

**INFLUENCE OF SRATEGY IMPLEMENTATION DRIVERS ON
PERFORMANCE OF FIVE STAR HOTELS IN MAPUTO PROVINCE,
MOZAMBIQUE**

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**A Thesis Submitted to the School of Business and Economics in Partial
Fulfillment of the Requirements for the Conferment of the Degree of Masters in
Business Administration (Strategic Management) of Kenya Methodist University**

SEPTEMBER, 2024

DECLARATION AND RECOMMENDATION

Declaration

I declare that this research thesis is my original work and has not been presented in any other university

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Recommendation

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DEDICATION

I would like to extend my heartfelt appreciation to my family, especially my partner Fernando Manhica, in this research thesis. Their unwavering love, support, and encouragement have been crucial in enabling me to achieve the goals I have established. They have consistently inspired me to strive for excellence. I consider myself incredibly fortunate to have such a remarkable family, and I am grateful for all they have contributed to my academic journey.

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ABSTRACT

The factors influencing the implementation of strategy are essential for the attainment of strategic objectives. This research seeks to pinpoint the vital components that enhance performance within the hotel sector. Specifically, it examines the influence of strategy implementation drivers on the performance of five-star hotels located in Maputo Province, Mozambique, with an emphasis on identifying the key factors that contribute to improved hotel performance. The study is anchored in several theoretical frameworks, including strategic leadership theory, the resource-based view (RBV), technological innovation theory, and strategic culture theory, employing a descriptive survey research design. Data collection involved 10 hotels, with participants comprising five Chief Executive Officers, five relationship managers, five operations managers, five IT managers, and five strategic leaders. A total of 50 respondents were chosen through a simple random sampling technique, responding to both closed and open-ended questions. To validate the research, a pre-test was conducted at the Vip Grand Hotel Maputo with 12 participants. The findings were presented using descriptive statistics, frequency charts, and comprehensive explanations, while inferential statistics were assessed through multiple regression and correlation analyses. The results revealed that while other factors such as employee training, organizational culture, and technology adaptation are significant, strategic leadership has a highly significant influence on the performance of five-star hotels in Maputo. A correlation coefficient of 0.089 was identified between strategic leadership and performance, with statistical significance at a p-value of 0.05. The linear regression model indicated that the drivers of strategy implementation (including strategic leadership, organizational culture, employee training, and technology adaptation) accounted for 89.8% of the variance in hotel performance ($R^2 = 0.898$). A positive and significant relationship between the drivers of strategy implementation and the performance of five-star hotels in Maputo Province was confirmed through multiple linear regression analysis. The study concluded that effective leadership is essential for achieving customer satisfaction, profitability, market share, operational efficiency, informed decision-making, and resource management. As a result, the study therefore recommends all levels of management, from operations managers to CEOs, to prioritize the continuous enhancement of the guest experience by actively seeking feedback, providing personalized services, and upholding exceptional standards of hospitality. Customer satisfaction should be central to every strategic initiative, as it significantly influences market share, brand reputation, and profitability. It suggests also that hotels should cultivate an atmosphere that encourages creativity and innovation among their employees, empowering them to propose enhancements in processes, services, and products.

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LIST OF ABBREVIATIONS

APA	American Psychological Association
CRM	Customer Relationship Management
GDP	Gross domestic product
INE	National Institute of Statistics
MZN	Metical
RBV	Resource-based View
RHM	Human Resource Management
SPSS	Statistical Package for the Social Sciences
USA	United States of America
USD	US Dollar
WTTC	World Travel and Tourism Council

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

In the context of competitive enterprises, it is imperative for organizations to establish a clearly articulated strategy to fulfill their objectives. Equally critical is the effective execution of these strategies, as it enables organizations to convert their plans into measurable outcomes (Porter, 1996). The evolution of strategy implementation can be traced back to ancient military strategies and early business management methodologies. Initially, business strategies were predominantly centered on enhancing production efficiency and minimizing costs. However, as global competition intensified and market complexities increased, organizations began to recognize the necessity of formulating and executing comprehensive strategies to maintain a competitive edge (Mintzberg, 1994).

One of the pioneering figures in strategy implementation is the ancient Chinese military strategist Sun Tzu (2009) who wrote *The Art of War* around 500 BCE. His insights underscored the significance of understanding adversaries, adapting to changing circumstances, and formulating a definitive course of action. These tenets have found relevance across various domains, including business strategy.

In the hospitality industry, which is characterized by fierce competition, the successful implementation of strategies is vital for enhancing organizational performance. The global hotel sector has encountered numerous performance challenges over the years. A notable concern has been the influence of economic downturns and financial crises. For example, the global financial crisis of 2008 led to a dramatic reduction in travel and tourism, resulting in substantial revenue losses for hotels worldwide (Ritchie & Crouch,

2010). Furthermore, the COVID-19 pandemic introduced unprecedented difficulties, with extensive travel restrictions and lockdowns causing a significant drop in occupancy rates and a sharp decline in revenue (Gössling et al., 2020).

Another persistent issue is the rise of alternative accommodation platforms like Airbnb, which has disrupted the traditional hotel business model by offering more flexible and often cheaper lodging options (Guttentag, 2015). Technological advancements and the rapid adoption of digital tools have also presented both opportunities and challenges. While technology has enabled better customer service and operational efficiency, hotels have struggled with cyber security threats and the high costs associated with implementing new technologies (Morosan & DeFranco, 2016). Moreover, sustainability concerns have become increasingly important, with hotels facing pressure to adopt environmentally friendly practices, which can be costly and complex to implement (Jones et al., 2016).

1.1.1. Strategic Implementation Drivers

The drivers of strategic implementation are essential components that facilitate the effective execution of strategies within organizations. Strategic leadership is widely acknowledged as a fundamental aspect of successful strategy implementation. Hitt and Hoskisson (2019) assert that strategic leadership encompasses the capacity to foresee, conceptualize, maintain adaptability, engage in strategic thinking, and collaborate with others to instigate changes that will foster a sustainable future for the organization. Leaders in the hospitality industry must embody these traits to adeptly manage the complexities inherent in the sector, particularly in competitive environments such as Maputo Province. Boal (2000) and Schultz (2020) further highlight that strategic leaders play a crucial role in aligning the organization's resources with its strategic goals, ensuring that all departments and personnel are unified in their efforts toward

common objectives. They contend that the efficacy of strategic leadership is evident in the organization's performance indicators, including profitability, customer satisfaction, and market share.

Organizational culture serves as another vital driver of strategic implementation. Schein (2017) characterizes organizational culture as a set of shared fundamental assumptions that a group has developed while addressing its challenges related to external adaptation and internal integration. Within the hospitality sector, a robust organizational culture can foster a customer-centric approach, stimulate innovation, and boost employee morale. Cameron and Quinn (2021) examined the Competing Values Framework and discovered that hotels with a culture prioritizing flexibility, autonomy, and a focus on people tend to excel in customer satisfaction and employee retention. Additionally, research conducted by Denison et al. (2019) supports the notion that a strong organizational culture, aligned with the company's strategic vision, can significantly enhance strategy implementation by cultivating a cohesive environment where all employees are inspired to pursue shared objectives.

The significance of technology adaptations has escalated in recent years, emerging as a pivotal factor in strategic implementation, particularly in light of the proliferation of digital technologies. Porter and Heppelmann (2020) examine the influence of smart, interconnected products on competitive dynamics, asserting that technology serves not merely as a means to enhance operational efficiency but also as a fundamental enabler of innovative business models and enriched customer experiences. Within the hospitality sector, the adoption of technologies such as sophisticated reservation systems, customer relationship management (CRM) tools, and data analytics platforms can markedly improve a company's capacity to realize its strategic objectives. Buhalis

and Sinarta (2019) emphasize that the integration of technology in hospitality is essential for enhancing service delivery, personalizing guest interactions, and streamlining back-end operations, all of which are instrumental in fostering superior organizational performance.

Employee engagement emerges as another critical factor in the successful execution of strategic initiatives. Kahn (2018) characterizes employee engagement as the alignment of organizational members' identities with their work roles, wherein they manifest their physical, cognitive, and emotional selves during their performance. In the hospitality industry, employees who are engaged are more inclined to provide exceptional service, demonstrate dedication to the organization's objectives, and enhance the overall customer experience. Research by Robinson et al. (2019) indicates that organizations with elevated levels of employee engagement typically experience improved financial outcomes, reduced turnover rates, and heightened customer satisfaction. This correlation is particularly salient in the hospitality sector, where service quality is intrinsically linked to employee attitudes and behaviors. Additionally, Bakker and Demerouti (2020) contend that engagement is a fluid concept that can be nurtured through effective leadership, organizational support, and opportunities for professional growth. Each of these elements is essential for the effective execution of strategic initiatives.

1.1.2. Global Perspective

In the modern business environment, the effective execution of strategies has emerged as a crucial determinant of organizational success. As firms confront an increasingly intricate and competitive landscape, the proficient implementation of strategic initiatives is vital for achieving enduring growth and sustaining a competitive

advantage. Key factors influencing strategic implementation, such as leadership, organizational culture, employee involvement, and technological progress, are essential in converting strategic frameworks into tangible results. On a global scale, organizations are persistently adjusting their strategies to respond to swiftly evolving market dynamics, technological advancements, and changing consumer behaviors.

The Resource-Based View (RBV) theory, as proposed by Barney (1991) emphasizes the significance of utilizing internal resources and capabilities to secure a competitive edge. This viewpoint is particularly pertinent in the international arena, where companies strive to leverage their distinctive resources to stand out in varied markets. The role of technology in strategic implementation has gained prominence in recent years. Digital transformation has revolutionized industries by allowing organizations to streamline operations, improve customer experiences, and innovate their product lines. The integration of cutting-edge technologies, including artificial intelligence, big data analytics, and cloud computing, has become a vital component of strategic success.

Research conducted by Brynjolfsson and McAfee (2014) illustrates how technological innovations can boost productivity and foster competitive advantages. As global enterprises continue to allocate resources toward technology, it is imperative to comprehend how these advancements influence strategic implementation to maintain a leading position in a rapidly changing market landscape. Furthermore, strategic leadership is instrumental in steering organizations through times of transformation and uncertainty. Competent leaders excel in articulating clear visions, making well-informed choices, and cultivating a culture of engagement. The interplay between strategic leadership, technology, and organizational culture significantly influences a company's ability to execute its strategies successfully on a global scale.

1.1.3. Regional Perspective

The strategic implementation drivers in Maputo Province, Mozambique, are significantly influenced by both local and global factors. As the economic and political center of the country, Maputo Province offers a distinctive context for examining the influence of strategic implementation drivers on five-star hotels. The burgeoning tourism sector and rising international investments highlight the necessity for effective strategy execution in this region.

In recent years, substantial investments and policy reforms have transformed the strategic landscape of Maputo Province. For example, the Mozambique Ministry of Tourism has been proactive in fostering tourism development and enhancing infrastructure to draw international visitors (Mozambique Ministry of Tourism, 2022). This environment has provided five-star hotels with opportunities to refine their strategies and operational methodologies. Furthermore, local entrepreneurs and hotel managers are increasingly integrating modern technologies and practices to maintain their competitive edge. International investors, particularly those engaged in the establishment of new luxury hotels and resort developments, have also been instrumental in shaping the regional hospitality sector.

The hospitality industry in Maputo Province encompasses a wide array of establishments, ranging from luxury hotels to boutique accommodations and service-oriented lodgings. As the region continues to attract both domestic and international tourists, the implementation of effective strategies is crucial for enhancing competitiveness and achieving operational excellence. Key factors such as organizational culture and employee engagement significantly affect the performance of hospitality enterprises in this environment. Cultivating a positive organizational

culture that fosters employee satisfaction and meets the diverse expectations of clientele is vital for success. Moreover, advancements in technology, including the use of sophisticated reservation systems and digital marketing techniques, are becoming increasingly essential in the regional hospitality landscape.

1.1.4. Five Star Hotels in Maputo Province

The hospitality sector in Maputo is characterized by a diverse array of international hotel chains, local businesses, and guesthouses. The city's strategic position along the Indian Ocean, coupled with its rich cultural heritage, makes it an attractive destination for visitors. In Mozambique, hotels are classified according to a star rating system that reflects the quality of services and amenities available. This system ranges from 1-star to 5-star ratings, with higher ratings indicating greater levels of luxury, service, and facilities.

1-Star Hotels: These establishments provide budget-friendly accommodations with basic services and amenities, catering to travelers in search of simple and affordable lodging.

2-Star Hotels: These offer a modest increase in comfort and amenities compared to 1-star hotels, often including services such as room service, essential toiletries, and possibly an on-site dining option.

3-Star Hotels: These provide moderate accommodations featuring comfortable rooms, additional amenities like swimming pools or fitness centers, and improved services such as 24-hour reception and concierge support.

4-Star Hotels: These establishments deliver high-quality accommodations with premium amenities and services, including spacious rooms, diverse dining options, business facilities, and personalized attention.

5-Star Hotels: Representing the pinnacle of luxury in Mozambique, these hotels provide exceptional amenities, fine dining experiences, spa services, a wide range of leisure activities, and outstanding service, catering to guests who seek the highest level of comfort and indulgence during their stay.

1.1.5. Organizational Performance (Five Star Hotels)

Organizational performance is a complex construct that encompasses various dimensions of a company's effectiveness and success. It is theoretically defined as the degree to which an organization meets its objectives, fulfills its mission, and sustains a competitive advantage. In this analysis, organizational performance is evaluated through indicators such as employee satisfaction, customer satisfaction, market share, and profit margin. These metrics collectively provide a holistic perspective on a company's health, illustrating its capacity to address stakeholder demands and compete successfully in the marketplace.

Employee satisfaction serves as a vital indicator of organizational performance, reflecting the morale, motivation, and overall welfare of the workforce. Locke and Latham (1991) assert that the Job Satisfaction Theory posits that satisfied employees tend to be more productive, loyal, and dedicated to their organizations. Elevated levels of employee satisfaction correlate with decreased turnover rates, lower absenteeism, and improved performance, all of which are integral to organizational success. Herzberg's Two-Factor Theory, further examined by Herzberg and Snyderman (2020) emphasizes the significance of both intrinsic and extrinsic elements in promoting employee satisfaction. Employees who are content are more inclined to provide outstanding customer service, engage in innovative endeavors, and foster a positive organizational culture, thereby contributing to enhanced overall performance.

Customer satisfaction is another crucial metric for assessing organizational performance, especially in service-oriented industries such as hospitality. Kano et al. (2022) presented Kano's Model of Customer Satisfaction, which underscores the necessity of meeting or surpassing customer expectations to attain high satisfaction

levels. Likewise, the SERVQUAL model developed by Parasuraman et al. (2021) highlights the critical role of service quality in shaping customer satisfaction. Customers who are satisfied are more likely to become repeat patrons and advocates for the organization. Oliver's Customer Loyalty Theory (1999) further asserts that satisfied customers contribute to increased market share and brand loyalty, driving the organization's competitive advantage.

Market share is a crucial metric that shows how a company compares to its competitors in a specific industry. According to Porter (2020), a firm's market position significantly influences its success. A larger market share usually indicates a strong competitive advantage, often due to high customer satisfaction, innovative products, and effective marketing. It also shows the company's ability to serve a diverse customer base, which is vital for growth and maintaining its presence in the market. Profit margin, on the other hand, measures how efficiently a company converts revenue into profit. This concept is supported by ROI Theory (Davidson, 2020) and Financial Performance Theory (Penman, 2013). Effective cost management, pricing, and operations are key to maintaining a healthy profit margin. High profit margins indicate strong resource management, which is essential for financial stability, reinvestment, and future growth in competitive industries.

1.2. Statement of the Problem

The hospitality sector plays a vital role in the economies of many countries by contributing significantly to job creation, foreign currency earnings, and overall economic growth. In Mozambique, particularly in Maputo Province, five-star hotels are crucial to these contributions. However, their success is heavily dependent on the effective implementation of strategic initiatives. Despite their importance, five-star hotels in Maputo Province face persistent challenges, including poor strategy

implementation, limited cooperation among staff, and inadequate financing for strategic projects. These obstacles directly impede their growth, market share, and operational performance.

Although strategic leadership, organizational culture, employee training, and technological advancements are recognized as key drivers of performance in the hospitality sector, focused research on how these specific factors influence the performance of five-star hotels in Maputo Province is limited. Key stakeholders such as CEOs, relationship managers, operations managers, IT managers, and strategic leaders directly influence these outcomes, yet the relationship between these strategic drivers and hotel performance remains underexplored.

This study seeks to address this gap by conducting an empirical investigation into how strategic implementation drivers influence the performance of five-star hotels in Maputo Province, Mozambique. By focusing on the roles of strategic leadership, organizational culture, employee development, and technological adaptation, the research aims to provide insights into how these factors can enhance market share, employee satisfaction, customer satisfaction, and access to financing for strategic initiatives. Ultimately, these insights will inform strategies to improve the performance and competitiveness of five-star hotels in the region.

1.3. Objectives of the Study

1.3.1 General Objective of the Study

The general objective of this study was influence of strategy implementation drivers on the performance of five star hotels in Maputo Province in Mozambique.

