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INFLUENCE OF STRATEGIC ORIENTATION ON PERFORMANCE OF PUBLICLY OWNED HOTEL ENTERPRISES IN KENYA

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ABSTRACT: *Firm's strategic orientation enables a firm to develop optimal performance and sustain competitiveness in the market. Publicly owned hotels have however been faced with many challenges which affects their performance. These challenges included change in technology, competitive environment, social-cultural and economic challenges. The main objective of the study was to establish the influence of strategic orientation on performance of public owned hotel enterprises in Kenya. The study was guided by three theories namely; Resource-based view, Goal-setting theory and Dynamic Capabilities View. A descriptive cross-sectional survey design was used. The targeted institutions for the study were all the 9 existing public owned hotel enterprises in Kenya. Stratified sampling technique was used to select the sample. A total of 54 respondents formed the sample size. The study adopted the use of a questionnaire for middle level managers and an interview schedule for the general managers as the main research instruments. Content analysis was used to analyze qualitative data. Both correlation and multiple linear regression analysis was carried out. The study established that resource orientation positively and significantly influences performance of public owned hotel enterprises in Kenya; entrepreneurial orientation positively and significantly influences performance of public owned hotel enterprises in Kenya; market orientation positively and significantly influences performance of public owned hotel enterprises in Kenya and that technological orientation positively and significantly influences performance of public owned hotel enterprises in Kenya. The multiple regression findings further showed that all measures of strategic orientation combined (resource orientation, technology orientation, market orientation, entrepreneurial orientation) influences performance of public owned hotel enterprises. This study recommends that the public owned hotel enterprises should widely adopt information technology (IT) to reduce costs, enhance operational efficiency, and most importantly to improve service quality and customer experience. Public owned hotel enterprises should collect information about their current and potential guests' desires continuously. The study also recommends that public owned hotels should be keen to generate innovations that are then converted into better performance.*

KEY WORDS: strategic orientation, resource orientation, entrepreneurial orientation, market orientation, performance

INTRODUCTION

Tourism plays an important role in the global economy due to the revenue it generates. The contribution of tourism in the global economy is largely underestimated however it contributes to peace and stability in less developed countries by creating jobs, revenue generation, economic growth, promoting culture and environmental conservation. In the global economy, tourism is rated the fourth largest industry (Sainaghi, Phillips & Corti, 2013). It is evident that in spite of the important role of the hotel sector globally, many challenges still affect the industry. Globally, it is projected that the tourist sector will rise by 4% of global gross domestic product and over 328 million employment thereby generating 20 trillion US dollars into the economy of the world (World Travel & Tourism Council, 2019). The hotel industry generates the largest share of job opportunities due to new businesses. Kandampully and Hu (2007) indicated that hotel services are gradually moving from being administrations to getting to be products that must be exchanged in the bigger worldwide market which calls for extreme key administration estimates that are to be received in the hotels to re-engineer their exhibition and separate administrations towards accomplishment of key milestones.

In an increasingly uncertain global economic environment, the hotel industry has been affected by volatilities and disruption. Hotels react quickly to market crisis and change. In North Africa, hotel business experienced a slug. MKG hospitality (2017) reveals that in Algeria the drop per available room reached 4% due to the 1.6% point drop in occupancy rate and 1.8% point drop in average prices. In Morocco, the study shows average per available room drop by 10.5% due to the 2.1% drop in average daily rate. Surprisingly, hotels in Tunisia were resilient and experienced growth driven by average daily rates despite climate of uncertainty in the region. Tourism is regarded as the second largest foreign income earner in Kenya (Nzioka, 2019).

The hotel business has turned out to be one of the most focused of all service ventures in Kenya. Hotel businesses confronting expanding rivalry from other hotel units including lodges (Masau & Prideaux, 2015). This growing challenge has constrained conventional hotel businesses to discover approaches to hold current customers and draw in competitors’ customers. Kenya's hotel framework is scattered over the whole nation despite the fact that the fixation differs generally. A large number of Kenya's primary hotels are found in the real urban areas and resort zones including Nairobi, Mombasa, Malindi, Nakuru and Kisumu (Masau and Prideaux, 2015).

Strategic orientation refers to a firm implementing strategic decisions that spearhead the operations of a company to achieve superior performance (Jeyakodeeswari & Jeyanithila, 2013). The dimensions of strategic orientation are vital in establishing the firms’ opportunities and capabilities to align with environment to secure competitive advantage for itself. Firm’s strategic orientation enables a firm to develop optimal performance and sustain competitiveness in the market. Firms need to develop new knowledge to drive the strategic vision of the business. In order to remain competitive, firms must be able to come up with a strategy and thereafter match the systems, structure, human capital, leadership, values, management routine and culture. According to Hakala and Kohtamaki (2011), the most common strategic orientations that are evidenced by literature are: technological orientation, resource orientation, entrepreneurial orientation and market orientation. This study will therefore consider the four dimensions as the independent variables.

Improving the performance philosophy and strategic orientation is a key strategic concern especially in the service industry. The hotel enterprises face stiff competition from rivals and hence have to develop and implement strategies in order to survive (Szymaniec-Mlicka, 2016). Largely, the influence of strategic orientation on performance is still debatable. Anecdotal evidence suggests that strategic orientation may have positive or negative effects to the firm. Positive because it provide opportunities for innovativeness and negative due to the risks associated with innovativeness (Garcia-Zamora, Gonzalez-Benito & Munoz-Gallego, 2013). Hotel industry just like any other sector in the Kenya economy has undergone difficult phase in the last 20 years due to the problems in the tourism industry (Masau & Prideaux, 2015). Publicly owned hotels are facing the challenge of meeting customer demands and complication of production procedures and technologies of service. This leads to low revenue, declining star ratings, low occupancy rates and low service quality (Kipiki, 2012). Publicly owned hotels have continuously made losses over the years, for instance in the year 2014 Sunset hotel made a loss of Ksh 8.1 million, the preceding year the loss was Ksh 9 million while in 2016 the loss rose to Ksh 12 million (Auditor General, 2016).

