

**CRISIS MANAGEMENT PRACTICES AND PERFORMANCE OF STAR-  
RATED HOTELS IN MOMBASA COUNTY, KENYA**

**BY**

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PHILOSOPHY IN HOSPITALITY MANAGEMENT**

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## DECLARATION

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**DEDICATION**

This thesis is dedicated to my family. I am because you are. Thanks for believing in me and making this possible.

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## ABSTRACT

Crises such as terrorism, epidemics of diseases, political unrest, and natural calamities pose a significant economic threat to the hotel sector in Kenya, initiated by travel advisories that cut down visitor numbers, resulting in massive effects on the performance of hotels, such as a drop in hotel occupancy, cancellation of hotel bookings, loss of jobs, and closure of hotels. This emphasises the need to assess the impact of crisis management practices on hotel performance. Against this backdrop, the main objective of this study was to examine the effects of crisis management practices on hotel performance in star-rated hotels in Mombasa County. The specific objectives were to explore the effects of human resource crisis management practices, marketing crisis management practices, and maintenance crisis management practices on hotel performance and establish the government's role in crisis management in the hotel industry in Mombasa County. The study adopted chaos theory and a pragmatic research paradigm, utilising an embedded research design that prioritised quantitative data with qualitative data used to enhance the findings. Purposive sampling was used to select 18 star-rated hotels. The target population was 580 junior management staff and 18 senior management staff. The sample size was 207 junior hotel management staff selected using stratified and simple random sampling methods and 18 senior managers selected using the census method. Data collection involved questionnaires for managers, assistant managers, and supervisors and interview schedules for the senior management staff. Quantitative data were analysed using structural equation modelling, and qualitative data were coded and analysed thematically. The final structural model revealed that these three crisis management practices accounted for 84% of the variance in hotel performance. Marketing crisis management practices ( $\beta = 0.309$ ,  $p = 0.008$ ) and maintenance crisis management practices ( $\beta = 0.542$ ,  $p = 0.000$ ) had a positive and significant effect on hotel performance, whereas human resource crisis management practices had a positive but non-significant effect on hotel performance ( $\beta = 0.069$ ,  $p = 0.619$ ). The qualitative analysis results indicated that government assistance during crisis events was insufficient for hotel resilience, and many crisis management practices had only been partially implemented. In conclusion, marketing and maintenance crisis management practices substantially impact hotel performance, whereas human resource crisis management practices insignificantly impact hotel performance. The study recommends an awareness and training policy for all hotel management staff, emphasising the implementation of effective crisis management practices, such as marketing and maintenance, which were found to contribute positively to hotel performance. The new SEM framework developed on the effects of crisis management practices on hotel performance offers valuable insight into crisis management, which will be useful for policymakers, practitioners, and researchers in the tourism and hospitality industry.

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**ABBREVIATIONS AND ACRONYMS**

<b>BSC</b>	Balanced Score Card
<b>CMPs</b>	Crisis Management Programs
<b>CRM</b>	Customer Relationship Management
<b>FDI</b>	Foreign Direct Investment
<b>GDP</b>	Gross Domestic Product
<b>ICT</b>	Information Communication and Technology
<b>ITCB</b>	Indonesian Culture and Tourism Board
<b>OSAC</b>	Overseas Security Advisory Council
<b>RevPAR</b>	Revenue per Available Room
<b>ROA</b>	Return on Assets
<b>ROI</b>	Return on Investment
<b>WTO</b>	World Tourism Organization

## DEFINITION OF OPERATIONAL TERMS

- Crisis management:** A systematic attempt by an organization and its stakeholders to manage or prevent crises from occurring, such that key stakeholders believe the success outcomes outweigh the failure outcomes (Pearson and Clair, 1998).
- Crisis:** Situation that can threaten the normal operation of a tourism-related business such as hotels or damage a tourism destination's reputation (Sönmez *et al.*, 1994)
- Endogenous construct:** Latent, multi-item equivalent to dependent variables. An endogenous construct is represented by a variate of dependent variables. In terms of a path diagram, one or more arrows lead into the endogenous construct (Hair et al., 2006).
- Exogenous Constructs:** Latent, multi-item equivalent of independent variables. They are constructs determined by factors outside the model (Hair et al., 2006).
- Human Resource Crisis Management Practice:** set of strategies, policies and procedures related to human resources that organization's use to effectively manage and respond to unexpected events or situations that may negatively affect the organization's overall performance (Israel and Recheal, 2003)
- Maintenance crisis management practice:** cost cutting counter measures used to respond to unexpected events or situations that may negatively affect the organization's overall performance. (Israel and Recheal, 2003)
- Management:** refers to the process undertaken by one or more persons to coordinate activities of the others to achieve results not attainable by one person acting alone (Graham and Bennett, 1998).

- Marketing crises management practice:** counter measures used to respond to crises events that may negatively impact the brand reputation, customer loyalty and sales. (Israel and Recheal, 2003)
- Path diagram:** A visual representation of a model and the complete set of relationships among the models' constructs (Hair et al., 2006).
- Performance:** refers to *accomplishment* of a given task measured against preset standards of accuracy, completeness, cost, and speed (Pearson and Clair,1998).
- Structural Equation Modeling (SEM):** Multivariate technique combining aspects of factor analysis and multiple regression that enables the researcher to simultaneously examine a series of interrelated dependence relationships among the measured variables and latent constructs as well as between several latent constructs (Hair et al., 2006).
- Terrorism:** premeditated, politically motivated violence against non-combatant targets by sub-national groups or clandestine agents, usually intended to influence an audience' (US Department of State, 2004 cited in Henderson, 2007).



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Chapter Overview**

This chapter focuses on the background to the study, statement of the problem, purpose and objectives of the study, research questions, significance, justification and the scope of the study.

#### **1.1 Background to the Study**

The tourism and hospitality sector is vulnerable to disruptions, including natural catastrophes, unstable economies, and health issues (Yacoub & ElHajjar, 2021). A key element of success or failure is a tourism destination's ability to provide visitors with a safe, predictable and secure environment. However, as Dayour et al. (2020) observed, tourism destinations can suffer significant tangible and intangible losses due to unexpected crises and disasters, compromising likewise, the media coverage that usually accompanies such incidents amplifies the risk perception of potential tourists, who may decide not to visit the affected destination due to insecurity. This decision not to visit can significantly impact the nation's economy, particularly the hospitality industry (Kim, Choi, & Leopkey, 2021). The issue of how hospitality organizations can perform well when faced with such critical situations has largely remained unexplored.

The worldwide tourism industry has recently seen several crisis scenarios, including terrorism, epidemics of diseases, political unrest, and natural calamities (Cro & Martins, 2017). These incidents significantly affect the tourism sector, especially its susceptibility to calamities and terrorist attacks (Koshteh, 2018). The performance and stock volatility of tourist enterprises in several nations, including Spain, France, the

United Kingdom, Turkey, Thailand, and the United States, have been demonstrated to be significantly negatively impacted by terrorism and disease pandemics (Hade et al., 2020). The performance of the hotel industry in the affected areas has been severely jeopardized by several major crises, including terrorist attacks in Europe and Asia, the Ebola virus outbreak in West Africa, cruise ship tragedies in Thailand and China, and the COVID-19 pandemic (Fong, Law, & Ye, 2020). For instance, the COVID-19 pandemic, which affected more than 200 nations and regions and resulted in over 235 million cases being confirmed, caused tremendous shocks, and had a detrimental influence on the world's hotel business during its acute stages (Xie et al., 2022). Crisis events seriously threaten the survival and development of hotels and their employees, and assessing the impact of crises on hotels is crucial for them to develop effective response and recovery strategies.

As Faulkner's framework has been expanded or new theories have been created, academicians have studied tourist crisis management more frequently (Chan et al., 2022; Pennington-Gray, 2018; Chan, Nozu & Zhou, 2020; Ritchie & Jiang, 2019). Nevertheless, many hotels still appear unprepared for crises, despite the recent development in understanding. Most tourist and hospitality companies do not actively integrate crisis management methods and practices into their operations, which may harm their performance (Burhan et al., 2022). According to Akarsu, Marvi, and Foroudi (2023), who concurs with this observation, the difference between a company that can handle unstable situations and one that allows such incidents to dampen their strategic objectives and subsequently their performance is in the latter's capacity to create strategies and practices to manage crises successfully.

The focus of Wut et al. (2021) primarily centers on offering fundamental principles and descriptive models for handling crises. Lerbinger (1997) presents one approach, categorizing crises based on their origins, be it internal or external factors, and recommending appropriate coping methods. Other studies take a historical route by evaluating specific crises through case-based analyses. For instance, Ulmer and Sellnow (2000) scrutinize the Jack in the Box restaurant chain crisis from an ethical and historical stance. Meanwhile, other scholars dissect the response of the US hospitality industry after the September 11, 2001 attacks (Blake & Sinclair., 2003; Stafford et al., 2002). These inquiries aim to gain insights from recent events and governmental and business responses to them (Israeli, 2007; Mansfeld, 1999).

Within the hospitality sector, studies on crisis management, as outlined by Israeli et al. (2011), have addressed diverse subjects. These encompass the analysis of various terror incidents (Aziz, 1995; Leslie, 1996; Pizam & Mansfeld, 1996), categorization of violent activities linked to the industry (Faulkner & Russell, 2000; Pizam, 1999), exploration of political and economic benefits of halting terror activities (Anson, 1999; Butler & Baum, 1999), readiness for forthcoming crises (Israeli, 2007), and handling past crises (Cohn, 2001; Lynch, 2004; Sönmez et al., 1999). Furthermore, some studies offer recommendations to enhance organizational actions and processes during and post-crises (Blackman & Ritchie, 2008).

Additionally, Damion (2012) evaluates the recovery of the hospitality and tourism industry in Bali and Egypt following terrorist attacks. Lastly, there have been proposed crisis management frameworks for lodging and restaurant sectors, like Brewton's (1987) guide for forming crisis management groups and Barton's (1994) suggestions for managerial preparations during crisis times (Israeli et al., 2011). From

the above discourse, it can be concluded that there seems to be a dearth of literature specifically addressing micro-level crisis management practices in the hospitality industry. This literature gap is what this study aimed to address.

Recent years have witnessed notable advancements in crisis management literature within the hospitality sector, as highlighted by Israeli et al. (2011) in their study on 'Hospitality Crisis Management Practices: The case of Indian luxury hotels.' However, this progress has often been prompted by various crises experienced across different countries. Notably, the 2001 September 11 events left a profound impact on travel, tourism, and the hospitality sector worldwide. Terror attacks on hotels in various regions, such as the Bali bombings in 2002 and 2005, the JW Marriott Hotel bombing in Jakarta in August 2003, the Taba Hilton hotel bombings in Sinai on October 7, 2004, and the Amman bombings in Jordan on November 9, 2005 targeting the Grand Hyatt, Radisson SAS hotel, and Days Inn hotel, as well as the 2005 attacks in Egypt and Mumbai on luxury hotels, gained global attention and underscored the effects of terrorism on the tourism and hotel industry (Israeli et al., 2011).

Numerous terror attacks directed at hotels and other hospitality facilities in Kenya and other parts of Africa have caused public outrage and prompted concerns about implementing improved security and safety measures. In 2003 and 2015, Kenya experienced a series of attacks in areas like Nairobi and Lamu, resulting in travel advisories being issued by tourism source markets in Europe and the US to their citizens. These travel advisories remain active (Vitisia, 2015; Wanjiku, 2020). In addition, during the COVID-19 pandemic, most foreign countries suspended their regular and charter flights to Nairobi and Mombasa, leading to a decline in visitor numbers, cancellation of hotel bookings, loss of employment, and closure of hotels

(Munene, 2021). As a result, there is an urgent need for Kenya's hospitality industry to adopt crisis management practices and strategies that address the specific needs and challenges faced by the sector (Mbijiwe, 2016; Adan, 2020).

It is evident that the tourism and hospitality industry is highly susceptible to crises and disasters, and their occurrence can significantly impact the performance and survival of hospitality organizations. Therefore, the need for effective crisis management practices and strategies within the industry is crucial for ensuring the safety and security of tourists, minimizing losses, and facilitating a timely recovery. By understanding the existing literature and exploring case studies of past crises, hospitality organizations can develop comprehensive crisis management plans and enhance their ability to respond effectively to future crisis events.

## **1.2 Statement of the Problem**

The hotel sector in Mombasa County, Kenya, faces an acute economic crisis due to various crisis events. Travel advisories have significantly reduced visitor numbers, leading to a massive negative impact on hotel performance. This negative impact includes a drop in hotel occupancy, cancellation of bookings, decreased revenue, job losses, and even the closure of hotels. Urgent action is required to implement effective crisis management practices tailored to the hotel sector to mitigate the adverse effects of these crises.

Kenya's Coastal region has witnessed a decline in tourist numbers and a continuous loss of market share to competitors like Zanzibar. In 2015, most hotels in the area were only 5 to 15 percent occupied due to crisis events in Mombasa and Lamu. This low occupancy rate resulted in the closure of 25 hotels and a staggering loss of 40,000 jobs (KAHC, 2015).

Furthermore, in June 2020, the Kenyan government implemented various measures, including curfews, restrictions on social gatherings, travel limitations, and economic operations, to curb the spread of COVID-19. These actions significantly impacted hotel performance, with hotels experiencing financial distress and job losses. Many hotels struggled to meet financial obligations like loan repayments and rate servicing. How a hotel manages its recovery during and after a crisis plays a crucial role in determining its resilience.

Therefore, developing and implementing proactive crisis management practices are vital for hotels to survive and thrive in such crisis-ridden environments. As Mansour (2013) suggests, there is a need for comprehensive guidelines that not only address crisis preparedness but also guide hotels in responding effectively when a crisis arises.

Hotel managers in Mombasa County are faced with the daunting task of collectively managing the impact of these crises on their businesses and employees while simultaneously grappling with the uncertainty that threatens their very existence. Against this backdrop, this study aimed to assess the impact of crisis management practices on the performance of hotels in Mombasa County. By examining and evaluating these practices, the study aimed to provide valuable insights and recommendations for improving crisis management strategies in the hotel sector, thereby enhancing the resilience and success of hotels in the face of crises.

### **1.3 Research Objectives**

#### **1.3.1 General Objective of the Study**

The general objective of the study was to determine effects of crisis management practices on performance of star rated hotels in Mombasa County, Kenya.

### **1.3.2 Specific Objectives of the study**

The following specific objectives were addressed:

- i) To examine the effects of human resource crisis management practices on the performance of star rated hotels in Mombasa County.
- ii) To determine the effects of marketing crisis management practices on the performance of star rated hotels in Mombasa County.
- iii) To establish the effects of maintenance crisis management practices on the performance of star rated hotels in Mombasa County.
- iv) To examine the effects of government crisis management practices on the performance of star rated hotels in Mombasa County.

### **1.3.3 Hypotheses of the Study**

The following hypotheses were tested:

**H<sub>01</sub>:** Human resource crisis management practices adopted have no significant effect on the performance of star rated hotels in Mombasa County.

**H<sub>02</sub>:** Marketing crisis management practices adopted have no significant effect on the performance of star rated hotels in Mombasa County.

**H<sub>03</sub>:** Maintenance crisis management practices adopted have no significant effect on the performance of star rated hotels in Mombasa County.

### **1.3.4 Research Questions**

- i) What is the effect of government crisis management practices on the performance of star rated hotels in Mombasa County?

## **1.4 Justification of Study**

That crisis events such as terrorism and disease pandemics substantially influence hotel performance cannot be underestimated. These challenges impact all facets of the hotel's mission and purpose (Olawale, 2014). To effectively address the issues that

affect hotel performance, management must pay particular attention to crisis management. This study focused on the effects of crises on hotel performance and the importance of crisis management in creating a favourable environment for business growth and profitability. However, suppose managers cannot successfully resolve crises arising from external factors. In that case, this can harm the organization's productivity, leading to operational stagnation, decreased efficiency, failure to meet targets, and lower sales, among other consequences. For example, if a hotel fails to manage a crisis effectively, it may be forced to close if appropriate crisis management strategies are not implemented quickly enough (Olawale, 2014).