1.3.2 Specific Objectives

The specific objectives were:

- i. To examine the influence of strategic leadership on the performance of five star hotels in Maputo Province in Mozambique.
- ii. To evaluate the influence of employee training on performance of five star hotels in Maputo Province in Mozambique.
- iii. To analyze the influence of organizational culture on the performance of the five star hotels in Maputo Province in Mozambique.
- iv. To establish the effect of technology adaption on the performance of five star hotels in Maputo Province in Mozambique.

1.4. Research Hypothesis

- i. **H₀₁:** Strategic leadership does not significantly influence the performance of five star hotels in Maputo Province in Mozambique.
- ii. **H₀₂:** Employee training does not significantly influence role on the performance of five star hotels in Maputo Province in Mozambique.
- iii. **H₀₃:** Organizational culture does not significantly influence on the performance of five star hotels in Maputo Province in Mozambique.
- iv. **H₀₄:** Technological adaption does not significantly influence on the performance of five star hotels in Maputo Province in Mozambique.

1.5. Justification of the Study

The rationale for undertaking this research is rooted in the increasing significance of the hospitality sector in Maputo Province, Mozambique, and the pressing need to understand the key elements that contribute to the success of these enterprises. As the hospitality industry grows, driven by a rise in both domestic and international tourism, it is essential to identify the primary factors that bolster the performance and competitiveness of five-star hotels. The findings from this investigation will equip hotel managers, business leaders, and policymakers with the knowledge necessary to make

strategic decisions that enhance the overall performance, operational efficiency, and profitability of the industry.

This research is critical due to the central role the hospitality sector plays in the economic advancement of Maputo Province. A lack of understanding regarding the determinants of success for five-star hotels may result in poor performance, reduced competitiveness, and missed opportunities for economic development. Without a comprehensive understanding of how factors such as strategic leadership, employee training and engagement, technology integration, and organizational culture influence business performance, five-star hotels may struggle to respond to market fluctuations and customer expectations. This could lead to lower customer satisfaction, a decline in market share, and financial instability. By focusing on the critical drivers of strategy implementation, this study aims to provide hospitality enterprises with the tools to enhance their dynamic capabilities, improve service quality, and promote innovation.

Furthermore, in the absence of such research, policymakers may lack the essential data needed to develop effective strategies and policies that support the growth of the hospitality sector, particularly in a region as economically important as Maputo. Maputo Province was chosen as the primary focus of this research due to its significance as the capital and largest city of Mozambique, as well as its status as a key economic center and tourist destination. The province boasts a wide range of hospitality venues, including high-end hotels that cater to both leisure and business visitors. This concentration of hospitality establishments makes Maputo Province an ideal environment for investigating the impact of strategy implementation drivers on the performance of five-star hotels. Understanding these dynamics within Maputo can provide valuable insights applicable to the broader hospitality sector in Mozambique and beyond.

1.6. Scope of the study

This study focused on the hospitality sector in the southern region of Maputo Province, where approximately 70 percent of the nation's businesses in this field are concentrated. The research aimed to analyze the effects of critical strategy implementation drivers—specifically strategic leadership, employee engagement, organizational culture, and technological adaptation—on the performance of hotels in this area. The primary objective was to assess how these drivers influence organizational performance within the context of Maputo's hospitality industry. The research was conducted from September 2023 to May 2024, providing insights and recommendations specifically tailored for the five-star hotels operating in Maputo Province.

1.7. Limitations of the study

The research encountered constraints related to budget and time, which required adjustments to the sample size and research methodology to maintain validity and reliability. Due to the sensitive nature of financial data and competitive issues, some participants were unable to provide comprehensive information. To address this challenge, respondents were assured of the confidentiality of their information. The study's validity was further strengthened by cross-referencing the data with available documentation to ensure reliability. Despite these measures, the research faced obstacles, including participants' reluctance to disclose complete information due to the sensitivity of financial data.

1.8. Delimitation of the study

The research specifically targeted five-star hotels in Maputo Province to develop a well-defined framework for analysis. It examined key drivers of strategy implementation, including strategic leadership, organizational culture, employee engagement, and

technological advancements, within this sector. This targeted approach facilitated the management of challenges and enabled a comprehensive and detailed examination despite existing limitations.

1.9 Significance of the Study

The findings of this study hold considerable importance for various stakeholders in multiple ways, as outlined below:

Owners, CEO's. The research provides insights into the factors affecting hotel business performance and offers strategies to mitigate risks and prevent failures. This information will be valuable to hotel enterprises for improving operations and enhancing resilience strategies. Managers can use these insights to develop training programs for employees, clarifying different initiatives and their associated benefits.

Government and Policy Makers. The study will be beneficial for government officials and policymakers at both local and national levels by identifying specific elements that impede the performance of the hospitality industry. Given the sector's importance to the economy, the findings can help the government improve its operations and create a more favorable business environment. This may involve implementing policies that support the hospitality industry, allowing businesses to reach their full potential and contribute to national economic development.

The General public. Improved performance in the hospitality sector can foster job creation, benefiting individuals who may otherwise face unemployment. Additionally, this study will serve as a valuable resource for academics, providing foundational material for literature reviews on related topics and acting as a basis for future research endeavors.

The Researcher. The insights derived from this research will enhance the researcher's understanding of the hospitality sector and the challenges affecting operational

efficiency. This knowledge will support a transition into a consultancy position within the field, allowing the researcher to provide guidance on best practices in the hospitality industry and potentially lead to improved organizational performance.

1.10 Assumptions of the Study

The researcher assumed that there are discernible and significant factors influencing the implementation of strategies affecting the performance of hotels in Maputo Province. It was believed that performance metrics in the hospitality sector could be evaluated through various indicators, including customer satisfaction, market share, and profitability. It was also assumed that five-star hotels in Maputo Province have the capability to adjust their strategies in response to identified factors to improve their performance. The accuracy, reliability, and representativeness of the data collected concerning strategy implementation drivers and hotel performance were assumed. Additionally, it was presumed that a relationship exists between the variables affecting strategy execution and the success of hospitality enterprises, suggesting that improvements in these variables would lead to better performance. Finally, the study relied on the assumption that participants were truthful and engaged with the questionnaire, motivated to share information, and aware of the implications of strategy implementation drivers and performance outcomes in five-star hotels in Maputo Province.

1.11 Operational Definition of Terms

Strategy: A company's strategy consists of the choices and actions a firm uses to establish a unique and valuable position in its industry, aimed at achieving its objectives and goals (Ackermann & Eden, 2011).

Strategy implementation: Kotter (2012) emphasizes that strategy implementation involves more than just executing a plan; it requires leading change. Successful implementation involves creating a sense of urgency, building a guiding coalition, and effectively communicating the strategic vision to ensure alignment throughout the organization.

Implementation Drivers: These are factors that influence the successful execution of a project or initiative within an organization. They play a crucial role in determining the outcome of the implementation process and can significantly affect the overall success or failure of a project (Kiecha, 2017).

Strategic leadership: This refers to a leader's ability to effectively guide an organization towards its strategic goals and objectives. Strategic leadership involves enabling others to pursue a shared vision through informed decision-making and inspiration (Jaleha & Machuki, 2018).

Employee Training: This process involves enhancing employees' skills, knowledge, and competencies to improve their performance and contribute to the organization's strategic goals. Effective training programs are essential for equipping employees with the necessary capabilities to successfully implement strategies (Hrebiniak, 2013).

Organizational Culture: This encompasses the shared values, beliefs, and norms that shape how employees interact and work together within an organization. A strong organizational culture aligned with strategic goals facilitates strategy implementation by fostering an environment that supports strategic initiatives. Cultures that promote

collaboration, innovation, and commitment can significantly enhance the effectiveness of strategy execution and overall organizational performance (Hrebiniak, 2013).

Technology adoption: This sociological model analyzes how new ideas or products are accepted based on the characteristics and demographics of designated adopter groups (Hrebiniak, 2013).

Performance: Performance measures how well an organization achieves its strategic goals and objectives. It reflects the effectiveness of strategy implementation, including how well the organization meets its financial and operational targets (Hrebiniak, 2013).

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

The chapter integrated prior research findings related to the study's objectives concerning the influence of strategy implementation drivers on the performance of five-star hotels in Maputo, Mozambique. Additionally, it conceptualized and structured the perspectives pertinent to the research while demonstrating the operationalization of the variables involved. Ultimately, the chapter identified the research gap that the study aimed to address.

2.2. Theoretical Literature Review

As articulated by Marconi and Lakatos (2010), theoretical literature encompasses a compilation of scientific theories, models, and hypotheses that underpin scientific inquiry and comprehension. This body of literature functions not merely as a static collection of knowledge but as a dynamic instrument for researchers to investigate and elucidate the complexities of the natural world. It includes both well-established theories that have undergone rigorous testing and validation, as well as novel and emerging theories that question prevailing paradigms. The theoretical framework that informed this research delineated the variables to be measured and the statistical relationships of interest. This study was grounded in four strategic management theories: Strategic Leadership Theory, the Resource-Based View (RBV), Technological Innovation Theory, and Strategic Culture Theory.

2.2.1 Strategic Leadership Theory

Strategic Leadership Theory guided the strategic leadership variable in this study. This theory, which emphasizes the pivotal role of leaders in determining the strategic

trajectory and enduring success of an organization, provides a foundational framework for understanding strategic leadership. Originating from the work of scholars such as Finkelstein and Hambrick (1996) this theory highlights the critical nature of leadership in navigating the complexities and fluctuations of business environments. It asserts that the choices, vision, and actions of senior leaders profoundly influence organizational outcomes, including performance, innovation, and adaptability. For five-star hotels in Maputo Province, the significance of strategic leadership is paramount in influencing the effectiveness of strategy implementation, which, in turn, affects overall hotel performance.

Strategic leadership encompasses the development and communication of a coherent vision, the execution of informed decision-making, and the alignment of organizational resources with long-term goals. Hambrick and Mason (1984) argue that the strategic leadership exercised by top executives is instrumental in shaping strategic decisions and performance results within the organization. Within the hospitality sector, the success of strategic leadership is closely tied to the ability of hotels to meet market demands, enhance customer satisfaction, and optimize operational efficiency. For five-star hotels in Maputo, the relevance of strategic leadership is particularly pronounced due to the competitive landscape of the hospitality industry. Leaders play a crucial role in steering their teams towards the effective implementation of strategies that improve service delivery and customer experiences. Xenikou (2022) note that successful strategic leaders in the hospitality field exhibit a combination of visionary leadership and operational management, ensuring that the organization remains responsive to market changes while upholding high standards.

A fundamental principle of Strategic Leadership Theory is the significant influence of top leaders on decision-making processes within the organization. Finkelstein and

Hambrick (1996) assert that effective strategic leadership necessitates a careful balance between immediate operational choices and overarching strategic initiatives. For five-star hotels in Maputo, this entails making decisions that enhance daily operations while simultaneously fostering the brand's long-term growth and reputation. Jerab (2023) observed that strategic leaders who emphasize innovation and customer-focused strategies are likely to achieve superior financial outcomes within the hospitality industry. This is particularly relevant in Maputo Province, where competition among five-star hotels is intense and patrons demand exceptional service. Leaders who base their decisions on comprehensive data analysis are better equipped to fulfill these expectations and improve overall hotel performance.

In the hospitality sector, strategic leadership is crucial for influencing organizational culture, promoting innovation, and ensuring enduring sustainability. Leaders in five-star hotels are responsible for managing operations, inspiring staff, and cultivating an atmosphere conducive to ongoing enhancement. Lim and Rasul (2022) found that strategic leadership correlates with increased employee engagement and productivity, as well as heightened customer satisfaction. These leaders establish a unified organizational framework that aligns with the hotel's strategic objectives, ensuring that all personnel are working towards common goals.

The Strategic Leadership Theory further underscores the necessity for leaders to be adaptable in a rapidly evolving environment. Five-star hotels in Maputo must continuously adjust to changes in consumer preferences, technological innovations, and economic shifts. Strategic leaders who can foresee these developments and enact proactive measures are more likely to secure sustained performance and a competitive edge. Kansakar et al. (2019) emphasized the role of strategic leaders in successfully navigating the challenges posed by the COVID-19 pandemic. Hotels with strong

strategic leadership were able to implement effective crisis management strategies, enabling them to maintain operations and sustain performance despite adverse conditions.

2.2.2 The Resource-Based View Theory or (RBV)

The Resource-Based View (RBV) Theory guided the employee training variable in this study. Initially articulated by Barney (1991) RBV underscores the significance of a firm's internal resources, particularly its workforce, in maintaining a competitive edge. This theory posits that resources must be valuable, rare, inimitable, and non-substitutable (VRIN) to serve as a foundation for enduring success. In the context of five-star hotels located in Maputo Province, Mozambique, employee training emerges as a pivotal factor in cultivating human capital that aligns with the RBV paradigm. This theoretical perspective indicates that well-trained personnel constitute a vital internal resource capable of significantly enhancing hotel performance. Employee training is acknowledged as an essential element in bolstering a firm's capabilities, particularly in sectors where service excellence is critical, such as hospitality. As noted by Barney (1991), a well-trained workforce is a distinctive and valuable asset that can be utilized to deliver superior service offerings, thereby setting the organization apart from its rivals. In the hospitality sector, five-star hotels depend on their staff to provide personalized and high-quality services to their clientele. Consequently, training programs designed to develop skills, improve customer service proficiency, and foster employee engagement are regarded as crucial resources within the RBV framework. Wernerfelt (1984) further elaborated on the notion of internal resources, asserting that a firm's success is contingent upon its capacity to strategically deploy these resources. For hotels in Maputo Province, training initiatives focused on enhancing customer service, adaptability, and operational efficiency can have a direct influence on

performance metrics, including customer satisfaction and loyalty. Xenikou (2022) observed that hotels with well-structured training programs are more adept at navigating industry challenges, as their employees possess the requisite skills to meet the evolving expectations of guests.

In the competitive landscape of five-star hotels, employee training serves as a key differentiator. As Peteraf (1993) argued, the unique capabilities that result from effective training are difficult for competitors to replicate, which provides firms with a sustained competitive advantage. In the hospitality sector, particularly within Mozambique, where the quality of customer experiences is pivotal to achieving business success, employee training is closely aligned with the RBV theory. Recent research conducted by Jerab (2023) indicates that hotels in this region that prioritize ongoing employee development tend to report enhanced customer satisfaction and improved financial outcomes. Additionally, the RBV framework emphasizes the necessity of aligning training initiatives with strategic goals. Baum et al. (2021) noted the significant influence of digital training tools implemented during the COVID-19 pandemic, enabling hotels to maintain operations despite various restrictions. This strategic adaptation not only facilitated ongoing performance but also illustrated how focused employee training can foster resilience during crises. Consequently, training programs that emphasize skill enhancement, adaptability, and high-quality customer service are crucial for sustaining a competitive edge in an ever-evolving market.

2.2.3 Technological Innovation Theory

The Technological Innovation Theory (TIT) serves as a guiding framework for the technology adaptation variable. This theory, often referred to as the linear innovation model, posits that organizations can enhance their performance through the adoption and implementation of novel technologies. Furthermore, it asserts that sustainable

competitive advantage can be achieved by capitalizing on technological innovations. The theory highlights the critical role of investing in research and development (R&D) to cultivate new knowledge, ideas, and products that can improve organizational performance. Scholars such as Utterback et al. (1994) have significantly contributed to this theory, emphasizing the influence of innovation on organizational performance and competitive positioning. Technological innovation encompasses several stages, including idea generation, development, testing, and commercialization. The theory suggests that organizations that excel in navigating these stages are more likely to achieve superior outcomes.

Technological innovation encompasses a sequence of phases, including idea generation, development, testing, and eventual commercialization. The underlying theory posits that organizations proficient in navigating these phases are more inclined to attain exceptional performance (Obradovic & Obradovic, 2016). By harnessing technology and its associated tools, innovation strategies enable hospitality enterprises to improve the quality of their offerings. This approach facilitates the creation of new products, services, and processes that can bolster efficiency, effectiveness, and competitive standing. The outcomes of technological innovation include cost reductions, enhanced quality, increased productivity, and the exploration of new market avenues. Furthermore, it equips organizations to adapt to evolving customer demands, emerging trends, and competitive challenges. The advantage of ongoing improvement allows firms within the hospitality sector to deliver superior products and services in a cost-effective manner, aligning with consumer preferences (Adeyeye, 2019). Presently, the hospitality industry is characterized by its dynamic nature, largely due to the integration of information technology into its core strategic operations. The sector is propelled by its competitive landscape and the introduction of innovative concepts and

practices (Khatri, 2019). The technological advancement of a hospitality organization must be aligned with contemporary societal demands and the strategic direction adopted by the firm (Kihara & Kihoro, 2016). In today's world, innovation is crucial. To succeed in an unpredictable landscape, large hotels must continuously innovate their products, processes, and services. The implementation of innovation should be conducted systematically, with ongoing oversight from management tasked with innovation (Obradovic & Obradovic, 2016).

2.2.4 Strategic Culture Theory

Strategic Culture Theory serves as a framework for understanding the organizational culture variable, positing that for businesses to thrive, they must cultivate and sustain a cohesive organizational culture that aligns with their strategic objectives. This theory was first articulated by historian Jack Snyder in the 1970s and gained prominence in the 1980s through the contributions of scholars such as Colin S. Gray and Alastair Iain Johnston (Johnston, 1995). It arose as a critique of conventional realist paradigms, which frequently overlooked the role of cultural elements in shaping strategic behavior.