The hotel infrastructure in most publicly owned hotels are in poor state due to neglect hence the need for refurbishment. In the same way, the challenge with logistics and advertisement has made these hotels to be compared with white elephants despite the fact that they are strategically located in their areas (Shikuri & Chepkwony, 2013). Because these hotels lack businesses, they have been converted into indebted, they run in losses, and that is the main reason why the government considered disposing its shares to these facilities. As is typical of many growing tourism destination areas, the Government of Kenya together with other development partners made enormous direct investment and opened public hotel enterprises in strategic regions to support tourism development. Kenya Tourism Development Corporation (KTDC) now Tourism Finance Corporation (TFC); which was the main equity holder in these hotels stopped further investment in these enterprises due to negative returns (Sindiga, 2009). As these public owned hotels were registering marginal losses, Kenya's general tourism performance continued to thrive with many other privately-owned hotels reporting huge operating profits (GoK, 2009).

Currently, the publicly owned hotel enterprises are characterized by low bed occupancy capacity with the management becoming more complex because of the demands of the dynamic business environment. The above therefore motivates this study. Empirical evidence suggests that much has been written on the performance of public owned hotel enterprises but literature on how strategic orientation may help these facilities perform better is scanty. This study therefore sought to establish the influence of strategic orientation on performance of public owned hotel enterprises in Kenya.

Objectives of the Study

The general objective of this study is to establish the influence of strategic orientation on performance of public owned hotel enterprises in Kenya.

The study was guided by the following specific objectives;

i. To examine the contribution of resource orientation on performance of public owned hotel enterprises in Kenya.

ii. To assess the influence of entrepreneurial orientation on performance of public owned hotel enterprises in Kenya.

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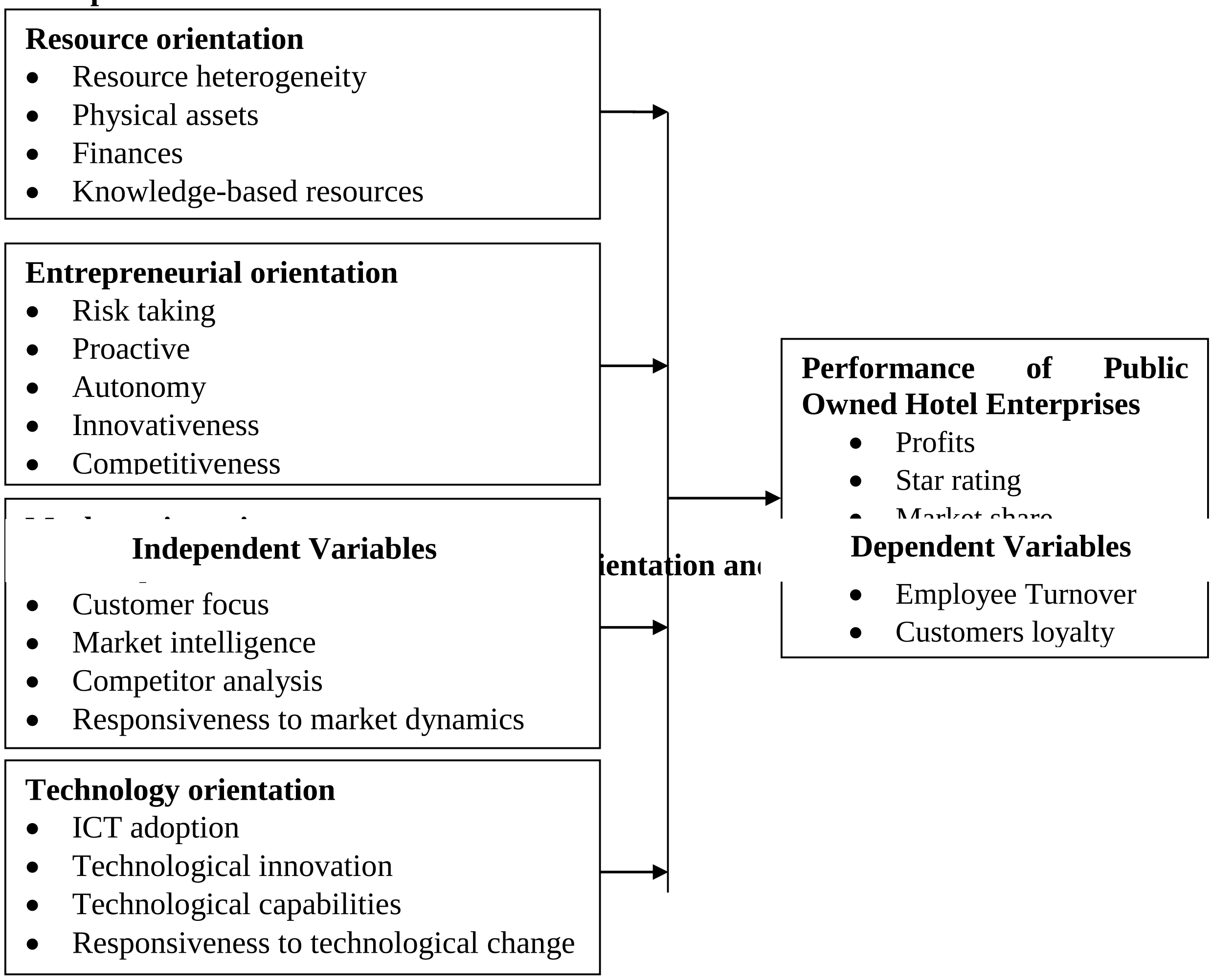
iii. To determine effects of market orientation on performance of public owned hotel enterprises in Kenya.
iv. To establish the effects of technological orientation on performance of public owned hotel enterprises in Kenya.