This study attempted to assess crisis management practices in the hospitality industry in Kenya. As indicated in chapter one of this work, hospitality has made remarkable contributions to Kenya's gross domestic product, and the risk of its operations being jeopardized by frequent crisis events witnessed at the regional and worldwide fronts. Previous crisis events have targeted hospitality facilities, including star-rated hotels on the Kenyan coast. More recently, the 2013 attack at Westgate shopping mall in the capital city of Nairobi and the Covid-19 pandemic dealt the country a great blow. Therefore, crisis management in hotels is urgent to minimize or avert social and economic vulnerabilities associated with these crisis events. According to Mansour (2013), there is a need for more research on guidelines that not only deal with preparing plans to minimize or overcome severe negative events but also guide crisis managers in responding when a crisis or disaster arises. This study examined the effects of crisis management practices on hotel performance to make appropriate recommendations to assist managers in planning how to mitigate such crises.



The findings of this study will increase stakeholder understanding of the effects of crisis management practices on the performance of hotels. Specifically, the study will contribute significantly to the literature on crisis management by providing knowledge about the relationship between crisis management practices such as human resources, marketing, maintenance, government, and hotel performance.

Findings are likely to enable hotel managers to have an in-depth knowledge of crisis management practices in the hospitality industry and equip themselves with the best practice to use when managing crises in their organizations. In addition, the specific crisis management practices can be used as a guideline by crisis managers on overcoming different crises in their organizations. The study generated data that will enhance the understanding of management staff on the negative effects of unmanaged crises on hotel performance and help them use the most effective crisis management practices.

This study has developed a structural model linking the various crisis management practices and hotel performance. If used by the government, its findings will assist relevant tourism bodies in implementing policies and regulations to better manage terror-related crises in hotels.

### **1.5 Significance of the Study**

The study's findings on the effects of crisis management practices on the performance of hotels in Mombasa County, Kenya, hold significant importance for various stakeholders in the hotel industry and beyond. The significance of these findings can be outlined as follows:

**Practical Guidance for Hotel Managers:** The study's findings provide valuable insights and practical recommendations for hotel managers in Mombasa County. Understanding the effects of crisis management practices on hotel performance enables managers to make informed decisions and implement effective strategies during times of crisis. The findings can help hotel managers optimize their human resource management, marketing, maintenance, and government relations practices to mitigate the negative impact of crises and enhance overall performance.

**Improved Crisis Preparedness:** The study's findings improve crisis preparedness in the hotel sector. The findings will guide hotels in developing comprehensive crisis management plans and strategies by identifying the key crisis management areas that significantly impact hotel performance. Identifying key areas will enhance the industry's ability to respond effectively to crises, minimize disruptions, and expedite recovery processes.

**Enhanced Resilience and Competitiveness:** Understanding the effects of crisis management practices will help hotels in Mombasa County become more resilient and competitive. By adopting best practices and lessons learned from the study, hotels can develop robust crisis management frameworks that will enable them to withstand the adverse effects of crises, maintain their market position, and emerge stronger. This will contribute to the long-term sustainability and growth of the hotel sector in Mombasa County.

**Economic Impact:** The performance of hotels directly impacts the local economy, including employment, revenue generation, and tourism development. The findings of this study will provide insights into how crisis management practices influence these economic factors. By implementing effective crisis management strategies, hotels can

mitigate job losses, revenue decline, and potential closures during crises, thus safeguarding the livelihoods of employees and contributing to the economic stability of Mombasa County.

**Policy Recommendations:** The study's findings can serve as a basis for policy recommendations at the local and national levels. Government authorities can use the findings to assess the effectiveness of crisis management policies and interventions in the hotel sector. This can lead to formulating evidence-based policies that support hotels in managing crises and promoting a resilient and thriving tourism industry. The study's recommendations can also contribute to industry-wide discussions on crisis management practices and influence the development of sector-specific guidelines and standards.

In summary, the findings of this study have the potential to bring about positive change in the hotel industry in Mombasa County. The findings will contribute to the overall performance, competitiveness, and economic well-being of hotels and the wider community by informing decision-making, improving crisis preparedness, enhancing resilience, and influencing policies.

### **1.6 Scope of the Study**

This study focused on crisis management in the hotel sector within Mombasa County, Kenya. It aimed to examine the impact of various crisis events on hotel performance and assess the crisis management practices implemented by hotels in response to these events. The study collected data through questionnaires and interviews with respondents from star-rated hotels in Mombasa County between June 2022 and January 2023.

The research investigated the effects of crises such as travel advisories, political instability, natural disasters, health emergencies, and other significant disruptive events in Mombasa County on hotel performance. It also examined the crisis management practices employed by hotels, specifically in human resources, marketing, maintenance, and government interventions. The study analysed the strategies, policies, and actions hotels undertake to manage and mitigate the impact of crises on their performance.

In terms of timeframe, the study considered relevant crisis events in Mombasa County in recent years. It encompassed acute events, such as sudden natural disasters, and prolonged events, such as the Covid-19 pandemic, to comprehensively understand crisis management practices and their influence on hotel performance.

It is important to note that the scope of this study was limited to crisis management practices and their effects on hotel performance within the specific context of Mombasa County, Kenya. This study did not address broader topics related to tourism management or general crisis management principles beyond the hotel sector in Mombasa County.

### **1.7 Limitations of the Study**

One area of limitation within this study was associated with the intricacies of the data collection process. The primary aim of the study was to compile a comprehensive dataset encompassing various crisis management practices and their consequent effects on hotel performance. However, the participants expressed valid concerns about the confidentiality of such data, fearing that divulging hotel-specific information could potentially provide competitors with an advantage.

In response to this challenge, the researcher undertook significant efforts to reassure the participants. Explicit assurances were given that the data collected would be exclusively utilized for academic purposes, safeguarding the sensitive information shared. Moreover, the credibility of the study was bolstered by the formal data collection letter provided by the university, which highlighted the scholarly intent of the research. To further incentivize participation, the respondents were guaranteed access to a digital copy of the comprehensive research findings. This not only underscored the commitment to transparency but also facilitated a holistic understanding of the industry's current status.

Another noteworthy limitation stemmed from the constrained access to data sources. Gaining access to managers for interviews proved to be a formidable task due to their demanding schedules and the challenging nature of their roles. However, the researcher's persistence played a pivotal role in overcoming this obstacle. Through tenacious follow-up phone calls and in-person visits to hotels, the researcher managed to secure interview opportunities with managers. This determined approach ensured that the study could integrate valuable insights and perspectives from these key stakeholders, despite the initial challenges in reaching them.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Overview**

This chapter presents a review of the literature relevant to the research problem. Specifically, the chapter looks at performance, crisis, crisis management, and the hospitality sector and crisis management practices. At the end of the chapter are presented the theoretical framework, conceptual model, and a summary of the chapter.

#### **2.1 The Concept of Performance**

Hotel performance transforms inputs into outputs to achieve specific results (Effiyanti et al., 2021). It encompasses the relationship between minimal and effective costs, effective costs, and realized outputs (efficiency), as well as between outputs and results achieved (effectiveness) (Effiyanti et al., 2021). In the service industry, hotel performance is defined as the total performance results an organization achieves in alignment with its mission (Gusmão et al., 2018).

Various scholars have highlighted different measurement criteria for hotel performance in service firms. These include productivity, quality or accuracy of work produced, service goal achievements, and operational efficiency (Singh et al., 2021). Gusmão, Christiananta, and Ellitan (2018) propose dimensions such as productivity, service quality, responsiveness, responsibility, and accountability for measuring hotel performance in service firms. Financial performance (e.g., return on assets, return on profit, return on investment), product market performance (e.g., sales, market share), and shareholder return (e.g., total shareholder return, economic value added) are also considered indicators of hotel performance (Rehman et al., 2019).

Maintaining a firm's performance is crucial for long-term survival and competitiveness (Ishaq et al., 2021). However, the conceptualization of performance varies among authors. Based on Singh et al. (2021) and Gusmão et al. (2018), this study adopts seven indicators to measure hotel performance: quality of products and services, number of new processes, flexibility and desire for continuous improvement, operational efficiency, responsiveness to the environment, return on assets and investments, and market share.

In summary, hotel performance is the process of transforming inputs into outputs to achieve specific results. It is measured through various indicators such as productivity, service quality, operational efficiency, and financial and market performance. These indicators are crucial in determining a firm's competitiveness and long-term survival.

### **2.1.1 Performance in the Hotel Industry**

Performance in the Hotel Industry can be understood through two primary lenses: financial and non-financial performance (Khasawneh & Mohammad, 2022). Hotel performance encompasses a range of factors, including stock turnover, customer satisfaction, profitability, and market share. Identifying the elements contributing to sustainable success has become increasingly vital due to heightened global competition. Both tangible and intangible factors have been explored to uncover these drivers. Evaluating performance involves qualitative and quantitative methods. This particular study utilized non-financial metrics such as company image, market share, service quality, and turnover rates for both customers and employees.

Non-financial metrics hold superiority over financial ones as performance indicators within the service sector, according to Budding, Faber, and Schoute (2022). They

serve as complements to short-term financial data, offering insights into long-term objectives, thereby more accurately measuring value and motivation. Beyond profitability or other measurable outcomes, performance is considered an output that aligns with objectives and can be justified based on expected behavioral outcomes and results (Olsen, 2013).

Fwaya (2010) argues that while financial performance remains a crucial metric, it's not the sole indicator of organizational success. While undoubtedly important to shareholders, management, and the market, financial success represents only one facet of an organization's effectiveness and sustainability. It showcases the capacity to generate profits exceeding costs, serving as a fundamental aspect of a company's existence. However, a study by Wadongo et al. (2010) in Kenya's hospitality sector, focusing solely on financial success as the determinant of a hotel's performance, overlooked other critical non-financial factors. Subsequently, Wadongo et al. (2010) emphasized the need for a broader evaluation encompassing operational and market metrics to comprehensively assess performance beyond financial considerations.

In support of this perspective, Muthoka's (2014) investigation into strategic management factors and their impact on hotel performance within Kenya's tourism industry highlighted the necessity for further research directed towards non-financial factors influencing hotel performance. Emphasizing the intricate nature of the hotel business, Enz (2011) underscores the significance of employing multiple measurement techniques due to the interdependence of its products. A hotel's success doesn't solely rely on providing goods and services; it equally hinges on enhancing customer satisfaction through superior service quality, a factor that can significantly bolster revenues (Powder, 2013). Thus, the multifaceted nature of the hotel industry



necessitates a more comprehensive approach beyond sole reliance on financial metrics to accurately gauge and enhance overall performance.

Relying predominantly on financial indicators presents several limitations that underscore the significance of embracing non-financial measures. First and foremost, financial metrics are often trailing indicators, reflecting past performance and lacking the ability to predict future outcomes (Denton & White, 2000). Moreover, they tend to offer a limited view of the company's operations, failing to encapsulate all relevant performance aspects demanded by the contemporary business environment (Banker et al., 2005; Phillips, 1999). This partial representation of past and present operations might lead to a myopic focus solely on monetary figures, neglecting other critical dimensions of the organization (Hansen & Mowen, 2003). Additionally, financial metrics, being static, may not adapt to changing conditions or evolving goals (Neely, 1999). Such rigidity can hinder strategic adaptation and innovation, creating a time gap between strategy development and its implementation (Kaplan & Norton, 1996).

Furthermore, an overemphasis on immediate financial outcomes could be misleading, especially when comparing hotel performance solely based on metrics like RevPAR (Revenue Per Available Room). Kimes (2001) highlights that hotels in high-priced locations often exhibit higher RevPARs than those in low-priced areas, potentially distorting performance comparisons. Therefore, while financial indicators offer valuable insights, they fall short in capturing the intricacies and multifaceted aspects critical for a comprehensive evaluation of performance within the hotel industry, emphasizing the pressing need to integrate non-financial measures for a more balanced and holistic assessment.

Given the constraints posed by financial metrics and the escalating impact of international competition on the hotel industry, there is a compelling necessity for hotels to reassess their existing performance evaluation methodologies (Korir, 2012; Atkinson & Brown, 2001). Hotels operate within an environment characterized by substantial fixed costs, prompting the imperative for performance management systems that guide managerial decisions based not solely on financial metrics but also on indicators encompassing market orientation, revenue management, and the intricate nuances of service delivery (Atkinson & Brown, 2001). Non-financial indicators emerge as pivotal for hotels as they address the root causes of performance rather than merely its outcomes (Arias-Aranda, 2003). Unlike financial measures, non-financial indicators reflect recent managerial decisions that might not be fully captured by financial metrics over a certain period (Banker et al., 2005).

To navigate the dynamic service-oriented landscape effectively, there arises a need for a more balanced measurement system that amalgamates both financial and non-financial dimensions. Such a holistic approach is essential to elevate performance standards within the service sector of the hotel industry. The inclusion of non-financial indicators alongside financial metrics provides a comprehensive view, aiding in informed decision-making and facilitating a more accurate assessment of the hotel's overall performance.

Numerous academic research findings (Harris and Mongiello, 2011; Atkinson and Brander-Brown, 2011) advocate for a dual approach in performance management, emphasizing the necessity of considering both financial and non-financial aspects. These dimensions encompass a wide array of critical elements, including competitiveness, service quality, customer satisfaction, organizational agility,

resource utilization, and technological integration. The evolving landscape of performance metrics must shift focus towards non-monetary factors, placing significance on aspects like service quality and customer contentment (Fitzgerald et al., 1991).

It is widely acknowledged that an organization's performance gauges should intricately align with strategic objectives, competitive dynamics, revenue administration, market orientation, and the procedural intricacies of service delivery, particularly evident within the realm of hotels (Haktanir and Harris, 2012). Concurrently, there is a growing recognition within the hotel industry regarding the importance of both key stakeholders: employees and guests. This acknowledgment has spurred recommendations to enhance performance-related information concerning critical facets such as employee morale and satisfaction (Fwaya, 2010).

Furthermore, Harris and Mongiello (2011) highlight that hotels operate within a service-centric context and encompass three distinct categories of industrial operations: rooms, beverages, and food, each embodying unique business orientations. These distinct orientations necessitate a diverse set of performance indicators. Similarly, Chan (2004) documented the utilization of non-monetary metrics within the balanced scorecard framework, which serves as a comprehensive performance management system encapsulating a wide spectrum of managerial endeavors.

In summary, the holistic perspective on performance in the hotel industry emphasizes both the factors influencing performance and the outcomes thereof. While traditional emphasis has been on financial metrics, the recognition of the crucial role of non-financial indicators in evaluating long-term goals, value creation, and organizational

effectiveness has become imperative. To effectively assess hotels, a balanced measurement system that considers both financial and non-financial dimensions, exemplified by the use of a Balanced Scorecard, is essential. This study aimed to explore the financial and non-financial drivers of hotel performance through the adoption of the Balanced Scorecard (BSC) as a tool for measuring performance within the hotel industry.

Therefore, the need for a balanced scorecard to measure performance in this study is imperative. The balanced scorecard approach offers a comprehensive framework that aligns strategic objectives with performance measures across various dimensions (Mio et al., 2022). In the dynamic landscape of the hotel industry, where success hinges not only on financial indicators but also on customer satisfaction, service quality, market share, and employee turnover, a balanced scorecard provides a structured method to evaluate these diverse aspects. By incorporating both financial and non-financial metrics, the balanced scorecard enables a more holistic assessment of performance, offering insights into the interdependencies among different facets of hotel operations (Dlamini, 2020). This approach allows management to track progress, identify areas for improvement, and make informed decisions that support long-term sustainability and competitive advantage. Moreover, the balanced scorecard's emphasis on a balanced view of performance aligns with the multifaceted nature of the hospitality sector, making it a valuable tool for assessing and enhancing overall hotel performance (Fatima & Elbanna).

### **2.1.2 Measures of Performance in the Hotel Industry**

By leveraging the Balanced Scorecard (BSC) a strategic management tool that provides a comprehensive framework for evaluating an organization's performance

across multiple perspectives, this study explored the four dimensions, including the financial, customer, internal processes, and learning & growth perspectives. The motivation for this was that within each perspective, several performance indicators could be used to measure and assess different aspects of hotel performance.

### **2.1.2.1 The Financial Perspective**

From the Financial Perspective the review of literature highlighted RevPAR (Revenue per Available Room), GOPPAR (Gross Operating Profit per Available Room), and Average Daily Rate (ADR) as the main performance indicators (Lee et al., 2019).