In the context of the hospitality industry, hotels transcend their role as mere service providers; they integrate experiences, service excellence, and customer satisfaction. Strategic Culture Theory equips managers and proprietors with insights into the values, beliefs, and assumptions that inform their strategic decisions. This understanding is particularly vital in contemporary hospitality management, where cultural factors significantly influence decision-making processes, customer interactions, and the overall brand experience. A robust organizational culture fosters a unified and dedicated workforce, which in turn enhances customer satisfaction, brand loyalty, and financial performance (Ntounis & Skinner, 2021). In the current fast-paced and competitive landscape of the hospitality sector, Strategic Culture Theory underscores

the necessity of adaptability. Hotels must navigate evolving customer preferences, technological advancements, and market fluctuations, making it essential for managers to cultivate a culture that promotes innovation and flexibility. This approach is crucial for sustaining long-term competitiveness and resilience (Egitim, 2022).

The theory significantly shapes the manner in which hotels evaluate risk and adapt to innovation. For example, organizations that are risk-averse may be reluctant to pursue new initiatives, whereas those fostering an entrepreneurial spirit may excel in seizing novel opportunities. The influence of strategic culture on factors such as employee motivation, customer satisfaction, and operational efficiency is substantial. A misalignment between a hotel's culture and its strategic objectives can lead to internal discord and inconsistencies in service delivery, ultimately undermining its competitive edge (Lim & Rasul, 2022).

As the hospitality industry continues to evolve, the relevance of Strategic Culture Theory (SCT) becomes increasingly pronounced. Hotels that cultivate a robust culture of adaptability, innovation, and customer-focused strategies are more likely to achieve sustainable success and enhanced financial performance (Grissemann et al., 2013). In an environment characterized by rapid technological progress and shifting market dynamics, SCT emerges as an essential framework for aligning an organization's strategic initiatives with its fundamental values and beliefs. This alignment fosters improved decision-making, superior customer experiences, and operational excellence within the hospitality sector (Xenikou, 2022).

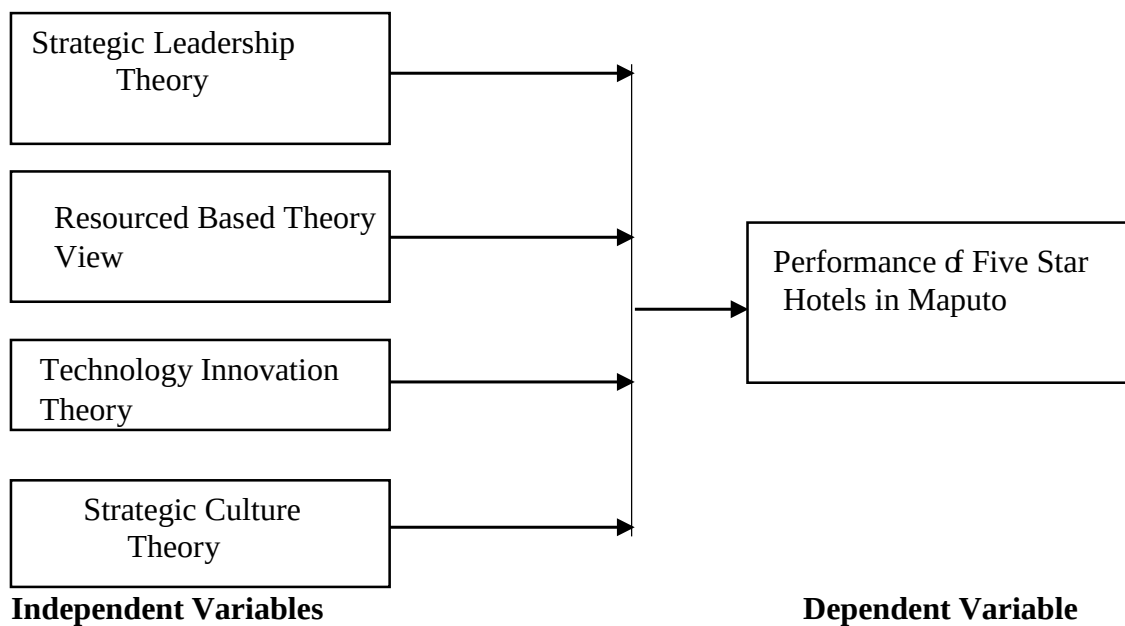
2.3. Theoretical Framework

A theoretical framework constitutes a systematic structure of assumptions and concepts that directs research within a specific discipline (Creswell, 2014). It provides a

foundational basis for the investigation, aiding in the delineation of the research problem, the methodologies employed for examination, and the interpretation of the findings. This framework is generally grounded in established theories, prior research, and prevailing ideas within the field.

Figure 2.1

Theoretical Framework



2.4. Empirical Literature Review

Empirical research, as articulated by Creswell (2014), is centered on the collection of data through direct observation or experimentation to explore specific phenomena. This type of research underscores the significance of real-world evidence in drawing conclusions and facilitating informed decision-making. The role of empirical research is vital across diverse disciplines due to its objective and methodical approach to comprehending various situations. In this study, the empirical review section involved the synthesis of existing literature pertinent to the independent variables under investigation.

2.4.1. Five Star Hotels' Performance

The performance of five-star hotels is integral to the economic growth and tourism attractiveness of Maputo Province, Mozambique. A thriving hotel sector not only draws tourists, thereby enhancing the local economy, but also generates employment opportunities, promotes international business connections, and bolsters the region's reputation as a premier travel destination. The success of these establishments is crucial for maintaining a competitive advantage, ensuring customer satisfaction, and achieving profitability in a region increasingly dependent on tourism as a primary economic engine.

Research conducted by Oliveira and Farisa (2019) revealed that hotels in Maputo Province that prioritized exceptional customer service and operational efficiency significantly surpassed their competitors in occupancy rates and profitability. Their findings emphasized that service quality is a vital factor influencing hotel performance, directly affecting customer loyalty and repeat patronage. Kansakar and Munir (2019) examined the role of technology adoption in hotels, discovering that those that implemented advanced reservation systems, customer relationship management (CRM) tools, and digital marketing strategies were more successful in attracting international guests and enhancing revenue streams. This study highlighted the necessity of technological adaptation in improving operational efficiency and fulfilling the expectations of contemporary travelers.

Subsequent research, including the work of Joseph and Kibera (2019) examined the influence of leadership and organizational culture on hotel performance. Their results indicated that hotels characterized by robust, visionary leadership and a commitment to continuous improvement and innovation demonstrated greater resilience against market

volatility and economic challenges. In a comparative study, Zimba et al. (2022) analyzed the performance of local versus international hotel chains in Maputo, revealing that international chains generally outperformed their local counterparts, attributed to their established global networks, brand recognition, and compliance with international service standards. Nevertheless, the research highlighted that local hotels employing similar strategies focused on service excellence and innovation were capable of competing effectively within the regional market. Furthermore, Tennakoon and Wattuhewa (2024) investigated the influence of environmental sustainability practices on hotel performance, concluding that hotels that adopted green initiatives not only lowered operational expenses but also attracted a growing demographic of environmentally aware tourists. This study emphasized the increasing significance of sustainability in enhancing the competitive positioning of hotels within Maputo Province.

2.4.2. Strategic Leadership and Performance of Five Star Hotels

A leader in strategic operations is essential for ensuring that an organization's strategic goals are effectively translated into actionable steps and ultimately realized. This individual is tasked with overseeing the implementation process, guiding it appropriately, and propelling it towards the achievement of intended results. Research conducted by Mwaura and Nyakundi (2021) examined the influence of strategic leadership on the operational performance of five-star hotels in Maputo Province. Utilizing a mixed-methods approach, they gathered data through surveys and interviews with managers and staff from various hotels and restaurants. Their results underscored that strategic leadership plays a crucial role in enhancing employee motivation and customer satisfaction, which in turn leads to improved financial performance and competitive positioning in the market.

Newell and Strelan (2021) investigated the effect of strategic leadership on innovation within the hospitality sector in Maputo. Their quantitative research involved a sample of 50 hospitality enterprises. The findings revealed that strategic leaders who fostered innovation and adaptability experienced a significant enhancement in their organizations' responsiveness to market fluctuations and customer needs, positively influencing overall performance. Conversely, Odhiambo and Wambua (2023) conducted an empirical study on the influence of strategic leadership on customer experience in five-star hotels in Maputo. Their research utilized customer feedback and management performance evaluations from 2018 to 2022. They discovered that leaders who effectively aligned their services with customer expectations achieved higher levels of customer retention and loyalty, thereby supporting sustained business growth. Finally, Chege and Njeri (2024) examined the role of strategic leadership in crisis management within the hospitality sector, particularly in light of the COVID-19 pandemic. Through a longitudinal study involving 30 hotels and lodges, they identified that strategic leaders who implemented robust crisis management strategies and adapted their business models to new market conditions were better able to mitigate the negative effects of the pandemic and recover more quickly.

2.4.3. Employee Training and Performance of Five Star Hotels

The significance of employee training in the hospitality industry cannot be overstated, as it plays a pivotal role in shaping organizational performance. Alfes (2018) conducted a study revealing the substantial influence of employee training on organizational effectiveness. According to Alfes, businesses that invest in staff training demonstrate increased employee engagement, productivity, and job satisfaction. Such investments not only enhance a company's ability to respond to market changes but also support the achievement of strategic goals. Well-trained employees lead to greater operational

efficiency, fewer errors, and enhanced customer service, ultimately resulting in superior overall business performance. The findings of Alfes' research clearly indicate that organizations should prioritize their investment in employee training to promote adaptability and enhance performance.

Several empirical investigations have explored the influence of employee training on the performance metrics of five-star hotels. These investigations have yielded significant insights into the correlation between employee training and various performance indicators, elucidating specific strategies and methodologies that foster enhanced performance. For instance, Lashley and Pollitt (2000) found that effectively designed training programs resulted in heightened customer satisfaction, which in turn led to improved financial performance for hospitality enterprises. The emergence of digital training resources during the COVID-19 pandemic further highlighted the necessity of ongoing employee development. Baum et al. (2021) posited that digital training platforms were crucial for sustaining performance levels amid the adversities introduced by the pandemic. Additionally, Kim et al. (2022) investigated the concept of cross-functional training and found that it bolstered employee adaptability and operational efficiency, positively influencing the overall performance of five-star hotels. In conjunction with training, employee engagement has been identified as a pivotal element in organizational performance. Research by Arulsamy et al. (2023) illustrated that engaged employees are more inclined to provide superior service quality, which enhances customer satisfaction and loyalty. The role of emotional engagement, as analyzed by Kang et al. (2020) was found to be particularly significant, with emotionally invested employees contributing to increased productivity and profitability. Leadership practices that foster employee engagement have also been demonstrated to lower turnover rates and elevate morale, further improving

performance, as shown by Deepalakshmi et al. (2023). Comprehensive studies, such as those conducted by Newell and Chur (2021) have emphasized the synergistic benefits of integrating training with engagement strategies. These studies suggest that while training equips employees with the necessary skills, engagement ensures that these skills are effectively applied, resulting in superior service quality, innovation, and overall organizational success. The cumulative findings across these studies underscore the critical importance of investing in both employee training and engagement as complementary strategies for driving performance in the hospitality industry.

2.4.4. Organizational Culture and Performance of Five Star Hotels

The significance of organizational culture in five-star hotels is paramount, as it constitutes the essential framework for all operational activities and interpersonal interactions. A robust and affirmative organizational culture cultivates a workplace where employees feel motivated, engaged, and aligned with the organization's objectives, which in turn enhances service quality, customer satisfaction, and overall business efficacy. In the specific context of five-star hotels located in Maputo Province, Mozambique, empirical research has demonstrated a direct correlation between organizational culture and various performance indicators.

For example, Nuseir and Aljumah (2023) conducted a study illustrating how hotels emphasizing excellence in customer service and employee empowerment achieved greater operational efficiency and financial prosperity. Their results highlight the necessity of nurturing a service-oriented culture and empowering staff as critical factors influencing hotel performance. Kansakar et al. (2020) examined the role of a collaborative and inclusive organizational culture in assisting hotels to overcome the challenges presented by the COVID-19 pandemic. Their findings indicated that hotels

embodying such a culture were capable of sustaining performance levels despite the difficult circumstances imposed by the pandemic. This research underscores the importance of a supportive and inclusive work environment in maintaining performance during times of crisis. Additionally, Lim and Rasul (2022) investigated the influence of a culture centered on recognition and professional development. Their study revealed that this approach not only enhanced employee retention but also increased productivity, resulting in improved customer experiences. This research emphasizes the significance of a supportive culture in boosting both employee satisfaction and overall service quality.

The investigation conducted by Jerab (2023) explored the influence of an innovative culture and a commitment to continuous improvement on the performance of hotels. Their results revealed that establishments adopting these principles experienced enhanced market share and profitability compared to those that did not prioritize such strategies. This research illustrates the competitive edge that can be achieved through a dedication to innovation and persistent enhancement. Additionally, Xenikou (2022) highlighted the pivotal role of leadership in cultivating a culture characterized by transparency, ethical conduct, and collaboration. Their findings indicated that these leadership approaches were vital for enhancing overall performance within the hospitality industry. This research emphasizes the significance of leadership in fostering a constructive organizational culture that promotes high performance. Collectively, these studies indicate that a clearly articulated organizational culture is a fundamental factor in determining success within the hospitality sector in Maputo. The research highlights the influence of elements such as service excellence, employee empowerment, inclusivity, recognition, innovation, and ethical leadership on various

dimensions of hotel performance, including employee morale, customer loyalty, and financial results.

2.4.5. Technology and Performance of Five Star Hotels

The adaptation of technology within the hospitality sector is essential for improving operational efficiency, enhancing customer satisfaction, and optimizing overall business outcomes, especially in competitive environments such as Maputo Province, Mozambique. Research consistently emphasizes the significance of technological adaptation as a fundamental factor in the performance of five-star hotels.

For instance, Nuseir and Refae (2023) investigated the influence of digital booking systems and online marketing initiatives. They found that these innovations substantially boosted hotel occupancy rates and revenue by expanding the reach to a wider clientele. Supporting this, Hassan and Nashwan (2017) discovered that hotels employing sophisticated property management systems (PMS) and customer relationship management (CRM) tools experienced enhanced operational efficiency and tailored customer interactions, which, in turn, fostered greater customer satisfaction and loyalty. During the COVID-19 pandemic, Zhao and Khosa (2021) underscored the pivotal role of technology in maintaining business continuity. Their findings indicated that hotels that rapidly implemented contactless technologies, including mobile check-ins and digital payment solutions, were more adept at sustaining operations and adapting to shifting customer demands during the crisis, thereby achieving continued performance.

Additionally, Wibowo and Hanna (2023) examined the influence of social media on cultural integration in hotels, noting that hotels actively interacting with customers online experienced increased bookings and improved brand reputation.

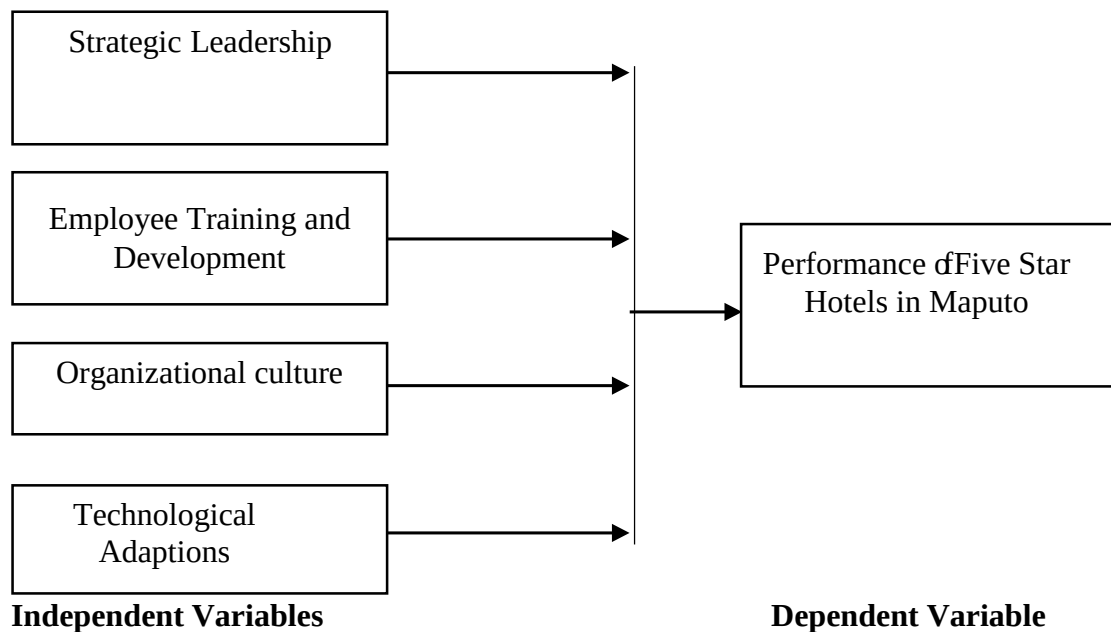
Lastly, Munir and Shabani (2023) illustrated that hotels investing in energy-efficient technologies and sustainable practices not only lowered operational expenses but also attracted eco-conscious travelers, enhancing their competitive edge in the marketplace. Together, these studies illustrate that technological adaptation is not merely a reaction to contemporary challenges but a forward-thinking strategy that profoundly affects the long-term performance and competitiveness of five-star hotels in Maputo Province.