Conceptual Framework



Resource-Based View

The study was anchored on theory of resource based view as propounded by Barney (1991). According to RBV, better performance is derived from resources that are rare, inimitable and valuable. It can therefore be argued that strategic orientations are the dynamic capabilities that steer activities leading to improved performance (Day, 2011). The source of dynamic capabilities and competitive advantage is therefore deemed to emanate from resource bundles that are valuable, inimitable and rare (Ambrosini & Bowman, 2009).

According to Barney (1991), resource-based view concerns itself with the uniqueness and non-substitutability to gain competitive advantage. A strategically oriented firm utilizes its resources by inculcating beliefs and values that lead to improved firm performance. The firms transform the resources guided by the beliefs and guides and utilizing strategic capabilities to create a sustainable competitive advantage hence superior performance (Day, 2011).

Goal-setting theory

Edwin Locke propounded the goal-setting theory in 1968. He argued that individuals should set goals that act as a motivator for them to perform better. This is because individuals focus on their goal to record superior performance. The employees then work towards achieving their goals and in case they don't achieve them they advance their performance or alter their goals to make them more achievable. According to Salaman *et al,* (2005), the aim of the management system will be achieved if improvement in performance is realized.

Task performance is associated with goal setting theory which indicates that certain goals coupled with the right feedback leads to superior task performance. It can therefore be argued that goals guide an individual on the task to be performed and the concentration need to complete the task appropriately. Goal setting theory is characterized by features such as employee commitment to attain set goals through driven by job motivational factors.

Dynamic Capabilities View

Dynamic capabilities view was developed from the Resource Based View and focus on the capability of an organization to combine develop and reconfigure external and internal knowledge to address changes in business environment. According to Eisenhardt and Martin, (2000), there are various definitions of dynamic capabilities proposed by various scholars and therefore a concrete definition has been put forward.

Wiesen (2014) indicated that capabilities are a multifaceted set of skills and joint learning, carried out procedurally within the firm and is deeply entrenched within the firms structure. Therefore, organizations are able to rapidly respond to changes in the market brought about by competition to enjoy superior performance. Marketing positioning and practices are considered to be the most important factors that makes it possible for the company to have efficient and effective performance during their everyday activities in relation to competition.

Empirical Review

Resource orientation and hotel performance

According to Brown et al. (2013) resources in a firm can exist in different forms such as human, tangible, intangible, physical, financial and operational. Resources help organizations in carrying out its operations. In hospitality industry, free resources exist including culture, climate and air which occur naturally. Both the free resources and other resources constitute the tourist product. Other resources that exist in the tourism industry include; conflict and competition, seasonality, immobility, ownership and control, substitution, time and rewards. According to Hakala and Kohtamaki (2011) when resources are available, firms are likely to venture into a business in order to take advantage of the existing gap in the market. Existence of an opportunity on its own does not hold any value and it's only through utilization of resources by applying the correct strategy that gives opportunity the value. Capabilities are therefore derived from exploitation of resources differentiating a firm from its rivals.

Influence of Entrepreneurial Orientation on hotel performance

Hartsfield et al. (2017) indicated that firms with entrepreneurial orientation are innovative and risk taking which avoids the conventional, strict hierarchical structures that hinder joint learning among the firms. Entrepreneurial firms encourage flexibility and allow its employees the liberty to be creative and front innovative ideas (Lumpkin & Dess, 2011). Individual employees are encouraged to learn in such firms and are highly committed to learning. Entrepreneurial orientation also implies that managers in the organization inspire critical thinking, accept shortcomings and offer incentives to innovative ideas that improve business performance (Miller & Shamsie, 2014). This encourages individuals to have an open mind because they are not limited into doing things in a certain way.

Market Orientation

According to Mahmoud (2016) market orientation refers to activities that emphasize on the significance of buyer value creation by quick response to changing market needs and putting in consideration stakeholder interest. A study by Farrell and Oczkowski (2012) reported that higher performance is significantly affected by level of firm's market orientation. Equally, a significant effect of market orientation and its components on performance was reported in study of (Idar & Mahmood, 2011). However, Mavondo, Chimhanzi, and Stewart (2013) reported that market orientation influence only financial performance. Similarly, firm objective performance found to be affected positively by the level of firm's market orientation (Nikoomaram & Ma'atoofi, 2011). However, on the contrary Nikoomaram & Ma'atoofi, (2011) reported that market orientation has significant effect with only subjective firm performance. Likewise, Haugland, et al. (2014) reported a modest effect of market orientation on relative productivity and no effect on return on assets.

Technology orientation

According to Ali (2011) technology orientation refers to a firm's proactiveness in adopting and utilizing new technologies to drive innovation in developing new product lines. Sirawit et al. (2011) indicated that utilization of information and communication technology is at the centre of hotel enterprises because it contributes to superior performance in many ways such as improving managerial activities which improves organizational performance (Ham et. al., 2005). Zhou and Li (2010) consider innovative direction as a dynamic capacity and contend that technology orientation encourages firms' capacity to endeavor existing abilities in refining innovation and separated items to react to market changes and empowers them to perceive developing or potential technology and reconfigure assets to benefit from those opportunities. Technology capacity is the main impetus of a company's advancement, and it comprises of innovative information, exchange privileged insights, licenses, and skill caused by R&D and other innovation explicit protected innovation (Hsieh and Tsai, 2015).

