data.

Validity of the Instruments

Content validity is the extent to which collected data using a specified instrument represents a certain content or domain of indicators of a specified study. Internal and external validities of instruments were sought during this study. According to Souza et al., (2017), a space having ideas and concepts is referred to as a conceptual description and all ideas in the description should be sampled by the indicators in the measure. Bundgaard and Brøgger, (2018) advocated for the use of professionals or experts by the research in assessing the validity of the content and hence with the experts and supervisors, the researcher discussed the instruments who advised on how instruments can correctly represent the phenomenon under study and finally this idea and concepts were included in the instruments.

Reliability of the Instruments

Rahi, (2017) highlighted that reliability is how well a researcher gets the same results after using a particular method under the same conditions. Reliability is how consistent a research is and the extent of replication of studies (Bundgaard & Brøgger, 2018). A reliable method does not mean it is valid since a method can give the same results under different situations without even measuring the intention. According to Taber, (2017) under the same conditions, measurements are taken of the same subjects. Sharma, (2017) highlighted that minimizing errors and biases in a study is the goal of reliability.

3.7 Data Collection Procedure

The researcher obtained a university letter from his department which he used to apply for the research permit from the National Commission for Science and Technology. He then visited the offices of the county commission in Mombasa to be granted authority to carry on with his research and head to the respective divisions. He informed the divisional officers about his intention to conduct the study in their areas of jurisdiction, and deposit copies of the research permit at each point. He then proceeded to the field to collect the necessary data.

3.8 Data Analysis

Mugenda & Mugenda explained that quantitative data is in form of numerals which qualitative data are in a textual form other than numerals qualitative data can always be grouped into categories. Quantitative data was expected from this study and all categories of data were tabulated. In analyzing quantitative data which involved determining the mean, mode, median and percentages, the study used descriptive research analysis. Descriptive statistics, which involves transforming raw data into charts and frequency distribution which is significant in bringing sense out of data, was used in analyzing data through Statistical Package for Social

Sciences (SPSS). Frequencies, percentages and statistical mean were the descriptive statistics used while correlation coefficient and regression coefficient were the inferential statistics used.

Tables were used in presenting the results.

Regression analysis model

Multiple regression analysis was used to find out the influence of strategic orientation on the performance of hotels in the Coast region. The regression model follows:

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ Where:

Y = is the dependent variable which is the performance of the hotel.

α = Constant term

β_1, β_2 and β_3 , are the coefficients of the predictor variable and

X1= entrepreneurial orientation; X2= market orientation; X3= technology orientation and

X4= customer orientation; ε = Error term.

3.9 Ethical Considerations

The obligation on the researcher's part to respect all participants as capable people of making informed decisions regarding participation in the research study is what is referred to as ethical consideration. The researcher had to make sure that disclosure of the nature and purpose of the study, benefits, risks and alternatives were received by all participants. There was the guarantee of voluntarily leaving the study and a platform for asking questions. In the informed document of consent, the principle of autonomy found expression.

Confidentiality was an important factor in the research process where respondents gave information out of their own will free from any promises or benefits. Kothari and Gang highlighted that to gain certain trust levels and openness and acceptance as a non-judgmental and

non-threatening person, the researcher developed a rapport with informants once in the field. Truth and avoiding the use of lies to obtain information was a commitment by the researcher. Protection of the information given by the respondents was assured by the research. At any point in the research, study betrayal should not exist (Sharma, 2017).

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This research aimed to establish how strategic orientation has an influence on hotel profitability in Mombasa County. This section highlights the study findings, discussions and interpretations of the results.

4.2 Response rate, instruments' reliability and respondents Demographics

In Mombasa county where this research was carried out hence the target population was eight (8) beach hotels in Mombasa County. Chief Executive Officer/Manager, an operation manager, relationship manager, information technology manager and a strategic manager were the main respondents in these beach hotels in Mombasa County.

Response Rate

A total of 36 populations were captured from a sample size of (forty) 40 targeted persons. This reflected a 90% satisfaction rating, which was deemed sufficient and suitable for analysis. As revealed by Mugenda and Mugenda, (2012), a return rate of 50% is sufficient for analysis and reporting, whereas a return rate of 60% and higher is decent and excellent. According to their recommendations, the response rate for this study was sufficient for review.

Reliability Analysis and interpretation

The reliability of the collected data was analyzed to measure various variables in the research. A coefficient of reliability that gives data generalization estimation without any bias is Cronbach's Alpha. The internal consistency of the collected data by questionnaires was the aim of reliability analysis. In a study satisfaction for reliability, assessment is when Cronbach Alpha value is greater than 0.7. The independent variables were found to be greater that which include market

orientation; technology orientation; customer orientation, entrepreneurial orientation and performance were all greater than 0.7 and hence this can be deduce that there was reliability for analysis for the analysis.

Table 4.1:
Cronbach Alpha for Reliability Assessments

Variables	Items	Cronbach Alpha Values
Entrepreneurial orientation	6	0.980
Market orientation	6	0.851
Technology orientation	6	0.856
Customer orientation	6	0.890
Hotel Performance	6	0.847

All five (5) variables, Entrepreneurial orientation, Market orientation, Technology orientation, Customer orientation, and Performance, had Cronbach alpha values greater than 0.7 as shown in Table 4.1. Since all of the Cronbach Alpha values were greater than 0.7, it was possible to conclude that the constructs tested were reliable enough for the subsequent stages of study.

Respondents’ Characteristics

The Respondents’ demographics determined included professional title, gender, professional member, years worked and the highest level of education. The results of respondents’ demographics were presented in Table 4.2.

Respondents’ characteristics

Table 4.2 showed the results of the demography of respondents and the characteristics. The research aimed to establish characteristics of respondents like gender, age and education levels.

Table 4. 2:
Respondents' characteristics

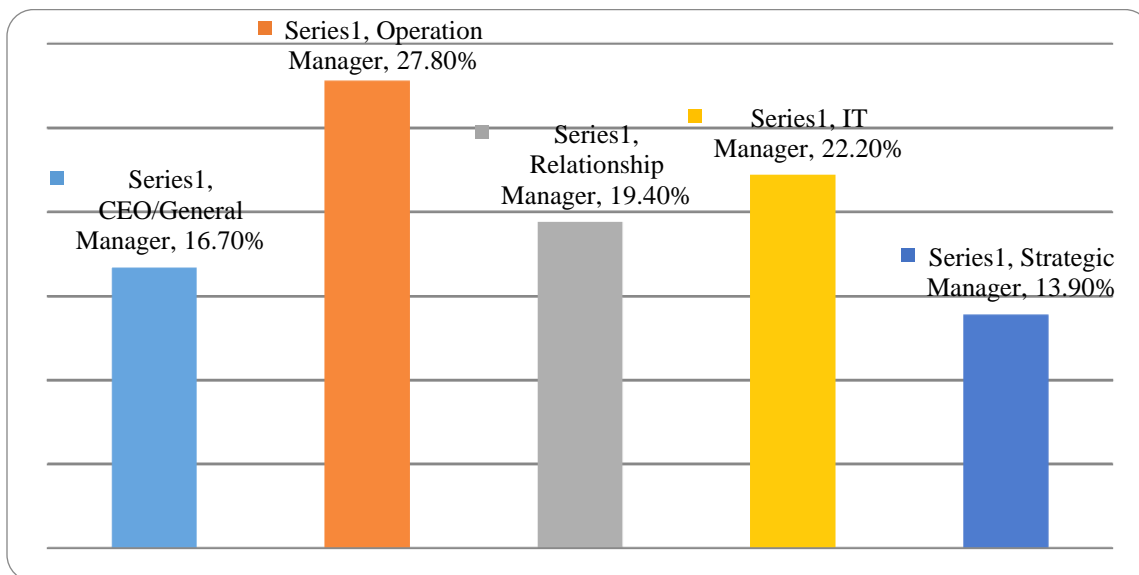
Demographic information		Frequency (n)	Percentage (%)
Title of the Respondent	CEO/G Manager	6	16.7
	Operation Manager	10	27.8
	Relationship Manager	7	19.4
	IT Manager	8	22.2
	Strategic Manager	5	13.9
Gender of the Respondent	Total	36	100.0
	Male	29	80.5
	Female	7	19.5
	Total	36	100.0
Professional body Member	Member of Professional body		
	Non-Members	15	41.7
	Total	21	58.3
Years worked		36	100.0
	Less than 5 Yrs		
	5-10 Yrs	19	52.8
	10-15 Yrs	10	27.8
	More than 15 Yrs	6	16.7
Education Level	Total	1	2.7
		36	100.0
	Certificate/Diploma		
	Degree	7	19.4
	Master level	17	47.2
	Ph.D. Level	11	30.6
	Total	1	2.8
		36	100.0

Title of the Respondent

In the results in Table 4.2 and Figure 4.1, 16.7% of the respondents were CEO/General managers, 27.8% operation managers, 19.4% relationship managers, 22.2% IT Managers while 13.9% constituted strategic managers who responded in this study.

