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ORGANIZATIONAL RESTRUCTURING AS A TURNAROUND STRATEGY ON PERFORMANCE OF FOUR-STAR RATED HOTELS IN COAST REGION, KENYA

Benjamin Nzomo Mwikya, Darius Oloo Otieno, Matata Kilungu, Scholastica Nkirote Ratanya
School of Business, Technical University of Mombasa, Kenya
Correspondence Author's Email: benjammwikya@gmail.com

Abstract

Globally, the hospitality industry is confronted by a multitude of challenges arising from the complexities of globalization, technological shifts, and the evolving preferences of consumers, leading to poor sales, productivity, and market share. This study explores the influence of organizational restructuring on four-star hotels in Kenya's coast region. Anchored in Contingency Theory, the study adopts a descriptive design targeting 319 managers. Using stratified random selection, 177 respondents form the sample. Data collected through drop-and-pick questionnaires undergoes correlation and Simple Linear regression analysis. Findings indicate a weak, positive linear relationship (R=0.149) between hotel performance and organizational restructuring. The model suggests only 2.2% of the dependent variable variation is directly influenced by the contingent variable (R2=0.022). This implies a minimal impact of the studied factor on hotel performance. Policy implications emphasize targeted support for organizational restructuring, recognizing its limited direct impact, and promoting complementary measures for sustained improvement in hotel performance.

Keywords: *four-star rated hotels, organizational restructuring, performance, turnaround strategies*

Introduction

In response to complex environmental challenges, hotels are implementing strategic turnaround plans to address operational inefficiencies and capitalize on emerging opportunities (Sima, 2020). Regional dynamics, influenced by economic conditions, cultural subtleties, and legal frameworks, add complexity to hotel management (Ramesh, 2023). Local factors such as seasonality, community events, and collaborations with neighboring businesses impact grassroots performance, requiring nuanced strategies aligned with community preferences (Perkins & Khoo-Lattimore, 2020).

Successful strategic management involves recognizing and adapting to global changes, with effective turnaround focusing on reversing performance decline (Askarova, 2021). High-tech enterprises facing external crises adopt various strategies, emphasizing managerial awareness, adaptability, strategic alignment, creativity, R&D investment, and sales initiatives (Goswami, 2022). Turnaround strategies for crises, both internal and external, require diverse approaches, including employee incentives, customer-centric strategies, effective communication, and external collaboration (Jeyasingh, 2023).

The African continent experiences economic growth, leading to increased demand for high-quality lodging. However, organizations face challenges requiring swift action for recovery (Abrego, et al., 2020). Despite extensive research on turnaround strategies since the late 1970s, there is limited focus on the hotel industry in Africa (Nyatsumba & David Pooe, 2023). Existing studies often concentrate on organizational performance implications, with some exceptions exploring specific strategies in South Africa (Vermooten, 2020; Kumalo & Scheepers, 2021).

Kenya's diverse lodging options, including hotels and game lodges, have actively adopted turnaround strategies for international recognition and conformity to benchmarks (Rather, Tehseen, & Parrey, 2018). The National Tourism Strategy (2014) links a hotel's success to its room capacity, and Kenya has the second-highest number of hotel rooms in Africa after South Africa. However, the vulnerability of the hotel business to adversities like electoral violence, pandemics, and terrorism is acknowledged (Mensah, 2022).

Nduta and Deya (2020) conducted a study revealing the successful application of turnaround strategies among enterprises. The findings underscore the need for further research to identify challenges hindering implementation. Simultaneously, Mutavi and Gichinga (2019) investigation highlights that hotels facing financial strain prefer operational reconfiguration and organizational restructuring over bankruptcy. This strategic shift leads to enhanced efficiency and improved decision-making. The importance of service innovation for customer retention and attraction is emphasized in both studies. Additionally, Mwikya and Khamah's 2020 research accentuates the significance of strategic repositioning and a robust governance framework for successful turnaround initiatives, acknowledging the substantial time and financial investments required.