RevPAR Measures the revenue generated from each available room, indicating the hotel's pricing strategy and occupancy performance. Research shows that this indicator has certainly been used to gauge performance in hotel industry. A study by Santos et al. (2020) focused on the impact of RevPAR on hotel performance. The research found that RevPAR is a critical indicator influencing hotel revenue and profitability. Higher RevPAR was associated with improved financial performance and overall success in the hospitality industry (Santos et al., 2020). Additionally, a study by Vrkljan and Bognar (2017) examined the relationship between RevPAR and hotel competitiveness. The findings highlighted that RevPAR serves as a key performance metric affecting a hotel's competitive positioning and market share within the industry.

The second financial perspective hotel performance indicator that features consistently in literature is GOPPAR. This indicator evaluates the hotel's profitability by considering operating expenses against revenue generated per room available (Lee et al., 2019). Research shows the importance of this indicator in evaluating hotel performance. Research conducted by Kim et al. (2022) investigated the significance

of GOPPAR in assessing hotel profitability and operational efficiency. The study revealed that GOPPAR is an effective metric for evaluating a hotel's financial performance and optimizing revenue management strategies.

Moreover, a study by Schwartz et al. (2017) focused on comparing GOPPAR and RevPar as performance measures for hotel management. The findings emphasized the importance of GOPPAR in guiding managerial decisions to enhance profitability and operational effectiveness in the hotel industry (Schwartz et al., 2017).

The third financial perspective indicator for hotel performance that emerged from the literature review is ADR, which indicates the average rate charged per occupied room, reflecting the hotel's pricing effectiveness. A study by Madanoglu and Ozdemir (2016) explored the relationship between ADR measured through meeting space capacity and hotel performance. The research highlighted that ADR significantly impacts a hotel's revenue and financial performance. Effective pricing strategies related to ADR were found to positively influence a hotel's profitability (

Furthermore, research by Hayes et al. (2021) focused on the importance of ADR in hospitality revenue management. The study underscored that optimizing ADR through strategic pricing tactics is crucial for enhancing a hotel's financial performance and overall competitiveness. These studies collectively emphasize the significance of RevPAR, GOPPAR, and ADR as vital performance indicators in the hotel industry. They demonstrate how these metrics are used to assess revenue generation, profitability, pricing strategies, and operational efficiency within hotels.

On the basis of these findings from the literature review, this study leveraged Profit Level and Average Room Rate as financial performance indicators. Profit level is a fundamental metric representing financial health and viability. In crisis management

scenarios, assessing the financial stability of hotels becomes crucial. Profitability reflects how effectively hotels manage crises and their resilience in adverse situations. Research by Wieczorek-Kosmala (2022) emphasized the impact of financial stability on crisis resilience within the hospitality industry, highlighting the relevance of profit level in crisis management studies. The argument is that during crises, prudent resource allocation becomes pivotal. Profitability metrics provide insights into effective resource utilization, helping to identify whether hotels allocate resources efficiently during crisis periods (Ortega, 2016). This aligns with the examination of crisis management practices and their impact on the financial sustainability of hotels.

Average room rate (ARR) serves as a vital indicator of a hotel's pricing strategy and its adaptability during crises. Studies by Garrido-Moreno et al. (2021) have highlighted the significance of pricing strategies during crisis periods, indicating that adjusting room rates effectively can mitigate the impact of crises on hotel performance. Assessing how hotels adjust their average room rates during crises reflects their strategic adaptability and responsiveness.

Meanwhile, ARR directly influences revenue generation. Evaluating how changes in ARR affect revenue during crises provides insights into recovery strategies adopted by hotels. Research by Kim et al. (2019) indicated that pricing strategies impact revenue during crises, underscoring the importance of ARR as a crisis management metric in the hospitality sector.

Therefore, incorporating profit level and average room rate as performance measures in this study on crisis management practices within Mombasa County's star-rated hotels provided a comprehensive view of financial resilience, resource allocation, pricing strategies, and revenue recovery strategies during crises. These metrics not

only reflected the financial impact but also revealed strategic decision-making and adaptability crucial in managing and mitigating the effects of crises within the hotel industry.

#### **2.1.2.2 Customer Perspective**

Three indicators from the customer perspective were recurrent in the reviewed literature. These were Guest Satisfaction Scores, Repeat Guest Ratio, and Online Reviews and Ratings (Zhao et al., 2019). The utilization of guest satisfaction scores, repeat guest ratio, and online reviews and ratings as performance indicators in the hotel industry has been extensively documented in various studies within the hospitality sector.

Research by Kim and Chung (2022) focused on the impact of guest satisfaction on hotel performance. The study highlighted the importance of guest satisfaction scores in influencing repeat visits, positive word-of-mouth, and overall hotel success. It emphasized that higher guest satisfaction leads to improved financial performance and competitive advantage within the industry. Additionally, a study conducted by Supanun and Sornsaruht (2019) investigated the correlation between guest satisfaction scores and hotel reputation. The findings demonstrated that high guest satisfaction scores significantly contributed to a positive hotel reputation, influencing booking decisions and revenue generation.

On the contrary, research by Wang et al. (2022) explored the significance of repeat guests in hotel performance. The study revealed that hotels with higher repeat guest ratios tend to have better financial performance and operational efficiency. It emphasized the role of repeat guests in enhancing revenue and profitability within the hospitality sector. Furthermore, a study by An et al. (2019) investigated the impact of



service quality on the likelihood of guests becoming repeat customers. The findings highlighted that excellent service quality positively influenced the repeat guest ratio, indicating its significance in driving guest loyalty and retention.

Meanwhile Online Reviews and Ratings which involves monitoring platforms like Trip Advisor or Google Reviews to gauge public perception and satisfaction levels have also featured prominently as customer perspective non-financial indicators of hotel performance. Research conducted by Phillips et al. (2017) focused on online reviews' impact on hotel performance. The study revealed a strong correlation between positive online reviews and hotel bookings. Hotels with higher ratings on platforms like TripAdvisor experienced increased bookings and revenue, emphasizing the importance of online reviews in influencing customer decisions.

Moreover, a study by Viglia et al. (2016) explored the relationship between online review ratings and hotel occupancy rates. The findings indicated that higher online review ratings positively influenced hotel occupancy rates, underscoring the significance of online reviews in driving business performance.

Taking cognizance of these indicators of hotel performance under the customer perspective, this study employed Occupancy rates and Customer loyalty as measures of the customer perspective of hotel performance. In a study on "Crisis Management Practices and Performance of Star-Rated Hotels in Mombasa County, Kenya," incorporating occupancy rates and customer loyalty as measures of the customer perspective holds significant importance.

First, occupancy rates serve as a key metric to assess the impact of crises on hotel operations. During crises, such as natural disasters or geopolitical instabilities, changes in occupancy rates can directly reflect the extent of the crisis's impact on the

hotel industry. Research by Kim et al. (2019) highlighted the significant correlation between crises and declining occupancy rates within the hospitality sector, underscoring its relevance in crisis management studies. Moreover, occupancy rates are a vital indicator of a hotel's financial resilience during crises. Monitoring fluctuations in occupancy rates provides insights into how hotels manage demand fluctuations, implement pricing strategies, and maintain financial stability amidst crises (EL Shaer, 2018).

Second, customer loyalty is crucial during crises as it signifies the level of satisfaction and trust customers have in the hotel brand. Research by Shi et al. (2021) emphasized that hotels with higher customer loyalty are more resilient during crises, as loyal customers tend to be more forgiving and supportive during challenging times. Assessing customer loyalty during crises reflects the effectiveness of crisis response strategies and their impact on customer retention. Additionally, Customer loyalty serves as a predictor of future performance and recovery post-crisis. Studies by Monferrer et al. (2019) indicated that customer loyalty positively influences post-crisis recovery rates for hotels. Higher customer loyalty can result in faster recovery periods and improved performance after the crisis has passed.

Therefore, incorporating occupancy rates and customer loyalty as measures of the customer perspective in this study on crisis management practices within Mombasa County's star-rated hotels offered valuable insights into crisis impact assessment, financial resilience, customer retention strategies, and future performance expectations. These metrics not only reflected the immediate impact of crises on hotel operations but also provided indicators for recovery, resilience, and the effectiveness of crisis management strategies. Their inclusion allowed for a comprehensive

evaluation of how crises affect customer behavior, satisfaction, and the overall performance of hotels during challenging times.

### **2.1.2.3 Internal Processes Perspective**

From the Internal Process Perspective, housekeeping efficiency, check-in/check-out process time, and maintenance response time were recurrent themes on hotel performance measurement (Shin et al., 2019). The utilization of internal processes perspective indicators like housekeeping efficiency, check-in/check-out process time, and maintenance response time has been extensively studied and reported within the hotel industry. For instance, research has found a positive correlation between efficient housekeeping operations, measured by room turnaround time and cleanliness scores, and higher guest satisfaction levels. Improved housekeeping efficiency was associated with enhanced guest experiences and overall hotel performance (Bhatnagar & Nim, 2019). Additionally, it has been shown that higher cleanliness scores and faster room turnaround times positively impacted online review ratings, highlighting the importance of housekeeping operations in shaping guest perceptions and satisfaction (Bhatnagar & Nim, 2019).

Check-in/Check-out Process Time which evaluates the efficiency of front desk operations and guest service delivery, has also been attributed to performance of the hotel industry. Research shows that shorter check-in/check-out process times were strongly associated with higher guest satisfaction levels. Efficient front desk operations were linked to improved service quality and overall guest experiences (Pizam et al., 2016). Similarly, it has been highlighted that hotels with faster and smoother check-in processes tended to have better online reputation scores, indicating the influence of front desk efficiency on hotel performance (Zhang et al., 2020).

Meanwhile, Maintenance Response Time tracks the time taken to address maintenance requests or issues raised by guests. Research has revealed that prompt responses to maintenance requests significantly improved guest satisfaction levels. Hotels with shorter maintenance response times were more likely to receive positive guest feedback and higher ratings (Zhao et al., 2019).

The utilization of internal processes perspective indicators like housekeeping efficiency, check-in/check-out process time, and maintenance response time has been extensively studied and reported within the hotel industry.

In retrospect, employment was used as a hotel performance measure within the internal processes perspective. Employment metrics, such as employee turnover rates and retention during crisis periods, serve as indicators of a hotel's ability to maintain a stable workforce amidst challenges. Research by Shi et al. (2021) highlighted that higher employee retention rates during crises positively impact a hotel's operational resilience. It suggests that hotels with stable staffing levels are better equipped to manage crises and sustain service quality, contributing to their overall performance during challenging times.

Additionally, assessing employment metrics related to staff training and crisis preparedness programs reflects a hotel's readiness to manage unforeseen situations. Athamneh (2018) emphasized the importance of staff training in crisis management. Higher investment in employee training and crisis response strategies correlates with improved crisis handling capabilities and operational resilience. Employment metrics also encompass staff-guest interactions, reflecting how employees handle guest needs during crises. Yilmaz (2018) indicated that positive employee-customer interactions during challenging situations significantly impact guest perceptions and satisfaction.

Monitoring metrics related to staff behavior and interactions helps evaluate crisis response effectiveness and its influence on guest experiences.

In essence, incorporating employment metrics as measures of the internal processes perspective in this study on crisis management practices within Mombasa County's star-rated hotels offered valuable insights into staffing resilience, crisis preparedness, service quality maintenance, and its impact on guest satisfaction. These metrics not only reflect the hotel's ability to retain a stable workforce during crises but also shed light on how employee morale, training, and interactions influence service quality and overall guest experiences during challenging times.

#### **2.1.2.4 Learning & Growth Perspective**

The final set of hotel performance metrics reviewed were under the Learning and Growth Perspective. In this category, Employee Training Hours, Employee Turnover Rate, and Technology Integration were recurrent. Employee Training Hours which Measures the hours invested in training and development programs for staff, received substantial support in literature.

Research by Sao Joao et al. (2019) focused on the influence of employee training on service quality in the hospitality industry. The study highlighted a positive correlation between increased employee training hours and enhanced service quality. Hotels investing more in employee training tended to provide better guest experiences, demonstrating the significance of training programs in improving service standards. Similarly, a study by Aboyassin and Sultan (2017) investigated the relationship between employee training hours and hotel performance. The findings indicated that higher employee training hours were associated with increased guest satisfaction

levels and improved hotel performance metrics. This emphasizes the role of training in shaping guest experiences and overall hotel success.

Employee Turnover Rate which reflects staff retention levels, impacting service consistency and guest experience, has also received scholarly interest as a hotel performance measure. Research by Singh and Amandeep (2017) explored the impact of employee turnover on service consistency in the hotel industry. The study highlighted that higher employee turnover rates negatively impact service consistency, leading to fluctuations in guest experiences. It emphasized the importance of retaining employees for maintaining service standards and guest satisfaction. Mohsin et al. (2023) revealed that high turnover rates lead to increased recruitment costs, training expenses, and service disruptions, adversely affecting hotel profitability. Lower turnover rates were associated with better financial performance and operational stability

Technology Integration relating to metrics assessing the adoption of new technologies or systems to enhance guest services or streamline operations has not been left out either. Research by Siagian et al. (2020) demonstrated that effective technology adoption positively impacted operational efficiency, guest services, and overall hotel performance. Metrics assessing the integration of new technologies were associated with improved processes and guest experiences.

Meanwhile, a study by Tai et al. (2021) emphasized the role of technology in guest satisfaction and hotel innovation. The findings suggested that hotels embracing technological advancements to enhance guest experiences exhibited higher satisfaction levels. Technology integration was linked to innovative services, influencing guest preferences and satisfaction

In this research, market share was used as a measure of hotel performance under the learning and growth perspective. Several reasons motivated this decision. Market share is an indicator of a hotel's competitive positioning and adaptability within the industry. During crises, market dynamics fluctuate, and competition intensifies. Research by Brown et al. (2017) highlighted that hotels with higher market shares tend to display more resilience during crises, better withstanding competitive pressures and maintaining market relevance. Moreover, Research has emphasized that market-leading hotels are often more adept at implementing strategic changes, innovating their services, and capturing market share by responding effectively to crises (Phillips & Moutinho, 2018).

Assessing market share aids in benchmarking against competitors, understanding industry trends, and identifying innovative strategies employed by other successful hotels during crises. Research by Li and Liu (2018) emphasized the importance of competitor analysis in strategic decision-making, allowing hotels to learn from competitors' successes and failures in crisis management. Besides, Research demonstrates that hotels with a larger market share tend to invest more in innovative practices during crises, including diversification, product differentiation, and new service offerings, showcasing the connection between market share and innovation during challenging times (Viglia et al., 2021).

## **2.2 The Concept of Crisis Management**

Crisis management refers to the strategic process through which individuals, organizations, or governments respond to and handle situations of significant disruption or threat that have the potential to harm their reputation, operations, or overall stability (Lerbinger, 2012). The concept encompasses the coordinated efforts to effectively mitigate, control, and recover from crises to minimize negative impacts.

Crises can arise from a variety of sources, such as natural disasters, cyber-attacks, financial downturns, public health emergencies, and reputation-damaging incidents.

In crisis management, the primary objective is to adopt a proactive and structured approach to crisis response. Preparedness plays a critical role, as organizations need to establish robust crisis management plans, often involving various departments and stakeholders. These plans outline clear roles and responsibilities, communication protocols, and response strategies tailored to specific crisis scenarios. Moreover, continuous monitoring and risk assessment enable entities to identify potential threats early on, allowing them to be more agile and adaptive in their responses (Lerbinger, 2012).

Effective crisis management involves swift and transparent communication. Timely and accurate information dissemination is essential to maintain public trust, protect stakeholders' interests, and prevent the spread of misinformation. Crisis communication strategies may include press releases, media briefings, social media updates, and direct communication with affected parties. Honesty, empathy, and accountability are crucial in maintaining a positive public perception and confidence during challenging times (Yu & Khazanchi, 2019).

Moreover, effective crisis management requires a clear understanding of the definition and nature of crisis. A crisis is a critical event that demands a well-prepared, coordinated, and adaptable response. According to Watkins (2020), by understanding the definition and nature of crises, organizations and individuals can develop effective crisis management plans to navigate through challenging times while minimizing the impact on their stakeholders and overall operations.