METHODOLOGY

Descriptive cross-sectional survey design was appropriate for the study because the information collected about the subjects represents what is going on at one point in time. The target population was all the general managers and line managers. There were 9 existing public owned hotel enterprises in Kenya. A total of 6 managers in charge of the following departments were the respondents; housekeeping, food and beverage, sales and marketing, front office and human resource as well as the general manager. The study used census sampling to select all the eight public owned hotel enterprises while purposive sampling was used to select a sample of 6 respondents from each hotel i.e. one General Manager and five heads of departments from each of the hotel enterprises therefore the sample size consisted of 54 respondents. The unit of analysis of the study was the manager and hotels are merely listed to locate them. The study

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adopted the use of a questionnaire for middle level managers and an interview schedule for the general managers who were sampled purposively. Structuring of the questionnaire was done in a way that it captures demographic information and information on dependent and independent variable. Through interviews, the study obtained supplementary information. The research adopted both qualitative and quantitative analysis. Quantitative data collected was analyzed statistically using SPSS version 22. Content analysis was used to analyze qualitative data. Results were presented in tables, graphs and pie charts. Both correlation and multiple linear regression analysis were carried out. A total of 54 questionnaires were administered to respondents in 9 public owned hotel enterprises in Kenya. The researcher was able to receive back only 44 questionnaires. This represents a response rate of 81.48%.

RESULTS AND DISCUSSION

Resource Orientation

Table 1: Resource Orientation

	Mean	Std. Deviation
The hotel's land and buildings are adequate for carrying out planned activities	3.6364	1.12252
Equipment, tools and machineries in the organization are adequate to perform planned activities	2.9091	.91036
Financial resources in the hotel are sufficient and therefore facilitate conducting of strategic activities during the course of the year	2.6364	.89159
Current assets not including financial assets in the organization are adequate to conduct strategic activities through the entire year	2.6818	.85651
Staff in the hotels are adequate to carry put the functions of the organization	3.1364	.87845
The hotel has constantly acquired new knowledge related to its operations	3.4091	.97213
The hotel has made it possible to have knowledge sharing in various departments	3.3409	1.14004
Maximal use has been made of all fixed assets	3.4091	1.01885
Optimal use has been made of financial resources.	3.3409	1.03302
Engagement of employees in different roles have been fully engaged	3.6818	1.07342
Deliberate combination of different resources has been undertaken with ease in the hotel	4.4091	4.18923
Reconfiguration of hotel resources is easy when fresh needs are required	3.3864	.94539
Integration of resources in hotels follow a certain pattern	3.4545	.99894
The processes of hotels are effective and the procedures that are there combine various resources	3.5000	1.13096

Based on the results, the respondents agreed to a large extent that deliberate combination of different resources has been undertaken with ease in the hotel (M=4.4091). They also agreed that a large extent that engagement of employees in different roles have been fully engaged and the hotel's land and buildings are adequate for carrying out planned activities (M=3.6818 and

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3.6364 respectively). All the other questionnaire items relating to resource orientation were rated as moderate by the respondents. Most notably the respondents were neutral on financial resources in the hotel are sufficient and therefore facilitate conducting of strategic activities during the course of the year (M=2.6364, SD=.89159) and whether current assets not including financial assets in the organization are adequate to conduct strategic activities through the entire year (M=2.6818, SD=.85651).

From interview with managers they emphasized that the hotels had inadequate funding coupled with lengthy, bureaucratic procurement processes owing to the need for compliance with legal and regulatory framework in the public sector. The above results imply that public owned hotel enterprises are not resource endowed. It was established that lacked adequate financial and other current assets hence the dismal performance. Resources in a firm can exist in different forms such as human, tangible, intangible, physical, financial and operational. Resources help organizations in carrying out its operations.

Managers explained that because of the effects brought about by resource orientation, they affect performance of the organization. They explained that if their organization had high resource orientation, then their performance would improve. From their view, resource orientation had a direct relationship with organizational performance. These study findings agree with Kohtamaki (2011) that when resources are available, firms are likely to venture into a business in order to take advantage of the existing gap in the market. Existence of an opportunity on its own does not hold any value and it's only through utilization of resources by applying the correct strategy that gives opportunity the value.

Contribution of Resource Orientation on Performance

Table 2: Model Summary for Resource Orientation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683[a]	.466	.459	.07244

a. Predictors: (Constant), Resource Orientation

The amount of variation in performance of public owned hotel enterprises in Kenya as a result of changes in resource orientation was determined by computing model summary. Finding in Table 2 show the value of adjusted R^2 was 0.459 which implies that resource orientation can explain 45.9% variations in performance. The remaining 54.1% suggest that there are other factors other than resource orientation that can be applied in explaining variations in performance of public owned hotel enterprises in Kenya. The findings also show that resource orientation and performance have a strong positive relationship as indicated by correlation coefficient (R) value of 0.683.

Table 3: Analysis of Variance for Resource Orientation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.783	1	.783	149.304	.000[b]
	Residual	.220	42	.005		
	Total	1.004	43			

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Significance of the model was tested using ANOVA and selected level of significance was 5%. From the findings presented in Table 3, the significance obtained was 0.000 which is less than 0.05. This indicates significance of the model. Further, the findings show that the F-calculated value (149.304), from the ANOVA table, was large than F-critical value ($F_{1,42}$=4.073), from the f-distributions table. These findings support the significance of the model and therefore resource orientation can be used to predict performance of public owned hotel enterprises in Kenya.

Table 4: Coefficients for Resource Orientation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.667	0.078		8.551	.000
	Resource Orientation	0.565	0.074	0.683	7.635	.000

a. Dependent Variable: Performance

From the findings presented in Table 4, the following regression equation was fitted;

$Y= 0.667 + 0.565X_1 + \acute{\varepsilon}$.