Figure 4.1:

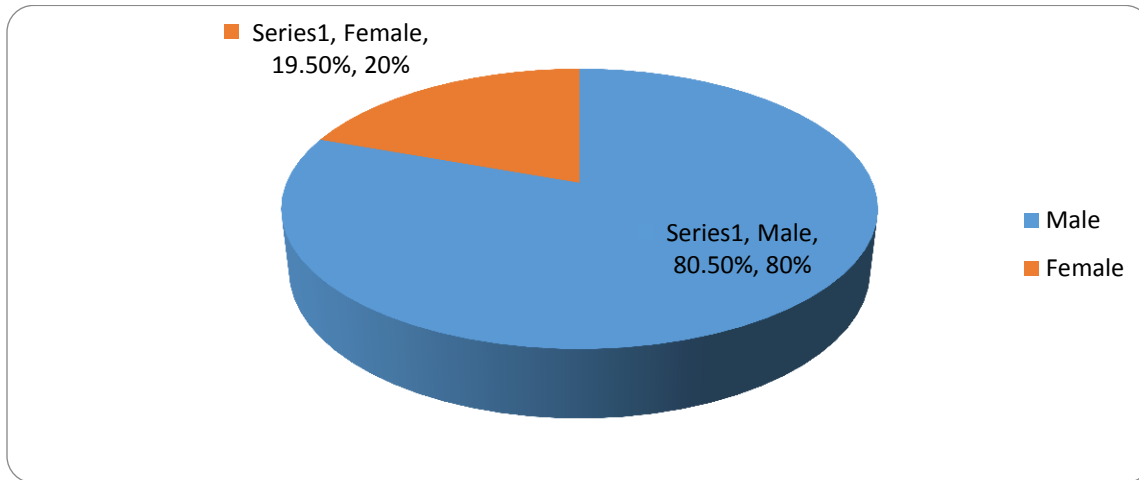
Title of the Respondent



Gender of the Respondent

Further, it can be observed that an overwhelming majority of the managers were males (80.5%), while females only constituted (19.5%) as shown in Figure 4.2. This finding is in agreement with the finding of (Nzioka, 2013) who found that the majority (92%) of managers were males while the minority (8%) were females in the hospitality industry. This was an indication that women are under-represented at the managerial level in the beach hotels in Mombasa County in Kenya.

Figure 4. 2:
Gender of the Respondent

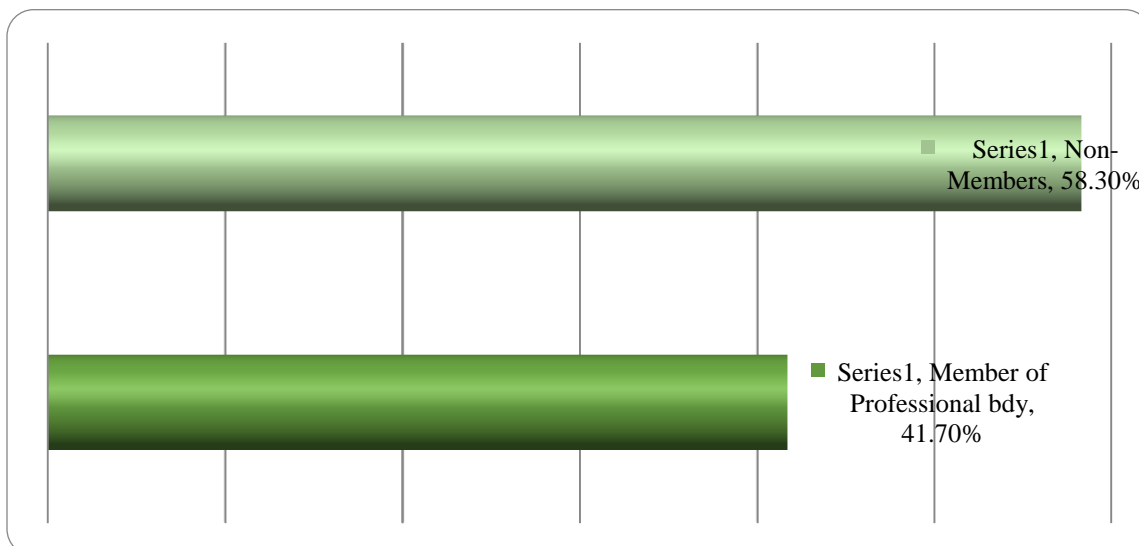


Professional body Member

In addition, this study showed that the respondents (41.7%) were members of professional bodies such as the institute of a certified public accountant, institute of human resource management, marketing society of Kenya among others as shown in Figure 4.3 an indication that at least hotel managers are joining professional bodies.

Figure 4.3:

Professional Body Member

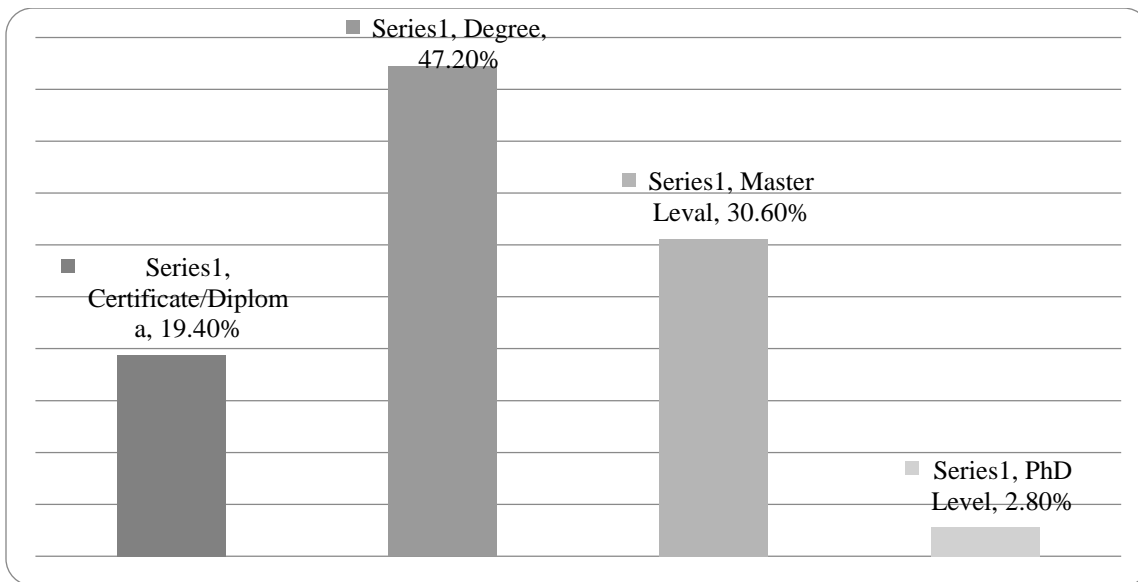


Highest level of education of the respondents

Bachelor's degree was the highest level among respondents accounting for 47.2% while 33.4% accounted for those with masters and PhDs. The study also indicated that 19.4% of the respondents had other qualifications of diploma as shown in Figure 4.4. This means that these beach hotel managers are highly and well educated.

Figure 4.4:

The highest level of education



4.3 Influence of Strategic Orientation on Hotel Performance

In addition, the study was conducted to establish the influence of customer orientation on the performance of classified hotels in Mombasa County and the results of this are presented in Table 4.6.

4.4 Entrepreneurial Orientation on the Performance of Hotels

The first specific objective of this study was conducted to determine the influence of entrepreneurial orientation on the performance of classified hotels in Mombasa County and the results of this are presented in Table 4.3 where N means the numbers of data points entered in SPSS, Mean is an average of range on a scale of 1-5, where 1 stands strongly disagree and 5 strongly agree. Similarly, standard deviation means the average of differences/deviation from the mean.

Table 4.3:

Entrepreneurial orientation

Statements on entrepreneurial orientation	N	Mean	Std. Deviation
We conduct internal market research in our division.	36	3.64	1.150
We are quick to notice shifts in our customers' expectations for products and services.	36	3.89	1.090
End-users are polled to determine the quality of our products and services.	36	2.94	.754
Inter-departmental meetings are held to address industry dynamics and changes.	36	3.78	1.124
Customer satisfaction information is made available on a daily basis in this business segment.	36	3.94	1.068
It takes us longer to figure out how to respond to price adjustments made by our competitors	36	3.25	.554

The study results in Table 4.3 indicate that the respondents agreed that the influence of entrepreneurship orientation on hotel performance was due to a number of aspects of entrepreneurship orientation. Respondents stated that in their business unit, they do in-house market research. This response is shown by a mean of 3.64 and a standard deviation of 1.150, both of which are significantly higher than the predicted mean of 2.5 (Likert scale 1–5),

indicating that hotel management can devote more time to in-house market research. Fair enough, respondents stated that they are not slow to track changes in their clients' product/service expectations, as evidenced by a mean of 3.89 and standard deviations of 1.090, both of which are significantly higher than the predicted mean of 2.5. As a result, hotel management should continue to encourage or motivate employees to determine clients' likes and dislikes regularly. Respondents claimed that they conduct surveys of end-users to assess the customer satisfaction and service offerings, as shown by a mean of 2.94 and standard deviation of 0.754, indicating that the majority of respondents agreed. This indicates that when hotels conduct surveys of end-users to assess the quality of their product and service offerings, hotel efficiency increases.