The hospitality industry has witnessed a profound transformation with technological advancements, reshaping business operations. Platforms like Airbnb, as highlighted by Coita and Ban (2023), have revolutionized lodging options, emphasizing sustainability and providing diverse choices to consumers. The COVID-19 pandemic has accelerated changes in the hospitality industry, prompting hotels to re-evaluate their designs and incorporate technology for unique guest experiences, as noted by Li, Zhou, and Huang (2023).

Turnaround strategies, explored by Nyagiloh and Kilika (2020), encompass a variety of approaches and decisions aimed at restoring struggling organizations to solvency and fostering growth. The concept of turnaround strategies has a history of over four decades, initially developing in the 1980s and gaining momentum in the third wave of research after the bankruptcy of Lehman Brothers, emphasizing the importance of effective implementation (Lioudis, 2019). The current era of research in this field responds to ongoing disruptions in organizations, driven by accelerated change and systemic crises (Castello and Roger (2022).

An analysis of existing literature reveals research gaps in the field of turnaround strategies. Conceptual gaps suggest exploring intersections with leadership and considering cross-cultural differences, as proposed by Alanazi (2022), Ghasemy, Elwood, and Scott (2022), Kumalo and Scheepers (2021), and Sengupta (2021). Studies focusing on turnaround within an entrepreneurship context, as noted by Ebere and Onuoha (2022) and Reger (2017), underscore the need to broaden the scope for universal applicability. Methodological gaps, identified by Mwikya and Khamah (2020) and Oduor et al. (2021), arise from limitations in research methods such as case studies, qualitative research, and interviews. Contextual gaps, highlighted by Mutavi and Gichinga (2019), relate to challenges in generalizing findings to diverse contexts, emphasizing the complexity of the subject. Furthermore, the research provides a unique opportunity to identify organizational restructuring as a particularly effective turnaround strategy for enhancing the performance of four-star-rated hotels in the coastal region of Kenya.

Objective of the Study/Research Hypothesis

To establish the influence of organizational restructuring on performance of four-star-rated hotels in the Coast region of Kenya.

H_{01}: There is no significant influence of organizational restructuring strategy on the performance of four-star-rated hotels in the Coast region of Kenya.

Conceptual framework

The relationship between organizational strategy and Turnaround Strategy on performance of Four-Star-Rated Hotels in Coast Region, Kenya as shown in figure 1.

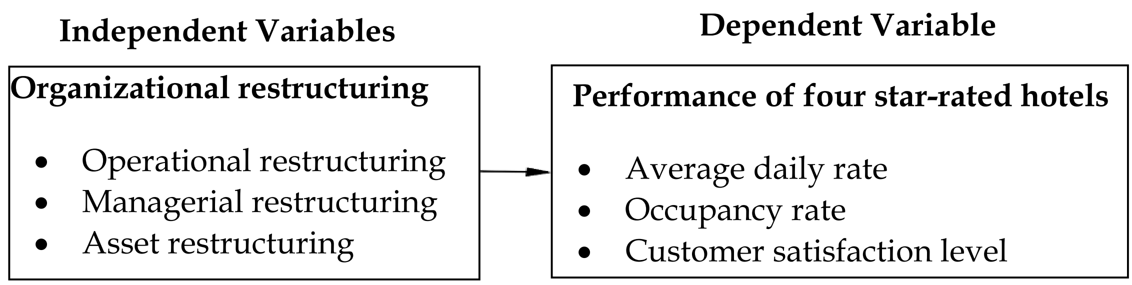

Figure 1: Conceptual Framework

Literature Review

Theoretical framework

Fred Fiedler's groundbreaking Contingency Theory, originating in 1964, remains a bedrock in organizational management, evolving through contributions from scholars like (Ifeoma, 2020). This theory posits that there is no universally optimal organizational approach; instead, effectiveness hinges on specific circumstances, a concept continually refined by various scholars (Spasojevic & Mihajlovic, 2023).