### **2.2.1 Crisis Management in the Hotel Industry**

Examining crisis management in the hotel industry was motivated by the prevalence of various crises and their profound impact on crucial operational aspects like human resources, marketing, and maintenance. The hotel industry faces various crises, including natural disasters (such as earthquakes, hurricanes, or floods) and geopolitical events (like terrorism, political instability, or disease outbreaks).

For instance, natural disasters can have dire consequences on the hotel industry, ranging from property damage and infrastructure disruptions to financial losses and changes in tourism dynamics. Evidence has indeed shown that natural disasters, such as floods and hurricanes, can cause physical damage to hotel properties and infrastructure, resulting in temporary closures and expensive repairs (Lee, 2019). Moreover, the disruptions to transportation and utilities during such crises can further exacerbate the challenges faced by hotels in the affected areas. Njoroge et al. (2020) on the impact of climate change vulnerability revealed that hotels in Mombasa County experienced a decline in occupancy rates and revenue during periods of heavy flooding.

Geopolitical events (like terrorism, political instability, or disease outbreaks) have also been associated with negative impacts on the hospitality sector. Terrorist occurrences in tourist destinations have inflicted significant harm upon the entirety of the hotel sector (Khan, 2019; Musoma, 2021; Onuoha, 2016). The repercussions extend beyond the sector at large, as individual properties that find themselves entangled in such incidents face substantial financial and intangible costs (Millia et al., 2020; Seetah, 2017). Throughout history, hotels have been singled out as targets, with certain incidents unfolding in renowned vacation hubs, while others transpire in

regions fraught with unrest, where patrons largely consist of local residents and foreign visitors engaged in business or official affairs (Wernick & Von Glinow, 2012). Such strikes are located worldwide, reflecting evolving domestic and international political conditions (Albu, 2016).

Additionally, global challenges such as pandemics, as exemplified by the COVID-19 pandemic, severely affect the hotel industry. Insights from Muragu et al. (2023) highlights the extensive impact of the COVID-19 crisis on hotel operations, workforce, and marketing strategies. Research shows that during the COVID-19 pandemic hotels faced a drastic reduction in bookings and revenue as travel restrictions and lockdown measures were imposed to curb the spread of the virus (Biwota, 2020; Sucheran, 2021; Zubair & Shamsudin, 2021). The pandemic also led to changes in guest behavior, with a shift towards contactless check-ins, increased demand for sanitation measures, and a preference for outdoor dining and recreation options (Biwota, 2020).

Crises often lead to workforce disruptions, including layoffs, reduced working hours, or changes in staff deployment. A study by Ngoc Su et al. (2021) underlines how crises impact human resources in hotels, affecting employee morale, retention rates, and training initiatives. Effective crisis management is crucial to maintain a motivated and skilled workforce during challenging times.

Moreover, crises necessitate immediate alterations in marketing strategies. Research by Das et al. (2021) emphasizes that crises force hotels to swiftly adapt marketing approaches, such as changing promotional messages, targeting different customer segments, or emphasizing safety and hygiene measures. Effective crisis management

ensures the agility of marketing strategies to maintain brand perception and customer engagement during crises.

Crises often pose maintenance challenges due to resource constraints or unexpected damages. Studies by Ivkov et al. (2019) illustrate how crises, especially natural disasters, affect hotel infrastructure and property. Maintenance response becomes critical in addressing immediate issues and ensuring guest safety and satisfaction.

In summary, crises in the hotel industry were shown to be prevalent and having significant implications for human resources, marketing strategies, and maintenance operations. Evidence demonstrates the diverse and severe impacts of crises on these key operational areas, underscoring the critical need for effective crisis management strategies within the hotel industry to mitigate these impacts and ensure operational resilience and guest satisfaction.

### **2.3 Crises Management Practices in the Hospitality Sector**

An elaborate review on crisis management in the hospitality sector unearthed three categories of practices consistent with the impacts of crises. These were human resource crisis management practices, marketing crisis management practices, and maintenance crisis management practices

#### **2.3.1 Human Resource Crisis Management Practices.**

Under the human resource category, three practices often employed during crises were discerned, including operational cost optimization, employee support and adaptation, and HR policies and crisis resilience. Operational cost optimization was implicit in a systematic review on human resource management in crisis situation undertaken by Edvardsson and Durst (2021). The review identifies cost-cutting strategies, specifically related to human resources and non-personnel costs. It

emphasizes the reduction of operating expenses through workforce adjustments, extended working hours, job layoffs, cutting employee benefits, recruitment freezes, and reducing service-related costs to cope with the crisis.

Similarly, operational cost optimization was implicit in a study by Rivera-Prieto et al. (2020). This study investigates an airline company's response to the COVID-19 crisis, highlighting its implementation of cost-cutting measures, cost-reduction plans, and recovery strategies. It echoes Edvardsson and Durst (2021) findings on the implementation of cost-cutting measures, including temporary labor reductions or hiring freezes, in response to transitory external disruptions.

Meanwhile, Temporary HR Measures and Well-being Considerations reverberated in the study by Santana et al. (2017) which highlighted Iberia Airlines' response to COVID-19 to have involved temporary HR measures such as reduced working hours, required short weeks, sabbatical leaves, and part-time conversions. These measures aim to maintain competitiveness by focusing resources on effective divisions amidst reduced demand, aligning with strategies for managing human resources during crises.

Similarly, in discussing the emerging body of literature on Human Resource Management (HRM) during the pandemic, studies point towards temporary HR measures (Carnevale & Hatak, 2020; Collings et al., 2021). They emphasize the importance of balancing stakeholder needs, maintaining employee well-being, and facilitating adjustment to changing work circumstances like remote work and altered HR planning.

HR Policies and Crisis Resilience as a HR crisis management practice is underscored in a study by Huffman et al. (2022) who investigated the effects of furlough decisions,

such as unpaid time off or temporary shift reductions, on HR management in uncertain times. They found that by limiting the length of furloughs and adopting fair and open regulations, HR management may be improved. However, more study is required to fully comprehend crisis HRM due to the complexity of the situation for both managers and employees.

### **2.3.1.1 Human Resource Crisis Management Practices and Hotel Performance**

Numerous empirical investigations have delved into the potential of human resource (HR) practices within crisis management. Lai and Wong (2020) delved into the hotel industry's response to the COVID-19 crisis, considering both its initial and pandemic stages. Data were gathered from Macau's hotel managers during early February and early April 2020. Utilizing importance-usage-performance analysis, they categorized six crisis management practice groups into four strategies. During the initial phase, priority strategies were enacted across epidemic prevention, pricing, and maintenance practices. As the pandemic progressed, two pricing practices experienced a downgrade. The study underscores the evolving crisis management approaches in the hotel sector amid distinct pandemic stages. The study by Lai and Wong (2020) offers insights into crisis management approaches during the COVID-19 pandemic in Macau's hotel industry. However, it lacks specificity regarding human resource crisis management practices' effects on hotel performance in wider contexts such as Mombasa County, Kenya, necessitating a more focused and contextually relevant investigation.

Al-khrabsheh et al. (2022) centered their attention on the strategic importance of HR management within crisis management, specifically in the context of the COVID-19 pandemic. The study assessed the influence of organizational culture on the

effectiveness of HR management practices within Jordan's Ministry of Health. Employing an analytical approach, the researchers conducted a survey involving 234 individuals from the Ministry and health institutions. The study illuminated the significance of HRM practices within crisis management and identified the mediating role of organizational culture and human capital in enhancing crisis management effectiveness. While Al-khrabsheh et al. (2022) shed light on the strategic importance of HR management in crisis management within Jordan's Ministry of Health, the study's narrow focus, methodological clarity, limited external validation, and absence of performance metrics warranted further investigation for a more comprehensive understanding of HRM practices' effectiveness during crises.

Fedorova (2016) delved into the personnel crisis and the detrimental human resource management (HRM) practices that fuel the entity's crisis. The study engaged in an extensive exploration of toxicity within the labor domain, formulating hypotheses rooted in past literature and data concerning employment relationships and instances of social pollution. These hypotheses were subjected to scrutiny through a survey, designed to uncover elements of toxic HRM and personnel crisis. The overarching goal was to pinpoint preemptive measures for addressing crises stemming from toxic HRM practices. The research underscored the dual role that HRM practices can play within crises either as strategic tools for management or as catalysts for the crises themselves. The study delved into toxicity within the labor domain and explored detrimental HRM practices but lacked clear contextualization of the industries, sectors, or organizations where these crises and toxic HRM practices are prevalent. A clear delineation of the industries or sectors facing such issues would enhance the study's relevance and applicability.

In their research, Kutieshat and Farmanesh (2022) embarked on a comprehensive exploration into the far-reaching implications of New Human Resource Management Practices (NHRM) on the innovation performance within the educational domain, particularly in the midst of the COVID-19 pandemic. This study encompassed a thorough examination, drawing insights from a diverse group of 450 employees who were closely associated with the Jordanian Ministry of Education. Through an intricate analysis of their data, the researchers unveiled a striking and positive correlation between the adoption of NHRM practices and the overall innovation performance within the educational sector.

Intriguingly, this correlation was not a standalone finding but rather a result of a more intricate web of connections. The study revealed that this positive relationship between NHRM practices and innovation performance was mediated through the pivotal mechanisms of organizational innovation and innovative work behavior. This mediation added a deeper layer of understanding, showcasing the complex interplay between these variables and highlighting the multifaceted ways in which NHRM practices influence innovation dynamics.

Of particular significance is the context within which this exploration was conducted the COVID-19 pandemic. The pandemic presented unprecedented challenges to the educational sector, demanding swift and innovative responses to ensure continued effective operations. The study's findings emphasized the critical role that NHRM practices play in not only fostering innovation but also in fortifying the sector's resilience against unforeseen challenges. By enhancing organizational innovation and cultivating a culture of innovative work behavior, NHRM practices emerged as a key

determinant in the educational sector's ability to navigate and overcome the hurdles presented by the pandemic.

In essence, this research by Kutieshat and Farmanesh (2022) offers a comprehensive understanding of how NHRM practices intertwine with innovation performance within the educational landscape, especially during times of crisis. However, while the study mentions an intricate analysis of data, it lacked elaboration on the specific methodologies employed for data collection and analysis. Detailed information about the data collection instruments, statistical techniques used, and their appropriateness would have added credibility to the findings.

Maryam et al. (2020) examined the role HRM plays in mitigating global financial crises. They analyzed the impact of HR management on handling global financial crises and emphasized the importance of human capital and performance evaluation. The study highlighted the need for effective HR practices and performance evaluation reports to counteract global financial crises. While Maryam et al. (2020) emphasized the importance of HRM in mitigating global financial crises, the study broadly examined the role of HRM in mitigating global financial crises without providing specific details on the crises studied, the industries or sectors affected, or the nature of financial crises considered. Moreover, the study lacked elaboration on the methodologies employed for analysis, such as the research design, data collection methods, or statistical techniques utilized. Providing information about the research methodology and analytical approaches used would enhance the study's credibility.

Edvardsson and Durst (2021) undertook a comprehensive systematic literature review that spanned the years since 2008, delving into Human Resource Management (HRM) practices during times of crisis. Their investigation meticulously examined 56 articles



from peer-reviewed journals, concentrating on themes encompassing health crises, economic downturns, political turmoil, and natural disasters. Through this analysis, the study unveiled valuable insights into the present landscape of HRM within crisis contexts. Moreover, it proffered future research directions to stimulate further exploration in this pivotal field. Edvardsson and Durst's (2021) study offers a comprehensive overview of HRM practices during crises, drawing insights from various contexts. However, enhancing methodological transparency, addressing potential biases, providing practical implications, and delving deeper into specific crisis themes would further strengthen the study's contributions to the field of crisis-related HRM practices.

Taking a parallel route, the work of Alketbi et al. (2022) delved deeply into a comprehensive analysis of the intricate interplay between Human Resource Development (HRD) functions and the efficacy of crisis management, particularly in the context of the COVID-19 crisis, within public entities in Dubai, UAE. Employing an approach of rigorous investigation, the study leveraged the potency of Structural Equation Models-Partial Least Squares (SEM-PLS) analysis to carefully scrutinize the direct impact of several crucial variables, including training, leadership, organizational strategy, and organizational culture on the overall effectiveness of crisis management.

Intriguingly, the study unearthed some compelling insights that contribute to the understanding of this complex relationship. Among the findings, two variables stood out as prime predictors of crisis management effectiveness, which is training and organizational culture. This discovery not only highlights the substantial influence of these factors on crisis management outcomes but also underscores the pivotal role

HRD functions play in shaping an organization's capacity to navigate and respond to crises effectively.

However, the study's revelations extended beyond the positive correlations. Interestingly, certain variables were identified as having no discernible impact on crisis management effectiveness. Organizational structure, values, and uniqueness, while important in their own right, did not emerge as significant predictors in the context of crisis management during the studied scenario. This informed understanding adds another layer of depth to the comprehension of how HRD functions interact with crisis management dynamics, providing a more refined perspective on their roles and implications.

By unravelling these intricate relationships, the research by Alketbi et al. (2022) serves as a beacon of valuable insights for public entities in Dubai and beyond. It offers practical and actionable knowledge that can guide decision-makers and leaders in effectively leveraging HRD functions to enhance crisis management efficiency. In the backdrop of the unprecedented challenges posed by the COVID-19 crisis, this study provides a framework to steer organizations toward more robust and resilient crisis management strategies, ultimately contributing to their overall stability and success.

Changing focus, Khalifa et al. (2022) embarked on an exploration into the effect of applying Artificial Intelligence (AI) to human resources crisis management within the industrial sector, with a focus on the repercussions of the COVID-19 crisis on HRM. The study illuminated the necessity for inventive and innovative solutions when grappling with the challenges brought about by the pandemic. By analyzing the role of AI in navigating human resources crises amid the COVID-19 pandemic, the

research offered recommendations to tackle crisis-induced effects and proactively prepare for future trials.

Meanwhile, Channa et al. (2019) directed their inquiry toward the interplay between strategic human resource management (SHRM) and crisis management, with a consideration for the mediating influence of organizational resilience. The study sourced data from 176 HR managers affiliated with textile firms in Pakistan. The findings indicated a positive linkage between SHRM and crisis management, mediated by the intermediary role of organizational resilience. This underscored the pivotal function of organizational resilience in facilitating the connection between SHRM and crisis management.

In a similar vein, Vardarlier (2016) embarked on an exploration of the strategic dimensions of human resources management during crises. The study delved into the vital role of human resources policies in ushering in humanistic outcomes during times of turmoil. It presented prospective impacts of crises and strategies to either mitigate or cope with them, while juxtaposing classical and contemporary approaches to managing the impact of crises on human capital.

Examining a practical context, Su et al. (2021) ventured into investigating how the tourism and hospitality sector in Vietnam fostered organizational resilience to navigate the initial wave of the COVID-19 crisis. The research was centered on the HRM practices adopted to fortify organizational resilience in the face of the crisis. Through in-depth interviews with 20 managers from the tourism and hospitality sector, the study shed light on resilience-building HR practices. This in turn contributed to a comprehensive understanding of how HRM practices underpinned workforce sustainability and organizational resilience during a global pandemic.

Mirzapour et al. (2019) delved into the strategic role of HRM within crisis management, placing emphasis on the mediating role of organizational culture and intellectual capital. Through a quantitative research approach, the study tapped into data from the Governorate of Tehran. Their findings substantiated a positive and substantial impact of strategic human resource management, organizational culture, and intellectual capital on crisis management. Additionally, the research illuminated the mediating influence of organizational culture and intellectual capital in the realm of crisis management.

Taking a localized perspective, Kendrick et al. (2017) scrutinized the activities of strategic human resource management (SHRM) in two Greenfield hospital sites in Australia, correlating their approach to success with crisis management theory. Employing a comparative case study approach, the study's focus was on the proactive management techniques and open communication channels outlined by crisis management theory. The results gleaned from this analysis suggested a correlation between the implementation of crisis management theory and the hospitals' likelihood of success during the Greenfield stage.