Interdepartmental meetings to address industry dynamics and innovations are also held, according to the respondents. With a mean of 3.78 and a standard deviation of 1.124, this indicates that hotels perform better when they hold inter-departmental conferences to address industry trends and innovations. Furthermore, respondents concluded that data on consumer satisfaction was relayed frequently throughout all points of this business segment, as shown by a mean of 3.94 and standard deviation of 1.064. This implies that lodgings accomplish incredible things as information on customer fulfillment is scattered consistently at all levels of this specialty unit. In the end, respondents guaranteed that concluding how to respond to contender value changes takes them an unfathomable length of time. With a mean of 3.25 and a standard deviation of 0.544, this answer has been illustrated. However long the in business works as indicated by the examination's discoveries, in the executives can, in any case, value touchy when contrasted with other market rivals. In an investigation of market direction and business execution among Ghanaian firms, Widyanti and Mahfudz, (2020) found that innovative direction significantly affects the exhibition of Malaysian ladies claimed organizations. Pioneering

direction altogether affects firm execution of Singapore's little and medium endeavors (Nguyen et al., 2007).

4.5 Marketing Orientation and Performance of Hotels

The study was also conducted to establish the influence of marketing orientation on the performance of classified hotels in Mombasa County and the results of this are presented in Table 4.4.

Table 4.4:

Marketing orientation

Statements on Marketing orientation	N	Mean	Std. Deviation
We pay special attention to customer support after the transaction.	36	3.25	.906
We monitor customer satisfaction systematically and regularly.	36	3.44	.877
Customer loyalty is at the heart of our business goals.	36	3.36	.931
Our product and service creation is focused on accurate market and consumer data. We understand how our customers value our products and services.	36	2.75	.557
The customer's needs should always take precedence over the owners.	36	3.50	.941
The customer's interest should always come first, ahead of the owners.	36	3.58	.604

The study results in Table 4.4 indicate that the respondents agreed that the influence of marketing orientation on hotel performance was due to a number of specific aspects of marketing orientation. Interviewees indicated that they listen carefully to after-sales service, indicating that client satisfaction is a prime consideration, with a mean value of 3.25 and a standard deviation of 0.906, which is higher than expected. Furthermore, respondents stated that they measure customer satisfaction systematically and frequently, as evidenced by a mean of 3.44 and a standard deviation of 0.877, both of which are higher than the expected mean of 2.5, implying

that customer loyalty is achieved respondents agreed with a mean of 3.36 and standard deviation of 0.931 on if their company goals are influenced mainly by customer loyalty, which is higher than the predicted mean of 2.5, resulting in maximum customer retention. Respondents stated that their product and service production is focused on accurate market and consumer data, as shown by the mean of 2.75 and standard deviation of 0.557 above the predicted mean, ensuring personalized goods and services. As shown by a mean of 3.50 and standard deviation of 0.941, respondents stated that they have a clear understanding of how their customers value their goods and services, implying that they better understand their customers. Finally, respondents said that the client's needs must always fall initially, ahead of the shareholders, with such a mean value of 3.58 and standard deviation of 0.604. As per the discoveries of Alnawas and Hemsley-Brown, (2019) concentrate on market orientation and hotel effectiveness, which investigated the job of high-request marketing capacities, the association between hotel execution and market orientation was roundabout through help innovation ability, marking ability and client relationship ability. At the point when it came to impacting hotel execution, the three capacities appeared to assume changed correlative parts.

4.6 Technology orientation and Performance of hotels

In addition, a study was carried out to determine the impact of technology orientation on the performance of classified hotels in Mombasa County, with the results shown in Table 4.5.

Table 4.5: *Technology Orientation*

Statements on Technology orientation	N	Mean	Std. Deviation
Our company is a pioneer in our industry when it comes to establishing technology standards.	36	3.61	1.076
Our company is a forerunner in our business when it comes to technological advancements.	36	3.33	.926
Our company has a technological approach that is both competitive and efficient.	36	3.78	1.124
In a variety of fields, our company has high technical capabilities.	36	3.93	1.068
In our industry, our company is at the forefront of technological advancements.	36	3.57	.914
Our company is adept at using emerging tools to solve problems.	36	3.48	.634

The study results in Table 4.5 indicate that the respondents agreed that it was due to some unique technology orientation that had an impact on hotel efficiency. The respondents agreed and confirmed that their company is one of the pioneers in their industry in terms of establishing technological standards, with an average of 3.61 and a standard deviation of 1.076. Respondents reported that their company is one of the industry leaders in terms of upgrading technology standards, as evidenced by a mean of 3.33 and standard deviation of 0.926, which is higher than the predicted mean of 2.5, indicating that their company is leading the hotel results. In terms of strategy, respondents claimed that their company has a competitive and efficient technology strategy, as shown by a mean of 3.78 and standard deviation of 1.124, giving the hotel a competitive advantage over its industry rivals. Furthermore, respondents claimed that their company possesses broad technical capabilities in a variety of fields. A mean of 3.93 and a standard deviation of 1.068 are used to describe this statement. With a mean of 3.57 and a standard deviation of 0.914, respondents said their company leads technology advancement in

their industry. Finally, respondents concluded that their company is skilled at applying emerging technology to problem-solving, with a mean of 3.48 and a standard deviation of 0.634.

The findings of this research are backed up by a study by Solberg and Olsson who discovered that a firm's technology orientation has a significant impact on the competitive market. Companies who choose to be market leaders should conduct continuous research and development and adopt technology strategies, according to the experts. Technology orientation, according to their findings, will aid a company's development in a competitive environment.

4.7 Customer orientation and Performance of hotels

In addition, the results of a study to determine the influence of customer orientation on the performance of categorized hotels in Mombasa County are presented in Table 4.6.

Table 4.6: Customer orientation

Statements on Customer orientation	N	Mean	Std. Deviation
Strategic orientation can be linked to the result of increased sales and enhanced firm efficiency.	36	3.63	1.076
Being customer-focused allows you to gain a competitive edge.	36	3.35	.926
The extent to which the hotel obtains and utilizes information from customers is known as customer orientation.	36	3.79	1.124
Customer orientation is regarded as a critical method for hotels to achieve high efficiency.	36	3.95	1.061
It is possible to achieve high performance by focusing on the customer.	36	3.51	.914
Tourists' desires, preferences, and perceptions of the benefits of services evolve, and hotel management should be aware of this.	36	3.59	.634

The investigation brings about Table 4.6 demonstrate that various interesting parts of client orientation were consented to affect hotel productivity, as indicated by the respondents. Respondents announced that expanded deals in better firm execution can be connected to key

orientation, with a mean worth of 3.63 and a standard deviation of 1.076. With a mean of 3.35 and a standard deviation of 0.926, respondents additionally announced that being client situated prompts acquiring an upper hand. Client orientation, as estimated by a mean of 3.79 and a standard deviation of 1.124, is the degree to which the hotel acquires and utilizes data from clients. Moreover, the respondents announced that client orientation is a viable apparatus for hotels to accomplish high proficiency. The normal is 3.95, with a standard deviation of 1.061. The respondents rated aspects of being customer-oriented as leading to high performance with a mean of 3.51 and a standard deviation of 0.914, according to the analysis. With a mean of 3.59 and a standard deviation of 0.634, hotel management should be aware of how visitors' desires, preferences, and perceptions of service benefits change over time. This conclusion is in line with the sentiments of (Tajeddini, 2015). The hotel management should be aware of changes in visitor needs, preferences, and perceptions of service benefits over time. In order to deliver memorable experiences and not just simple hotel services, the management of the hotel has to continuously and systematically adjust the hotel offerings. Hence whether customer orientation is viewed from the perspective of product or service delivery, it is considered an important factor in achieving high hotel performance.

4.8 Performance of Hotels

Finally, an analysis was carried out to determine the impact of strategic orientation on the performance of classified hotels in Mombasa County, with the results shown in Table 4.7.