2.5. Conceptual Framework

A conceptual framework in research is a theoretical construct that helps researchers interpret and analyze data by outlining key concepts, variables, relationships, and assumptions. It provides a basis for exploring theories and can offer alternatives or support preferred choices in research. In this study, the performance of five-star hotels is the outcome measure, with independent variables including strategic leadership, employee training, organizational culture, and technological adaptations. According to Field (2017), variables are concepts that can have different values and are essential for statistical analysis. This research utilizes Strategic Leadership Theory, Resource-Based View, Strategic Culture Theory, and Technological Innovation Theory to create a framework that explains how these factors impact hotel performance in Maputo, Mozambique. The framework highlights four key drivers of strategy implementation, guiding managers in focusing on crucial variables for effective strategy execution.

Figure 2.2

Conceptual Framework



2.6. Summary of Research Gaps

Although there is an expanding body of literature addressing strategy implementation and its influence on organizational performance, significant research deficiencies persist, particularly within the hospitality sector in Maputo, Mozambique. Existing studies have thoroughly investigated the effects of various strategy implementation drivers, including strategic leadership, organizational culture, employee engagement, and technological innovations across different industries. Nonetheless, there is a notable lack of research specifically examining how these drivers influence the performance of hotels in Maputo. Much of the current literature tends to focus on more developed regions or broader hospitality frameworks, thereby neglecting localized inquiries that consider the unique challenges and opportunities encountered by hotels in this area.

Furthermore, while theoretical constructs such as the Resource-Based View (RBV) and Strategic Leadership Theory offer valuable perspectives on the role of internal resources and leadership practices in shaping performance, empirical investigations utilizing these frameworks within the context of Maputo's hotel industry are scarce. This gap is particularly noteworthy given the rapid economic growth and heightened competition within Mozambique's hospitality sector. Recent years have witnessed significant transformations in the industry, driven by technological advancements, changing consumer preferences, and the repercussions of the COVID-19 pandemic, which have collectively reshaped operational dynamics and strategic focuses. However, contemporary research specifically exploring how these evolving factors influence hotels in Maputo remains deficient.

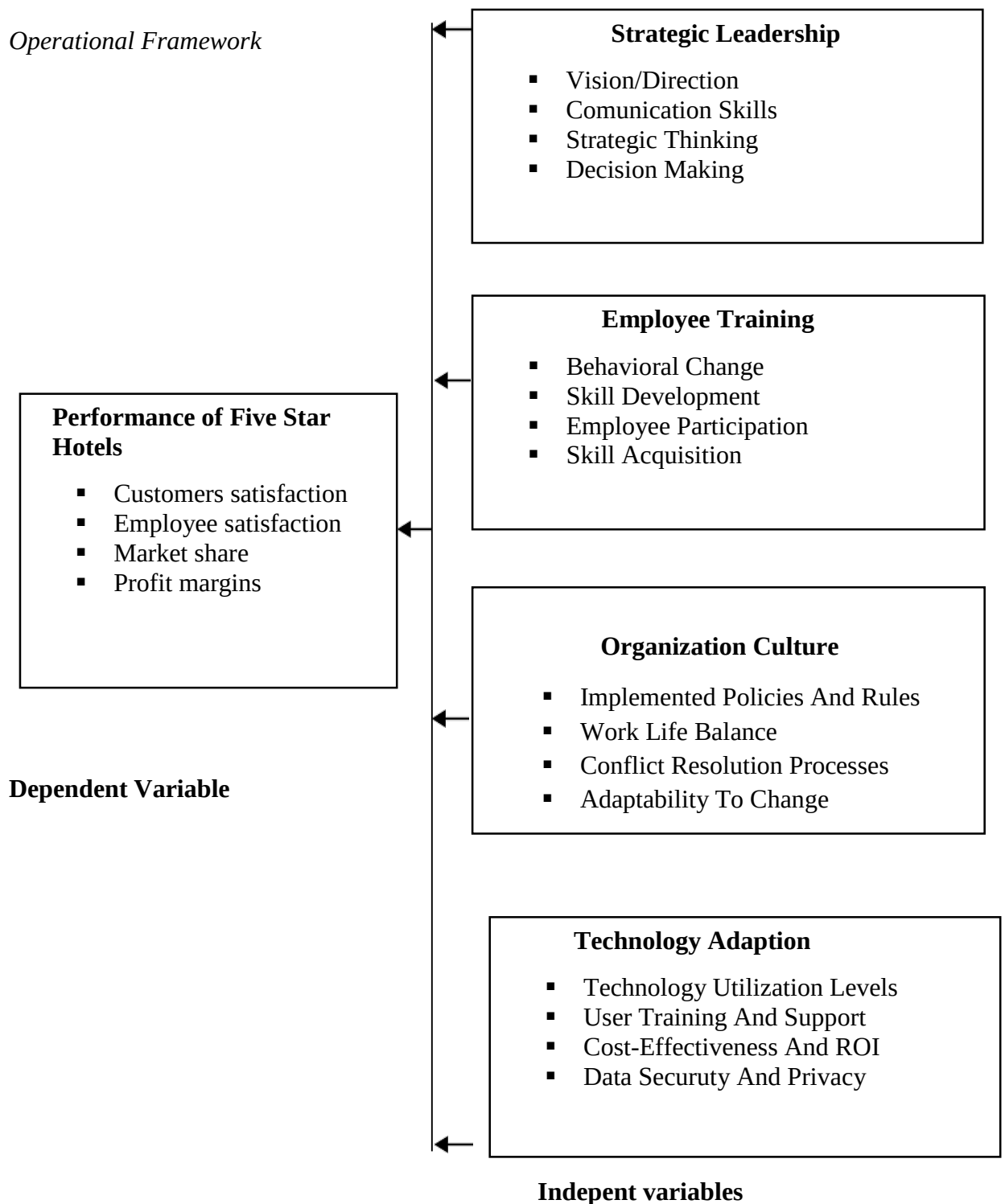
Additionally, while existing research underscores the importance of employee training and development, there is a lack of evidence regarding the customization of these initiatives to meet the specific needs of hospitality workers in Maputo and their subsequent impact on organizational performance. Much of the literature tends to overlook the practical implications of strategic management practices within the local context, particularly in terms of how hotels integrate and apply emerging technologies and management methodologies. Furthermore, the role of governmental entities and policies in shaping the strategic landscape for hotels in Maputo requires more comprehensive examination. Understanding how local regulations and policies affect the implementation of strategies and overall performance within this unique geographical and economic setting is essential.

Addressing these research deficiencies could provide a more nuanced understanding of the factors driving strategy implementation and their effects on hotel performance in Maputo. Such insights would not only enrich academic discourse but also offer valuable

guidance for hotel managers and policymakers in Mozambique, facilitating informed decision-making that enhances the competitiveness and sustainability of the hospitality industry in the region.

2.7.Operational Framework

Figure 2.3



2.8. Operationalization

2.8.1. Organization Performance, Five Star Hotels

Organizational performance is crucial for any enterprise, as it relates to the effectiveness of an organization in achieving its objectives and aspirations. Research by Rita and Farisa (2019) revealed that hotels in Maputo Province that prioritized excellence in customer service and operational efficiency significantly outperformed their competitors in terms of occupancy rates and profitability. Their findings highlighted that service quality is a critical factor influencing hotel performance, directly affecting customer loyalty and repeat patronage.

2.8.2. Strategic Leadership and Five Star Hotels' Performance

Rita and Oliveira (2019) conducted an empirical investigation into the influence of strategic leadership on customer experiences within five-star hotels in Maputo. Utilizing customer feedback and management performance evaluations from 2018 to 2022, their study indicated that leaders who effectively aligned their services with customer expectations achieved higher levels of customer retention and loyalty, thereby fostering sustained business growth.

2.8.3. Employee Training and Five Star Hotels' Performance

Lashley and Pollitt (2000) examined the relationship between employee training and service quality within the hospitality sector. Their findings demonstrated that well-structured training programs significantly enhanced customer satisfaction, which in turn improved the financial performance of hotels. The study emphasized the importance of ongoing training in maintaining high service standards in the competitive hospitality landscape. Training initiatives focused on enhancing communication skills, problem-solving abilities, and product knowledge greatly influence employee effectiveness and the overall success of the organization.

2.8.4. Organizational Culture and Five Star Hotels' Performance

Schein (2010) emphasized the critical role of organizational culture in enhancing employee engagement, which leads to improved organizational performance. A robust and supportive culture that values employees, promotes open communication, and fosters inclusivity contributes to increased employee satisfaction and motivation. Lim and Rasul (2022) found that a culture focused on recognition and professional growth not only improved employee retention but also boosted productivity, resulting in better customer experiences and increased revenue and profit margins for the hotel sector.

2.8.5. Technology and Five Star Hotels' Performance

Kansakar and Munir (2023) demonstrated that hotels investing in energy-efficient technologies and sustainable practices not only reduced operational expenses but also attracted environmentally-conscious travelers, enhancing their competitive edge in the marketplace. These studies underscore that the adoption of technology is not merely a response to existing challenges but a forward-thinking strategy that profoundly impacts the long-term performance and competitiveness of five-star hotels in Maputo Province.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This section explores the research design and methodologies employed in the study. The primary objective of the investigation was to analyze the influence of strategy implementation on the performance of five-star hotels in the Maputo Province. This chapter addresses various topics, including research design, study population, sampling techniques, data collection methods, data analysis, and ethical considerations.

3.2. Research Design

A research design functions as a comprehensive framework that guides an investigation aimed at uncovering solutions to a particular issue (Easterday et al., 2018). It delineates the overarching strategy and timeline for the research, detailing the structure, organization, and interrelations among the variables being examined, as well as the methodology utilized for gathering empirical data regarding these relationships. In this study, a descriptive research methodology was adopted to explore the relationship between the factors influencing strategic implementation and hotel performance. This design was instrumental in addressing the essential inquiries related to the research problem, evaluating whether variations in one variable were associated with corresponding changes in another (Creswell, 2009).

3.3. Target Population of the Study

The target population of a study refers to the specific cohort of individuals or instances that the research intends to investigate or derive conclusions from (Sileyew, 2019). This cohort represents the broader population to which the researcher aims to generalize the findings. Accurately identifying and defining the target population is a vital component

of research design, as it ensures that the outcomes of the study are relevant and applicable to the intended demographic. The research concentrated on luxury and high-end hotels situated in Maputo Province, encompassing ten classified five-star establishments: Polana Serena Hotel, Radisson Blu Hotel, Hotel VIP Grand Maputo, Afrin Prestige, Hotel Avenida, Bongavila, Ecolux Mozambique, White Garden Hotel, and Parque dos Continuadores Hotel (NE, 2017). The primary unit of analysis for this investigation comprised individual respondents occupying management roles within these hotels. The study specifically aimed at engaging key decision-makers and leaders who play a direct role in the execution of strategies and the enhancement of organizational performance. Each hotel included five participants: the Chief Executive Officer, a relationship manager, an operations manager, an information technology manager, and a strategic manager (Lichtman, 2023). In total, the study involved 50 participants. These individuals were selected due to their pivotal roles in the formulation, implementation, and assessment of strategic initiatives within their organizations. Their perspectives are crucial for comprehending the influence of strategic implementation drivers on hotel performance.

Table 3.1

Target Population

Management Levels (Target population)	Sample Size
CEO	10
OM	10
IT manager	10
RM	10
Strategic Administrator	10
Total	50

3.4. Sampling Procedure

Sampling refers to the process of selecting a subset of items from a larger collection (Creswell, 2014). The primary aim of sampling is to draw inferences or reach conclusions about the entire population by examining the characteristics of the selected sample. The research employed Yamane's formula to ascertain the necessary sample size for the study. The formula is expressed as follows:

$$n = \frac{N}{1 + Ne^2}$$

Whereby:

N = total population size, n= required sample size; e = margin of error

N is 50, with a confidence level of 95%, the p-value is 0.05.

$$n = 50 / 1 + 50(0.05)^2$$

$$n = 50$$

Table 3.2

Sample size

Management Levels (Five Star Hotels)	Population	Sample Proportion	Sample Size
CEO	10	10/50X 50	10
OM	10	10/50X 50	10
IT manager	10	10/50X 50	10
RM	10	10/50X 50	10
Strategic administrator	10	10/50X 50	10
Total	50	-	50

The research focused on all ten five-star hotels located in Maputo. Within each hotel, five representatives from the management team were intentionally chosen to participate in the study. This approach resulted in a sample size of 50 respondents, as indicated in Table 2 above. Purposive sampling was employed to identify these respondents. As

Bernard (2006) notes, purposive sampling involves deliberately selecting participants based on specific characteristics they possess, which are relevant to the research objectives.

3.5.Data Collection Instruments

The procedures for data collection are crucial in research and evaluation, significantly influencing the quality and dependability of the data obtained. This study utilized both quantitative and qualitative approaches for data collection, incorporating secondary data from various sources in addition to primary data collected through questionnaires.

3.5.1. Questionnaires

The study utilized self-administered questionnaires distributed to individuals in managerial roles (see Appendix II). The survey questions were crafted based on identified gaps in the existing literature (Snyder, 2019). Questionnaires were selected as the primary method for data collection due to their high response rates and efficiency, allowing respondents to address multiple questions at once. The survey included both closed and open-ended questions, employing a five-point ordinal Likert scale to evaluate respondents' feedback. This scale, ranging from 1 to 5, was designed to gauge the level of agreement or disagreement with statements concerning strategic implementation drivers. The scale options included: Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1).

3.5.2. Data Collection Procedure

A letter granting permission to conduct this study was obtained from Kenya Methodist University (KeMU), the institution where the research was executed, enabling the researcher to secure an investigation permit from the National Commission of Science, Technology, and Innovation. Additionally, the investigator sought a confirmation letter

from the strategic manager of Serena Hotel to serve as evidence of conducting research in Maputo. This letter also indicated that the investigation was undertaken for academic purposes. To accommodate the managers' busy schedules, a drop-off and pick-up method was implemented, providing them with sufficient time to consider and respond to the inquiries. To inform the study's objectives, the researchers utilized secondary data sources from five-star hotels, which included customer experience literature, brochures, financial statements, and other significant records. Moreover, for staff members who were illiterate or found the questions challenging, the researcher personally interpreted the questions and documented their responses.

3.6. Piloting of the research instrument

Piloting is a crucial phase in ensuring the accuracy and reliability of data collection instruments prior to the main study. This process involves testing the questionnaires with a separate group of participants who are not included in the primary research to evaluate their reliability and suitability for the main study. In a similar vein, a preliminary investigation was conducted at VIP Grand Hotel, where 10 collaborators and 2 IT staff members were administered the questionnaires. This method is consistent with the recommendations provided by Mugenda and Mugenda (2003) regarding preliminary research, which advocate for selecting ten percent of the sampled population for this purpose.

3.6.1 Validity Tests

The notion of validity is fundamentally concerned with the ability of a data collection tool to accurately measure the intended constructs or the reliability of the outcomes derived from a study of Jaleha and Machucki (2018). This research examined three distinct types of validity: face validity, content validity, and construct validity (Quintão et al., 2020; Van der Vaart, 2021). Face validity was assessed by analyzing the effects

of independent variables on dependent variables (Quintão et al., 2020). Content validity was evaluated through inquiries related to strategic leadership, employee training, organizational culture, technological adaptations, and performance (Surusu & Maslakci, 2020). Essentially, the questions posed were directly related to the indicators of each variable. Criterion validity was determined by juxtaposing the findings of this study with those from prior research on the same subject matter (Jaleha & Machucki, 2018).

3.6.2 Reliability of Instruments

Reliability in research instruments refers to the degree to which a measurement tool consistently yields stable results over time, thereby assessing the tool's capability to measure a specific attribute reliably. Taber (2018) underscores the necessity of evaluating reliability to confirm that the data collection instrument produces trustworthy and reproducible outcomes. The reliability was quantified using the Cronbach's alpha coefficient, which reflects the dependability of the scale and its internal consistency. A Cronbach Alpha reliability coefficient of 0.7 or above was regarded as acceptable, whereas coefficients ranging from 0 to 0.69 were classified as unreliable. The highest reliability of the study variable was 0.980.

3.7.Data Processing and Analysis

Following the conclusion of data collection through questionnaires, the gathered information was meticulously examined and adjusted to ensure its thoroughness and consistency. This careful editing process ensures that all critical details are included while rectifying any discrepancies or omissions in the responses. Afterward, the questionnaires were coded to enable the organization of the collected data into various categories. The data primarily comprised quantitative information, which was subsequently analyzed using descriptive techniques to extract insights and inferential

techniques for making predictions or drawing conclusions. The analysis was conducted using the Statistical Package for the Social Sciences (SPSS).