Lastly, Hakim et al. (2022) embarked on an exploration into the interplay of leadership and HRM in the face of crises, honing in on Lebanon's encounter with the dual challenges of the COVID-19 pandemic and an economic downturn. The study dissected the attributes of effective leadership within crisis management and scrutinized the role of HRM in steering employee and organizational performance amidst external adversities. Through this analysis, the research highlighted various leadership and HRM practices as responses to crises. While Hakim et al.'s (2022) study delved into the interplay of leadership and HRM in crises faced by Lebanon, it

would have benefited from improved methodological clarity, deeper analysis of identified practices, broader contextual comparisons, and the inclusion of empirical evidence or case studies. These enhancements could further enrich the study's contributions to understanding effective crisis management through leadership and HRM practices.

### **2.3.2 Marketing Crisis Management Practices**

Three practices were also delineated from the marketing crisis management domain that hotels could leverage to manage marketing crises. They included Recovery Marketing and Image Preservation, Domestic Market Focus for Tourism, and Strategic Recovery Initiatives in Various Regions.

Burhan et al. (2021) place a significant emphasis on the critical fusion of recovery marketing strategies with crisis management principles specifically tailored for the hospitality sector. Their discussion underscores the paramount importance of safeguarding and revitalizing a hotel's image, especially in the wake of crises, through a multitude of strategic marketing interventions. They accentuate a diverse array of marketing practices and approaches imperative for preserving and restoring the reputation and market standing of hotels during turbulent times. These practices encompass a comprehensive spectrum of tactical maneuvers:

They underscore the effectiveness of collaborative marketing initiatives where hotels may partner with other entities or organizations to create joint campaigns. Such collaborations can amplify reach and impact, thereby aiding in re-establishing trust and interest in the hotel's offerings (Burhan et al., 2021). They also argue that leveraging various media channels for advertising purposes, such as television, radio, online platforms, and social media, is highlighted. Strategic dissemination of positive

narratives and key messages helps in reiterating the hotel's resilience and commitment to guests' needs. They further acknowledge the strategic necessity of temporarily adjusting pricing strategies to attract customers. Tactical reductions or special offers can entice potential guests who may be price-sensitive due to the crisis scenario.

By stressing these various marketing practices, Burhan et al. (2021) underscore the multifaceted nature of recovery marketing intertwined with crisis management within the hospitality sector. These strategies aim to bolster the hotel's image, regain consumer confidence, and stimulate business resurgence amid challenging circumstances.

Recovery Marketing and Image Preservation is also implicit in the works of Mansfield (1999, as cited in Wang & Asia, 2023). Through his study, he emphasizes the need for dynamic marketing strategies in environments sensitive to security concerns. His recommendations underscore a proactive approach essential for navigating these challenging terrains effectively. First and foremost, Mansfield advocates for a comprehensive analysis of market segments, suggesting that a thorough understanding of diverse customer segments is crucial before formulating marketing strategies. Additionally, he stresses the integration of marketing strategies with crisis management models, highlighting the importance of aligning marketing endeavors with the broader context of crisis response.

Furthermore, Mansfield emphasizes the significance of practical and realistic messaging about security issues. Clear and concise communication regarding safety measures and the overall security situation is deemed essential in maintaining customer trust and confidence during crises. Drawing insights from previous marketing campaigns in similar circumstances is also encouraged, enabling the

learning and adaptation of successful strategies to the current scenario (Mansfield 1999, as cited in Wang & Asia, 2023).

In essence, Mansfield's recommendations, as highlighted by Wang & Asia (2023), emphasize a multifaceted approach to marketing in security-sensitive environments. These strategies aim to ensure adaptability, resilience, and relevance in the face of evolving crisis situations, ultimately aiding in sustaining tourism interest and engagement amidst challenging security landscapes.

The second marketing practice during crisis that recurrently features in literature is Domestic Market Focus for Tourism. Mansfield (1999, cited in Wang & Asia, 2023) recommends a temporary suspension of international tourism-focused marketing efforts during sustained periods of security turmoil. This strategic move acknowledges the diminished effectiveness of such campaigns amid heightened security concerns, preserving resources and credibility. Moreover, Mansfield advocates for reimagining past conflicts or historical events as potential tourism attractions, transforming historical legacies into opportunities for attracting tourists.

A focus on domestic tourism is also featured by other scholars. Henderson (2003) underscores the critical significance of domestic tourism as a pivotal strategy during periods of crises. His insights shed light on Indonesia's strategic shift towards promoting domestic travel as a key component of crisis management within the tourism sector. The emphasis was placed on encouraging and facilitating travel among domestic audiences, prioritizing this segment amid the challenging circumstances.

In response to the crisis, Indonesia redirected its focus on fostering domestic tourism by implementing initiatives tailored specifically for the local audience. Henderson

notes the country's efforts to incentivize domestic travel by promoting budget-friendly packages and travel options, aiming to entice locals to explore and engage with tourism activities within the country Henderson (2003)

Conversely, the study also points out a deliberate restraint in international marketing efforts during this time. Indonesia's approach involved scaling back promotional activities aimed at international tourists, acknowledging the limitations and challenges in attracting foreign visitors during crisis periods. Instead, the country redirected its marketing resources and strategies towards encouraging and supporting domestic travel, capitalizing on patriotic sentiment and local tourism experiences Henderson (2003).

Strategic Recovery Initiatives in Various Regions also represents a useful practice in marketing management in times of crises as demonstrated in various regions. Stea et al. (2016) provide insightful observations regarding strategic recovery initiatives implemented in Chiapas, Mexico, post-conflict. The study highlights the region's deliberate efforts and recovery strategies deployed to regain confidence in the area's stability and revive its tourism industry following a period of conflict. One of the key recovery strategies involved in Chiapas was the implementation of reduced hotel prices, presenting an attractive incentive for potential tourists. This strategic move aimed to make accommodation more affordable, thereby encouraging visitors to return to the region.

Additionally, the study notes the provision of tax breaks for businesses operating within the region. This financial incentive was likely introduced to stimulate economic activity, supporting local businesses, and promoting investments in the tourism sector. Another significant recovery initiative highlighted by Stea et al.



(2016) involves the distribution of videos showcasing destinations that had successfully rebounded after the conflict. These videos served as a means to project a positive image of the region, fostering confidence among potential tourists by highlighting the area's peace and stability.

In Northern Ireland, strategic recovery initiatives following a tarnished image involved concerted efforts in tourism product development and robust promotional campaigns, as discussed in scholarly work (Nica, 2022; O'Brien, 2012). One approach highlighted in scholarly discussions involved strategic tourism product development. Northern Ireland strategically focused on enhancing and diversifying its tourism offerings. This could involve the development of new attractions, the refurbishment of existing ones, or the introduction of unique experiences that showcase the region's cultural, historical, or natural heritage. By investing in the enhancement of tourism products, Northern Ireland aimed to create compelling reasons for visitors to explore the region, contributing to the recovery of its tarnished image (Nica, 2022).

Moreover, the region embarked on vigorous promotional efforts to restore its image. Through marketing and promotional campaigns, Northern Ireland sought to reposition itself positively in the eyes of potential tourists. These campaigns likely leveraged various communication channels, such as digital platforms, advertisements, events, and collaborations with travel agencies, to disseminate a revitalized image of the region (O'Brien, 2012). The focus might have been on highlighting the appealing aspects of Northern Ireland, showcasing its unique attractions, cultural richness, and perhaps emphasizing its resilience and transformation post-crisis.

Another case showing strategic recovery initiatives highlights Egypt's approach after a terrorist attack in Luxor. In response to a terrorist attack in Luxor, Egypt, the country implemented strategic recovery initiatives to revitalize its tourism sector, as documented in scholarly literature (Wheatley & McCauley, 2008). The strategies employed by Egypt aimed to divert attention from the negative impact of terrorism and bring about a resurgence in tourism.

One of the key strategies involved shifting the focus of marketing strategies and communications. Egypt strategically diverted attention away from the terrorist incident by emphasizing and promoting its participation in international events. By showcasing these events held within the country, Egypt aimed to redirect the narrative surrounding the nation, highlighting its involvement in globally significant activities. This tactic sought to reshape the international perception of Egypt from a place associated with conflict or insecurity to a destination associated with cultural vibrancy, international engagement, and activities beyond the unfortunate incidents (Bakota et al., 2022).

Additionally, Egypt modified its marketing strategies to create a narrative that did not center on the negative event. Marketing efforts likely emphasized the diverse cultural heritage, historical landmarks, and attractions of Egypt that were unaffected by the incident. The intention was to portray a positive and welcoming image of the country to potential tourists. These initiatives aimed to highlight the resilience of Egypt and its ability to offer enriching experiences beyond the context of the crisis ((Bakota et al., 2022; Wheatley & McCauley, 2008).

### **2.3.2.1 Marketing Crisis Management Practices and Hotel Performance**

The inclination towards exploring marketing crisis management practices within periods of turmoil finds validation through existing empirical research. In a study titled "Nation branding and marketing strategies for combatting tourism crises and stereotypes toward destinations" published in the *Journal of Business Research*, Avraham (2020) examined how nations across the globe tackled unfavorable perceptions and stereotypes through the lens of image repair theory. Through quantitative and qualitative content analysis of seventy advertisements hailing from forty-seven countries, the study unearthed three distinct categories of marketing strategies (source, message, and audience) employed to counteract national stereotypes. While the study examines image repair strategies, it doesn't focus explicitly on crises faced by these destinations. It lacks clarity on the types of crises or unfavorable perceptions each destination aimed to address through their branding strategies. Moreover, despite conducting quantitative and qualitative content analysis of seventy advertisements, the study might lack depth in understanding the effectiveness or impact of these strategies. It focuses more on the identification and categorization of marketing strategies rather than evaluating their actual influence on changing stereotypes or mitigating tourism crises.

Nistorescu and Puiu (2009) embarked on an inquiry into the adaptive maneuvers undertaken by Romanian retailers in the face of shifting consumer behavior during the financial crisis. Employing a qualitative research approach, the study drew insights from Real Hypermarket and Carrefour by dissecting annual reports and articles. Through this investigation, it became evident that marketing strategies were indeed implemented as a response to the crisis. However, the study examines only two retailers, Real Hypermarket and Carrefour, which might not have been representative

of the entire landscape of Romanian retailers. Moreover, the findings may not be generalizable to other sectors, potentially limiting the comprehensive understanding of the hotel industry's response.

Meanwhile, Crick and Crick (2020) dived into the realm of how organizations embraced the concept of competition (a synergy of cooperation and competition) amid the COVID-19 pandemic. Their research highlighted an array of competition strategies encompassing diverse avenues, from retailers sharing stock level insights to pharmaceutical entities collaborating to advance vaccine development. Moreover, an intensified focus on marketing strategies emerged as part of the competition endeavors. While Crick and Crick's study (2020) sheds light on organizations adopting competition strategies during the COVID-19 pandemic, it could benefit from a more industry-specific focus. It lacks specificity in detailing the nature, effectiveness, or challenges associated with these strategies.

In a parallel exploration, Choirisa and Situmorang (2021) embarked on a study delving into hotel marketing strategies within the context of the COVID-19 pandemic. Leveraging qualitative methodologies such as in-depth interviews with hotel managers, the research uncovered a comprehensive crisis management framework characterized by four distinct stages: crisis reduction, readiness, response through marketing, and recovery. Each stage was accompanied by distinct strategies tailored to navigate the uncertainties brought forth by the crisis. Leveraging qualitative methods like in-depth interviews with hotel managers provides rich and detailed insights into their perspectives and experiences, offering a nuanced understanding of crisis management strategies. However, it lacks the power to show causation,

requiring a potential mix of qualitative and quantitative approaches for comprehensive understanding.

A deep dive into the resilience and innovation of China's restaurant industry amid the COVID-19 pandemic took form in the study conducted by Li et al. (2021). Through content analysis, the study discerned two classifications of innovative activities resulting in internal and external performances. Furthermore, five dimensions of innovative strategies were unveiled across different marketing stages, enriching the understanding of strategic adaptations. Li et al.'s study (2021) provides valuable insights into China's restaurant industry resilience and innovation during the COVID-19 pandemic. However, the study lacks elaboration on the specifics of the content analysis method used, such as criteria for content selection, coding process, inter-coder reliability, or limitations of the approach. More rigorous exploratory approaches such as Structural Equation Modeling (SEM) would enhance the study's credibility.

The inquiry undertaken by Köksal and Özgül (2007) aimed to comprehend the ramifications of economic crises on companies and the potential impact of marketing strategies on company performance. Through a structured questionnaire encompassing 21 marketing strategies, data were collected from 172 Turkish companies. The results brought forth a clear message: companies adeptly altering their strategies could maintain or even enhance performance during periods of crisis. Köksal and Özgül's study (2007) sheds light on the relationship between marketing strategy alterations and company performance during economic crises. However, the study could benefit from providing more methodological detail, exploring a broader context, establishing causal relationships, and offering a more in-depth analysis of

specific marketing strategies that proved effective during crises for a more comprehensive understanding.

Shifting the focus to the realm of business-to-business firms in China during the COVID-19 crisis, Kang et al. (2020) engaged in an examination of marketing responses. Their study identified nine marketing responses rooted in core business processes, grouped under three categories: product development management, supply chain management, and customer relationship management processes. Through this lens, the research shed light on adaptive maneuvers during crises. Kang et al.'s study (2020) offers valuable insights into marketing responses of B2B firms in China during the COVID-19 crisis. While the categorization of responses and linkage to core business processes provide a structured framework, the study could offer more from providing a deeper analysis of broader contexts, including the hotel industry.

Lastly, Ketter and Avraham (2021) dived into the realm of digital marketing strategies pursued by tourism destinations amid the pandemic. By subjecting digital ads and videos from the top 40 most-visited countries on official YouTube channels to qualitative content analysis, the research brought to light six distinct marketing strategies harnessed during the crisis, unveiling a comprehensive snapshot of crisis management efforts within the tourism sector. Ketter and Avraham's study (2021) provides valuable insights into digital marketing strategies employed by tourism destinations during the pandemic crisis. While the qualitative content analysis offers a structured approach, the study might benefit from expanding the scope beyond the top 40 most-visited countries, evaluating the outcomes of these strategies, and considering potential biases in analyzing only official channels for a more comprehensive understanding of crisis management efforts in the tourism sector.

### **2.3.3 Maintenance Crisis Management Practices**

Similarly, the existing literature delineates three practices commonly used in maintenance management during crises, including Cost Control Measures, Adaptation and Resilience, and Quality and Balance. Operational reductions, as observed in crisis management practices, involve strategic decisions to cut down or temporarily suspend certain operational facets within a hotel or hospitality establishment. These measures aim to control costs and optimize resources during challenging times (Burhan et al., 2021).

During times of crisis, hotels often implement strategic measures to manage costs and optimize resources effectively. Operational reductions play a pivotal role in this strategy, involving the temporary closure or suspension of certain operational aspects within the establishment. For instance, as highlighted by Israeli (2007), hotels may choose to shut down secondary restaurants temporarily, minimizing overhead costs associated with staffing, maintenance, utilities, and inventory management for these specific dining areas. Additionally, another cost-control measure involves the temporary closure of exhibition spaces and conference rooms. This approach aims to reduce operating expenses linked to these facilities, such as utility bills, maintenance costs, and staffing requirements (Radwan & Radwan, 2017). By implementing these operational reductions, hotels can streamline their operations, focusing resources on core areas while navigating through challenging periods more efficiently within the hospitality industry.

Moreover, effective crisis management in the hospitality industry involves a strategic emphasis on controlling operating costs to sustain service quality. Lin (2003) highlights the significance of this approach, emphasizing the need for hotels to strike

a balance between cost control measures and upholding high standards of service delivery. Additionally, during and post-crisis scenarios, hotels often resort to cash conservation strategies, as pointed out by Lonnic and McCaffrey (2001). These measures include slashing operational costs and postponing capital improvements to preserve cash reserves. By deferring investments in capital improvements and implementing rigorous cost-cutting measures, hotels aim to conserve financial resources to navigate through challenging times, ensuring financial stability and resilience in the face of crises within the hospitality sector.