Table 4.7:

Performance of hotels

Performance of hotels	N	Mean	Std. Deviation
As a result of the new knowledge, employees easily adjust to new information.	36	3.56	.936
In the face of new knowledge, employees are not immune to change.	36	3.58	.674
The fact that we have updated our working practices in light of new knowledge has not frustrated our employees.	36	3.22	.422
As a result of their newfound experience, employees are positive about progress.	36	4.06	.232
As a result of new knowledge, employees do not hesitate to introduce new ideas.	36	3.39	.934
Employees are more willing to consider changed routines and processes in the face of transition now that they have learned new experiences.	36	2.67	1.219

According to the findings in Table 4.7, interviewees believed that various aspects of strategic orientation have an impact on hotel success. Participants gave a mean of 3.56 and a standard deviation of 0.936 to workers who adopt themselves to change rapidly in light of new knowledge, while employees who do not resist change were given a mean of 3.58 and a standard deviation of 0.674. Furthermore, participants reported that, in pursuit of contemporary perspectives, employees don't regret our evolving working methods, as evidenced by a mean of 3.22 and standard deviation of 0.422. Staff has optimistic suppositions about transition, according to the respondents, as shown by a mean of 4.06 and standard deviation of 0.232. Finally, respondents stated that when considering new details, members don't pause for a second to carry out changed thoughts, as shown by a mean of 3.39 and standard deviation of 0.934. With a mean of 2.67 and a standard deviation of 1.129, staff acknowledge reconsidered schedules and approaches effectively regarding the shift. Any necessary direction is carried out to achieve an improvement or to alter current practices (Maria & Martin, 2016), which agrees with the findings

of this investigation, and therefore the achievement of any such effort is a basic indicator for organization execution, according to this investigation. This study proposes that innovation success be used as a mediating factor between strategic orientation and organizational efficiency, providing a more complete image of the relationship.

4.9 Bivariate Correlation analysis

The degree to which the underlying relationships and the independent variables influenced the dependent variables was the aim of this study where to accomplish this task, correlation analysis was used. The research also uses Karl Pearson's coefficient of correlation to describe the direction and amount of relationship that occurs between these variables. Table 4.7 contains a connection framework that shows the relationship. Karl Pearson's coefficient of connection, otherwise called item second connection coefficient, is quite possibly the most well-known technique for computing the connection between two factors.

Table 4.8:

Bivariate Correlation analysis

			Hotel Performance
Hotel Performance	Pearson Correlation Sig. (2-tailed) N	Ranking	1 36
Entrepreneurial Orientation	Pearson Correlation Sig. (2-tailed) N	1	.874** .000 36
Marketing Orientation	Pearson Correlation Sig. (2-tailed) N	3	.670** .000 36
Technology Orientation	Pearson Correlation Sig. (2-tailed) N	4	.416* .012 36
Customer Orientation	Pearson Correlation Sig. (2-tailed) N	2	.714** .000 36

Table 4.8 shows that each of the four (4) elements of strategic orientation has a positive association with hotel efficiency. Entrepreneurial orientation ($r=.874^{**}$), for example, indicates that there is a clear coefficient relationship between Entrepreneurial Orientation and hotel efficiency, with an 87.4 percent correlation. Furthermore, marketing orientation obtained ($r=.670^{**}$), implying that marketing orientation had a 67 percent production in relation to hotel success, a statistically significant relationship. The production of technology orientation ($r=.416^{**}$) was 41.6 percent, indicating a moderate relationship between technology and hotel efficiency. Customer orientation ($r=.714^{**}$) also had a 71.4 percent production, meaning that there is a clear link between customer orientation and hotel efficiency.

4.10 Regression Analysis

The purpose of this study was to determine the influence of strategic orientation on the performance of hotels in Mombasa County. Strategic orientation comprised of Entrepreneurial orientation, Marketing orientation, Technology orientation and Customer orientation. The results of the influence of strategic orientation on performance as shown in table 4.9 where $R=$ stands for the combined relationship between strategic orientation and hotel performance, $R^2 =$ explains hotels performance variations before adjustments, while adjusted, R^2 explains it after adjustments. Similarly, Std, Error of estimate refers to 5% error standardized to 95% confidence level. All these were derived from the use of the Likert scale where data collected were entered on a scale of 1-5 in the basic of questions for both dependent and independent variables.

Model Summary

Table 4.9:

Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.948 ^a	.899	.886	.17420

a. Predictors: (Constant), CO, TO, EO, MO

Strategic orientation such as Marketing orientation, Customer orientation, Technology orientation, and Entrepreneurial orientation was found to have a positive and significant impact on hotel efficiency in Mombasa County ($r=0.948^{**}$, $p.05$), as shown in Table 4.9. As a result, conducting operations when the orientation is strategically handled has a positive impact on the companies' efficiency (hotel). The impacts of key orientation (Marketing orientation, Customer orientation, Technology orientation, and Entrepreneurial orientation) was resolved utilizing a straight relapse model, and the outcomes showed that essential orientation (Marketing orientation, Customer orientation, Technology orientation, and Entrepreneurial orientation) clarified therefore, the unexplained difference coefficient of non-assurance of $1-R^2$ is 10%.

Analysis of variance (ANOVAa)

Using the analysis of variance (ANOVA) as demonstrated in table 4.10, the F-test showed that the illustrative variable (X1-X4) addressing the essential direction (Marketing direction, Customer direction, Technology direction, and Entrepreneurial direction) was substantial ($F(4, 31) = 68.713$, $p < .05$) implying that the informative factors vital direction (Marketing direction, Customer direction, Technology direction, and Entrepreneurial direction) is a decent indicator of varieties in execution in the presentation of inns in Mombasa County, Kenya.

Table 4.10:
Analysis of variance (ANOVAa)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	8.341	4	2.085	68.713	.000 ^b
Residual	.941	31	.030		
Total	9.282	35			

Coefficient of determination

The constant value indicates that hotel efficiency will always be at a minimum ($0 = 0.099$, $p = .602$). The entrepreneurial orientation of the hotels was found to have a distinct and significant impact on their launch ($1 = 0.381$, $p.05$), implying that as the hotels' entrepreneurial orientation increases, their presentation will increase by 38.1 percent. This implies that the presentation of hotels in Mombasa County is heavily influenced by entrepreneurial orientation. The marketing orientation was also proven to have a greater impact on the hotels' presentation both inside and out ($1 = 0.229$, $p.05$), implying that as the hotels' exhibiting orientation increases, their presentation will improve by 22.9 percent. This implies that publicizing orientation both inside and outside hotels in Mombasa County has an effect on their introduction.

The development orientation of the hotels was found to have a clear and significant impact on their show ($1 = 0.128$, $p.05$), implying that as the hotels' advancement orientation increases, so will their show. This implies that the show of hotels in Mombasa County is significantly influenced by advancement orientation. Customer orientation was found to have a significant and wide impact on hotel performance ($1 = 0.294$, $p.05$), implying that as hotels enhance their customer orientation, their performance would improve by 29.4 percent. This means that entrepreneurial orientation positively and significantly influences the performance of hotels in Mombasa County.

Table 4.11:***Multiple Regression Analysis Coefficient***

	Unstandardized	Coefficient	Standardized		
Model	B	Std Error	Beta	t	Sig.
1 (Constant)	.099	.187		.528	.602
Entrepreneurial	.381	.067	.456	5.650	.000
Marketing	.229	.052	.426	4.407	.000
Technology	.128	.059	.142	2.165	.038
Customer	.294	.133	.262	2.206	.035

a. Dependent Variable: Performance

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this section, the basic goals from chapter one, as well as findings and suggestions that guide a review of the study and recommendations for future research, are discussed. The section summarizes the main findings, draws key conclusions from the research findings based on the research goals, and makes suggestions for practice and future research.

5.2 Summary of the Findings

Out of a targeted population of (forty) 40 respondents, this study received 36 responses. According to Mugenda and Mugenda (2012), a response rate of 50% is sufficient for research and reporting, whereas a response rate of 60% and above is decent and excellent. Furthermore, it can be seen that males made up the vast majority of the managers (80.5%), with females accounting for just a small percentage of the total (19.5 percent). In the same way, strategic orientation such as customer orientation, marketing orientation, entrepreneurial orientation, and technology orientation was found to have a positive and important impact on hotel efficiency in Mombasa County ($r=0.948^{**}$, $p.05$). The impact of strategic orientation on hotel performance was studied using a linear regression model, and the results revealed that strategic orientation (customer orientation, marketing orientation, entrepreneurial orientation, and technology orientation) explained 89.9% of the variations in hotel performance ($R^2=0.899$).

Influence of Entrepreneurial Orientation on the Performance of Hotels

The study results indicated that the respondents agreed that the influence of entrepreneurship orientation on hotel performance was due to a number of aspects of entrepreneurship orientation. The study results in Table 4.3 indicate that the respondents agreed that the influence of entrepreneurship orientation on hotel performance was due to a number of aspects of entrepreneurship orientation. Respondents stated that in their business unit, they do in-house market research. This response is demonstrated with a mean of 3.64 and a Standard deviation of 1.150 which is well above the expected mean of 2.5 (Likert scale 1-5) hence the hotel management should focus more on in-house market research.

Further, respondents reiterated that they are not slow to detect changes in their customers' product/service preferences as shown with a mean of 3.89 and standard deviations of 1.090 which is well above the expected mean of 2.5, hence the hotel management should continue encouraging or motivating employees to assess customers' preference all the time. Respondents stated that they do carry a survey end-user so as to assess the quality of their product and service offerings as demonstrated with a mean of 2.94 and standard deviation of 0.754 which means majority have agreed, this means that when hotel conduct survey end-users to assess the quality of our product and service offerings, hotel performance improves.