From the results obtained, it can be seen that when resource orientation is held to a constant zero, performance of public owned hotel enterprises in Kenya will be 0.667 units. The results indicate that resource orientation has significant influence on performance (p-value=0.000<0.05). Additionally, resource orientation is seen to positively influence on performance (β=0.565). These findings suggest that resource orientation has a positive significant impact on performance of public owned hotel enterprises in Kenya. Thus, an increase in resource orientation results to an increase in performance of public owned hotel enterprises in Kenya by 0.565 units. This findings concurs with McEvily and Chakravarthy (2010) that knowledge based resources are crucial in assisting firms to develop competitive advantage and that they are difficult to copy, hence causing superior performance.

Entrepreneurial Orientation

Table 5: Entrepreneurial Orientation

	Mean	Std. Deviation
In recent past, several new services have been launched in the hotel	3.023	0.927
Service transformations are usually of importance	3.432	1.087
When it comes to development of innovations, our hotels outperforms competitors	3.159	0.963
The attitude of our organizations to competitors is usually aggressive	3.523	1.023
When it is matters of profitability, our organization tend to take risks	2.841	1.010
During high uncertainties, our organization embraces aggressive and brave attitude to exploit emerging chances	3.136	0.852
Reviewing of products and services is periodically done in our organization to make sure that it meets the needs and wants of customers	3.568	1.169

Results showed that, the respondents agreed to a moderate extent that Reviewing of products and services is periodically done in our organization to make sure that it meets the needs and wants of customers (M=3.5682). The respondents also indicated to a great extent that the attitude of their organizations to competitors is usually aggressive (M=3.5227). The respondents indicated that to a moderate extent, in recent past, several new services have been launched in the hotel (M=3.0227, SD=.92733), service transformations are usually of importance (M=3.4318, SD=1.08687), when it comes to development of innovations, our hotels outperforms competitors (M=3.1591, SD=.96311), when it is matters of profitability, our organization tend to take risks (M=2.8409, SD=1.01025) and that during high uncertainties, our organization embraces aggressive and brave attitude to exploit emerging chances (M=3.1364, SD=.85156).

From interviews with managers, the study sought to determine whether they have developed new products or/and services over the past year. Majority of the hotels indicated that they have stuck with their old services and products they offer to their customers. Most of them lacked the innovativeness and the technology required. Very few hotels indicated that over the past one year they embraced new services for their products as a result of changes in customer preference and needs. They further explained that their hotels have embraced pervasive wellness which specializes in weight loss and total wellness designed to transform their clients during and after their stay; they have also introduced health camps as they are rebranding around wellness, recognizing the concept and focusing on fitness. This new service helped these hotels to venture into new markets.

The findings shows that the public owned hotel enterprises are not innovative and risk takers hence the low levels of entrepreneurial orientation. Hartsfield et al. (2017) stated that organization that have entrepreneurial orientation tend to be more innovative and take risks which avoids the conventional, strict hierarchical structures that hinder joint learning among the firms. Entrepreneurial firms encourage flexibility and allow its employees the liberty to be creative and front innovative ideas (Lumpkin & Dess, 2011).

Influence of Entrepreneurial Orientation on Performance

Table 6: Model Summary for Entrepreneurial Orientation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.514[a]	.264	.253	.10821

a. Predictors: (Constant), Entrepreneurial Orientation

The amount of variation in performance that could be explained by changes in entrepreneurial orientation was determined by computing model summary. From findings in Table 6, adjusted R^2 is 0.253 which suggests that 25.3% variation in performance of public owned hotel enterprises in Kenya can be explained by entrepreneurial orientation. The remaining 74.7% suggest that there are other factors other than entrepreneurial orientation that can be used to explain variations in performance that were not included in the model. The findings further show that entrepreneurial orientation and performance have a strong positive relationship as indicated by correlation coefficient (R) value of 0.514.

Table 7: Analysis of Variance for Entrepreneurial Orientation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.512	1	.512	43.736	.000[b]
	Residual	.492	42	.012		
	Total	1.004	43			

Through ANOVA, testing of model significance was done and this was tested at 5% level of significance. From the findings in table 7, the p-value obtained was 0.000 which is below 0.05. It shows that the model developed was significant. Further, the findings show that the F-calculated value (43.736), from the ANOVA table, was large than F-critical value ($F_{1,42}$= 4.073), from the f-distributions table. These findings support the significance of the model and therefore entrepreneurial orientation can be used to predict performance of public owned hotel enterprises in Kenya.

Table 8: Coefficients for Entrepreneurial Orientation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.961	0.091		10.560	.000
	Entrepreneurial Orientation	0.285	0.043	0.514	6.628	.000

a. Dependent Variable: Performance

From the findings presented in Table 8, the following regression equation was fitted;

$Y = 0.961 + 0.285X_2 + έ$.

It can be seen that when entrepreneurial orientation is held to a constant zero, performance of public owned hotel enterprises in Kenya will be 0.961 units. Entrepreneurial orientation is seen to have significant influence on performance (p-value=0.000<0.05). Additionally, entrepreneurial orientation positively influence performance (β=0.285). These findings suggest that entrepreneurial orientation has a positive and significant influence on performance of public owned hotel enterprises in Kenya. Thus, increasing entrepreneurial orientation by a single unit will lead to increased performance of public owned hotel enterprises in Kenya by 0.285 units.

This finding agrees with the Miller and Shamsie (2014) that entrepreneurial orientation implies that managers in the organization inspire critical thinking, accept shortcomings and offer incentives to innovative ideas that improve business performance. It also agrees with findings of Day (2011) that in the present business environment characterized by short business model life cycles and products, entrepreneurial orientation leads to better performance.