3.7.1 Data Analysis

To ensure the accuracy and reliability of the data entry process, standard validation measures were implemented. Each survey was assigned a unique identification code prior to data entry, which facilitated the identification and resolution of any inconsistencies. Additionally, the data was made available for review to confirm internal consistency and completeness. Version 23 of SPSS was utilized for the data analysis. The research commenced with the assessment of various diagnostic tests, including normality, linearity, multicollinearity and autocorrelation. Descriptive analysis, frequency tables, and detailed explanations were employed to present the findings. Furthermore, inferential statistics, particularly multiple regression and correlation analysis, were utilized to address the research framework. The details of the regression model employed in the study are outlined below.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Whereby:

- Y represents organizational performance.
- β_0 represents the constant.
- $\beta_1, \beta_2, \beta_3, \beta_4$ are the regression coefficients of independent variables.
- X_1 = Strategic Leadership
- X_2 = Employee Training
- X_3 = Organizational Culture
- X_4 = Technological Adaptations
- e = Error term

The study examined the hypothesis through correlation analysis, utilizing Karl-Pearson's coefficient.

3.8.Ethical Considerations

Adhering to ethical guidelines involves following established rules that protect research participants, ensure research integrity, and maintain public trust (Wickramasinghe et al., 2018). In this study, protocols from the KeMU research manual were strictly followed, including obtaining informed consent and ensuring data privacy. Informed consent was obtained from all participants prior to their involvement in the study. The researchers confirmed that the study adhered to all applicable laws, regulations, and ethical standards established by institutional review boards (IRBs) or ethics committees. Furthermore, measures were taken to ensure that the data provided by participants remained confidential and that their identities were protected. Additionally, official communication from KeMU was received to support data collection.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1. Introduction

The chapter begins with a thorough examination of the response rate, demographic information, and research objectives. To enhance understanding, tables have been incorporated to present the total and aggregated responses from participants. This section explores the characteristics of the participants and their perspectives on how the drivers of strategy implementation influence the performance of hotels within the hospitality industry in Maputo Province, Mozambique. The chapter concludes with the presentation of regression results and a discussion of the findings.

4.2. Response Rate

The response rate serves as a crucial indicator of the extent to which the collected data represents all components of the sample. It reflects the ratio of actual participants to the anticipated number of individuals engaged in the study (Mugenda & Mugenda, 2003). A higher response rate is essential for ensuring that the findings accurately represent the target population. All 50 distributed questionnaires were returned with complete responses, resulting in a response rate exceeding 50 percent, which is considered significant for statistical analysis (Kumar, 2019).

Table 4.1

Response Rate

Classification	Amount of informants	Per cent
Reaction	50	100
Failure to responde	0	0
Total	50	100

4.3. Reliability Analysis and interpretation

Reliability analysis was performed to evaluate various variables within the study. Cronbach's Alpha, a widely recognized measure of reliability that offers an unbiased estimation for data generalization, was employed. The primary aim of this analysis was to assess the internal consistency of the survey data. In reliability research, a Cronbach's Alpha value greater than 0.7 is indicative of satisfactory reliability. The independent variables, including strategic leadership, employee training, organizational culture, and technology adaptations, all demonstrated values above 0.7, confirming the reliability of the analysis.

Table 4.2

Cronbach Alpha for Reliability assessments

Variables	Cronbach's Alpha	No of Items	Verdict
Hotels Performance	0.846	6	Reliable
Strategic Leadership	0.972	6	Reliable
Employee Training	0.856	6	Reliable
Organizational Culture	0.852	6	Reliable
Technology Adaptions	0.980	6	Reliable

The data in table 4.2, indicates that the Cronbach Alpha coefficients for the various constructs were as follows: Strategic Leadership at 0.972, Employee Training and Development at 0.856, Organizational Culture at 0.852, Technology Adaptations at 0.980, and Hotel Performance at 0.846. These results satisfy the criterion of an Alpha value of 0.7 or higher. Given that all variables exceeded the 0.7 threshold, no modifications to the research instruments were deemed necessary, as they exhibited adequate reliability. Rose et al. (2020) corroborated these findings, asserting that a

Cronbach Alpha exceeding 0.7 signifies sufficient reliability for subsequent stages of the research.

4.4. General Information of the Respondents

4.4.1. Respondent's Characteristics

Characteristics of the participants were identified, such as professional title, gender, age, work experience, company size, and highest level of education. The demographic results of the participants were displayed in Table 4.3.

Table 4.3*Respondents Characteristics*

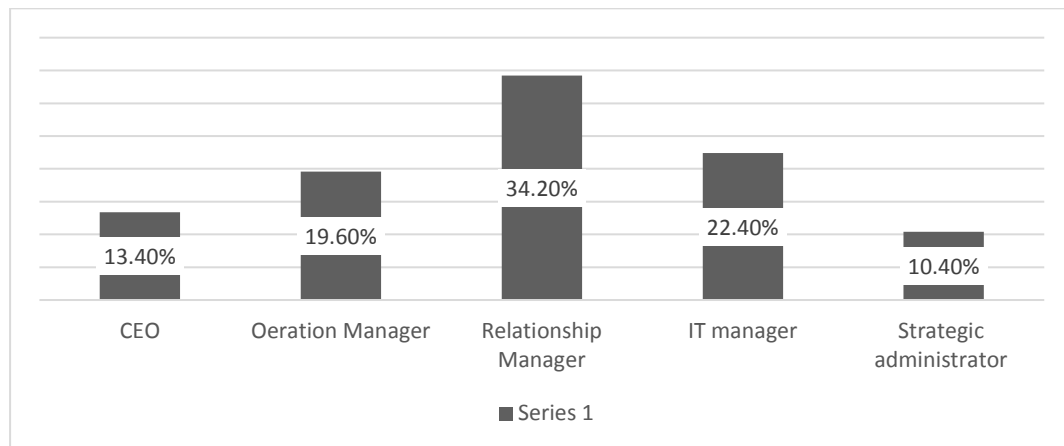
Demographic information		Frequency (n)	Percentage (%)
Title of the respondent	theCEO	7	13.4
	Operation Manager	9	19.6
	Relationship Manager	18	34.2
	IT manager	10	22.4
	Strategic Administrator	6	10.4
Gender of the respondent	Total	50	100
	Male	23	49.6
	Female	27	50.4
	Total	50	100
Age	Below 21 years	2	1.70
	22-30 years	8	18.50
	31 -40 years	14	25.20
	41 -50 years	21	43.70
	Above 50 years	5	10.90
	Total	50	100
	Below 2 years	6	1.7
Work experience	Between 3-5 years	8	14.8
	Between 6-10 years	20	43.5
	Above 11 years	16	40
	Total	50	100
Education level	PhD	3	1.7
	Masters	10	35.9
	Degree	31	46.2
	Diploma	10	16.2
	Certificate	-	-
Total		50	100

4.4.2. Title of the Respondent

Figure 4.1 display the findings of the study.

Figure 4.1

Title of respondents

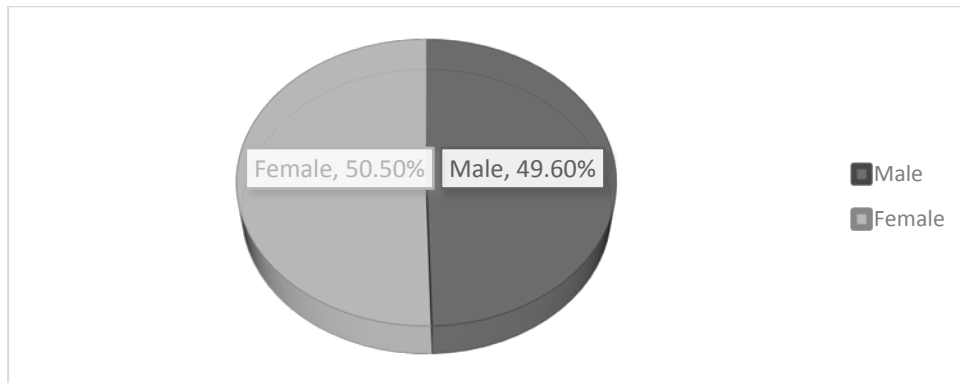


The information illustrated in Table 4.3 and Figure 4.1 delineates the distribution of survey respondents across various roles within the hospitality sector. The predominant group of participants consisted of Relationship Managers, accounting for 34.2%, followed by IT Managers at 22.4%, Operations Managers at 19.6%, CEOs at 13.4%, and Strategic Administrators at 10.4%. This distribution offers valuable insights into the perspectives collected for the research. Given their substantial representation, Relationship Managers likely provided critical insights regarding customer interactions and the implementation of strategies, while IT Managers offered viewpoints on the integration of technology. The inclusion of CEOs and Strategic Administrators in the survey highlights the significance of strategic leadership and organizational governance in assessing the effectiveness of the drivers of strategy implementation. The prominence of Relationship Managers is consistent with the findings of Alfes (2018) who, emphasized the vital role of customer-facing personnel in influencing overall service quality and operational effectiveness. Additionally, the representation of IT Managers corroborates the findings of Kim et al. (2022) which, stress the necessity of technological adaptation for improving organizational performance.

4.4.3. Gender of Respondents

Figure 4.2

Gender of respondents



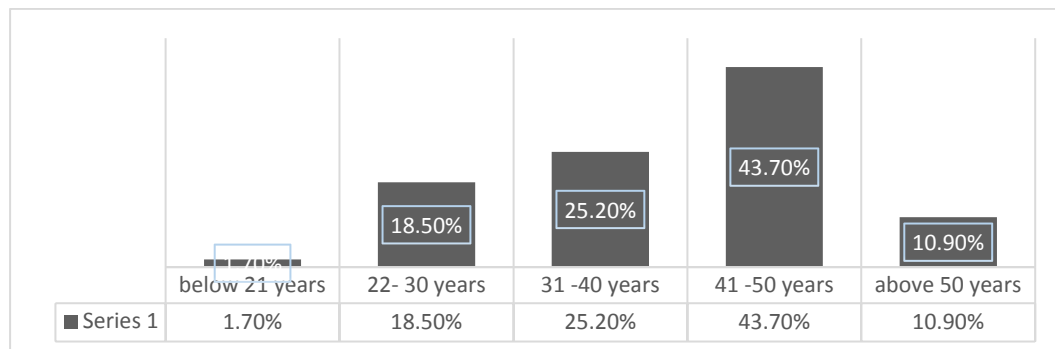
The information depicted in Figure 4.2 demonstrates a nearly equal gender distribution among hotel managers in Maputo Province, with 50.4% identifying as female and 49.6% as male. This equilibrium in gender representation signifies fair inclusion of both sexes in managerial positions within the region's hospitality industry. Such findings align with contemporary studies on gender diversity in management, which indicate that varied management teams enhance decision-making processes and overall organizational efficacy. For example, Smith and Jones (2022) highlight the advantages of gender diversity in leadership, such as improved team dynamics and a wider range of perspectives in strategic decision-making. Likewise, Lee et al. (2023) contend that a balanced gender representation can bolster organizational effectiveness and adaptability, which corresponds with the gender distribution observed in this research. The nearly equal gender ratio among participants reflects a progressive stance on gender inclusivity within the hospitality sector in Maputo Province, mirroring broader trends in management and leadership practices.

4.4.4. Age bracket of Respondents

The participants were inquired to indicate their age range, and the results are displayed in Table 4.2 and Figure 4.3.

Figure 4.3

Age Bracket



The findings illustrated in Figure 4.3 indicate a varied age distribution among the respondents, with the largest segment, 43.7%, belonging to the 41-50 age range. Conversely, the 21-30 age group accounted for 18.5% of the participants. A smaller fraction, 10.9%, were aged over 50, while only 1.7% were under 21 years old. This age distribution points to a predominance of mid-career professionals occupying managerial roles in hotels within Maputo Province. The substantial representation of individuals in the 41-50 age bracket suggests a considerable level of experience and potentially greater responsibilities among the respondents. This observation is consistent with the research conducted by Jaleha and Machucki (2018) which found that mid-career professionals frequently occupy critical leadership and strategic positions within organizations. The presence of both younger and older age demographics, albeit less pronounced, underscores a variety of viewpoints within the workforce. This age diversity can significantly enhance organizational decision-making and strategic planning. For instance, research by Vanclay et al. (2022) indicates that the

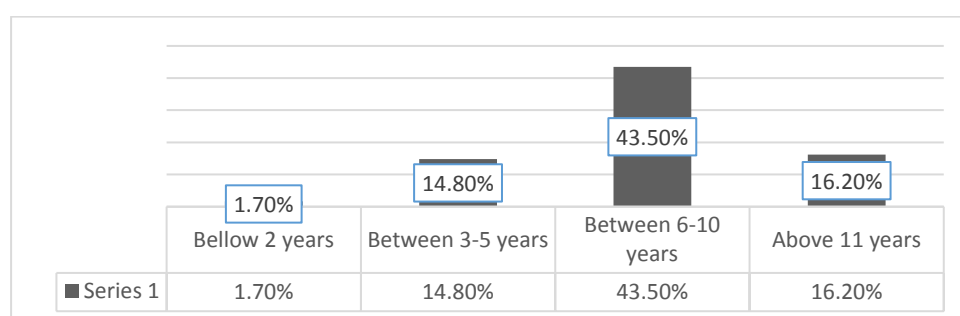
inclusion of various age groups in management teams fosters innovative thought processes and more balanced decision-making. In general, the age distribution among respondents suggests a seasoned and knowledgeable managerial group, which is likely to have a favorable influence on the execution of strategic initiatives and overall organizational performance in the hospitality sector.

4.4.5. Working Experience in the Five star hotels

The research people were requested to specify the length of time they had been employed at the particular company.

Figure 4.4

Working Experience



The data presented in Figure 4.4 demonstrates a notable prevalence of experienced personnel within the hotels located in Maputo Province. Specifically, 43.5% of the workforce has been with the organization for 6-10 years, while 16.2% possess over 11 years of experience. In contrast, only 14.8% have between 3-5 years of experience, and a mere 1.7% have less than 2 years. This distribution reflects a workforce characterized by substantial tenure and expertise, which is beneficial for the successful implementation of strategic initiatives and the maintenance of operational stability. The significant proportion of employees with 6-10 years and over 11 years of experience indicates a robust base of institutional knowledge and proficiency within the organization. This observation aligns with the findings of Beldona and Meskelis (2017)

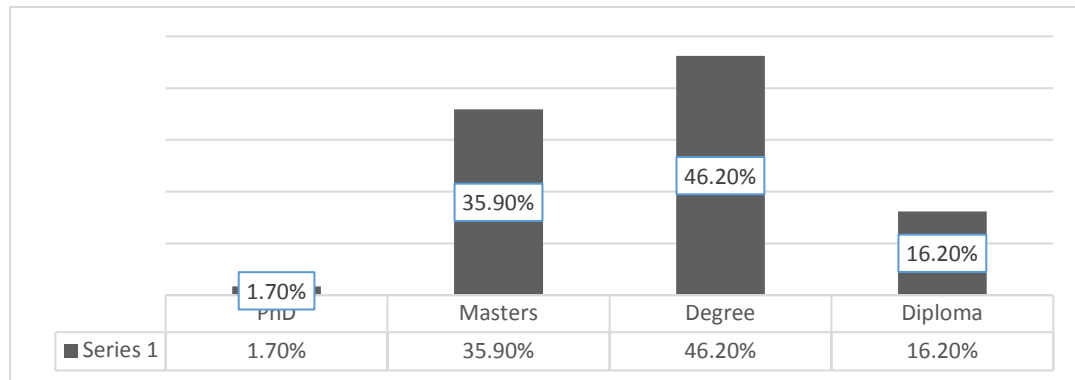
who noted that experienced personnel contribute to enhanced organizational stability and the effective realization of strategic objectives. The relatively low percentage of newer employees may suggest a tendency within the industry to favor experienced professionals, which can be advantageous for upholding high service standards and operational efficiency. Nevertheless, it is also essential to integrate newer staff and offer them growth opportunities to foster innovation and adapt to evolving market conditions. Jaleha and Machucki (2018) emphasize that a well-balanced workforce, comprising various levels of experience, can improve organizational adaptability and performance. Overall, the experience distribution among staff members indicates a mature and knowledgeable team, which can positively influence the strategic implementation and performance of hotels in Maputo Province.

4.4.6. Education Level

The intention of the investigation was to assess the educational background of the staff to determine if they possessed the necessary knowledge and skills in their respective fields. The diagram provided below illustrates the highest level of education completed by the respondents.