The respondents also said that they have interdepartmental meetings to discuss market trends and developments. This is demonstrated with mean of 3.78 and standard deviation of 1.124, suggesting that inn performs better when they have interdepartmental gatherings to examine market patterns and improvements. Further, respondents likewise concurred that information on consumer loyalty is scattered at all levels in this specialty unit on ordinary premise as has been exhibited with a mean of 3.94 and standard deviation of 1.064. This shows that inns achievement

is accomplished when Data on consumer loyalty are spread at all levels in this specialty unit on a normal premise.

Lastly, the respondents expressed that it takes them perpetually to conclude how to react to their rival value changes. This reaction has appeared with a mean of 3.25 and a standard deviation of 0.544. These outcomes are following an investigation by Mahmood and Hanafi (2013) on "Market direction and business execution among firms in Ghana" who discovered that innovative direction positively affects business execution of ladies-based firms in Malaysia. The connection coefficient showed that lodging's presentation has a positive and critical relationship with Entrepreneurial direction ($r=.874^{**}$, $P<.05$).

Influence of Marketing Orientation on the performance of Hotels

Further, according to the study's findings, a number of particular aspects of marketing orientation have an effect on hotel success. After-sales service is something that respondents regard highly, with a mean value of 3.25. This finding is unsurprising with In their assessment of market bearing and motel execution exploring the circumstance of high-demand advancing limits, Alnawas and Brown (2019) tracked down that the connection between the market course and hotel execution is meandering through customer relationship capacity, checking limit, and organization progression limit. The association coefficient showed that housing's show has a positive and gigantic relationship with Marketing bearing ($r= .670^{**}$, $p<.05$).

Influence of technology orientation on the Performance of Hotels

The study results indicated that the respondents stated that the influence of technology orientation on hotel performance was due to some specific technology orientation. On an average of 3.61, the respondents stated that their firm is one of the leaders in our industry to establish technology standards. This result supports Solberg and Olsson's (2013) results, which claim that a competitive environment has a substantial impact on an organization's technology orientation. They argued that in order to stay ahead of the competition, businesses must engage in continuous research and development (R&D) activities and develop technical strategies. The correlation coefficient indicated that the hotel's performance has a positive and significant relationship with Technology orientation ($r=.416^{**}$, $P<.05$).

Influence of customer orientation on the performance of Hotels

The study results showed that the respondents demonstrated that the influence of customer orientation on hotel performance was due to a number of specific aspects of customer orientation. With a mean worth of 3.63, the respondents expressed that the last yield of improved deals in better firm execution can be connected to vital direction. This finding is in concurrence with the feelings of (Tajeddini, 2015). He emphasized that the board should get that, sightseers' necessities, assumptions and view of administrations' advantages change over the long haul. The correlation coefficient indicated that the hotel's performance has a positive and significant relationship with Customer orientation ($r= .714^{**}$, $P<.05$).

5.3 Conclusion

This research study was based on four specific objectives and after critical analysis, the following conclusions were arrived at:

In this investigation, lion's share of the respondents effectively finished and returned questionnaires as responses of (36) were gotten out of a focused-on populace of (forty) 40 respondents. This addressed 90% response rate which was viewed as enough and fitting for examination as recommended by (Mugenda and Mugenda, 2012) that response pace of half is sufficient for investigation and announcing while response pace of 60% or more is acceptable and excellent.

Further it was also concluded that an overwhelming majority of the managers were males (80.5%), while females only constituted (19.5%) implying that women are less presented in the hospitality managerial positions. Entrepreneurial orientation, Marketing orientation, Technology orientation and Customer orientation influence the performance of beach hotels in Mombasa County. Entrepreneurial orientation has a positive and significant relationship with the performance of beach hotels. Entrepreneurial orientation ($r=0.874^{**}$, $P<0.05$) has the highest correlation coefficient with the performance of beach hotels.

Strategic orientation (Entrepreneurial orientation, Marketing orientation, Technology orientation and Customer orientation) have a positive and significant influence on the performance of beach hotels in Mombasa County ($r=0.948^{**}$, $p<0.05$). A linear regression model results showed that strategic orientation (Entrepreneurial orientation, Marketing orientation, Technology orientation and Customer orientation) explained 89.9% of the variations in the performance of hotels ($R^2=0.899$).

Multiple linear regression confirmed a positive and significant association between strategic orientation (Entrepreneurial orientation, Marketing orientation, Technology orientation and Customer orientation) and performance of beach hotels in Mombasa County. Entrepreneurial orientation has the greatest influence on the performance of beach hotels in Mombasa County

while technology orientation has the least influence on the performance of hotels in Mombasa County.

5.4 Recommendations of the study

This study revealed the strongest effects of entrepreneurial orientation on the performance of beach hotels in Mombasa County. The study, therefore, recommends that key leaders especially CEOs in beach hotels should focus more on the implementation of strategies that enhance entrepreneurial orientation. The study revealed a strong influence of entrepreneurial on hotel performance, with one respondent stating that information on client satisfaction is propagated on a constant schedule throughout all levels of this business unit. This study, therefore, recommends customer relationship officers should put more emphasis on customers' satisfaction as these will lead to hotel performance.

This study further found that hotels employees are too fact to identify transformation in their customers' product/service preferences, meaning that they are moving hand in hand with customers' desired preferences, this study, therefore, recommends to sales and marketing officer in the hotel to ensure that opportunities to detect dynamic changes in the customers' products/services are constantly catered for. The study found that the hotels have interdepartmental meetings to discuss market trends and developments, this study, therefore, recommends to CEOs, the marketing officer and the customers' relationship office to ensure this interdepartmental meeting covers all issues dealing with new products and service innovation and market development as this will help adjust improvement of hotels service.

This study found that an overwhelming majority of the managers were males (80.5%), while females only constituted (19.5%) implying that women are less presented in the hospitality managerial positions. The human resource management department should adopt a gender

balance employment approach so as to ensure that women managers occupy employment space in the sectors of hospitality. This study research confirmed that on average the respondents stated that their firm is one of the leaders in the industry to establish technology standards. This study, therefore, recommends to the information technology manager to effectively put in place a good network to ensure stable and reliable technology standards.

The study established that the respondents stated that the final output of improved sales in superior firm performance can be related to strategic orientation. This finding was backed by the sentiments of (Tajeddini, 2015). This study, therefore, recommends to the hotel management in particular the marketing manager to ensure that the hotel as a whole understands that, tourists' needs, expectations and perceptions of services' benefits change over time and therefore should appreciate the theory. The study results indicated that the respondents agreed that the influence of entrepreneurship orientation on hotel performance was real. This study therefore recommends that the marketing officer give close attention to after-sales service as this has proved vital in enhancing the hotel's performance

The study results indicated that the respondents stated that the influence of technology orientation on hotel performance was due to some specific technology orientation. The study, therefore, recommends to the ICT Manager to ensure that their firm stands as one of the leaders in the hotel industry to establish technology standards. According to the findings of the report, respondents believe that customer orientation has a major impact on hotel success. As a result of this research, the client relationship executive should ensure that the final contribution of increased revenue in the company's results is linked to strategic orientation.

5.5 Recommendation for Further and Future Research

Future research can be conducted based on the results of this study to increase current information on the influence of strategic orientation on the performance of hotels which was the scope of the study. This concluded that strategic orientation contributed to 89.9% of the variations in hotel performance. The scope of this study was on the influence of strategic orientation on the performance of hotels in Mombasa County. Future and further research can therefore be carried out on other hotels including non-beach hotels in and out of Mombasa County. This study found that strategic orientation (Entrepreneurial orientation, Marketing orientation, Technology orientation and Customer orientation) explained 89.9% of the variations in the performance of hotels, the rest 10.1% remained unexplained. This study, therefore, recommends further research using other factors not studied in this research.