Market Orientation

Table 9: Market Orientation

	Mean	Std. Deviation
When competitors threaten us with their actions we respond quickly	3.4091	.92304
The main focus of our business is to meet the needs of our customers	4.1591	.86113
In areas we have the potential of developing competitive advantage we target customer groups and individual customers	3.9091	.83019
On strategies used by competitors, employees in the organization share information they have	3.4455	.87483

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Strengths and strategies used by competitors are frequently discussed by managements team	3.7500	1.03710
Commitment levels and customer needs orientation are constantly monitored	3.7955	.85125
The basis of competitive strategy in our organization is clearly understanding the needs of customers	3.9545	.83400
In all our business functions, we communicate freely on good customer experiences we have had	3.6364	1.01365
Our management team clearly understand the significant contribution of individual employees towards creation of customer values	4.0000	.91499
Integration of functional areas in our organization is done in a manner that meets the target market needs	3.5909	.81606
The beliefs of our organization drives our strategies and also influences the ways we can apply to create greater good for clients	3.8864	.75378
There is regular interaction between managers in different functional areas with customers both prospects and current	3.5909	1.04143
The working of functional departments is thorough and collaborative to ensure the needs of customers are met	4.0227	.87574
Attention directed to our sales service is close	4.0227	.97620

The respondents agreed to a great extent that; the main focus of our business is to meet the needs of our customers (M=4.1591, SD=.86113), the working of functional departments is thorough and collaborative to ensure the needs of customers are met (M=4.0227, SD=.87574), and that attention directed to their sales service is close (M=4.0227, SD=.97620) and that their management team clearly understand the significant contribution of individual employees towards creation of customer values (M=4.0, SD=.91499). It was noted that the respondents agreed to a moderate extent that when competitors threaten them with their actions they respond quickly (M=3.4091, SD=.92304) and on strategies used by competitors, employees in the organization share information they have (M=3.4455, SD=.87483). The other findings of the study are shown in section 4.5.1.

Through interviews with managers of the hotel industries, the study sought to identify the strategies applied these organization in engaging their competitors to achieve competitive advantage in the market. They explained that they use the strategy of cost leadership to attract more customers, they focus on specific niche, and through differentiation. They also explained that by creating authentic relationships through guest feedback and modernization staying ahead with high-tech solutions. The public owned hotel enterprises have benefited from evolving new markets such as County Governments (Workshops and retreats conducted by County Assemblies and County Executives), education sector (colleges, universities and schools) and foreign market which include Polish Market of Eastern Europe.

Market orientated firms are able to appropriately responds to changing market needs and therefore act as a source of sustainable competitive advantage. This concurs with Slater et, al. (2012) who avers that market orientation allows the company to be more customer focused by gathering information regarding competitor abilities and customer preferences.

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Effects of Market Orientation on Performance

Table 10: Model Summary for Market Orientation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.652[a]	.425	.419	.08097

a. Predictors: (Constant), Market Orientation

The amount of variation in performance of public owned hotel enterprises in Kenya as a result of changes in market orientation was determined using model summary. The finding presented in Table 10, R^2 was 0.419 which implies that market orientation can explain 41.9% variations in performance. The remaining 58.1% suggest that there are other factors other than market orientation that can explain variations in performance of public owned hotel enterprises in Kenya. The findings also show that performance and market orientation have a strong direct link as indicated by correlation coefficient (R) value of 0.652.

Table 11:ANOVA for Market Orientation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.729	1	.729	111.112	.000[b]
	Residual	.275	42	.007		
	Total	1.004	43			

a. Dependent Variable: Performance
b. Predictors: (Constant), Market Orientation

ANOVA was used to test whether the model developed was significant. Significance of the model was tested at 5% level of significance. From the findings presented in Table 11, the significance of the model was 0.000 which is less than 0.05. This is an indication that the model was significant. Further, the findings show that the F-calculated value (111.112), from the ANOVA table, is large compared to F-critical value ($F_{1,42}$=4.073), from the f-distributions table. These findings support the significance of the model and therefore market orientation can be used to predict performance of public owned hotel enterprises in Kenya.

Table 12: Coefficients for Market Orientation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.056	0.155		6.813	.000
	Market Orientation	0.346	0.071	0.552	4.873	.000

a. Dependent Variable: Performance

From the findings presented in Table 12, the following regression equation was fitted; **Y= 1.056 + 0.346 X_3+ έ.**

The equation above shows that when market orientation is held to a constant zero, performance of public owned hotel enterprises in Kenya will be 0.346 units. Also, market orientation has significant influence on performance (p-value=0.000<0.05). In addition, market orientation is seen to have positive influence on performance (β=0.346). These findings suggest that market orientation positively and significantly affects performance of public owned hotel enterprises in Kenya. Thus, increasing market orientation will cause performance to increase by 0.346

units. These findings agree with Farrell and Oczkowski (2012) that higher performance has a significant impact by level of firm's market orientation. The study however disagrees with findings of Mavondo, Chimhanzi, and Stewart (2013) that market orientation influence only financial performance.

Technology Orientation

Table 13: Technology Orientation

	Mean	**Std. Deviation**
The policy of our company is adopting updated technology	3.818	1.018
The technology used and bought in our company is to allow our organization to attain competitive advantage	3.455	1.044
Most times our company is the first one to try new technology and techniques	3.068	1.065
There is improvement in internal processes in our organization; this includes management of information reliability and speed	3.682	0.883
Allocation of resources in our company is done for new technology and expected technological changes in the future	3.432	1.228

In Table 13, the respondents agreed that the policy of our company is adopting updated technology (M=3.8182, SD=1.01781). Also, they agreed that there is improvement in internal processes in our organization; this includes management of information reliability and speed (M=3.6818). Respondents had neutral opinion on whether the technology used and bought in their company is to allow their organization to attain competitive advantage (M=3.4545, SD=1.04447), most times our company is the first one to try new technology and techniques (M=3.0682, SD=1.06526) and whether allocation of resources in their company is done for new technology and expected technological changes in the future (M=3.4318, SD=1.22755).
From interviewed managers on whether their company had policies on technology adoption and utilization, they explained that ICT and computerization is guided by government ICT policy because public owned hotel enterprises are state corporations. Generally the hotels use ICT to increase efficiency and productivity, identify and seal revenue leakages, reduce manual processes, enhance accountability and increase profitability. The study further wanted to establish the forms of technologies that hotels organizations have embraced to improve service delivery and production processes. The use of ICT has been adopted in the following areas; online bookings, Point of Sale Systems, computerized purchasing, front office and control among others.