Adaptation and Resilience also emerges as a critical maintenance crisis management practice. In times of crises within the hospitality sector, adaptive measures play a pivotal role, as highlighted by several studies. Anderson (2001) underscores the significance of a strategic shift in target marketing strategies, specifically transitioning from targeting international air travelers to focusing on domestic visitors arriving by car or train amid a global leisure market recession. This adaptation reflects a proactive response to the changing market dynamics during challenging times. Additionally, Lonnic and McCaffrey (2001) emphasize the importance of innovative sales promotions and discounts post-crisis to allure visitors back. Such measures, including room rate discounts and inventive sales strategies, aim to stimulate demand and revitalize business in the aftermath of a crisis. Moreover, examples from Croatia underscore the deployment of intensive yield management and amplified marketing efforts as key strategies in crisis management responses, showcasing how adaptation and resilience are crucial components for the hospitality sector to navigate through turbulent periods (Bilić et al., 2017).



The third maintenance crisis management practice that resonates in most literature is that of Service Quality and Balance. It is argued that during times of financial constraints or crisis, service quality remains paramount in the hospitality industry. Lonning and McCaffrey (2001) highlight the significance of upholding service quality standards despite implementing cost-cutting measures. This underscores the enduring commitment to ensuring customers receive a satisfactory experience even amid challenging circumstances. Moreover, Lin (2003) emphasizes the importance of adapting strategies to align with customer preferences, particularly when customers prioritize price over quality. This adaptive approach reflects a responsiveness to changing consumer behaviors and preferences, showcasing the industry's flexibility in modifying strategies to meet evolving customer demands while maintaining service excellence.

### **2.3.3.1 Maintenance Crisis Management Practices and Hotel Performance**

In the realm of crisis management, numerous empirical inquiries have been carried out to explore the efficacy of diverse upkeep practices and methodologies. As an illustration, Kwok et al. (2019) employed crisis management training as a surrogate for maintenance management to forge a hazard simulation system called virtual collaborative simulation-based training (VCST). This innovative system replicated extensive emergency incidents within a virtual realm. The study unfolded through laboratory-based experiments engaging 60 university students specializing in managerial-related disciplines. The outcomes spotlighted the VCST approach as a viable avenue for honing crisis management skills, affording organizations the prospect to orchestrate emergency drills within a virtual arena mirroring their tangible environments. However, the authors acknowledged the necessity for further research

involving broader participant samples and distinct demographics to definitively validate their findings.

Waring et al. (2021) delved into the repercussions of emergency preparedness exercises on the learning curve of healthcare practitioners in managing crises. Their focus converged on the Emergo Train System (ETS) exercise methodology, frequently employed to amplify preparedness among UK healthcare personnel. Employing a composite methodology, the researchers harvested pre- and post-exercise questionnaires, further augmented by interviews from four ETS exercises. The findings illuminated the tangible enhancement brought about by ETS exercises, enhancing healthcare practitioners' confidence, fostering a perception of personal and organizational readiness, enriching multi-agency response dynamics, and fortifying teamwork dynamics. Elements such as preparatory activities, exercise authenticity, and exercise recurrence played an instrumental role in shaping the perceived amelioration in emergency response learning. Nonetheless, the study underscored the exigency of forthcoming research to juxtapose ETS against alternative exercise methodologies, thus culminating in a more all-encompassing understanding of effective training paradigms.

Fischer et al. (2019) accentuated the essence of contingency planning as a surrogate for crisis management in maintenance. Although bereft of empirical data presentation, the work fervently underlined the prominence of proactive crisis management practices. It underscored a prevailing gap in many corporations that extended beyond a mere contingency plan languishing on the CEO's desk. The study proposed that the most progressive enterprises amalgamated their workforce, fire brigades, and staff in advance planning exercises that simulated industrial calamities—ranging from

conflagrations to tornado alerts. These exercises in emulation bore fruit in the form of better-prepared employees and crisis response cohorts.

Bénaben et al. (2016) cast the spotlight on knowledge management as a maintenance practice within crisis management. The researchers conceived a crisis management metamodel, forging connections between incoming data and metamodel concepts to foster comprehensibility in crisis management tools. The metamodel encompassed diverse vantage points tailored for crisis management, enabling models built upon it to amplify collaboration among stakeholders and record updates to crisis models, thereby fostering heightened agility in crisis management.

Ristvej et al. (2017) embarked on an exploration of experiences linked to the deployment of information systems for crisis management in Slovakia. Their inquiry was focused on the Unified Information System of Economic Mobilization and Development (EPSIS® JISHM). The study brought to the forefront the intricacies tied to information system implementation for crisis management and accentuated the value of assimilating best practices and learning from failures. Additionally, it underscored the imperative of cooperative endeavors in formulating novel information systems tailored to the specific conditions of the Slovak Republic.

Collectively, these empirical studies furnish valuable insights into the multifaceted realms of maintenance crisis management, encompassing knowledge management, information system deployment, and contingency planning. They impart depth to our comprehension of effective crisis management practices, underscoring the significance of proactive measures in adeptly tackling crises head-on.

The reviewed studies on maintenance crisis management practices shed light on different practices and methodologies, but highlighted several gaps that needed to be addressed through a study on hotels in Mombasa County. Firstly, while some studies, such as Kwok et al. (2019), focused on crisis management training and emergency preparedness exercises, there was a lack of research specifically exploring maintenance crisis management practices in the context of hotels. Hotels face unique challenges during crises, and understanding how maintenance practices can be tailored to the hospitality industry was essential for effective crisis management.

Secondly, the studies reviewed were diverse in their methodologies, ranging from laboratory-based experiments to qualitative interviews and content analysis. While each approach offered valuable insights, a more comprehensive and standardized research approach, such as CB-SEM, would provide a more robust understanding of the long-term impact of maintenance crisis management practices on hotel performance. Besides determining the direct effect of maintenance practices on hotel performance, the approach also enables an understanding of the maintenance practices measurement model.

Moreover, the studies reviewed primarily concentrated on crisis management practices in the healthcare and general organizational contexts. Therefore, more research was needed to examine maintenance crisis management practices specifically in the hotel industry. This involved identifying the key maintenance activities that hotels should prioritize during crises to ensure the safety of guests, staff, and the preservation of essential hotel infrastructure. Furthermore, some of the studies, like Fischer et al. (2019), highlighted the significance of proactive crisis management practices, such as contingency planning and knowledge management. However, there

was a need for empirical research that demonstrates the actual implementation and effectiveness of these practices in the hotel industry. Understanding how hotels in Mombasa County currently approach maintenance crisis management and identifying potential gaps in their preparedness was essential for improvement.

Lastly, the reviewed studies touched on crisis management practices in various industries and organizational contexts. A more targeted and sector-specific approach was needed to examine how maintenance practices in hotels could be optimized to ensure continuous operation and minimize the impact of crises on guest experience and overall performance.

#### **2.3.4 Government Crisis Management Practices**

A review on Government Crisis Management Practices outlined four practices that encompass various strategies adopted by governments to support the tourism and hospitality sectors during crises. The first practice identified is Financial Assistance and Policy Implementation. Research shows that governments across the globe have implemented diverse financial measures and policies to alleviate the economic strain on businesses within the tourism and hospitality sectors during crises.

For instance, governments have introduced stimulus packages aimed at injecting funds into the economy, providing financial aid to businesses, including those in the tourism and hospitality sectors. These packages often include grants, subsidies, or financial support intended to sustain operations, prevent layoffs, and support struggling businesses (Fong et al., 2020; Salem et al., 2022). Similarly, to ease the financial burden on businesses, governments have implemented tax relief measures such as tax breaks, reduced tax rates, or extended deadlines for tax payments. These

incentives are designed to alleviate financial pressures and encourage business continuity (Allaberganov et al., 2021; Chen et al., 2020; Nhamo et al., 2020).

Debt Repayment Assistance also features prominently among these packages. Governments have facilitated debt repayment assistance, providing relief through measures such as loan moratoriums, interest rate reductions, or debt restructuring programs. These initiatives aim to ease financial obligations and support businesses in managing their financial liabilities (DeWit et al., 2020; De Freitas and Stedefeldt, 2020). Authorities have also introduced certifications and guidelines ensuring compliance with stringent health and hygiene standards. By mandating adherence to safety protocols, businesses are encouraged to implement measures that safeguard the health of employees and visitors, thereby rebuilding trust and confidence in the tourism and hospitality sectors (Fong et al., 2020; Allaberganov et al., 2021).

The second government crisis management practice identified is Sector-Specific Support. Governments around the world have recognized the need for targeted support, customizing policies and interventions to address specific challenges faced by different regions or sectors within the broader tourism industry. They have provided financial incentives, grants, or subsidies aimed at bolstering specific regions or sectors within the tourism industry. These incentives are often directed towards areas heavily reliant on tourism or particular segments facing acute economic challenges due to crises. Such financial aid aims to stimulate economic activity, encourage investments, and mitigate the impact of downturns in these specific regions or sectors (Shao et al., 2020; Quang et al., 2020).

In addition to financial incentives, governments have offered tax reductions or introduced incentivized policies tailored to specific tourism areas or sectors. These

measures might include reduced tax rates, waived fees, or exemptions designed to alleviate financial burdens and promote economic recovery in targeted regions or segments of the tourism industry (Shao et al., 2020). Moreover, governments have also implemented region-specific or sector-specific safety measures and guidelines aimed at ensuring the safety and well-being of tourists and local communities. These safety measures might involve stringent health protocols, increased monitoring, or specific regulations targeted at certain tourism sites or sectors to regain traveler confidence and encourage visitation (Shao et al., 2020).

Health and Safety Measures also emerged as through which governments intervene in crisis management. Governments have introduced and reinforced health and sanitation policies tailored to the tourism and hospitality sectors. These policies encompass guidelines, regulations, and protocols aimed at ensuring the safety and well-being of tourists and industry personnel. Such measures include stringent health protocols, sanitation standards, and health certifications for businesses to maintain health and hygiene standards (De Freitas and Stedefeldt, 2020; SIS, 2020).

Governments have also initiated programs and initiatives aimed at workforce development within the tourism and hospitality sectors. These initiatives could involve training programs, skill enhancement schemes, or employment support mechanisms designed to equip industry personnel with the necessary skills and knowledge to adapt to evolving industry demands during crises (Kumar et al., 2020; El-Khishin, 2020; Rwigema, 2020).

In response to challenges in international travel, governments have shifted focus towards promoting domestic tourism. Through campaigns, incentives, and marketing efforts, authorities encourage citizens to explore and travel within their own country.

This strategy aims to revitalize the local tourism industry, boost economic activities, and reduce reliance on international tourists during times of crisis (Higgins-Desbiolles, 2020; Wright, 2020; Salem et al., 2022).

The final practice identified through the literature review focusing on government crisis management practices is Collaboration and Guidance. Governments have advocated collaborative efforts with law enforcement agencies as a crucial aspect of crisis management. Coordination with law enforcement facilitates the implementation and enforcement of safety measures, ensures compliance with regulations, and helps address security concerns that may arise during crises. This collaboration enhances the overall safety and security of tourists and industry stakeholders (Sönmez et al., 1999).

Authorities have recommended the establishment of specialized crisis management task forces or committees dedicated to handling crises within the tourism and hospitality sectors. These task forces are responsible for strategizing, planning, and executing crisis responses. They typically comprise experts, stakeholders, and representatives from relevant sectors, working collaboratively to develop and implement effective crisis management plans (Higgins-Desbiolles, 2020).

Governments have taken the initiative to issue comprehensive guidelines and protocols regarding health, safety, and sanitation measures. These guidelines serve as a framework for businesses, outlining specific requirements, standards, and procedures to ensure the well-being of tourists and industry workers. Clear and standardized protocols contribute to uniformity and consistency in safety practices across the tourism and hospitality sectors (SIS, 2020; Hung et al., 2018).



#### **2.3.4.1 Government Crisis Management Practices and Hotel Performance**

Government crisis management practices play a crucial role in shaping the resilience and performance of businesses, particularly in the hospitality sector. In the context of Mombasa County, Kenya, where tourism and hospitality are vital contributors to the local economy, effective crisis management by the government is essential to mitigate the adverse effects of various crises on hotel performance. Several empirical studies have investigated the impact of government crisis management practices on the performance of hotels.

In the study conducted by Salem et al. (2022), a content analysis was employed to examine the response of the Egyptian government and chain-managed five-star hotels to the COVID-19 pandemic. Through this approach, the researchers analyzed initiatives, decisions, and policies implemented by both entities to manage the impact of the pandemic. Their findings indicated that various measures were taken, including financial policies, health and hygiene protocols, workforce training, marketing strategies, and community support. This study contributed to crisis management research by shedding light on the practices and initiatives undertaken by both the government and hotels during the pandemic. However, content analysis does not show causality between variables, and relies on subjective codes. Therefore, there was need for an approach that besides showing cause and effect between crisis management practices and hotel performance, also accounted for the measurement model.

Aharon et al. (2021) investigated the relationship between government measures and the performance of the hospitality industry, particularly during the COVID-19 pandemic. Employing panel regression analysis, the researchers studied the stock

returns of firms in the hospitality industry. Their results revealed that government interventions had a diverse impact on hospitality industry performance. Economic support policies were found to have a positive effect, while the effects of COVID-19 deaths and restrictions were negative. This study provided valuable insights into how different government measures influenced the hospitality sector's performance. However, the study's reliance on stock returns as a proxy for performance might not have fully captured the nuanced intricacies of hotel operations. A more comprehensive assessment of operational and financial indicators could have strengthened the study's findings.

Subedi and Kubickova (2023) explored the effect of the COVID-19 pandemic, government response, and corruption on hotel performance across ten countries. Through panel regression analysis, they examined data related to hotel performance. Their findings indicated that government policies significantly affected hotel performance. Economic support policies positively influenced performance, while COVID-19 deaths and restrictions had adverse effects. The study highlighted the importance of government policies in shaping the resilience and performance of the hotel industry during crises. Nevertheless, the study's analysis could have been augmented by qualitative insights from industry experts to provide a richer understanding of the contextual factors influencing hotel performance variations across different regions.

Dharsani (2022) conducted a case study to understand government and firm responses to global disruption, using Fiji's hotel industry during the COVID-19 pandemic as a context. Through a systematic literature review and case study methodology, the researcher explored the concept of operational resilience and its implications for

firms' survivability during disruptions. The study emphasized the role of operational resilience in helping firms adapt to change and disruptions, particularly in the context of the hospitality industry. Additionally, a deeper exploration of the implications of government practices for other aspects of hotel performance beyond survivability would have strengthened the study's contributions.

Dzigbede et al. (2020) focused on the disaster resiliency of US local governments during the COVID-19 pandemic. Employing an exploratory research approach, the researchers analyzed past experiences and current preparations of local governments through surveys, interviews, and document analysis. The study revealed that local governments innovated and strategically responded to the pandemic, highlighting the need for policy strategies to address social inequities and enhance disaster resiliency. However, the study might have benefited from a more diverse set of disaster scenarios beyond the COVID-19 pandemic to draw more comprehensive conclusions about policy strategies for enhancing overall disaster resiliency.

Frederick and Authority (2019) conducted a study focused on the hotel standardization and classification system in Kenya, adopting a quality assurance approach. The research employed content analysis and qualitative survey of secondary data as its main methodology. Through content analysis, the researchers examined documents, academic articles, country tourism reports, and policy documents related to hotel classification systems. The study aimed to understand existing classification schemes, their benefits, and limitations, and proposed a quality assurance model to bridge the gap between customer expectations and experiences in the hospitality industry. The research emphasized the role of a quality management system in enhancing hospitality service quality and competitiveness. Incorporating a

more explicit analysis of crisis-related interventions and their effects on hotel quality and customer satisfaction would have enhanced the study's relevance to the crisis management context.

Bundi (2021) investigated the determinants and policy framework for the competitiveness of backpacking tourism in Kenya. The research utilized an exploratory survey research design to gather specific evidence regarding backpacking tourism's competitiveness determinants. The target population included stakeholders from the tourism sector such as government entities, tourism departments, research institutions, backpacker hostels, and industry bodies. Structured questionnaires were employed to collect data, utilizing both open and closed-ended questions. The study analyzed the determinants of competitiveness and the policy framework using descriptive and inferential analysis. Results indicated significant determinants contributing to Kenya's competitiveness in backpacking tourism, as well as the importance of government policy interventions to promote this segment. The research highlighted the need for future studies to further explore this area. A more direct exploration of the role of government crisis management practices on hotel performance within the star-rated hotel segment would have added depth to the study's contributions.