REFERENCES

- Afolayan, M. S., & Oniyinde, O. A. (2019). Interviews and questionnaires as legal research instruments. *Journal of Law, Policy and Globalization*. <https://doi.org/10.7176/jlpg/83-08>
- Aladag, O. F., Köseoglu, M. A., King, B., & Mehraliyev, F. (2020). Strategy implementation research in hospitality and tourism: Current status and future potential. *International Journal of Hospitality Management*, 88, 102556. <https://doi.org/10.1016/j.ijhm.2020.102556>
- Alnawas, I., & Hemsley-Brown, J. (2019). undefined. *Journal of Hospitality Marketing & Management*, 28(7), 833-861. <https://doi.org/10.1080/19368623.2019.1568339>
- Alobaidi, M., & Kitapci, O. (2019). Strategic orientation, market orientation and business performance: In searching for integration, evidence from Turkey. *Montenegrin Journal of Economics*, 15(3), 53-70. <https://doi.org/10.14254/1800-5845/2019.15-3.4>
- Arias-Pérez, J., Velez-Ocampo, J., & Cepeda-Cardona, J. (2021). Strategic orientation toward digitalization to improve innovation capability: Why knowledge acquisition and exploitation through external embeddedness matter. *Journal of Knowledge Management*, 25(5), 1319-1335. <https://doi.org/10.1108/jkm-03-2020-0231>
- Avci, U., Madanoglu, M., & Okumus, F. (2011). Strategic orientation and performance of tourism firms: Evidence from a developing country. *Tourism Management*, 32(1), 147-157. <https://doi.org/10.1016/j.tourman.2010.01.017>
- Awino, Z. B. (2015). Organizational structure and performance of large manufacturing firms in Kenya: An empirical investigation. *Journal of Business and Economics*, 6(11), 1883-1891. [https://doi.org/10.15341/jbe\(2155-7950\)/11.06.2015/006](https://doi.org/10.15341/jbe(2155-7950)/11.06.2015/006)
- Beliaeva, T., Shirokova, G., Wales, W., & Gafforova, E. (2018). Benefiting from economic crisis? Strategic orientation effects, trade-offs, and configurations with resource

- availability on SME performance. *International Entrepreneurship and Management Journal*, 16(1), 165-194. <https://doi.org/10.1007/s11365-018-0499-2>
- Boohene, R. (2018). Entrepreneur's social capital and firm growth: The moderating role of access to finance. *Journal of Enterprising Culture*, 26(03), 327-348. <https://doi.org/10.1142/s0218495818500127>
- Brower, J., & Rowe, K. (2017). Where the eyes go, the body follows?: Understanding the impact of strategic orientation on corporate social performance. *Journal of Business Research*, 79, 134-142. <https://doi.org/10.1016/j.jbusres.2017.06.004>
- Bukirwa S., & Kising'u T. (2017). Influence of Market Focus Strategy and Cost Leadership Strategy on Organizational Performance of Hotels in Kenya (A Survey of Hotels in Mombasa County). (*Elixir International Journal*, 106, 46401-46411. https://www.elixirpublishers.com/articles/1494337441_ELIXIR2017045686J.pdf
- Bundgaard, K., & Brøgger, M. N. (2018). Who is the back translator? An integrative literature review of back translator descriptions in cross-cultural adaptation of research instruments. *Perspectives*, 27(6), 833-845. <https://doi.org/10.1080/0907676x.2018.1544649>
- Bunkhumpornpat, C., & Sinapiromsaran, K. (2016). DBMUTE: Density-based majority under-sampling technique. *Knowledge and Information Systems*, 50(3), 827-850. <https://doi.org/10.1007/s10115-016-0957-5>
- Choi, M., & Yoon, H. J. (2015). Training investment and organizational outcomes: A moderated mediation model of employee outcomes and strategic orientation of the HR function. *The International Journal of Human Resource Management*, 26(20), 2632-2651. <https://doi.org/10.1080/09585192.2014.1003084>

- Ding, H., Vorobjovas-Pinta, O., & Grimmer, L. (2020). Identifying firm resources and capabilities for successful export: The case of regional SME premium food producers. *Journal of International Food & Agribusiness Marketing*, 33(4), 374-397. <https://doi.org/10.1080/08974438.2020.1808553>
- Dutot, V., Bergeron, F., & Raymond, L. (2014). Information management for the internationalization of SMEs: An exploratory study based on a strategic alignment perspective. *International Journal of Information Management*, 34(5), 672-681. <https://doi.org/10.1016/j.ijinfomgt.2014.06.006>
- E. Saqib, S., Kuwornu, J. K., Panezia, S., & Ali, U. (2018). Factors determining subsistence farmers' access to agricultural credit in flood-prone areas of Pakistan. *Kasetsart Journal of Social Sciences*, 39(2), 262-268. <https://doi.org/10.1016/j.kjss.2017.06.001>
- Espino-Rodríguez, T., & Ramírez-Fierro, J. (2018). The relationship between strategic orientation dimensions and hotel outsourcing and its impact on organizational performance. An application in a tourism destination. *Sustainability*, 10(6), 1769. <https://doi.org/10.3390/su10061769>
- Evers, N., Gliga, G., & Rialp-Criado, A. (2019). Strategic orientation pathways in international new ventures and born global firms—Towards a research agenda. *Journal of International Entrepreneurship*, 17(3), 287-304. <https://doi.org/10.1007/s10843-019-00259-y>
- Faisal, A., Hermawan, A., & Arafah, W. (2018). The influence of strategic orientation on firm performance mediated by social media orientation at MSMEs. *International Journal of Science and Engineering Invention*, 4(08). <https://doi.org/10.23958/ijsei/vol04-i08/03>

- Foss, N. J., & Saebi, T. (2016). Fifteen years of research on business model innovation. *Journal of Management*, 43(1), 200-227. <https://doi.org/10.1177/0149206316675927>
- Frambach, R. T., Fiss, P. C., & Ingenbleek, P. T. (2016). How important is customer orientation for firm performance? A fuzzy set analysis of orientations, strategies, and environments. *Journal of Business Research*, 69(4), 1428-1436. <https://doi.org/10.1016/j.jbusres.2015.10.120>
- Fwaya E., Onyango V., Odhuno E., & Ouma, K. O. (2012). Relationships between drivers and results of performance in the Kenyan hotel industry. *Journal of Hospitality Management and Tourism*, 3(3), 46-54. <https://doi.org/10.5897/JHMT12.003>
- Giuri, P., Munari, F., Scandura, A., & Toschi, L. (2019). The strategic orientation of universities in knowledge transfer activities. *Technological Forecasting and Social Change*, 138, 261-278. <https://doi.org/10.1016/j.techfore.2018.09.030>
- Goldsmith-Pinkham, P., Sorkin, I., & Swift, H. (2020). Bartik instruments: What, when, why, and how. *American Economic Review*, 110(8), 2586-2624. <https://doi.org/10.1257/aer.20181047>
- Grimmer, M., & Miles, M. P. (2016). With the best of intentions: A large sample test of the intention-behaviour gap in pro-environmental consumer behaviour. *International Journal of Consumer Studies*, 41(1), 2-10. <https://doi.org/10.1111/ijcs.12290>
- Gruber-Muecke, T., & Hofer, K. M. (2015). Market orientation, entrepreneurial orientation and performance in emerging markets. *International Journal of Emerging Markets*, 10(3), 560-571. <https://doi.org/10.1108/ijoem-05-2013-0076>

- Howe, C. J., & Robinson, W. R. (2018). Survival-related selection bias in studies of racial health disparities. *Epidemiology*, 29(4), 521-524.
<https://doi.org/10.1097/ede.0000000000000849>
- Izadi, S. A., & Ahmadian S. (2018). The Effects of Strategic Orientation and Firm Competencies on Export Performance. *semantic scholar*, 5(3), 18-27.
<https://doi.org/10.5539/elt.v5n2p174>
- Johnson, G., & Scholes, K. (2002). *Exploring corporate strategy: Text and cases*. Prentice Hall.
- Kantur, D. (2016). Strategic entrepreneurship: Mediating the entrepreneurial orientation-performance link. *Management Decision*, 54(1), 24-43. <https://doi.org/10.1108/md-11-2014-0660>
- Khan, B. A., & Naeem, H. (2018). The impact of strategic quality orientation on innovation capabilities and sustainable business growth. *International Journal of Quality & Reliability Management*, 35(8), 1568-1598. <https://doi.org/10.1108/ijqrm-07-2017-0126>
- Kihara, P., Bwisa, H., & Kihoro, J. (2016). Relationships among structural adaptations, strategy implementation and performance of manufacturing small and medium firms in Thika, Kenya. *British Journal of Applied Science & Technology*, 17(1), 1-16.
<https://doi.org/10.9734/bjast/2016/28025>
- Kopecka, N. (2015). The balanced scorecard implementation, integrated approach and the quality of its measurement. *Procedia Economics and Finance*, 25, 59-69.
[https://doi.org/10.1016/s2212-5671\(15\)00713-3](https://doi.org/10.1016/s2212-5671(15)00713-3)
- Kormilitsyna, T. V. (2021). Formation of digital competencies and skills in teacher education as a modern trend. *The Humanities and Education*, 12(1), 42-48.
https://doi.org/10.51609/2079-3499_2021_12_01_42

- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.
- Kumari, R., & Sharma, A. K. (2017). Determinants of foreign direct investment in developing countries: A panel data study. *International Journal of Emerging Markets*, 12(4), 658-682. <https://doi.org/10.1108/ijoem-10-2014-0169>
- Köhr, C. K., Corsi, A. M., Capitello, R., & Szolnoki, G. (2019). Family culture and organisational systems as antecedents of market orientation and performance among family wineries. *International Journal of Wine Business Research*, 31(2), 180-202. <https://doi.org/10.1108/ijwbr-09-2017-0054>
- Laksana, D., & Dharmayanti, D. (2018). Pengaruh digital marketing terhadap organizational performance dengan intellectual capital dan perceived quality sebagai variabel intervening pada industri hotel bintang empat Di Jawa Timur. *Jurnal Manajemen Pemasaran*, 12(1), 10. <https://doi.org/10.9744/pemasaran.12.1.10-24>
- Lee, D. H., Dedahanov, A. T., & Rhee, J. (2015). Moderating role of external networks and mediating effect of innovation performance on the relationship between technology orientation and firm performance. *Asian Journal of Technology Innovation*, 23(3), 321-334. <https://doi.org/10.1080/19761597.2015.1120498>
- Lee, J. (2018). The effects of knowledge sharing on individual creativity in higher education institutions: Socio-technical view. *Administrative Sciences*, 8(2), 21. <https://doi.org/10.3390/admsci8020021>
- Lopes-Costa, J. A., & Munoz-Canavate, A. (2015). Relational capital and organizational performance in the Portuguese hotel sector (NUTS II Lisbon). *Procedia Economics and Finance*, 26, 64-71. [https://doi.org/10.1016/s2212-5671\(15\)00839-4](https://doi.org/10.1016/s2212-5671(15)00839-4)

- Lumpkin, G. T., & Dess, G. G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *The Academy of Management Review*, 21(1), 135.
<https://doi.org/10.2307/258632>
- Lynch, J., Mason, R., Beresford, A., & Found, P. (2012). An examination of the role for business orientation in an uncertain business environment. *International Journal of Production Economics*, 137(1), 145-156. <https://doi.org/10.1016/j.ijpe.2011.11.004>
- Mashahadi, F., Ahmad, N. H., & Mohamad, O. (2016). Market orientation and innovation ambidexterity: A synthesized model for internationally operated herbal-based small and medium enterprises (HbSMEs). *Procedia Economics and Finance*, 37, 145-151.
[https://doi.org/10.1016/s2212-5671\(16\)30105-8](https://doi.org/10.1016/s2212-5671(16)30105-8)
- McKenny, A. F., Short, J. C., Ketchen, D. J., Payne, G. T., & Moss, T. W. (2018). Strategic entrepreneurial orientation: Configurations, performance, and the effects of industry and time. *Strategic Entrepreneurship Journal*, 12(4), 504-521.
<https://doi.org/10.1002/sej.1291>
- Melián-González, S., & Bulchand-Gidumal, J. (2016). A model that connects information technology and hotel performance. *Tourism Management*, 53, 30-37.
<https://doi.org/10.1016/j.tourman.2015.09.005>
- Mellahi, K., & Harris, L. C. (2015). Response rates in business and management research: An overview of current practice and suggestions for future direction. *British Journal of Management*, 27(2), 426-437. <https://doi.org/10.1111/1467-8551.12154>
- Minovic, J., Lazarevic Moravcevic, M., & Beraha, I. (2016). Strategic orientation of SMEs: Empirical research. *Management - Journal for theory and practice of management*, 21(81), 15-26. <https://doi.org/10.7595/management.fon.2016.0026>

- Mochache, P. N., & Memba, F. (2015). Effect of non-financial factors on business performance of women entrepreneurs in service industry in Kenya: A case of KISII County. *Journal of Entrepreneurship and Business Innovation*, 2(1), 16.
<https://doi.org/10.5296/jebi.v2i1.6857>
- Mu, Q., Tavella, V. J., & Luo, X. M. (2018). Role of lactobacillus reuteri in human health and diseases. *Frontiers in Microbiology*, 9. <https://doi.org/10.3389/fmicb.2018.00757>
- Mugenda O., & Mugenda, A. G. (2012). *Handbook of research on educational technology integration and active learning*. IGI Global.
- Nadeem, K., & Siddiqui, D. A. (2017). The effect of strategic orientation on green supply chain practices and performance: A case of manufacturing companies in Pakistan. *Asian Business Review*, 7(2), 59-70. <https://doi.org/10.18034/abr.v7i2.12>
- Nasir Ul Rasheed Rather et al., N. U. (2018). Biomass resource assessment and potential in India. *International Journal of Civil, Structural, Environmental and Infrastructure Engineering Research and Development*, 8(1), 9-18.
<https://doi.org/10.24247/ijcseierdfeb20182>
- Neuman, W. L. (2003). *Social research methods: Qualitative and quantitative approaches*.
- Njau, F. W., Mutungi, M. M., & Mutinda, R. (2019). An integrated Servqual and gap model in evaluating customer satisfaction in budget hotels in Nairobi city County, Kenya. *International Journal of Current Aspects*, 3(II), 41-70.
<https://doi.org/10.35942/ijcab.v3iii.6>
- Njihia, J. M., Mose, J. M., & Magutu, P. O. (2013). THE CRITICAL SUCCESS FACTORS AND CHALLENGES IN E - PROCUREMENT ADOPTION AMONG LARGE

- SCALE MANUFACTURING FIRMS IN NAIROBI, KENYA. *European Scientific Journal*, 9(13), 1857-7881.
- Nzioka, P. N., & Njuguna, R. (2017). Firm orientations and performance of hotels in Nairobi County, Kenya. *Journal of Business and Strategic Management*, 2(3), 1-28.
<https://doi.org/10.47941/jbsm.141>
- Nzuve, S., & Nyaega G. (2013). Application of balanced scorecard in performance measurement at Essar telecom Kenya limited. *Social Science Research Network*, 0-9.
<https://doi.org/10.2139/ssrn.2231330>
- Obeidat, B. Y. (2016). The effect of strategic orientation on organizational performance: The mediating role of innovation. *International Journal of Communications, Network and System Sciences*, 09(11), 478-505. <https://doi.org/10.4236/ijcns.2016.911039>
- Odhiambo, N. M., & Twinoburyo, E. N. (2018). Monetary policy and economic growth: A review of international literature. *Journal of Central Banking Theory and Practice*, 7(2), 123-137. <https://doi.org/10.2478/jcbtp-2018-0015>
- Onyebu, C. M., & Omotayo, O. A. (2017). Employee job satisfaction and organizational performance : An insight from selected hotels in Lagos Nigeria. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 6(10), 48-59.
<https://doi.org/10.12816/0039071>
- Pehrsson, A., & Pehrsson, T. (2015). Competition barriers and foreign subsidiary growth: Propositions on the contextual role of strategic orientation. *International Journal of Business Competition and Growth*, 4(1/2), 3. <https://doi.org/10.1504/ijbcg.2015.070661>

- Pratono, A. H. (2016). Strategic orientation and information technological turbulence: Contingency perspective in SMEs. *Business Process Management Journal*, 22(2).
<https://doi.org/10.1108/bpmj-05-2015-0066>
- Rahi, S. (2017). Research design and methods: A systematic review of research paradigms, sampling issues and instruments development. *International Journal of Economics & Management Sciences*, 06(02). <https://doi.org/10.4172/2162-6359.1000403>
- Rahman, M. A., Islam, M. A., Esha, B. H., Sultana, N., & Chakravorty, S. (2018). Consumer buying behavior towards online shopping: An empirical study on Dhaka City, Bangladesh. *Cogent Business & Management*, 5(1), 1514940.
<https://doi.org/10.1080/23311975.2018.1514940>
- Rajnoha, R., & Lorincova, S. (2015). Strategic management of business performance based on innovations and information support in specific conditions of Slovakia. *Journal of Competitiveness*, 7(1), 3-21. <https://doi.org/10.7441/joc.2015.01.01>
- Sahi, G. K., Gupta, M. C., & Cheng, T. (2020). The effects of strategic orientation on operational ambidexterity: A study of Indian SMEs in the industry 4.0 era. *International Journal of Production Economics*, 220, 107395. <https://doi.org/10.1016/j.ijpe.2019.05.014>
- Schoonenboom, J., & Johnson, R. B. (2017). How to construct a mixed methods research design. *KZfSS Kölner Zeitschrift für Soziologie und Sozialpsychologie*, 69(S2), 107-131.
<https://doi.org/10.1007/s11577-017-0454-1>
- Scott-Kennel, J., & Giroud, A. (2015). MNEs and FSAs: Network knowledge, strategic orientation and performance. *Journal of World Business*, 50(1), 94-107.
<https://doi.org/10.1016/j.jwb.2014.02.004>

- Sharma, R. R. (2017). A competency model for management education for sustainability. *Vision: The Journal of Business Perspective*, 21(2), x-xv.
<https://doi.org/10.1177/0972262917700970>
- Shim, S., Seo, S. H., Lee, Y., Moon, G., Kim, M., & Park, J. (2011). Consumers' knowledge and safety perceptions of food additives: Evaluation on the effectiveness of transmitting information on preservatives. *Food Control*, 22(7), 1054-1060.
<https://doi.org/10.1016/j.foodcont.2011.01.001>
- Soini, K., & Dessein, J. (2016). Culture-sustainability relation: Towards a conceptual framework. *Sustainability*, 8(2), 167. <https://doi.org/10.3390/su8020167>
- Souza, A. C., Alexandre, N. M., & Guirardello, E. B. (2017). Psychometric properties in instruments evaluation of reliability and validity. *Epidemiologia e Serviços de Saúde*, 26(3), 649-659. <https://doi.org/10.5123/S1679-49742017000300022>
- Szymaniec-Mlicka, K. (2016). Impact of strategic orientation adopted by an organisation on its performance, as shown on the example of public healthcare entities. *Management*, 20(2), 278-290. <https://doi.org/10.1515/manment-2015-0065>
- Taber, K. S. (2017). The use of Cronbach's Alpha when developing and reporting research instruments in science education. *Research in Science Education*, 48(6), 1273-1296.
<https://doi.org/10.1007/s11165-016-9602-2>
- Tajeddini, K. (2015). Exploring the antecedents of effectiveness and efficiency. *International Journal of Hospitality Management*, 49, 125-135.
<https://doi.org/10.1016/j.ijhm.2015.06.007>