Within the hotel industry, variables such as competition intensity, economic factors, and local regulations significantly mold strategic choices (Liu & Hu, 2022). Turnaround strategies take center stage in hotels, guiding them through business cycles, economic shifts, and global events (Omar, 2021). Tailoring these strategies to address specific challenges is paramount, encompassing cost reduction, process optimization, flexible pricing, customer service enhancements, and technology adoption to meet evolving consumer preferences.

Contingency theory advocates for the customization of organizational structures during challenging periods. Creating cross-functional teams is championed for fostering innovation and flexibility (Schmitt, Raub, Schmid, & Harrigan, 2019). Cost efficiency strategies should align with the particular financial constraints of the hotel (Haldorai, Kim, & Garcia, 2022), while marketing strategies should be intricately woven into the external environment and customer needs. Organizational learning is pivotal in these processes, emphasizing the theory's practical application in addressing unique organizational challenges, especially in the dynamic context of the hotel industry where adaptability and responsiveness are paramount for sustained success.

Empirical literature

In the dynamic corporate landscape, the imperative of effective turnaround strategies for a company's survival is emphasized (Malinao & Ebi, 2022). This empirical review consolidates insights from various investigations and scrutinizes the literature on turnaround strategies, aiming to offer valuable recommendations for struggling businesses (Iqbal, 2022). Wandera's study (2019) notes varying success in turnaround initiatives for Kenya's state-owned sugar firms, emphasizing the effectiveness of reorganization and realignment over diversification and modernization. Mutavi and Gichinga (2019) found that hotel performance improved through debt payment review, internal operations reconfiguration, and structural reorganization, spurred by new market entrants encouraging innovation and technology adoption.

Another study by Muturi and Odollo (2019) establishes a positive relationship between organizational performance and restructuring strategy, while (Bhattacharyya & Malik, 2020) emphasize ICT's role in understanding turnaround strategies. ICT aids researchers in studying turnaround stages, and managers in identifying issues, selecting interventions, and enhancing operational and strategic aspects for successful implementation, ultimately improving organizational performance.

Organizational restructuring involves modifying reporting structures, business units, and hierarchy for efficiency, adapting to market changes, and addressing internal challenges (Puthusserry et al., 2022). In hotels, restructuring profoundly impacts operations, management, and structure, influencing guest experience, financial outcomes, efficiency, and employee morale (Sila, 2020). Evaluating hotel success relies on criteria like room rate, occupancy rate, and cost per occupied room (DeFranco, Koh, & Love, 2022). Restructuring strategies enhance efficiency and profitability through operational, managerial, and asset restructuring (Abdi & Mang'ana, 2022). Immaculate and Kiiru's study (2022) shows that reducing management layers enhances communication and decision-making, and Li et al. (2019) find equity transfer and asset restructuring raise the probability of performance improvement. Rico, Pandit, and Puig (2021) stress asset cost optimization involving reductions in research, marketing receivables, inventory, and product pruning. Operational restructuring in hotels involves strategic changes to standard procedures to identify and rectify inefficiencies while ensuring customer satisfaction (Jones Sr, 2021). To drive improvement, hotels can expand outreach, introduce innovative products, adjust pricing, and integrate technology in operations, guest services, and reservation management (Bilgihan & Ricci, 2023).

Wandera's (2019) study involved a study with 406 managers, selecting 197 respondents randomly. While the study hinted at the use of stratified random sampling, there is a need for a more robust defense of the sample size's appropriateness and representativeness, enabling more meaningful judgments. Enhancing the study's methodological rigor entails a comprehensive discussion of the justification for the sample size, its adequacy, and potential constraints associated with sampling in organizational research. Mutavi and Gichinga (2019) reported that hotels restructured their internal operations, reorganized their organizational structures, and sought an extension of loan payment conditions but did not provide a clear definition of organizational performance. Additionally, their claim that new market entrants facilitated the discovery and utilization of innovative techniques lacks supporting examples or evidence. The study by Muturi and Odollo (2019) addresses a significant issue but contains several oversights that undermine its generalizability and reliability. The study's foundation is weakened by ambiguity surrounding sample selection, data collection techniques, and the measurement of turnaround strategies. Moreover, its applicability is constrained by a narrow emphasis on financial performance metrics, limited comparability, and inadequate consideration of contextual factors. Addressing these limitations in future research is imperative to offer more reliable insights into turnaround strategies and their impact on bank performance.