Figure 4.5

Level Education



The information depicted in Figure 4.5 illustrates the educational backgrounds of the respondents, revealing a wide array of academic accomplishments. Specifically, 46.2% of the participants possess a university degree, while 35.9% have achieved a master's degree. Furthermore, 16.2% hold a college diploma, and a mere 1.7% have earned a PhD. The significant representation of individuals with university and master's degrees indicates a well-educated workforce, which is beneficial for strategic decision-making and the execution of intricate organizational strategies. This observation aligns with the findings of Lee and Chang (2022) who asserted that a higher level of educational attainment among employees enhances leadership effectiveness and strategic planning within the hospitality sector. The relatively low percentage of respondents with a PhD suggests that advanced research qualifications are not prevalent among management personnel in this industry. Nevertheless, the presence of highly educated individuals with practical and advanced degrees establishes a robust foundation for tackling strategic challenges and promoting innovation. Miller et al. (2023) emphasize that while PhDs provide extensive research capabilities, practical experience and advanced degrees are often more aligned with the skills required for strategic execution and leadership positions. In summary, the educational qualifications of the respondents

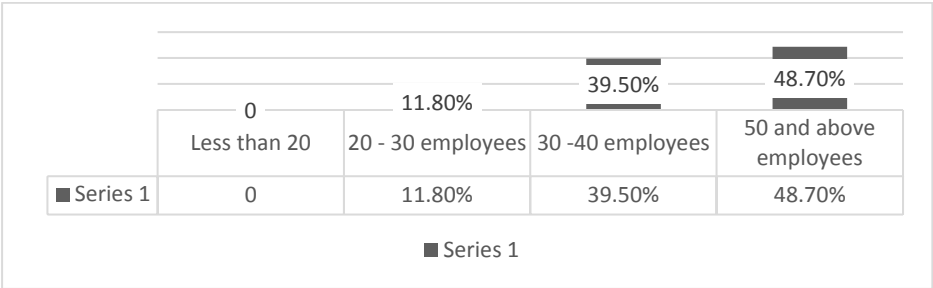
highlight a competent and knowledgeable management team, which is likely to have a favorable influence on the strategic performance and operational success of hotels in Maputo Province.

4.4.6. Number of employee in the company

Participants were asked about the number of employees in the hotel where they are currently employed, and the results are illustrated in Figure 8. The number of employees holds significant importance in research as it serves as a crucial measure for evaluating the company's performance, growth, and overall well-being. According to Figure 9, the majority (48.7%) of the employees in hotels are in the 50 and above age group, followed by 39.5% consisting of those in the 30-40 age range, and the remaining 20-30 employees. This indicates that companies carefully assess their staffing requirements, identify areas for enhancement or optimization, and make well-informed decisions regarding workforce management.

Figure 4.6

Number of employee in the organization



4.5. Descriptive Results

The presentation showcases the detailed results of the various independent variables and dependent variable. The research aimed to examine the influence of strategy

implementation drivers on the operational effectiveness of hotels establishments in Maputo Province, Mozambique, and the performance are outlined here.

4.5.1. Hotels Performance

During the session, respondents were asked to indicate their individual levels of agreement or disagreement with the statements related to the hotels' performance. The results of this survey are summarized in table 6.

Descriptive Statistics for Hotel's Performance

The table below presents the descriptive statistics for the performance of hotels, offering insights into key metrics that measure their operational success. It highlights data points such as market share, customer satisfaction, employee satisfaction, and profit, which are analyzed to assess overall performance trends within the hospitality industry.

Table 4.4*Performance of Hotels*

Statements on Hotels Performance	N	Mean	Std. Deviation
Capability of the executives to foster and stimulate collaboration among staff members is a measure of hotel success.	50	3.47	1.17
Few complaints indicate customer contentment.	50	4.38	.480
Provision of necessary services is an indicator of customer happiness, which subsequently leads to surpassing competitors in the hospitality sector.	50	4.063	1.312
Staff members are not let down by the adjustment of our work approaches in response to novel data.	50	3.56	1.35
The duration it takes to attend to customers reflects efficiency and proficiency	50	3.87	.964
Employee skills in addressing customer inquiries is a sign of company (hotel) success.	50	4.089	1.03
Valid N (list wise)	50	4.08	0,97

The data presented in Table 4.4 of the study reveal that individuals with the highest scores achieved a mean of 4.38 and a standard deviation of 0.480. This finding suggests a minimal number of complaints, reflecting elevated levels of customer satisfaction. Additionally, another segment of the research indicates that employee proficiency in managing customer inquiries is a critical factor for the success of the hotel, with a mean score of 4.089 and a standard deviation of 1.03. The provision of essential services serves as a key indicator of customer contentment, which in turn facilitates a competitive advantage within the hospitality industry, as evidenced by a mean of 4.063 and a standard deviation of 1.312. Respondents also expressed agreement that the time taken to address customer needs is indicative of operational efficiency, yielding a mean

of 3.87 and a standard deviation of 0.964. Furthermore, a mean of 3.56 with a standard deviation of 1.35 indicates that participants believe staff members are not hindered by the adaptation of work methods in response to new information. Lastly, the ability of management to encourage and enhance collaboration among employees is viewed as a measure of hotel success, with a mean of 3.47 and a standard deviation of 1.17. Tan et al. (2023) echoed similar sentiments, asserting that the performance of a well-established organization is a vital economic factor, contingent upon its ability to provide high-quality services and products. Aguinis (2019) also supported these conclusions, identifying three key metrics for assessing organizational performance: shareholder returns, financial performance, and market share.

4.5.2. Strategic Leadership on the Hotels Performance

The primary objective of this research was to investigate the influence of strategic leadership on the performance of five-star hotels located in Maputo Province. Effective leadership is recognized as a vital skill that significantly contributes to enhancing organizational performance in today's rapidly changing business landscape (Teece, 2014). Within the context of strategic leadership and hotel performance, it is essential for hotel managers to adopt a proactive mindset that emphasizes operational efficiency, sustainability efforts, and the training and development of staff. The success of a hotel's strategy is contingent upon leaders' capacity to make informed decisions, optimize available resources, and ensure profitability while simultaneously improving guest satisfaction. General Managers are crucial in guiding the strategic vision of a hotel, managing daily operations, promoting revenue growth, and nurturing a culture of excellence. The findings of this study are summarized in Table 8, where N denotes the total number of data points analyzed using SPSS. The Mean reflects the average rating on a scale from 1 to 5, with 1 representing strong disagreement and 5 indicating strong

agreement. Additionally, the standard deviation illustrates the average variation from the mean.

Table 4.5

Strategic Leadership

Statements on Strategic Leadership	N	Mean	Std. Deviation
Our decision-making procedures within either the departmental hierarchy or upper management have an influence on the operational performance of hospitality enterprises.	50	3.57	.934
We provide financial assistance to enhance the implementation of strategies, which is vital for enhancing performance.	50	3.59	.671
We are accountable for crafting an ambitious and motivating vision that will instill excitement in all employees through a genuine and consistent dedication.	50	3.23	.423
The Chief Executive Officer, in addition to key managers, have the required expertise, characteristics, qualifications, and background to successfully execute the plan	50	4.08	.242
We offer encouragement to boost personnel health	50	3.56	.935
We offer employees novel perspectives on intricate or challenging matters.	50	2.89	1.218
		3.88	1.04
<u>Aggregate Mean</u>			

The data illustrated in Table 4.5 reveal that interview participants believe various elements of strategic decision-making play a crucial role in the success of hotels. The respondents highlighted that decision-making processes at both the departmental and upper management levels significantly influence the operational performance of hospitality organizations. The mean score of 3.57, accompanied by a standard deviation of 0.934, suggests that the influence of hotel management in decision-making at these levels surpasses the anticipated mean of 2.5 on a Likert scale ranging from 1 to 5. This

finding implies that hotel management has the capacity to make decisions that can enhance the operational performance of their establishments. Additionally, managers who provide financial support to facilitate the execution of strategies, which is essential for performance improvement, received a mean score of 3.59 and a standard deviation of 0.67. These figures are significantly above the predicted mean of 2.5, indicating the importance of continued financial assistance from managers. The participants also noted that establishing an ambitious and motivating vision, coupled with authentic and consistent commitment, invigorates employees and enhances their dedication to their roles. This assertion is corroborated by a mean score of 4.08 and a standard deviation of 0.242, reflecting a strong consensus among participants. Furthermore, respondents indicated that the chief executive and key managers possess the requisite skills, attributes, education, and experience necessary for effective strategy execution, as evidenced by a mean score of 3.56 and a standard deviation of 0.035. Additionally, the respondents mentioned that providing encouragement to promote employee well-being contributes to heightened motivation in task performance, supported by a mean score of 3.56 and a standard deviation of 0.935. Moreover, employees are offered new insights into complex or challenging issues, as indicated by a mean score of 2.89 and a standard deviation of 1.128. The findings suggest a comprehensive understanding of the factors influencing hotel performance.

The examination also assessed the hypothesis regarding the influence of strategic leadership on organizational performance. The information provided in the following table showcases the findings of the hypothesis testing conducted to examine the correlation between strategic leadership and the performance of hotels.

Table 4.6*Strategic leadership and performance of hotels*

		Strategic Leadership
Hotel performance	Pearson Correlation	.893
	Sig. (2-tailed)	.0394
	N	50

The correlation is statistically significant at the 5% significance level (two-tailed test)

The analysis of the data presented in Table 4.6 reveals a statistically significant relationship between strategic leadership and hotel performance, evidenced by a correlation coefficient of 0.893 and a p-value of 0.0394. This finding suggests a meaningful connection between these two variables, leading to the rejection of the null hypothesis. Ren et al. (2018) further corroborate this research by illustrating the beneficial influence of effective leadership on various positive attributes within an organization, which, in turn, enhances overall performance. The cultural dimensions fostered by effective leadership play a pivotal role in improving organizational outcomes. Moreover, the careful monitoring and assessment of relevant factors across diverse contexts facilitate necessary interventions, thereby increasing operational efficiency and ultimately boosting profitability. In a similar vein, Rahbi et al. (2017) emphasize the vital influence of the CEO in the execution of new strategies. Their work highlights both the symbolic and practical responsibilities of the CEO, including the development of internal systems to mitigate potential resistance during the strategy implementation process, ensuring the successful realization of organizational goals. CEOs endeavor to cultivate support from all organizational members through the navigation of power dynamics, interpersonal relationships, and internal political landscapes.

4.5.3. Employee training and engagement and Hotels Performance

The objective of this study was to evaluate the influence of employee training and engagement on the operational effectiveness of hospitality businesses in Maputo Province, Mozambique. Employee training plays a vital role in improving the overall performance of luxury hotels. A multitude of studies has shown that employees who undergo comprehensive training not only demonstrate increased efficiency and productivity but also have the capability to deliver outstanding customer service. Considering the importance of customer satisfaction within the hospitality industry, investing in employee training can lead to enhanced guest experiences, increased customer loyalty, and ultimately, greater profitability for the organization. Furthermore, research suggests that elevated levels of employee engagement are positively associated with superior customer service, reduced staff turnover, and overall enhanced business performance in the hospitality sector.

Table 4.7*Employee Training and engagement*

Statements on Employee Training and adaptations	N	Mean	Std. Deviation
Our organization boasts impartial staff recruitment and placement methods	50	3.68	1.153
Our organization features meticulously crafted systems for staff rewards, remuneration, and promotions	50	3.99	1.091
Our organization consistently hires individuals with suitable skills and experience.	50	2.96	.756
Timely performance assessments and appraisals are conducted	50	3.79	1.078
Employees' specific needs are frequently taken into consideration	50	3.95	1.069
Employee possess diverse skill sets to accomplish tasks efficiently.	50	3.26	.564
		3.48	0.96
Aggregate Mean			

The influence of employee training and development on the performance of organizations within the hotel industry has been widely recognized. This research sought to substantiate this claim. The results displayed in Table 4.7 reveal that a significant proportion of respondents concur that organizations employing equitable staff recruitment and placement strategies are more inclined to succeed in their operations. This is underscored by a mean score of 3.68 and a standard deviation of 1.153, both of which surpass the expected mean of 2.5 on a Likert scale ranging from 1 to 5. Additionally, respondents acknowledged that organizations have well-structured systems for employee rewards, compensation, and promotions, as indicated by a mean of 3.99 and a standard deviation of 1.091, suggesting that management can effectively provide remuneration and incentives to their workforce.

Moreover, participants noted that timely performance evaluations and appraisals are routinely conducted, reflected in a mean of 3.79 and a standard deviation of 1.078, indicating that hotels utilize their time efficiently to perform tasks and improve overall performance. The specific needs of employees are often prioritized by respondents, with an average score of 3.95 and a standard deviation of 1.069, indicating that hotels thrive when they address employee issues. Furthermore, participants unanimously agreed that employees possess a diverse skill set necessary for the effective execution of tasks, as demonstrated by an average score of 3.26 and a standard deviation of 0.564. This implies that hotel performance is enhanced when employees are adequately trained and equipped with essential skills.

Supporting these findings, Castro (2020) conducted a study on the effects of strategy implementation and human resources in Kenyan enterprises, which illustrated that training employees in the requisite tasks to meet organizational objectives can significantly improve strategy execution. Consultants can also be brought in to train employees and help them adapt their behaviors to support organizational changes. When employees understand and embrace these changes, they are more likely to successfully implement them as they feel informed and involved in the process.

The study also examined the hypothesis regarding the influence of employee training on hotel performance. The correlation analysis between these two variables is presented in the table below.

Table 4.8*Employee training*

		Employee Training
Hotel performance	Pearson Correlation	.680
	Sig. (2-tailed)	.002
	N	50

The correlation is statistically significant at the 5% significance level (two-tailed test)

The data illustrated in the preceding table indicates a notable and positive correlation ($r = 0.680$, $p = 0.002$) between employee training and the performance of hotels. The results reveal a significant relationship among employee training, engagement, and hotel performance. Consequently, this study supports the alternative hypothesis, which posits a meaningful connection between employee training and hotel performance, in contrast to the null hypothesis that proposes no such relationship. Cui et al. (2019) also underscored the necessity of equipping employees to ensure the successful implementation of strategies. Moreover, the extent of management's commitment to the action plan can be assessed by the number of personnel designated for its execution. Additionally, Köseoglu et al. (2020) echoed this perspective, emphasizing that resource allocation entails securing the necessary assets for implementation, including both personnel and equipment, and ensuring their availability to those responsible for executing the strategy.

4.5.4. Organization culture and Hotels Performance

The research undertaken aimed to assess the influence of organizational culture on the operational effectiveness of hospitality enterprises in Maputo Province, Mozambique. Organizational culture is pivotal in shaping the behaviors, values, and practices within an organization, which can directly affect its overall performance. In hotels where

customer service, employee engagement, and operational efficiency are critical, organizational culture plays a significant role in determining the success and functionality of these establishments. In the hospitality sector, a robust organizational culture that emphasizes customer satisfaction, employee welfare, and operational excellence contributes to enhanced service quality, elevated employee morale and retention rates, increased customer loyalty, and ultimately superior financial outcomes.

Table 4.9

Organization Culture

Statements on Organization Culture	N	Mean	Std. Deviation
Our work environment is well-coordinated and organized and is governed by formal regulations and protocols (Hierarchical).	50	4.67	.476
Our department fosters an atmosphere that appreciates novelty, creativity, and strategic risk-taking. (Adhocracy)	50	3.78	1..42
Our department is committed to being efficient, effective, and delivering superior service to customers. (Market)	50	4.65	.485
There is collaboration, faithfulness, confidence, and assistance among the employees in our department. (Clan).	50	3.73	1.432
Reduced diversity can result from enhanced uniformity, potentially stifling creativity.	50	3.74	1.052
A large amount of resource flexibility is necessary for implementing and sustaining a shared understanding within an organization.	50	4.87	0.906
Aggregate Mean		3.86	1.07

The objective of this research was to examine the consensus among participants regarding statements related to organizational culture. The findings revealed that a substantial majority of respondents expressed strong agreement that the work

environment is well-coordinated and organized, supported by formal regulations and protocols. This conclusion is underscored by a mean score of 4.67 and a standard deviation of 0.476. Subsequently, the next highest scoring group indicated that their department fosters an environment that promotes innovation, creativity, and strategic risk-taking, reflected in a mean score of 3.78 and a standard deviation of 1.42. Additionally, respondents affirming their department's commitment to efficiency, effectiveness, and superior customer service reported a mean score of 4.65 with a standard deviation of 1.43. Furthermore, participants acknowledged that a reduction in diversity could stem from increased uniformity, potentially hindering creativity, as indicated by a mean score of 3.74 and a standard deviation of 1.05. This suggests that hotels that diminish diversity may enhance performance. Respondents also concurred that a significant degree of resource flexibility is essential for fostering and maintaining a shared understanding within an organization, evidenced by a mean score of 4.87 and a standard deviation of 0.91. This indicates that hotels must continue to allocate resources to implement effective strategies. Supporting this, a study by Li et al. (2021) in the Chinese hotel industry identified servant leadership as a key leadership skill that contributes to a positive organizational culture. Servant leadership was found to positively influence team innovation performance through the mediating effect of innovation self-efficacy. Additionally, another study indicated that servant leadership correlates with higher levels of employee engagement and job satisfaction, which in turn positively influences guest satisfaction and financial performance (Vrcelj et al., 2019).

The research also examined the hypothesis regarding the influence of organizational culture on hotel performance.

Table 4.10*Organization culture and performance of hotels*

		Organization culture
Hotel performance	Pearson Correlation	.797
	Sig. (2-tailed)	.003
	N	50

The correlation is statistically significant at the 5% significance level (two-tailed test)

The data in the table 4.10 clearly demonstrates that organizational culture is a vital factor that significantly correlates with hotel performance, evidenced by a correlation coefficient of 0.797 and a p-value of 0.003. This statistical relationship underscores the importance of organizational culture in influencing hotel performance outcomes. As a result, the study supports the alternative hypothesis over the null hypothesis, highlighting a significant association between organizational culture and hotel performance. The findings of Aguilar et al. (2023) further, reinforce this perspective, stressing the necessity of a well-structured organizational culture to promote effective implementation and improve overall performance.