- Tenhiälä, A., & Laamanen, T. (2018). Right on the money? The contingent effects of strategic orientation and pay system design on firm performance. *Strategic Management Journal*, 39(13), 3408-3433. <https://doi.org/10.1002/smj.2953>
- Tushman, M., & Romanelli, E. (2009). *Organizational evolution: A metamorphosis model of convergence and reorientation*.
- Wernerfelt B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171-180. <https://doi.org/10.1002/smj.4250050207>
- Wesoly, R., Stefanski, V., & Weiler, U. (2016). Influence of sampling procedure, sampling location and skin contamination on skatole and indole concentrations in adipose tissue of pigs. *Meat Science*, 111, 85-91. <https://doi.org/10.1016/j.meatsci.2015.08.015>
- Widyanti, S., & Mahfudz, M. (2020). The effect of entrepreneurial orientation, use of information technology, and innovation capability on SMEs' competitive advantage and performance: Evidence from Indonesia. *Diponegoro International Journal of Business*, 3(2), 115-122. <https://doi.org/10.14710/dijb.3.2.2020.115-122>
- Wronka-Pośpiech, M., & Frączkiewicz-Wronka, A. (2016). Strategic orientation and organisational culture in Polish public organisations: Insights from the miles and snow typology. *Management*, 20(1), 126-141. <https://doi.org/10.1515/manment-2015-0029>
- Zhou, K. Z., & Li, C. B. (2009). How strategic orientations influence the building of dynamic capability in emerging economies. *Journal of Business Research*, 63(3), 224-231. <https://doi.org/10.1016/j.jbusres.2009.03.003>
- Ziggers, G. W., & Henseler, J. (2016). The reinforcing effect of a firm's customer orientation and supply-base orientation on performance. *Industrial Marketing Management*, 52, 18-26. <https://doi.org/10.1016/j.indmarman.2015.07.011>

Laksana, D., & Dharmayanti, D. (2018). Pengaruh Digital Marketing terhadap Organizational Performance Dengan Intellectual Capital Dan Perceived Quality Sebagai Variabel Intervening Pada Industri Hotel Bintang Empat Di Jawa Timur. *Jurnal Manajemen Pemasaran*, 12(1), 10-24. DOI: <https://doi.org/10.9744/pemasaran.12.1.10-24>

APPENDICES

Appendix i: Introduction Letter

Abdinasir Subane Abdille

Mombasa, KENYA.

Date.....

Dear Respondents,

RE: Data Collection for Research Purposes

I refer to the above reference, am a student at Kenya Methodist University Mombasa Campus. I am undertaking a research study leading to the production of a project on the subject “*Influence of Strategic Orientation on Performance of Selected Hotels in Kenya , A survey of beach hotels in Mombasa County*” so as to fulfill requirements for an award of a degree of MBA (Strategic Management). I would be grateful if you would volunteer to assist in this project by consenting to completing a questionnaire which covers certain aspects of this topic. No more than one hour on one occasion would be required. Be assured that any information provided will be treated in the strictest confidence and none of the participants will be individually identifiable in the resulting project report. You are free to discontinue participation at any time or decline to answer particular questions.

Thank you for your attention and assistance.

Yours sincerely,

Abdinasir Subane Abdille

BUS-3-7130-1/2016

Appendix ii: Questionnaire

Instruction: Please answer all the questions honestly and exhaustively by putting a tick (✓) in the appropriate box that closely matches your view or alternatively writing in the spaces provided where necessary.

NB: This information will be used strictly for academic purposes only and will be treated with utmost confidence. Respondents need not disclose their names or identities.

SECTION I

PART A: GENERAL INFORMATION

- 1. Professional title.....
(optional) Male Female
- 2. Gender: Male Female
- 3. Name of the Department in which you work.....
- 4. Any professional body that you are in (Name).....
- 5. Number of years you have worked this HOTEL.
 - Less than 5 years
 - 5 to 10 years
 - 10 to 15 years
 - More than 15 years
- 6. Highest level of Education attained by you. (Please Tick One) Non.....
 - KCSE Certificate/Diploma
 - Degree Masters level
 - PhD level

PART B: INFLUENCE OF STRATEGIC ORIENTATION

Section A: Influence of entrepreneurial orientation

On a scale of 1-5, indicate the level of agreement/ disagreement with the following statements were: 1= Strongly Disagree 2= Disagree 3= Do not know 4= Agree 5= Strongly Agree

Influence of entrepreneurial orientation	1	2	3	4	5
We conduct internal market research in our division.					
We are quick to notice shifts in our customers' expectations for products and services.					
End-users are polled to determine the quality of our products and services.					
Inter - departmental meetings are held to address industry dynamics and changes.					
Customer satisfaction information is made available on a daily basis in this business segment.					
It takes us longer to figure out how to respond to price adjustments made by our competitors					

Section B: Influence of market orientation

On a scale of 1-5, indicate the level of agreement/ disagreement with the following statements were;1= Strongly Disagree 2= Disagree 3= Do not know 4= Agree 5= Strongly Agree

Influence of market orientation	1	2	3	4	5
We pay special attention to customer support after the transaction.					
We monitor customer satisfaction in a systematic and regular manner.					
Customer loyalty is at the heart of our business goals.					
Our product and service creation is focused on accurate market and consumer data. We understand how our customers value our products and services.					
The customer's needs should always take precedence over the owners.					
The customer's interest should always come first, ahead of the owners'.					

Section C: Influence of technology orientation

Indicate the influence of technology orientation in your organization. Use the scale below to guide you. 5= strongly agree 4=Agree 3= Do not know 2= Disagree 1= Strongly Disagree

Influence of technology orientation	1	2	3	4	5
--	----------	----------	----------	----------	----------

Our company is a pioneer in our industry when it comes to establishing technology standards.					
Our company is a forerunner in our business when it comes to technological advancements.					
Our company has a technological approach that is both competitive and efficient.					
In a variety of fields, our company has high technical capabilities.					
In our industry, our company is at the forefront of technological advancements.					
Our company is adept at using emerging tools to solve problems.					

Section D: Influence of customer orientation

Indicate the influence of customer orientation in your organization. Use the scale below to guide you. 5= strongly agree 4=Agree 3= Do not know 2= Disagree 1= Strongly Disagree

Influence of customer orientation	1	2	3	4	5
Strategic orientation can be linked to the end result of increased sales and enhanced firm efficiency.					
Being customer-focused allows you to gain a competitive edge.					
The extent to which the hotel obtains and utilizes information from customers is known as customer orientation.					
Customer orientation is regarded as a critical method for hotels to achieve high efficiency.					
It is possible to achieve high performance by focusing on the customer.					
Tourists' desires, preferences, and perceptions of the benefits of services evolve over time, and hotel management should be aware of this.					
Strategic orientation can be linked to the end result of increased sales and enhanced firm efficiency.					

Section E: Influence of performance of hotel

Indicate the influence of hotel performance. Use the scale below to guide you. 5= strongly agree
4=Agree 3= Do not know 2= Disagree 1= Strongly Disagree

Influence of hotel performance	1	2	3	4	5
Employees quickly adapt to new information as a result of the new knowledge.					
Employees are not resistant to change in light of new information.					
Employees are not disappointed that we have changed our working methods in light of new information.					
Employees are optimistic about change as a result of their newfound knowledge.					
Employees do not hesitate to implement new ideas as a result of new information.					
Employees accept revised routines and procedures concerning change easily now that they have gained new knowledge.					

Thanks for your cooperation

Appendix iii: List of classified beach hotels at the coast

S/N	List of classified beach hotels at the coast	Region
1	Amani Tiwi Beach Resort	Mombasa
2	Milele Beach Hotel	Mombasa
3	Mombasa Beach Hotel	Mombasa
4	Pa Pweza Adamsville Beach Suites	Mombasa
5	Pangoni Beach Resort and Spa	Mombasa
6	Plaza Beach Hotel	Mombasa
7	Sentido Neptune Palm Beach Resort	Mombasa
8	Sun Africa Beach Resort	Mombasa
9	Swahili Beach Resort	Mombasa
10	Travellers Beach Hotel	Mombasa
11	Voyager Beach Resort	Mombasa

Source: Kenya Association of Hotelkeepers and Caterers (2018)