Managers were also asked to explain how the performance of their organization has been affected by technology over the past five years. They explained that technology has enhanced efficiency and effectiveness of service delivery which in turn saw the organization improve its performance. Through online booking, the company was able to reach more customers and therefore increased its customer base. They also explained that technology in record keeping has enhanced efficiency and accountability and therefore losses have reduced through transparency and efficient record keeping.

The above findings imply that public owned hotel enterprises have adopted technologies in its operations though it is to a small extent. It was also concluded that the public hotels enterprises

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were not proactive in adopting and utilizing new technologies to drive innovation in developing new product lines hence the poor performance witnessed over the years. This findings corroborates Sirawit et al. (2011) who indicated that utilization of ICT is at the centre of hotel enterprises because it contributes to superior performance in many ways such as improving managerial activities which improves organizational performance (Ham et. al., 2005).

Effects of Technological Orientation on Performance

Table 14: Model Summary for Technological Orientation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.553[a]	.306	.301	.08070

a. Predictors: (Constant), Technology Orientation

The amount of variation in performance that could be explained by changes in technological orientation was determined by computing model summary. From findings in Table 14, value of adjusted R^2 is 0.301 which suggests that 30.1% variation in performance of public owned hotel enterprises in Kenya can be explained by changes in technological orientation. The remaining 69.9% suggest that there are other factors other than technological orientation that can be used to explain variations in performance that were not included in the model. The findings further show that technological orientation and performance have a strong direct link as indicated by correlation coefficient (R) value of 0.553.

Table 15: ANOVA for Technological Orientation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.730	1	.730	112.134	.000[b]
	Residual	.274	42	.007		
	Total	1.004	43			

a. Dependent Variable: Performance
b. Predictors: (Constant), Technology Orientation

In Table 15, the significance of the model was 0.000 which is less than 0.05 an indication the model was significant. Further, the findings show that the F-calculated value (112.134), from the ANOVA table, was large compared to F-critical value ($F_{1,42}$= 4.073), from the f-distributions table. These findings support the significance of the model and therefore technological orientation can be used to predict performance of public owned hotel enterprises in Kenya.

Table 16: Coefficients for Technological Orientation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.479	0.199		7.432	.000
	Technology Orientation	0.271	0.063	0.553	4.302	.000

a. Dependent Variable: Performance

From the findings presented in Table 16, the following regression equation was fitted;

$Y= 1.479 + 0.271X_4 + έ$.

It can be seen that when technological orientation is held to a constant zero, performance of public owned hotel enterprises in Kenya will be 1.479. Also, technological orientation has significant influence on performance (p-value=0.000<0.05). In addition, technological orientation is seen to have direct impact on performance (β=0.271). These findings suggest that technological orientation positively and significantly influences performance of public owned hotel enterprises in Kenya. Thus, increasing technological orientation will cause performance of public owned hotel enterprises in Kenya to increase by 0.271 units. This is in line with Ham et. al., (2005) who in their study indicated that utilization of ICT is at the centre of hotel enterprises because it contributes to superior performance in many ways such as improving managerial activities which improves organizational performance.

Performance of Public Owned Enterprises

Table 17: Performance of Public Owned Enterprises

	Mean	**Std. Deviation**
Profits	2.7907	.77331
Star rating	2.8140	.58781
Market share	3.0233	.77116
Service quality	3.6512	.71991
Employee turnover	3.1163	.95641
Customer loyalty	3.6512	.84187

The findings shows that the public owned hotel enterprises had performed greatly in terms of service quality (M=3.6512, SD=.71991) and customer loyalty (M=3.6512, SD=.84187). The hotels however performed moderately in terms of profits (M=2.7907, SD=.77331), star rating (M=2.8140, SD=.58781), market share (M=3.0233, SD=.77116) and employee turnover (M=3.1163, SD=.95641). From the findings, it is therefore evident that the public hotel enterprises have performed dismally over the years. Most of the government hotels have recorded low performance for many years and the trend hasn’t changed. They still face challenges with finances and this has prompted the government to have restructuring through investment sales.

Managers through interview were asked to comment on performance of their hotel for the last five years. They explained that their organization experience fluctuating performances over the years. There are years that the performance improved while others increased. The change in organization performance was dependent on country’s economic growth and political stability. Whenever the country was politically stable, performance was enhanced.

Influence of Strategic Orientation on Performance

Table 18: Model Summary

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.896[a]	.803	.783	.2193

a. Predictors: (Constant), Resource Orientation, Technology Orientation, Market Orientation, Entrepreneurial Orientation

In this model summary (Table 18), the R square shows the explanatory power of the model or the relationship between the combined independent variables (technology orientation,

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entrepreneurial orientation, market orientation, resource orientation) and dependent variable (performance of public owned hotel enterprises). The model indicates that 80.3% of performance of public owned hotel enterprises in the study was explained by the four variables and only 19.7% by other factors not captured in the model. The coefficients of the independent variables in the following regression matrix show the influence explained by each variable in the model.

Table 19: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.469	4	1.867	38.831	.000[b]
	Residual	1.827	38	.048		
	Total	9.297	42			

a. Dependent Variable: Performance
b. Predictors: (Constant), Resource Orientation, Technology Orientation, Market Orientation, Entrepreneurial Orientation

ANOVA is used to develop an explanation for the observed data. It has basic assumptions that; observations are independent, samples are drawn from a normally distributed population and variance of groups is the same. In Table 19, the sum of squares of the regression was 7.469, degree of freedom (4), F test (38.831) and significance level (.000). Since the p-value was less than 0.05, the F test was significant and was concluded that the strategic orientation influences performance of public owned hotel enterprises.