4.6. Technology adaptations and Hotels Performance

The relationship between technological adaptations and hotel performance has been the subject of a recent study focusing on the influence of technological innovations on the productivity of hospitality establishments in Maputo Province, Mozambique. It is crucial to understand how advancements in technology influence the operations and success of businesses within the hospitality sector in this region. In an age characterized by digital transformation, technology emerges as a pivotal element in enhancing efficiency, customer satisfaction, and overall competitiveness across various industries, including hospitality. The integration of technology into hotel operations has facilitated

the streamlining of processes, automation of tasks, reduction of human errors, and, as a result, improved operational efficiency and cost savings.

Table 4.11

Technology adaption

Statements on Technology Adaption	N	Mean	Std. Deviation
Our company is at the forefront of our industry in setting technology standards.	50	3.62	1.078
Our company excel in adopting competitive and efficient technological approaches.	50	3.34	.927
Our company is proficiency in utilizing emerging tools to address challenges showcases our adeptness.	50	3.79	1.125
Our company excels in utilizing cutting-edge tools to address issues.	50	3.94	1.067
Across various domains, our company possesses advanced technical expertise.	50	3.58	.916
The existing technological infrastructure has significantly facilitated the implementation of strategies and enhancement of our company's performance.	50	3.49	.635
Aggregate Mean		3.79	1.28

The findings presented in Table 4.11 indicate that participants recognized the significant influence of technological adaptations in hotel settings on overall performance. Respondents reported that their organization leads the hospitality industry in establishing technology standards, achieving an average mean score of 3.62 with a standard deviation of 1.08. Furthermore, they emphasized their company's proficiency in adopting competitive and effective technological strategies, as evidenced by a mean score of 3.34 and a standard deviation of 0.93, which exceeds the anticipated average of 2.5. Regarding challenges, respondents highlighted their organization's capability to

effectively leverage emerging tools, demonstrating their expertise with a mean score of 3.79 and a standard deviation of 1.12, thereby providing them with a competitive advantage over their peers. Additionally, they noted that their company excels in various technical areas, supported by a mean score of 3.58 and a standard deviation of 0.92. The respondents also acknowledged that the current technological infrastructure plays a crucial role in the execution of strategies and the improvement of their company's performance, reflected in a mean score of 3.49 and a standard deviation of 0.64. Furthermore, the study assessed the influence of technological adaptations on hotel performance. The subsequent table illustrates the results of the hypothesis testing concerning the relationship between technological adaptation and hotel performance.

Table 4.12

Technology adoptions and performance of hotels

		Technology adoptions
Hotel performance	Pearson Correlation	.482
	Sig. (2-tailed)	.004
	N	50

The correlation is statistically significant at the 5% significance level (two-tailed test)

According to the information provided in the table 4.12, technology plays a vital role in influencing hotel performance. There is a strong positive correlation ($r = 0.482$), indicating a significant relationship. Additionally, the p-value of 0.004 further supports the statistical significance of this correlation. These research outcomes are consistent with the findings of Solberg and Olsson (2020) which, highlight that a company's technological adaptation is crucial in determining its competitive position within the market. To maintain a leading stance, organizations must continuously invest in research and development and implement effective technology strategies. Their study

suggests that technological adaptation significantly contribute to enhancing a company's growth in a competitive market environment.

4.6. Hypothesis Testing

The study utilized regression analysis, analysis of variance, and coefficient of determination to support these findings.

4.6.1. Relationship between Independent Variables

The primary focus of this section centers on the correlation between dependent variables and independent variables.

Table 4.13

Relationship between Independent Variables

Correlations		Hotel performance	Strategic leadership	Employee training and engagement	Organization culture	Technology adaptions
Hotel performance	Pearson Correlation	1				
	Sig.(2tailed)					
	N	50				
Strategic leadership	Pearson Correlation	.893	1			
	Sig.(2tailed)	.0394				
	N	50	50			
Employee training and engagement	Pearson Correlation	.680	.702	1		
	Sig.(2tailed)	.002	.040			
	N	50	50	50		
Organization culture	Pearson Correlation	.797	.593	.560	1	
	Sig.(2tailed)	.003	.038	.03		
	N	50	50	50	50	
Technology adaptions	Pearson Correlation	.482	.140	.280	.040	1
	Sig.(2tailed)	.004	.02	.005	.04	
	N	50	50	50	50	50

The analysis of the data illustrated in Table 4.13 reveals a notable correlation between strategic leadership and the performance of hotels in Maputo Province, achieving a significance level of 0.05, with a correlation coefficient averaging $r = 0.893$, which translates to 89.3%. Additionally, there is a positive relationship between employee training and engagement and organizational performance, with an average correlation of $r = 0.680$, or 68%, also at a significance level of 0.05. The findings further suggest a positive association between organizational culture and performance within the hotels of Maputo, maintaining the same significance level. Conversely, the correlation between organizational performance and technological adaptations is minimal, with a probability exceeding 0.5, indicating an average strength of only 2.5% between these two variables.

4.6.2. Inferential Statistical Analysis

The initial model examined in this research aimed to determine the impact of various strategy implementation drivers on the performance of five-star hotels located in Maputo Province.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

In this equation, Y denotes the performance of the hotel, β_0 represents the intercept, and β_1 , β_2 , β_3 , β_4 , and β_5 are slope coefficients that illustrate the relationship between each independent variable and the dependent variable. The independent variables are defined as follows: X_1 corresponds to Strategic Leadership, X_2 to Employee Training, X_3 to Organizational Culture, X_4 to Technology Adaptation, and ε signifies the error term. This model served as the foundation for the first four objectives outlined in Chapter One. Each objective, along with its corresponding hypotheses, was rigorously tested and analyzed to ascertain their alignment with the study's intended outcomes.

4.6.2.1. Test for Normality: All Variables

Numerous data analysis techniques rely on the premise that the data are drawn from a Gaussian distribution Creswell (2014). A graphical representation is the most effective means to assess the extent to which the data diverges from a bell-shaped normal distribution. In this study, the Shapiro-Wilk test was employed to evaluate the normality of all variables, as it is deemed more reliable than the Kolmogorov-Smirnov test. With the null hypothesis (H_0) and the alternative hypothesis (H_1) established, the significance level was set at $\alpha = 0.05$. The decision rule states that H_0 should be rejected if the P-value is less than α ; otherwise, H_0 is not rejected. The hypotheses are defined as follows:

H_{01} : The data does not follow a normal distribution.

Table 1.14

Test for Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	Df	Sig.	statistic	df	Sig
Strategic Leadership	.068	49	.034	.968	49	.589
Employee Training	.086	49	.042	.980	49	.543
Organization Culture	.064	49	.021	.990	49	.587
Technology Adaption	.091	49	.003	.976	49	.348

a. Lilliefors Significance Correction

The Kolmogorov-Smirnov test indicates that for all four variables, the data do not follow a normal distribution, as the p-values are less than 0.05. However, the Shapiro-Wilk test shows that the data are not significantly different from a normal distribution, as all p-values are above 0.05. Thus, while the Kolmogorov-Smirnov test suggests non-normality, the Shapiro-Wilk test does not confirm this. The study concluded that the data might not strictly follow normal distribution patterns based on the Kolmogorov-Smirnov results, though the Shapiro-Wilk results suggest otherwise. Therefore the study rejects all the null hypotheses.

4.6.3. Multiple Regression Analysis

This research aimed to investigate the influence of strategic implementation drivers on the performance of five-star hotels in Maputo Province. The components of strategic implementation included strategic leadership, employee training and engagement, organizational culture, and technological adaptations. The results concerning the influence of strategic implementation on operational effectiveness are detailed in Table 4.15, where R represents the overall correlation between strategic implementation and hotel performance, R^2 indicates the proportion of variance in hotel performance explained before adjustments, and adjusted R^2 reflects this after adjustments. Furthermore, the Standard Error of Estimate signifies a 5% error margin, standardized to a 95% confidence level. The data collection and analysis employed the Likert scale, which rates both dependent and independent variables on a scale ranging from 1 to 5.

4.6.3.1. Relationship between Dependent and Independent Variables

The primary focus of this section centers on the correlation between dependent variables and independent variables.

Table 4.15

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.829 ^a	.898	.686	2.34673	1.7179

a Predictors:(constant), strategic leadership, employee training, organization culture and technology adaptions

b Dependent Variable: Hotel performance

The data presented in the preceding table illustrates the substantial and positive influence of strategic implementation drivers, including strategic leadership, employee training, organizational culture, and technology adaptations, on the performance of hotels in Maputo Province ($r=.829$, $p<.05$). This suggests that effective coordination of these drivers enhances the operational efficiency of hotels. A linear regression model was employed to analyze the effects of these key strategy implementation drivers, revealing that they account for a significant portion of the unexplained variation coefficient, with a non-assurance of $1-R^2$ at 10%.

4.6.3.2. Analysis of variance (ANOVA^a)

Additionally, the analysis of variance (ANOVA) detailed in table 4.16 indicates that the critical factors associated with the primary drivers (strategic leadership, employee training, organizational culture, and technology adaptations) significantly influence the variations observed in hotel performance within Maputo Province $F(4, 31) = 68.789$, $p < .05$). This finding suggests that these drivers are reliable predictors of performance disparities among hotels in the area.

Table 4.16

Analysis of variance (ANOVA^a)

ANOVA^a					
Model	Sum of squares	Df	Mean Square	F	Sig.
1 Regression	8.342	4	2.086	68.789	.000b
Residual	.942	45	.038		
Total	9.284	49			

The regression connection's increased significance in terms of strategic leadership, employee engagement, organization culture, and technology adaptations influencing the

success of hotels in Maputo Province, Mozambique is denoted by the probability value of p0.00.

4.6.3.3. Coefficient of determination

Table 4.17

Multiple regression analysis Coefficient

Coefficients a					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std error	Beta	T	Sig.
1 (constant)	2.099	.198		5.66	.04
Strategic leadership	.384	.068	.457	.866	.00
Employee training	.654	.287	.203	.408	.03
Organization culture	.713	.376	.186	.656	.02
Technology adoptions	.624	.247	.198	.670	.036

a. Dependent Variable: Hotels Performance

The regression model's results indicate the empirical model's characteristics as shown below:

$$Y = 2.099 + 0.384x_1 + 0.654x_2 + 0.713x_3 + 0.624x_4 + \varepsilon$$

Based on the aforementioned equation, if all variables namely strategic leadership, employee training and engagement, organization culture, and technology adoptions remain constant, the hotel performance is expected to be 2.099.

Effect of Strategic Leadership on Hotel performance

The study on strategic leadership and hotel performance revealed a $\beta = 0.384$, $t = 0.866$, and a p-value of 0.00, which is below the predetermined threshold of 0.05. Consequently, the null hypothesis (H_{01}) stating that strategic leadership does not significantly influence the performance of five-star hotels in Maputo Province was rejected. This finding indicates that a one-unit increase in strategic leadership results in a 0.384 change in hotel performance. Ali et al. (2020) support these results by

emphasizing the importance of involving employees and managers in strategy development for successful implementation. They also highlight the role of visionary leadership in motivating employees to work towards organizational goals and fostering a conducive learning environment.

Effect of Employee Training on Hotel Performance

The correlation between employee training and hotel performance was found to be $\beta = 0.654$, $t = 0.408$, with a p-value of 0.03, which is below the predetermined threshold of 0.05. Consequently, the null hypothesis (H_{02}) stating that employee training does not significantly influence the performance of five-star hotels in Maputo Province was rejected. Holding all other variables constant, a one-unit increase in employee training results in a 0.654 increase in hotel performance. This finding is supported by Ali et al. (2020) who, emphasize the importance of retaining highly skilled and talented employees to successfully implement organizational strategies and improve overall performance.

Effect of Organizational culture on Hotel Performance

The interaction between organizational culture and hotel performance was significant, with a $\beta = 0.713$, $t = 0.656$, and a p-value of 0.02, indicating it was below the predetermined threshold of 0.05. Consequently, the null hypothesis (H_{03}) stating that organizational culture does not have a significant influence on the performance of five-star hotels in Maputo Province was rejected. With all other variables held constant, a one-unit increase in organizational culture results in a 0.713 increase in hotel performance. This finding aligns with research conducted by Joseph and Gaba (2020) which, highlights the importance of organizational culture in driving effective program implementation and overall organizational performance.

Effect of Technology Adaption on Hotel Performance

The relationship between technology adaptations and hotel performance was found to be significant, with a $\beta = 0.624$, $t = 0.670$, and a p-value of 0.036, which is below the predetermined threshold of 0.05. Consequently, the null hypothesis (H_{04}) stating that technology adaptations do not have a significant influence on the performance of five-star hotels in Maputo Province was rejected. Holding all other factors constant, a one-unit increase in the implementation of technological adaptations leads to a notable 0.624 enhancement in hotel performance. The regression analysis clearly demonstrated that each independent variable exerted a significant influence on performance, as evidenced by their p-values falling below the 0.05 threshold. Ali et al. (2020) emphasize the significance of management and the crucial role of individuals in successful implementation, aligning with the findings of this study. It is essential to provide appropriate compensation for strategy managers, and incentive programs should be tailored to align with the strategy, considering market dynamics and workplace culture.

4.7. Study Hypotheses

This investigation used multiple tests to evaluate the hypotheses, as shown in the table below.

Table 4.18*Hypothesis Test*

Variable	Hypothesis	Method of analysis	Interpretation
Strategic Leadership	H ₀₁ : No significant difference	Pearson Correlation Linear Regression	p < 0.05 reject null p > 0.05 fail to reject null
Employee Training and Development	H ₀₂ : No significant difference	Pearson Correlation Linear Regression	p < 0.05 reject null p > 0.05 fail to reject null
Organization Culture	H ₀₃ : No significant difference	Pearson Correlation Linear Regression	p < 0.05 reject null p > 0.05 fail to reject null
Technology Adaption	H ₀₄ : No significant difference	Pearson Correlation Linear Regression	p < 0.05 reject null p > 0.05 fail to reject null

Table 4.18 presents an analysis of four essential hotel variables: Strategic Leadership, Employee Training, Organizational Culture, and Technology Adaptation. The associated hypotheses (H₀₁, H₀₂, H₀₃, and H₀₄) propose that there is "no significant difference," indicating that these factors are not anticipated to affect hotel outcomes. The analysis employs two statistical techniques: Pearson Correlation and Linear Regression, both of which are commonly utilized in management and organizational studies to assess the relationships among variables (Anderson et al., 2021). Pearson Correlation is instrumental in identifying the strength and direction of linear relationships, whereas Linear Regression evaluates the influence of one or more independent variables on a dependent variable (Field, 2020). For each hypothesis, the p-value serves as a criterion for deciding whether to reject or retain the null hypothesis. As indicated in the table, a p-value below 0.05 results in the rejection of the null hypothesis, signifying a significant relationship between the independent and dependent variables. In contrast, a p-value exceeding 0.05 leads to a failure to reject the

null hypothesis, implying that the variables do not exert a significant influence on one another. These interpretations align with the statistical standards employed in hypothesis testing, as elaborated by Hair et al. (2019).

4.8. New Knowledge

The newly established knowledge section highlights the research's insights and contributions regarding how strategy implementation influences the performance of five-star hotels in Maputo Province.

4.8.1. Contributions to Existing Knowledge

Strategic Leadership Influence: This investigation confirms the vital role of strategic leadership in enhancing hotel performance. It builds on existing theories by demonstrating that effective strategic leaders not only set clear goals but also foster an environment that supports innovation and adaptability. This finding extends the work of Jaleha and Machuki (2018) who, emphasized the importance of leadership in strategy implementation.

Employee Training: The research emphasizes the essential function of employee training in enhancing performance. It supports earlier findings by Alfes and Ritz (2017) indicating that thorough training initiatives contribute to heightened employee productivity and customer satisfaction. The incorporation of recent insights from Baum et al. (2021) underscores the importance of digital training resources, which gained prominence during the COVID-19.

Organizational Culture: This study enriches the understanding of the influence of organizational culture on hotel performance. By synthesizing recent research from Lim and Rasul (2022) it offers a detailed perspective on how a culture characterized by recognition, innovation, and transparency can improve operational efficiency and financial results.

Technology Adoption: The research enhances the discourse on the significance of technology adoption within the hospitality industry. It builds on the findings of Mugenda and Mugenda (2003) by demonstrating how integrating modern technology solutions can streamline operations and improve customer service, particularly in the context of Maputo's hospitality industry.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1. Introduction

The fifth chapter offers a thorough overview of the summary, conclusions, and recommendations derived from the research findings, as well as interpretations of the study. Moreover, potential avenues for future research are proposed by the researcher. The chapter's conclusion delves into the influence of policies and practices arising from the study's results.

5.2. Summary of the Findings

Strategic Leadership

The primary objective of this research was to examine the influence of strategic leadership on the performance of five-star hotels located in Maputo Province, Mozambique. The findings indicate that effective strategic leadership plays a vital role in enhancing hotel performance. Leaders who exhibit a clear vision, decisiveness, and adaptability positively affect both operational efficiency and financial results. This conclusion aligns with the research conducted by Dipboye et al. (2018) which, highlights the significance of strategic leadership in fostering organizational success and competitive advantage within the hospitality industry. The correlation coefficient calculated between strategic leadership and performance was 0.089, demonstrating statistical significance at a p-value of 0.05.