Research Methodology

The study adopted a descriptive research design. It was conducted in the coastal region of Kenya among four-star-rated hotels. The respondents to the research consisted of 319 participants, including the CEO and deputy CEO, departmental managers, and supervisors from the thirteen (13) four-star hotels operating along Kenya's coastline.

A stratified random sampling was used in the course of the research. The top, middle, and lower management levels of the thirteen (13) four-star hotels were used in this study. Finally, a proportionate stratified sampling was conducted, with the strata being the Chief Executive Officer (CEO), Deputy Chief Executive Officer (CEO), departmental managers, and supervisors. As a result, the population of managers at the chosen hotels totals 319, from which 177 samples were drawn for the study. Furthermore, the methodology for determining the sample size was based on Adam, (2020). Adam's method incorporates a modification of Yamane's (1967) technique, making it suitable for calculating the ideal sample size for both continuous and categorical variables across various confidence levels. The equation developed by Adam was utilized to determine the sample size for this study.

$n = N \div (1 + Ne)^2$

That is:

n = sample size.

N = the entire target population.

e = degree of precision or mistake in sampling = 0.05.

In this case, the sample size was,

$$n = \frac{319}{1 + 319(0.05)^2}$$

n = 177 respondents from three managerial levels from 13 four-star rated hotels.

Table 1: Sample Size

Strata	Population Size	Sample Size
CEO	13	8
Deputy CEO	6	3
Departmental Managers	101	56
Supervisors	199	110
Total	**319**	**177**

Source: Researchers, (2023)

In analysing the data, and in order to test the hypothesis a linear regression model was employed to determine the level of organizational restructuring as a turnaround strategy on performance of four-star hotels in the coast region of Kenya. The model was represented the formula:

$y=f\ (\beta 0, + \beta_1 X_1 + \varepsilon)$

Where:

y = Four-Star-Rated Hotel Performance (Dependent Variable)

β_0 = Constant Variable

β_1, = Regression coefficients

X_1 = Organization restructuring

ε = Error term

Results and Discussion

The descriptive results in table 2 revealed that study respondents showed a general agreement with the implementation of organizational restructuring strategy in their hotels, with an overall mean score of 3.85. Similarly, all of the sub-variables that were used to assess for organizational restructuring strategy also yielded general agreement levels. Specifically, the study respondents generally confirmed their being operational restructuring (mean score= 3.92), asset restructuring (mean score= 3.92), and managerial restructuring (mean score= 3.71). Such general agreeability among the study respondents was also supported by the respondents' positive confirmation of every statement used to assess for organizational restructuring strategy. Table 4.15 captures a detailed outlook of these descriptive outcomes.

Table 2: Organizational Restructuring Strategy

	Mean	Std. Dev.
Our hotel has recently undergone operational restructuring (significant changes to the operational aspects) to improve performance	4.07	.634
The operational restructuring has led to streamlined processes and improved performance	3.91	.673
The operational restructuring has resulted in enhanced guest satisfaction and improved performance	3.87	.718
Overall, the operational restructuring has positioned our hotel for long-term success and performance	3.84	.740
Managers have received training and development opportunities to enhance their leadership skills and competencies for enhanced performance.	3.74	.936
There is a strong sense of collaboration and teamwork among managers in achieving organizational goals and performance.	3.76	.914
Performance evaluation and reward systems have been revised to align with the new managerial structure and objectives for enhanced performance	3.64	1.073
There are effective communication and feedback channels between managers and their subordinates for enhanced performance.	3.71	1.004
Our hotel has identified and acquired assets that align with its strategic objectives and offer growth potential for enhanced performance.	3.93	.674
Our hotel has successfully repositioned certain assets within its portfolio to enhance their value and appeal for enhanced performance	3.90	.719
Our hotel has disposed of underperforming or non-strategic assets to optimize its asset portfolio for enhanced performance.	3.94	.714
Our hotel has effectively communicated the purpose and benefits of the asset restructuring approach to stakeholders to enhance performance.	3.89	.793
Overall Mean		**3.85**