Table 20: Model of Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.195	0.054		3.611	0.012
	Resource Orientation	0.283	0.105	0.221	2.695	0.040
	Entrepreneurial Orientation	0.381	0.165	0.303	2.309	0.036
	Market Orientation	0.093	0.029	0.064	3.207	0.030
	Technology Orientation	1.002	0.142	1.002	7.056	0.000

a. Dependent Variable: Performance

The prediction equation in the coefficient Table 20 shows;
$Y= 0.195+ 0.283X_1 + 0.381X_2 + 0.093X_3 + 1.002 X_4+ \acute{\varepsilon}$.
The regression equation shows that taking all factors into account (technology orientation, entrepreneurial orientation, market orientation, resource orientation) at zero, performance of public owned hotel enterprises would be 0.195 at 95% confidence level.
The findings further show that resource orientation is statistically significant to performance of public owned hotel enterprises (β= 0.283, P= 0.040). This shows that resource orientation had significant positive relationship with performance of public owned hotel enterprises. Therefore, a unit increase in resource orientation while holding the other factors constant would lead to an increase in performance of public owned hotel enterprises by a factor of 0.283. This agrees

with Galunic and Rodan (2011) that knowledge-based resources are crucial in assisting firms to develop competitive advantage, hence causing superior performance.

The findings show that entrepreneurial orientation is statistically significant to performance of public owned hotel enterprises (β= 0.381, P= 0.036). This shows that entrepreneurial orientation had significant positive relationship with performance of public owned hotel enterprises. This implies that a unit increase in Entrepreneurial Orientation while holding the other factors constant would lead to an increase in performance of public owned hotel enterprises by a factor of 0.381. This is in line with the findings of Lumpkin and Dess (2011) that entrepreneurial orientation is necessary for improving performance of new ventures but not adequate to create wealth by the new entities.

The findings show that market orientation is statistically significant to performance of public owned hotel enterprises (β= 0.093, P= 0.030). This shows that market orientation had significant positive relationship with performance of public owned hotel enterprises. Therefore, a unit increase in market orientation while holding the other factors constant would lead to an increase in performance of public owned hotel enterprises by a factor of 0.093. The finding agrees with Nikoomaram and Ma'atoofi (2011) that firm objective performance is affected positively by the level of firm’s market orientation.

The findings show that technology orientation is statistically significant to performance of public owned hotel enterprises (β= 1.002, P= 0.000). This shows that technology orientation had significant positive relationship with performance of public owned hotel enterprises. While holding the other factors constant a unit increase in technology orientation led to 1.002 unit increase in performance of public owned hotel enterprises. This agrees with Hsieh and Tsai (2015) that technology capacity is the main impetus of a company's advancement, and it comprises of innovative information, exchange privileged insights, licenses, and skill caused by R&D and other innovation explicit protected innovation

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

It is concluded that the hotels have a policy to adopt up-to-date technologies. It’s seen that technology is important element for growth of public owned enterprises. A company that is technology-orientated is very proactive when it comes to the investigation of technology and applies the use of sophisticated technology to develop new products. This facilitates excelling in matters of flexibility and technical proficiency which are very important drivers for innovations that are based on the market.

The study also concluded that the public owned hotel enterprises have benefited from evolving new markets such as County Governments (Workshops and retreats conducted by County Assemblies and County Executives), education sector (colleges, universities and schools) and foreign market which include Polish Market of Eastern Europe.The study further concludes that the hotels had inadequate funding coupled with lengthy, bureaucratic procurement processes owing to the need for compliance with legal and regulatory framework in the public sector. The above results imply that public owned hotel enterprises are not resource endowed.

Recommendations for Policy and Practice

Public owned hotel enterprises should widely adopt IT to lower costs, improve efficiency in operations, and the most important is enhancing the quality of service and experiences of clients. The success level of a hotel is based on how able the organization is in acquiring and utilizing updated information to help in marketing and managing processes. Therefore, IT helps companies in managing dynamic information and affects business connectivity by helping decision makers in making appropriate decisions and investments.

From the findings, an organization is able to attain enhanced performance by applying effective market orientation. It is therefore important for publicly owned hotels to gather information on their customers' desires, both current customers and potential. Additionally, the hotels need to conduct an in-depth evaluation on level of customer satisfaction and provide good after sales services to those customers. It is also crucial that hotels management have the ability of identifying long and short term strategies and challenges of their competitors.

The study also recommends that public owned hotels should come up with innovations geared at improving performance. Innovation should help hotels cope with the vicious competition in the hotel sector in Kenya. Hotel managers should also come up develop opportunities for customers through a variety in leisure activities.

Public owned hotel enterprises have a deficit of resources. Therefore, the management ought to identify the most critical areas which need to have more resources dedicated to them, to improve on best practices. The research study suggests that the hotels should perform a thorough selection and subsequent recruitment, attracting workforces who are adaptive to change and equally innovative. Additionally, organizations may opt to develop the human capital through training and career development, while incorporating IT best practices resulting to achievement of innovation performance.

Limitations and Further Research

One of the limitations of the study was failure by the managers of the public owned hotel enterprises to give all the required information. The managers did not divulge all the information especially those that are considered to confidential to the hotel however, the respondents were assured of strict confidentiality in carrying out the study and in reporting the findings. The researcher relied on self-reported data from the managers in the selected hotels. Since there is no independent way of validating the data from these informants, the validity of findings were dependent on their memory and truthfulness.

Future studies should include the effect of internal and external variables that may moderate the relationship between strategic orientation and performance. Future research should supplement this research with qualitative approaches, which would allow identifying further factors that could be considered in this relationship.

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