#### **2.4 Summary of Gaps**

From the empirical review of literature and subsequent critique, three categories of gaps were discerned. These were contextual, methodological, and empirical gaps. Contextually, most of the reviewed studies concentrated on crisis management practices during specific types of crises, such as pandemics and economic downturns. Moreover, the existing studies often focused on crisis management practices in

specific sectors, such as tourism, retail, or restaurant industries. Therefore, it was essential to consider various types of crises the hotels encounter, such as natural disasters, political instability, or security threats. Different crises may demand distinct marketing approaches to protect the reputation and performance of hotels in the region. Besides, there was a gap of research specifically exploring maintenance crisis management practices in the context of hotels. Hotels face unique challenges during crises, such as ensuring the safety of guests and staff and preserving essential infrastructure. A dedicated study focusing on maintenance practices within the hospitality industry in Mombasa County was necessary to optimize crisis response and continuous operation during critical situations.

Methodologically, several of the reviewed studies use qualitative research designs, such as content analysis and in-depth interviews, to explore marketing strategies during crises. While qualitative methods offer valuable insights, they may lack the ability to establish causal relationships between marketing crisis management practices and performance outcomes. To address this gap, adopting covariance-based structural equation modelling (CB-SEM) or other quantitative research approaches was necessary to establish causation in the relationship between crisis management practices and hotel performance during crises. CB-SEM, could enable a comprehensive understanding of the long-term impact of crisis management practices on hotel performance. Additionally, this approach can facilitate a more robust analysis and comparison of different maintenance strategies and their influence on hotel performance during crises.

Empirically, the reviewed studies discuss the mediating roles of certain factors, such as organizational culture and resilience. However, exploring the direct relationships

between specific HRM practices and performance outcomes in hotels during crises was necessary. Understanding the direct effects of various HRM practices on hotel performance could help identify the most effective strategies for managing crises in the hospitality industry.

### **Chaos Theory**

Chaos theory, rooted in mathematics and physics, explores the behavior of complex systems that appear unpredictable or random. The concept of chaos theory is often attributed to the meteorologist and mathematician Edward Lorenz. Lorenz is credited with introducing the idea of chaos theory in the field of meteorology in the early 1960s. He discovered this concept while working on weather prediction models at MIT. Lorenz's groundbreaking findings were published in a seminal paper titled "Deterministic Nonperiodic Flow" in 1963, where he highlighted the sensitivity of complex systems to initial conditions, giving rise to the "butterfly effect" notion (Lorenz, 1963). This idea became a foundational concept within chaos theory, demonstrating how small variations in initial conditions could lead to vastly different outcomes in weather predictions and other complex systems.

Benoit Mandelbrot, a French-American mathematician, is renowned for his significant contributions to the development of chaos theory through his work on fractal geometry. Born in 1924, Mandelbrot became a pioneering figure in understanding the irregular and complex structures found in natural systems. Mandelbrot's influential work emerged notably in the late 1960s and throughout the 1970s, where he introduced and popularized the concept of fractals. His groundbreaking book, "The Fractal Geometry of Nature," published in 1982, presented his comprehensive exploration of fractals and their role in understanding

irregular shapes and structures prevalent in the natural world (Mandelbrot, 1989). By incorporating the concept of fractals into chaos theory, Mandelbrot expanded the understanding of complex systems, emphasizing the importance of irregularities, self-similarity, and sensitivity to initial conditions in explaining the behavior of dynamic and nonlinear systems.

Another Key proponent of Chaos Theory is Robert May, a distinguished British scientist and applied mathematician, who made significant contributions to chaos theory and the study of complex systems. Born in 1936, May's work in the field of mathematical biology and dynamical systems profoundly influenced the understanding of complex behaviors in various systems. May's work highlighted the concept of "bifurcation," where a small change in a system's parameters could trigger a dramatic bifurcation or split in its behavior, leading to the emergence of new and unpredictable patterns. This discovery was instrumental in understanding the transition from ordered to chaotic behavior in nonlinear dynamical systems (May, 1976).

At its core, chaos theory suggests that complex systems, despite being deterministic, can exhibit unpredictable and irregular behavior. The theory emphasizes sensitivity to initial conditions, wherein small changes in the starting state of a system can lead to vastly different outcomes over time (Feldman, 2012). This emphasis is operationalized through several prepositions or principles.

Sensitive dependence on initial conditions is a fundamental principle within chaos theory that highlights the remarkable sensitivity of complex systems to minute variations in their starting conditions. These small differences can lead to divergent and unpredictable outcomes, a concept commonly referred to as the "butterfly effect."

This idea traces its origins to chaos theory's exploration of nonlinear dynamical systems (Lorenz, 1963). Lorenz discovered that when dealing with nonlinear equations representing atmospheric conditions, even tiny discrepancies in the initial inputs (such as rounding errors or slight variations in measurements) could yield drastically different weather forecasts over time.

Chaos theory posits that systems displaying sensitive dependence on initial conditions are deterministic yet highly sensitive to minor changes in their starting configurations. This characteristic challenges traditional linear thinking, where small inputs produce proportionally small outputs. Instead, in nonlinear systems, small variations can lead to divergent trajectories, making long-term predictions extremely challenging (Lorenz, 1972). The concept of sensitive dependence on initial conditions has implications across various fields, from meteorology and physics to economics and biology. It underscores the inherent unpredictability of certain systems and emphasizes the limitations of long-term forecasting and prediction due to their sensitivity to small perturbations.

Nonlinear dynamics, a key component of chaos theory, explores the behavior of complex systems characterized by nonlinear relationships. Unlike linear systems where inputs and outputs have a direct, proportional relationship, nonlinear systems exhibit intricate interactions among their components, often resulting in unexpected or disproportionate effects in response to small inputs (Strogatz, 2015). In nonlinear systems, small changes in inputs don't yield proportional changes in outputs, which is a defining feature of linear systems. Instead, nonlinear systems can generate disproportionate or unexpected outcomes due to the complex interdependencies and feedback loops among their components.



This property challenges traditional cause-and-effect expectations, as nonlinear systems exhibit behavior where small perturbations can lead to significant alterations in the system's behavior over time. Nonlinear dynamics often involve mathematical equations that describe how the system evolves based on its current state, incorporating factors such as feedback loops, bifurcations, and chaotic behavior (Peitgen et al., 1992).

Complexity and unpredictability are fundamental characteristics of chaotic systems, which despite being deterministic in nature, can exhibit seemingly random and unpredictable behavior. These systems are governed by specific rules or deterministic laws, yet they demonstrate behaviors that are difficult to forecast or anticipate due to their intricate dynamics and high sensitivity to initial conditions (Lorenz, 1963). The unpredictability observed in chaotic systems emerges from the interactions among numerous interconnected components or variables. Even with a clear understanding of the system's rules or equations, small variations in the initial conditions or inputs can lead to vastly divergent outcomes over time. This sensitivity to initial conditions is a hallmark of chaos theory, often illustrated by the popular concept known as the "butterfly effect." (Ghys, 2015)

In the context of chaos theory, the "butterfly effect" metaphorically describes how a small disturbance, like the flapping of a butterfly's wings, in one part of the world can, through a cascade of nonlinear interactions, lead to significant and far-reaching consequences elsewhere. This concept illustrates the extreme sensitivity of chaotic systems to initial conditions, where minor differences can magnify and cause drastic divergences in the system's behavior over time Gleick (1987).

In the realm of chaos theory, the concepts of attractors and bifurcations are recognised essential to understanding the behavior and transitions of complex dynamical systems. Attractors are states or patterns towards which a dynamic system tends to evolve over time. They represent the stable or recurring states that a system reaches under certain conditions, revealing the system's long-term behavior (Lorenz, 1963). Attractors can take various forms, including fixed points (equilibrium), periodic orbits, or more complex structures known as strange attractors. Strange attractors, discovered in chaotic systems, exhibit a fractal-like structure and represent non-periodic but bounded behavior within the system. They define the system's trajectory in phase space, portraying the system's dynamic behavior even when it's unpredictable (Gleick, 1987).

On the contrary, Bifurcations are points represent critical instants where a system undergoes a qualitative change or transitions between different attractors. Bifurcations occur due to variations in system parameters or inputs, leading to substantial shifts in the system's behavior (Peitgen et al., 1992). At bifurcation points, small changes in parameter values can lead to significant alterations in the system's dynamics, resulting in the emergence of new attractors or changes in their stability. Bifurcations are pivotal moments that highlight the sensitivity of chaotic systems to parameter changes, leading to diverse and complex behavior (Strogatz, 2015).

The fifth principle that chaos theory leans on is Self-similarity and fractals. Self-similarity and fractals are integral concepts within chaos theory, unveiling the intricate patterns found within chaotic systems across various scales. In chaotic systems, self-similarity describes the property wherein patterns or structures within the system exhibit resemblance or similarity across different scales. This means that

smaller parts or segments of the system's structure reflect the same or similar features as larger portions. These patterns often manifest in a nested or recursive manner, wherein each smaller part resembles the overall structure, revealing a similarity at various scales (Peitgen et al., 1992).

In contrast, fractals are complex geometric shapes that exhibit self-similarity, displaying similar or identical patterns at different levels of magnification. These shapes possess detailed structures that repeat themselves at smaller scales, forming intricate patterns regardless of the level of zoom. The concept of fractals is instrumental in understanding and visualizing the self-similar characteristics of chaotic systems (Mandelbrot, 1982). Self-similarity and fractals illustrate the fascinating property of chaotic systems, wherein the system's structure exhibits similar features across different scales. The concept of fractals serves as a powerful tool to visualize and comprehend the intricate and repeating patterns inherent in chaotic phenomena, allowing for a deeper understanding of the system's complexity and behavior.

Chaos Theory has had its critics. Paul Thagard, a Canadian philosopher and cognitive scientist, argues that chaos theory sometimes oversimplifies reality by focusing on deterministic models, which might not fully capture the complexities of real-world systems (Thagard, 1992). Physicist and philosopher Margaret Morrison, among others, has questioned the practicality of chaos theory in making long-term predictions due to the inherent limitations in precision and sensitivity to initial conditions (Morrison, 2021).

Some critics, including sociologists and complexity theorists like John H. Holland, have cautioned about the challenges of directly applying chaos theory to social

systems. They argue that the translation of mathematical models to social phenomena might not be straightforward (Morcol, 2001). Meanwhile, critiques regarding the practical implications of chaos theory come from various scholars who acknowledge its theoretical elegance but question its practical utility. Mathematicians and practitioners in various fields often debate the actual practical applications of chaos theory due to its unpredictability in real-world scenarios (Pryor & Bright, 2007).

Despite these criticisms, Chaos Theory was deemed suitable for this research due to its ability to provide a framework for understanding the intricate and dynamic nature of crises within the hospitality industry. Chaos theory offers a lens through which to understand the multifaceted nature of crises and their management in the hospitality sector. Its principles illuminate the complex interactions between crisis management strategies and hotel performance, providing insights into the dynamic nature of these systems.

For instance, the first objective of this research examined the effects of human resource crisis management practices on the performance of star-rated hotels in Mombasa County. Therefore, through the relevant Chaos Theory principles a nuanced understanding of the potential interactions between HRM practices and hotel performance. Sensitive dependence on initial conditions aligns with the idea that even small changes in human resource crisis management practices within the hotels can lead to significantly different outcomes in performance. For instance, slight variations in HR strategies, such as workforce downsizing, altered employee benefits, or changes in managerial functions, might yield diverse effects on the hotel's performance.

Nonlinear dynamics comes into the picture when considering that the nonlinear relationships within human resource crisis management could manifest within the hotel's performance. Small changes in HR policies might not result in proportional changes in performance but could cause unexpected impacts. For instance, reducing labor costs might not linearly improve the hotel's financial performance due to complex interactions between reduced service quality and customer satisfaction.

The complexity and unpredictability principle reflects the intricate nature of human resource crisis management. The unpredictable behavior of employees, the interplay of various HR policies, and their effects on performance could exhibit seemingly random patterns despite being governed by certain HR protocols. Besides, in the context of HR practices, there might be certain 'attractors' or preferred HR strategies that the hotel tends to adopt during crises. Bifurcations could represent critical points where the HR strategies undergo significant changes, impacting the hotel's performance positively or negatively. The self-similarity concept could indicate patterns or repetitions in HR crisis management across different scales within the hotel, revealing similarities in strategies applied during various crises that affect performance similarly.

In examining the effect of marketing crisis management, the research took cognizance of the contributions of the five principles of Chaos Theory. Minor variations in marketing crisis management strategies, such as targeting domestic tourists, altering pricing, or adapting promotional strategies, could lead to vastly different outcomes in the hotel's performance. Changes in marketing strategies during crises might not have proportional effects on hotel performance. For example, significant reductions in

room rates might not linearly increase occupancy rates due to the nonlinear nature of customer response to pricing.

The complex interaction between various marketing strategies and their impact on customer behavior and hotel performance might result in unpredictable patterns, making it challenging to precisely predict outcomes. Similar to HR practices, there might be 'attractors' or preferred marketing strategies that hotels tend to adopt during crises. Bifurcations could denote critical points where marketing strategies lead to significant changes in performance. Similar patterns or repetitions in marketing strategies, especially during different crises, may showcase similarities in approaches and their effects on hotel performance.

Chaos Theory was therefore ideal to anchor the study since each of the crisis management practices was aptly explained by the principles underlying Chaos Theory. Moreover, Chaos Theory has become a focal Theory in studies examining crises occasioned by the pandemic. The study titled "Transformation of the hospitality services marketing structure: a chaos theory perspective" published in the *Journal of Services Marketing* in September 2021, provides valuable insights into the potential of Chaos Theory to anchor crises management Studies (Altinay & Arici, 2022).

Moreover, the application of Chaos Theory in the context of the restaurant industry's recovery post-COVID-19, as discussed in the research note "Revisiting destination competitiveness through chaos theory: The butterfly competitiveness model" holds significant importance. The chaos theory principles, particularly the "butterfly effect" and sensitivity to initial conditions, become evident when considering the cascading impact of the pandemic on the restaurant industry, leading to closures, reduced revenue, and altered consumer behavior (Yost et al., 2021).

Therefore, by utilizing chaos theory principles, this research emphasized the current challenges faced by the hotel industry, and also underscored the criticality of dynamic, responsive strategies. It stresses the need for hotels to adapt swiftly to changing circumstances, capitalize on unique brand characteristics, and implement recovery strategies that consider the intricacies of the system's dynamics. In doing so, chaos theory provided a lens through which the industry can comprehend the nonlinear, unpredictable, and intricate nature of crises management practices

## **2.5 Conceptual Framework for the Study**

Figure 2.1 presents a conceptual model on which this study is based. It models the relationship between crisis management practices and hotel performance. It is conceptualized in this framework that crisis occurrences have a profound impact on the performance of hotel businesses. It is also argued that practices that are employed by business organizations in the hotel industry are significant in curtailing various crises.

Human resource management (HRCMP) is reflected in literature as a practice that can be used in the event of crisis in the hospitality industry. In this regard, practices such as freezing pay rates feature as possible ways of mitigating against crisis. Human resource crisis management is therefore conceptualized as an exogenous latent variable measured using six indicators adopted from Israel and Reichel (2003). Key indicators of this variable are reduction in labour force; giving unpaid vacations, reduction in number of working days; reduction in pay rate; replacement of long tenure employees and outsourcing human resources.