Performance of four star rated hotels

From table 3, the study respondents showed a general agreement with the performance in their hotels, with an overall mean score of 4.04. Similarly, all of the sub-variables that were used to assess for organizational learning strategy also yielded general agreement levels. Specifically, the study respondents generally confirmed their positive customer satisfaction (mean score 4.08), average daily rate (mean score 4.06), and occupancy rate (mean score 3.97). Such general agreeability among the study respondents was also supported by the respondents' positive confirmation of every statement used to assess. Table 2 captures a detailed outlook of these descriptive outcomes.

Organizational Restructuring Strategy produced a t-value of 0.440, notably below the critical threshold of 1.96 ($|t|<1.96$). This indicated a reduced confidence in this variable's coefficient as a predictor within the model.

Furthermore, Organizational Restructuring Strategy exhibited the lowest Beta coefficient among all the predictor variables ($\beta = 0.019$). This lower Beta coefficient suggests that this factor had comparatively less influence on the outcome, implying it was the least impactful variable in relation to Hotel Performance.

Consequently, based on these findings, the hypothesis was accepted. This led to the conclusion that, within this analysis, Organizational Restructuring Strategy did not exert a statistically significant effect on Hotel Performance.

Table 3 Performance of Four-star –Hated Hotels

	Mean	**Std. Dev.**
The Average daily rate in our hotel during the 2021 to 2022 period was significantly higher during the weekdays	4.15	.615
The Average daily rate in our hotel during the 2021 to 2022 period was significantly high during the weekends.	4.05	.657
The Average daily rate in our hotel during the 2021 to 2022 period was significantly high during the holidays	3.99	.739
The occupancy rate in our hotel during the 2021 to 2022 period was significantly higher during weekdays	3.97	.711
The occupancy rate in our hotel during the 2021 to 2022 period was significantly higher during weekends	3.92	.762
The occupancy rate in our hotel during the 2021 to 2022 period was significantly high during holidays.	4.03	.692
Our hotel's overall performance has a direct impact on customer satisfaction to improve performance	4.13	.686
In our hotel Customer input is actively sought out and leveraged to boost organizational effectiveness.	4.09	.673
In our hotel, there is a significant link between organizational effectiveness and client happiness, which helps to improve performance.	4.01	.658
Overall Mean		4.04

Table 4: Hypothesis Test Results

Hypothesis	Beta	t-value	Alpha	Result
H_01 Operational restructuring strategy has no significant effect on hotel performance.	0.019	0.440	0.661	Fail to reject

H_01 There is no significant influence of organizational restructuring strategy on the performance of four star-rated hotels in the coastal region of Kenya

The results for influence of Organizational Restructuring as a Turnaround Strategy on Performance of Four-Star-Rated Hotels unveiled that the respondents in the study generally agreed on the implementation of organizational restructuring strategies within their hotels. This result was in agreement with Sila (2020) who argued that restructuring influences operations, management, and structure, profoundly affecting the guest experience, financial outcomes, operational efficiency, and employee morale. The results were supported by Abdi & Mang'ana (2022) who said that restructuring strategies, including operational, managerial, and asset restructuring, are employed to enhance efficiency and profitability. However, organizational restructuring strategy (ORS) failed to exhibit a significant correlation with hotel performance. Ultimately, the analysis led to accepting the respective null hypothesis, concluding that the organizational restructuring strategy did not exert a significant effect on the performance of four-star-rated hotels in the Coastal region of Kenya.