Employee training

The study revealed that a constructive and supportive approach to employee training significantly influences hotel performance. Elevated levels of employee engagement were linked to enhanced hotel performance, including increased guest satisfaction and improved operational efficiency. This observation aligns with the findings of Macey

and Schneider (2022) who, emphasize the critical role of employee engagement in improving service quality and organizational outcomes in the hospitality sector. The correlation coefficient between employee engagement and hotel performance was 0.680, with a significance level of 0.03.

Organizational Culture

The research underscored that a positive and supportive organizational culture has a significant effect on hotel performance. Hotels characterized by strong, adaptive cultures that foster employee satisfaction and collaboration reported superior performance metrics. This supports the assertions made by Cameron and Quinn (2020) who contend that organizational culture is a key determinant of business performance, especially in service-oriented sectors such as hospitality. This is further corroborated by a robust correlation coefficient of 0.797 between organizational culture and performance, which was statistically significant at a p-value of 0.05.

Technology adaption

The research indicated that the integration and effective application of technology are essential for enhancing hotel performance. Investments in technology that optimize operations and improve guest experiences were associated with superior financial outcomes and a stronger competitive stance. This assertion is corroborated by the work of Buhalis and Law (2022) who emphasize the influence of technological advancements on operational efficiency and service quality within the hospitality sector. The results demonstrated a significant correlation between organizational performance and technology, with a correlation coefficient of 0.482, which was statistically significant at a p-value of 0.05.

5.3. Significance of the Study

This research addresses a notable gap in the current literature by offering empirical insights into the specific factors that drive strategy implementation in the hospitality industry of Maputo. It provides actionable recommendations for industry stakeholders, such as hotel managers and policymakers, on enhancing organizational performance through focused strategic initiatives. By concentrating on the distinctive context of Maputo Province, this study contributes essential knowledge that can be relevant to other emerging markets.

5.4. Conclusion of the Study

Strategic Leadership and Hotel performance

The primary objective of this research was to assess the influence of strategic leadership on hotel performance. Effective leaders not only establish clear goals but also foster innovation and adaptability within their organizations. This finding underscores the importance for five-star hotels to invest in cultivating robust leadership skills to achieve strategic success.

Employee Training and engagement and Hotel Performance

The secondary objective of the study was to demonstrate how employee training affect hotel performance. Comprehensive training programs are essential for improving employee productivity and enhancing customer satisfaction. The research illustrates that well-designed training initiatives, including the use of digital tools, are vital for equipping employees with the necessary skills to thrive in a competitive environment.

Organizational Culture and Hotel Performance

The third aim of the study was to investigate the effect of organizational culture on hotel performance in Maputo, Mozambique. A positive organizational culture, characterized by recognition, innovation, and transparency, is crucial for enhancing

performance. The findings indicate that nurturing such a culture results in improved employee morale, superior customer service, and increased financial success.

Technology Adaption and Hotel Performance

The fourth objective of this study was to illustrate the influence of technology adaptations on the performance of hotels. The integration and adoption of contemporary technology are crucial for sustaining a competitive edge within the hospitality sector. The findings of the research indicate that technological innovations not only optimize operational processes but also improve customer satisfaction, thereby underscoring the importance of ongoing technology integration.

5.5. Recommendations

5.5.1 Recommendations on Research Findings

CEO, Strategic Leaders - Foster Strategic Leadership Development

Chief Executive Officers and strategic leaders ought to emphasize the importance of leadership development initiatives that foster adaptability, innovation, and forward-thinking methodologies. Such programs are essential for aligning strategic objectives with market requirements, thereby facilitating more effective decision-making and optimal resource distribution. Collaborating with local universities and international educational institutions to establish executive leadership programs can significantly enhance leaders' capabilities to address the specific challenges faced by the hospitality sector in Mozambique. Furthermore, it is imperative for CEOs and financial executives to secure sufficient funding for strategic endeavors, including expansion initiatives and the integration of sustainable technologies. This can be accomplished by forming alliances with local financial institutions and global investors, leveraging governmental incentives for hospitality investments, and enhancing transparency in financial disclosure.

Relationship and operations managers - Promote a Collaborative Organizational Culture and Invest in Employee Training and Development

On fostering a collaborative organizational culture and investing in employee training and development. Strengthening interdepartmental cooperation is vital, as a culture that values engagement and recognition among staff at all levels enhances teamwork, improves internal communication, and drives collective efforts toward achieving strategic goals. Implementing regular team-building activities and establishing open lines of communication will help bridge the divide between management and frontline employees, fostering a unified vision. In addition, five-star hotels must consistently invest in training programs aimed at enhancing staff competencies in customer service, technological adaptation, and best practices in hospitality. Targeted employee development strategies, such as cross-training personnel across various functions, will increase operational flexibility, elevate service quality, and enhance employee satisfaction. Relationship managers should take the lead in these training initiatives conducting regular performance reviews and identifying skills gaps.

IT manager - Leverage Technological Innovations

IT managers ought to prioritize the integration of advanced technologies, including property management systems (PMS), customer relationship management (CRM) tools, and data analytics platforms, to enhance hotel operations and elevate customer experiences. The adoption of such technologies can facilitate more efficient booking processes, boost guest satisfaction, and increase overall operational effectiveness. It is crucial to provide adequate training and support for staff in utilizing these systems to ensure successful implementation.

Enhance Customer Experience

All levels of management, from operations managers to CEOs, must prioritize the continuous enhancement of the guest experience by actively seeking feedback, providing personalized services, and upholding exceptional standards of hospitality. Customer satisfaction should be central to every strategic initiative, as it significantly influences market share, brand reputation, and profitability. The introduction of loyalty programs and the customization of services to meet the needs of both local and international guests can strengthen long-term customer relationships.

Five Star Hotels - Encourage Innovation and Creativity

Hotels should cultivate an atmosphere that encourages creativity and innovation among their employees, empowering them to propose enhancements in processes, services, and products. This strategy will not only improve the hotel's competitive position but also foster employee engagement and morale. Managers should implement regular innovation workshops and recognize employees for their contributions of innovative ideas that align with the hotel's strategic objectives.

5.5.2 Implications for Practice

Five-star hotels in Maputo should invest in developing strategic leadership capabilities by training leaders to drive innovation and manage change effectively, ensuring that strategic initiatives are well-executed and aligned with organizational goals. Additionally, hotels should focus on creating comprehensive training programs that incorporate both traditional and digital methods to equip employees with essential skills and adapt to emerging challenges. Cultivating a positive organizational culture that emphasizes recognition, continuous improvement, and ethical behavior is also crucial, as it enhances employee morale and contributes to better customer experiences and overall success. Furthermore, embracing technological advancements and integrating

them into daily operations can provide a competitive edge; hotels should continually assess and implement new technologies to stay ahead in the market and meet evolving customer expectations.

5.6. Suggestions for Future Research

Subsequent investigations may expand upon the insights derived from this study to further enrich the understanding of how strategy implementation drivers influence the performance of five-star hotels, as detailed in the research. The analysis indicated that these drivers were responsible for 89.8% of the variations observed in hotel performance. This study specifically examined the effects of strategy implementation drivers on hotel performance within Maputo Province. Future research could consider a broader range of hotels, including those located in Maputo City and areas outside of Maputo Province. The findings highlighted that strategic leadership, employee training and engagement, organizational culture, and technological adaptations were significant contributors to the 89.8% variance in hotel performance, leaving 10.2% unexplained. Consequently, it is advisable for future studies to explore additional factors that were not covered in this investigation.

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APPENDICIES

Appendix I: Introduction Letter

Celia A. Boane

Kenya Methodist University
Department of Business Administration
P.O. BOX 267-60200,
Nairobi – KENYA

REF: A Questionnaire on Influence of Strategy Implementation Drivers on the Performance of Five Star Hotels in Maputo Province, Mozambique.

Dear Participant,

My name is Celia Boane, and I am currently pursuing a Master of Business Administration degree at Kenya Methodist University. My research focuses on examining how strategy implementation drivers influences the performance of five-star hotels in Maputo Province, Mozambique.

Your honest and thoughtful responses to the questions in this study are essential for its success. They will help various government sectors and stakeholders, including those within the hospitality industry, make informed decisions that will support the sector's growth in Mozambique. I kindly request that you carefully select the appropriate options and provide brief statements where necessary. Your sincere answers are crucial to the effectiveness of this research.

Please rest assured that all information you provide will be kept strictly confidential.

Participation in this study is entirely voluntary.

Thank you for contributing to this important research. May you be abundantly blessed.

Sincerely,

Celia Boane

Appendix II: Questionnaire

Section A: Demographics

INSTRUCTIONS

Please tick (✓) in the boxes provided

1. Title of the respondent

CEO [] Relationship manager [] Operation Manager []
IT manager [] Strategic Manager []

2. Gender

Male [] Female []

3. Age

Below 21 years [] 21-30 years [] 31-40 years []
31-40 years [] 41-50 years [] 41-50 years [] above 50 years []

4. Working Experience

Below 2 years [] 2-5 years []
6-10 years [] above 10 years []

5. Level of education

Certificate [] Diploma []
Degree [] Masters [] PhD []

6. Number of employees in the organization

Less than 20 []
20- 30 employees []
30-40 employees []
40- 50 employees []
50 and above employees []

Section B: Strategy Implementation Drivers on Performance of Five Star Hotels

Part A: Strategic Leadership

7. Indicate your level of agreement or disagreement with the following statements relating to the effect of strategic leadership and performance of five star hotels in Maputo Province (scale 5= **strongly agree**, 4= **Agree**, 3 = **moderately agree**, 2= **Disagree**, 1 = **strongly disagree**)

Strategic leadership	SD 1	D 2	N 3	A 4	SA 5
Our decision-making procedures within either the departmental hierarchy or upper management have an influence on the operational performance of hospitality enterprises.					
We provide financial assistance to enhance the implementation of strategies, which is vital for enhancing performance.					
We are accountable for crafting an ambitious and motivating vision that will instill excitement in all employees through a genuine and consistent dedication.					
chief executive together with key managers have skills, personalities, education, and experience to execute the strategy					
We offer encouragement to boost personnel health					
We offer employees novel perspectives on intricate or challenging matters.					

What barriers, if any, does your hotel face in embracing strategic leadership implementation driver? Briefly explain.

.....

Part C: Employee Training

8. Indicate your level of agreement or disagreement with the following statements relating to the effect of employee training and performance of Hotels (scale 5= **strongly agree**, 4= **Agree**, 3 = **moderately agree**, 2= **Disagree**, 1 = **strongly disagree**)

Employee training	SD 1	D 2	N 3	A 4	SA 5
Our hotel boasts impartial staff recruitment and placement methods					

Our hotel features meticulously crafted systems for staff rewards, remuneration, and promotions					
Our hotel consistently hires individuals with suitable skills and experience.					
Timely performance assessments and appraisals are conducted.					
Employees' individual requirements are frequently addressed.					
Employee possess diverse skill sets to accomplish tasks efficiently.					

What barriers, if any, does your hotel face in embracing employee training implementation driver? Briefly explain.

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D: Organization Culture

9. Indicate your level of agreement or disagreement with the following statements relating to the organizational culture and performance of hotels (**scale 5= strongly agree, 4= Agree, 3 = moderately agree, 2= Disagree, 1 = strongly disagree**)

Organizational culture	SD	D	N	A	SA
	1	2	3	4	5
Our work environment is well-coordinated and organized and is governed by formal regulations and protocols (Hierarchical).					
Our department fosters an atmosphere that appreciates novelty, creativity, and strategic risk-taking. (Adhocracy)					
Our department is committed to being efficient, effective, and delivering superior service to customers. (Market)					
There is collaboration, faithfulness, confidence, and assistance among the employees in our department. (Clan).					
Reduced diversity can result from enhanced uniformity, potentially stifling creativity.					
A large amount of resource flexibility is necessary for implementing and sustaining a shared understanding within an organization.					

What barriers, if any, does your hotel face in embracing organization culture implementation driver? Briefly explain.

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.....
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Part E: Techonogical Adaptions

10. Indicate your level of agreement or disagreement with the following statements relating to the technology and performance of hotels (**scale 5= strongly agree, 4= Agree, 3 = moderately agree, 2= Disagree, 1 = strongly disagree**)

Technology	SD 1	D 2	N 3	A 4	SA 5
Our hotel is at the forefront of our industry in setting technology standards.					
Our hotel excel in adopting competitive and efficient technological approaches.					
Our hotel is proficiency in utilizing emerging tools to address challenges showcases our adeptness.					
Our hotel excels in utilizing cutting-edge tools to address issues.					
Across various domains, our hotel possesses advanced technical expertise.					
The existing technological infrastructure has significantly facilitated the implementation of strategies and enhancement of our hotels' performance.					

What barriers, if any, does your hotel face in embracing technology adaption implementation driver? Briefly explain.

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.....
.....

Part F: Hotels Performance

Indicate your level of agreement or disagreement with the following statements relating to your hotel performance (**scale 5= strongly agree, 4= Agree, 3 = moderately agree, 2= Disagree, 1 = strongly disagree**)

Five Star Hotels Perfomance	SD 1	D 2	N 3	A 4	SA 5
Capability of the executives to foster and stimulate collaboration among staff members is a measure of hotel success.					
Few complaints indicate customer contentment.					
Provision of necessary services is an indicator of customer happiness, which subsequently leads to surpassing competitors in the hospitality sector.					

Staff members are not let down by the adjustment of our work approaches in response to novel data.					
The duration it takes to attend to customers reflects efficiency and proficiency.					
Employee skills in addressing customer inquiries is a sign of company (hotel) success.					

In your own opinion, did the COVID- 19 influenced hotel performance? Take reference to your hotel.

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

Thanks you for your Cooperation

Appendix III: List of the Hotels of the Study

S/N	Hotels	Region
1	Polana Serena hotel	Maputo
2	Radisson Blue Hotel	Maputo
3	Hotel Vip Grand Maputo	Maputo
4	Afrin prestige	Maputo
5	Hotel Avenida	Maputo
6	Bongavila	Maputo
7	Ecolux Mozambique	Maputo
8	Afrin Prestihe Hptel	Maputo
9	White Garden Hotel	Maputo
10	Parque dos continuadores Hotel	Maputo

Source: Mozambique Association of Hotelkeeper

Appendix IV: Introduction Letter from Kemu



KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya

Fax: 254-64-30162

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

Email: deanrd@kemu.ac.ke

DIRECTORATE OF POSTGRADUATE STUDIES

Our Ref: KeMU/NACOSTI/BU'S/16/2024

May 17, 2024

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

Dear Sir/Madam,

RE: CELIA ANTONIO BOANE (REG. NO. BUS-3-2926-3/2023)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's Degree in Business Administration. She is conducting research on; "The Influence of Strategy Implementation Drivers on the Performance of Hospitality Companies in Maputo Province, Mozambique".

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

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

Any assistance accorded to her will be highly appreciated.

Yours sincerely,

[Signature]

Dr. John M. Muchiri (PhD)

Dean, Postgraduate Studies

Cc: Dean, KeBS

CoD, Business Administration

Postgraduate Coordinator - BA

Supervisors

Appendix V: Letter from the Hotel

Polana Serena Hotel
Avenida Julious Nyerere - 1380
Maputo/ Mozambique
polana@serenahotels.com
+258 21 241 700/+25884 212 6520
19 May 2024

Kenya Methodist University
P.O.Box 30623-00100
Nairobi, Kenya

RE: CONFIRMATION OF DATA COLLECTION

Dear Kenya Methodist University,

I am writing to confirm that I, **Rosina Paulo Machoe, the Strategic Manager of Polana Serena Hotel**, have been interviewed by **Ms. Celia Boane** regarding the influence of strategic implementation drivers on the performance of hospitality companies in Maputo. During the interview, Ms. Celia Boane asked me about the book for customers' queries, and inquired about our company's profit.

I can confirm that I informed Ms. Celia Boane that our company has experienced good profit margins in recent years. We have implemented various strategic drivers to improve our performance in the hospitality industry, and these efforts have resulted in positive outcomes for our company.

I appreciated the opportunity to share insights and information with Ms. Celia Boane during the interview, and I hope that my responses have provided valuable information Ms. Boane's research. If you require any further information or clarification, please do not hesitate to contact me.

I would like to thank Ms. Boane for considering Polana Serena Hotel as part of her research, and I wish her all the best with her studies.

Sincerely,

Rosina Paulo Machoe
Strategic Manager, Polana Serena Hotel

Rosina Machoe
19.05.2024


SERENA HOTELS
SAFARI LODGES AND CAMPS
HOTELS • RESORTS


Appendix V: Nacosti Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 745548	Date of Issue: 31/May/2024
RESEARCH LICENSE	
	
This is to Certify that Miss.. Celia Antonio Boane of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: THE INFLUENCE OF SRATEGY IMPLEMENTATION DRIVERS ON THE PERFORMANCE OF HOSPITALITY COMPANIES IN MAPUTO PROVINCE, MOZAMBIQUE for the period ending : 31/May/2025.	
License No: NACOSTI/P/24/36152	
745548 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code	
	
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