Organizational restructuring strategy

The regression analysis results in table 5, a weak, positive linear relationship existed between hotel performance and organizational restructuring strategy (R=0.149). Furthermore, the model indicated that approximately 2.2% of the variation in the dependent variable could be directly accounted for by variations in the contingent variable (R^2= 0.022). This means that an unsubstantial amount of change observed in Hotel Performance was explained by the variations in this specific factor under scrutiny.

Table 5: Model Summary for Organizational Restructuring Strategy and Hotel Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.149[a]	.022	.002	.30527

a. Predictors: (Constant), Operational Restructuring Strategy, Managerial Restructuring Strategy, Asset Restructuring Strategy
b. Dependent Variables: Hotel Performance

Subsequently, the ANOVA results as captured in table 6 revealed that this regression model was not significant. The model yielded a p-value that surpassed the 0.05 threshold score (p-value= 0.347). Besides, the F-score of 1.110 suggested that there was an insignificant difference between the variables being compared.

Table 6. ANOVA Results for Organizational Restructuring Strategy and Hotel Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.310	3	.103	1.110	.347[b]
Residual	13.699	147	.093		
Total	14.009	150			

a. Dependent Variables: Hotel Performance
b. Predictors: (Constant), Operational Restructuring Strategy, Managerial Restructuring Strategy, Asset Restructuring Strategy

Lastly, the regression coefficients results captured the individual influence of each sub-variable of Organizational Restructuring Strategy on Hotel Performance. The specific sub-variables under study included operational restructuring strategy, managerial restructuring strategy, and asset restructuring strategy. Table 7 captured the detailed results of the regression coefficients. Notably, none of the sub-variables were found to have a significant influence on the dependent variable. Each of the sub-variables were found to be insignificant at a 95% confidence interval (p-value> 0.05).

Table 7: Regression Coefficients for Organizational Restructuring Strategy

Model	Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
(Constant)	3.908	.236		16.537	.000	3.441	4.375
meanOR	-.086	.074	-.131	-1.169	.244	-.231	.059
MeanMR	.029	.031	.076	.920	.359	-.033	.090
meanAR	.092	.063	.164	1.447	.150	-.034	.217

a. Dependent Variables: Hotel Performance
b. Predictors: (Constant), Operational Restructuring Strategy, Managerial Restructuring Strategy, Asset Restructuring Strategy

Bearing in mind the results of the regression coefficient, there was no suitable model to capture the influence of organizational restructuring strategy on hotel performance.

Conclusion and Recommendation

Based on the study findings, it is clear that organization restructuring as a turnaround strategy does influence performance of the four-star-rated hotels to a very weak extent. This therefore, connotes that there is no significant relationship between organizational restructuring as a turnaround strategy and performance of four-star-rated hotels in the Coast region of Kenya. However, caution can be given to any industrial management not to ignore this factor upon implementing the turnaround strategies for the survival of organizations.

This research examined the effectiveness of organizational restructuring as a turnaround strategy for four-star hotels in the coastal region of Kenya. The study recommends a shift towards a more integrated approach within a comprehensive strategic framework, based on a critical evaluation of current practices. Key findings highlight the importance of strategic agility, adaptive flexibility, and the incorporation of organizational restructuring into broader strategies. Additionally, the study emphasizes the significance of cultivating a culture of learning and development for enhanced organizational resilience and adaptability to industry changes.

Areas for further research

The Organizational Restructuring Strategy's limited impact on four-star rated hotels prompts a call for in-depth investigation into the reasons behind this discrepancy. Future studies should scrutinize the strategy's failure to yield expected performance improvements, potentially leading to its redefinition or replacement with more effective alternatives. Longitudinal studies are recommended to offer a dynamic perspective on the sustained effects of turnaround strategies over time, aiding in a comprehensive assessment. Analysing performance trends post-implementation can unveil enduring impacts. Additionally, research should delve into external factors such as market competition, cultural nuances, regional variations, and regulatory changes, shedding light on their influence on strategy effectiveness. Incorporating hotels of diverse ratings and geographical locations in research would provide a comparative analysis, yielding broader insights applicable to the entire hospitality industry.

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