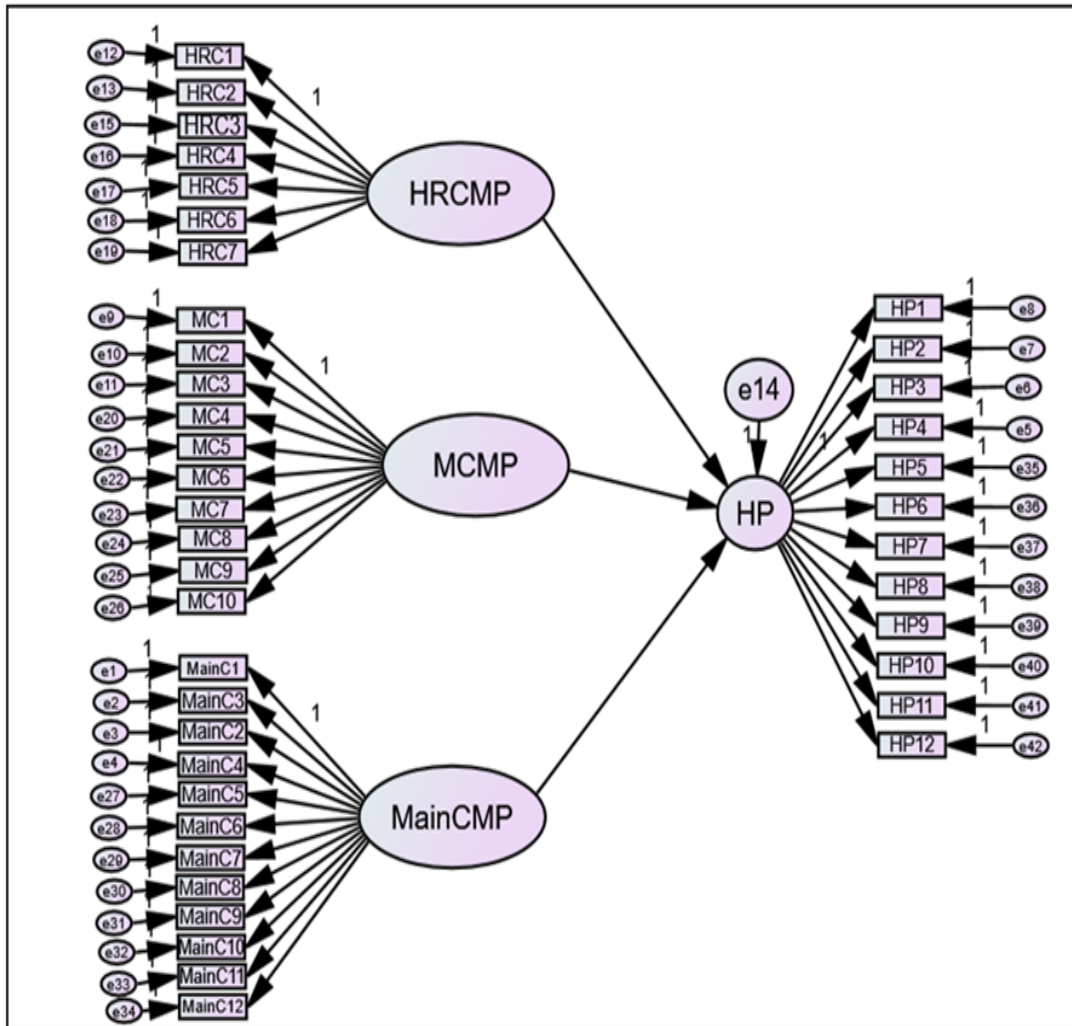
Massive marketing that includes special offers on key services and promotion of new products has been noted to be an effective management approach to crisis in the

hospitality industry (Israel & Reichel, 2003). The study conceptualized marketing crisis management (MCMP) as a second exogenous latent variable that could explain hotel performance. Key indicators of this variable are Joint marketing campaigns, media adverts; price cuts on services; marketing and promotions of new services; marketing to new segments, change in menu offerings; and extensions of business menu hours.

Maintenance as a crisis management practice (MainCMP) features prominently in the work of Israel and Reichel (2003). Emerging from this work is the fact that cutting costs in times of crisis can provide a meaningful management approach to the crisis. Consequently, maintenance crisis management is conceptualized as the third exogenous latent variable of the study. Key indicators of this variable are: limiting services in the restaurant, postponement of systems maintenances; use of less expensive kitchen substitutes and postponement of scheduled payment.

Hotel performance (HP) was the endogenous latent variable in this study. Hotel performance was measured using both financial and non-financial indicators the by Kaplan and Norton (1996) balanced score card. Consequently, hotel performance was conceptualized as a four factor construct comprising of the sub-dimensions of performance including financial, customer, learning and internal business process in which the four factors are correlated and each has three indicators.





**Figure 2.1. Conceptual Model**

*Source: Adapted from Israeli & Reichel (2003)*

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Overview**

This chapter offers a comprehensive overview of the research design and methodology implemented in this study. It delves into the chosen research paradigm, outlines the research design itself, pinpoints the specific study location, outlines the target population, and details the methodologies utilized for sampling procedures and data collection. Additionally, the chapter provides a comprehensive rationale for the validity and reliability of the selected data collection instruments. It sheds light on the meticulous process of measuring the study variables, expounds upon the procedures for processing the collected data, and specifies the validation of both the measurement and structural models.

In this section, the techniques used for testing the formulated hypotheses are elucidated, giving insight into how the research hypotheses were methodically evaluated. Furthermore, the chapter dedicates attention to the ethical considerations that were scrupulously addressed throughout the study, underscoring the commitment to ensuring the ethical integrity of the research endeavor.

#### **3.1 Study Area**

The study was conducted in hotels located in Mombasa County. Mombasa is a city at the Kenyan coast. It is Kenya's second largest city, after the capital Nairobi. It covers an area of approximately 229.7 square kilometers and by 2014, had an estimated population of 1.2 million (The Columbia Encyclopedia, 2017). Mombasa County borders Kilifi County to the North, Kwale County to the Southwest and the Indian Ocean to the East. It is Kenya's chief port and an important commercial and industrial

center. Manufactures include processed food, cement, glass and oil is refinery. Tourism is the main economic activity which contributes to 68% of the wage employment. Mombasa is the centre of coastal tourism in Kenya. Mombasa hosts several tourist attractions key of which are Fort Jesus, Heller Park, and Mombasa Marine National Park and Reserve. Besides, it hosts one of the best white sandy beaches and coral reefs that Africa has to offer.

The hospitality sector in Mombasa, particularly the star-rated hotels, plays a significant role in catering to both domestic and international tourists. Star-rated hotels in Mombasa County vary in size, amenities, and services offered, catering to diverse clientele seeking luxury, comfort, and leisure. These hotels range from five-star luxury resorts to more budget-friendly options, providing tourists with a range of choices to suit their preferences and budgets.

The region boasts several internationally renowned hotel chains and local establishments that have earned star ratings based on various factors such as service quality, facilities, hospitality, and overall guest experience. Many of these hotels are situated along the coastline, offering picturesque views of the Indian Ocean and access to pristine beaches. These star-rated hotels in Mombasa often feature world-class amenities including spacious rooms or suites, swimming pools, fitness centers, spa facilities, multiple dining options serving local and international cuisines, conference and event spaces, and various recreational activities. They are known for their hospitality, personalized services, and efforts to provide guests with memorable experiences.

The selection of star-rated hotels in Mombasa County for this study was influenced by the region's history of crisis events, notably the Paradise Hotel bombing in November

2002 and tourist kidnappings in Lamu. These incidents have affected the area's tourism, despite its popularity among international visitors due to its attractive sites, pleasant climate, and beautiful beaches. As stated in the New Tourism Strategy for Kenya 2021-2025 by the Ministry of Tourism and Wildlife, approximately 70% of coastal visitors to Kenya concentrate on Mombasa. However, recent years have witnessed a decline in tourism numbers and a loss of market share to destinations like Zanzibar. Exit surveys and industry feedback attribute this decline to security concerns. There's a perception of the coast as a high-risk destination due to international travel advisories and inadequate beach security, contributing to this downward trend in tourism.

### **3.2 Research Paradigm**

The study embraced the pragmatic research paradigm, which promotes a blended approach involving mixed methods in research. A paradigm is essentially a collective perspective on reality (Rossman & Rallis, 2012). Creswell and Creswell (2017) identify three distinct philosophical paradigms, each characterized by its unique assumptions about knowledge and research methodologies. These paradigms encompass positivism, assuming the presence of an objective truth; interpretivism, asserting that knowledge is shaped by social constructs; and pragmatism, asserting that knowledge is derived from actions and their outcomes. Pragmatists, as described by Creswell (2013), contend that knowledge emerges from practical actions and their subsequent effects.

In essence, the pragmatic paradigm advocates that the research focus should be centered on the specific issue at hand and the most suitable methods or combination of methods that can facilitate a comprehensive understanding of its nature. The

decision to employ the pragmatic research paradigm in this study was based on the belief that comprehending crisis management practices' impact on hotel performance is best achieved through an exploration of actions and their resulting consequences. Therefore, gaining a thorough understanding of the actions to be taken would necessitate the use of methods that effectively uncover the intricacies of these actions.

### **3.3 Research Design**

The research design that was employed to investigate crisis management practices and performance of star-rated hotels in Mombasa County, Kenya, was the embedded mixed methods design. This design involved collecting both quantitative and qualitative data simultaneously, with each type of data complementing and enriching the insights gained from the other (Creswell, 2017). Interviews with hotel managers provided qualitative data, supporting the quantitative data gathered from assistant managers and supervisors. This combined method aimed to harness the strengths of both approaches, offering a comprehensive understanding of how crisis management practices impact hotel employee performance.

The embedded mixed methods design offered several advantages in this study. It facilitated the integration of diverse data types, enabling a thorough analysis that considered both breadth and depth of information. The structured questionnaires provided quantitative data for primary analysis, while interviews contributed context, clarity, and depth, enriching the interpretation of the findings.

Furthermore, this approach allowed for triangulation, enhancing the credibility and validity of the study results. By cross-referencing and comparing information from both quantitative and qualitative sources, the research validated conclusions and

increased the reliability of the study's outcomes. Notably, scholars in the hospitality field have also advocated for embedded studies in similar contexts (Javed et al., 2021; Pham et al., 2019; Truong et al., 2020)

### 3.4 Target Population

The study targeted managerial personnel, including managers, assistant managers, and supervisors employed in star-rated hotels situated in Mombasa County. These specific hotels were intentionally chosen due to their heavy reliance on international tourists, making them particularly vulnerable to the impacts of crises. According to The Tourism Regulatory Authority database (TRA, 2022) as of July 2022, there were 18 star-rated hotels listed in Mombasa County (Appendix IV). A reconnaissance study of the 18 star-rated hotels revealed a total of 598 management staff comprising of 18 managers and 580 assistant managers and supervisors as distributed in Table 3.1.

**Table 3.1. Target Population**

Category of Hotel	Number of hotels	No. of Managers	No. of Assistant Managers and Supervisors	Total target population
5star	1	1	30	31
4 star	5	5	210	215
3 star	8	8	240	248
2 star	4	4	100	104
Total	18	18	580	598

**Source:** *Tourism regulatory Authority (2022)*

### 3.5 Sampling Design

Sampling involves the identification of a representative subset of a larger population, as collecting data from the entire population may not be feasible (Sekeran, 2010). Taherdoost (2016) points out that researchers are often restricted by factors like time and resources, preventing them from studying an entire population. Therefore, they turn to sampling methods to narrow down the number of cases under investigation.

Two sets of respondents were sampled for this study. The first set was to sample assistant managers and supervisors to respond to the quantitative questionnaire. The second set was sampling of hotel managers to participate in qualitative interviews.

### 3.5.1 Sampling of Assistant Managers and Supervisors

#### 3.5.1.1 Sample size

The sample size for assistant managers and supervisors was determined using the formula proposed by Zikmund et al. (2013). This choice was based on the formula's established credibility and applicability in research methodology, as recognized in prior studies (Akanmu et al., 2020; Yousuf & Siddiqui, 2019). This formula assists in calculating an appropriate sample size, taking into account factors like population size, confidence level, and margin of error. Its application ensured a systematic and statistically justified approach to establish the sample size needed to represent assistant managers and supervisors from the target population, aiming to obtain reliable and valid study outcomes. Therefore,

$$\text{Sample size} = \frac{n}{\left(1 + \frac{n}{N}\right)}$$

$$\text{And } n = Z^2 p (1-p) / w^2$$

Where;

n was the probable sample size

N Represented the assistant managers and supervisors' population, 580 in this case

p is the estimated proportion taken at 50% since the proportion for the current study was not known

w is the margin of error allowed, taken at 5% for the study, and  
 Z was the value corresponding to the level of confidence taken in the study,  
 the confidence level was 95% (to allow for all possible intervals) and therefore  
 $Z = 1.96$

$$\text{Thus } n = \frac{1.96^2 * 0.5 * 0.5}{0.05^2}$$

$$= 384$$

$$\text{Since } N=580, \text{ sample size} = \frac{384}{1 + \frac{384}{580}}$$

$$= 231.037$$

$$\cong 231$$

Therefore, based on these computations, a sample of 231 assistant managers and supervisors was selected for the study.

### **3.5.1.2 Sampling Procedure for Assistant Managers and Supervisors**

Assistant managers and supervisors were sampled using a combination of stratified sampling and simple random sampling techniques. Initially, these personnel were stratified based on their respective star-rated hotels, aligning with their representation in the overall study population (Table 3.2). Following this, the simple random sampling method was employed to select the required assistant managers and supervisors for the study sample (Ozturk, 2019). Each individual was assigned a unique number from 001 to 231, corresponding to the computed sample size. Random numbers were generated, and those matching the assigned numbers of assistant managers or supervisors were chosen for inclusion in the study.



**Table 3.2 Computation of stratified sample sizes**

<b>Category of Hotel</b>	<b>No of assistant managers and supervisors in population</b>	<b>Number in sample</b>
5star	30	$30/580 \times 231 = 12$ $210/580 \times 231 = 8$
4 star	210	4
3 star	240	$240/580 \times 231 = 9$ 6
2 star	100	$100/580 \times 231 = 4$ 0
<b>Total</b>	<b>580</b>	<b>231</b>

*Source: Researcher (2018)*

### **3.5.2 Sampling of Hotel Managers**

#### **3.5.2.1 Sample Size for Managers**

Data from the Tourism Regulatory Authority database (TRA, 2022) revealed 18 star-rated hotels listed in Mombasa County as at the time of the study July 2022.

Therefore, the sample size for hotel managers was 18.

#### **3.5.2.2 Sampling Technique**

The sampling technique used for managers was purposive sampling based on the following criteria. The first criterion was being a hotel manager. The second criterion was that the hotel was star-rated, and the third was that the sampled number was within the narrow range of 9-17 for saturation in qualitative studies (Hennink & Kaiser, 2022). Therefore, 12 star-rated hotel managers were sampled.

### **3.6 Data Collection**

This section delves into the data types and sources that were employed in the research, as well as the instruments used for data collection and the validation of these instruments.

### **3.6.1 Data types and sources**

The study predominantly utilized primary data collected through the distribution of questionnaires and conducting interviews with the hotel management staff.

### **3.6.2 Data Collection Instruments**

Two main tools were used to collect data. These included a questionnaire for supervisors and assistant managers and an interview schedule for senior managers. Use of the two tools was a necessary triangulation process that was expected to allow for collection of data from diverse sources.

#### **3.6.2.1 Questionnaire for Assistant Managers and Supervisors**

Questionnaires serve as an array of items to which respondents are expected to provide written reactions (Kothari, 2008). In the context of this study, questionnaire survey was selected as the appropriate research tool for quantitative data, enabling the researcher to systematically explore specific issues across a substantial sample size, thereby enhancing the reliability and credibility of the study's findings (Kothari, 2008). The questionnaire survey was administered to assistant managers and supervisors in the star-rated hotels within Mombasa County.

The aim of the study was to construct a tool capable of measuring crisis management practices in the hospitality sector. To achieve this, information extracted from both literature and in-depth interviews with hotel managers was collated to compile a list of practices categorized into three major dimensions: human resources, marketing, and maintenance. The questionnaire was structured into sections. The initial section sought personal characteristic details of the respondents, aiding in controlling potential influences of these characteristics on the primary effects. The subsequent

section concentrated on the three significant aspects of crisis management practices: human resource, marketing, and maintenance.

This section aimed to assess the extent to which these practices are employed within Kenya's hospitality industry. The third section focused on the current performance status of the studied hotels, encompassing both financial and non-financial dimensions in the context of crisis events. Open-ended questions were included in the questionnaire, inquiring about challenges encountered during crisis management, government assistance during crises, and the perceived importance attributed to various crisis management practices. Items within the questionnaire were evaluated using a 5-point Likert-type scale, ranging from 1 (no extent) to 5 (very large extent), with respondents selecting the appropriate response.

A total of 231 questionnaires were administered by both the researcher and research assistants, with respondents self-completing the forms. This approach was chosen due to its cost-effectiveness, confidentiality, and lack of necessity for interviewer recruitment and training. Preceding data collection, the researcher briefed assistants on the study requirements and emphasized adherence to ethical principles. To ensure the instruments aligned with research goals, the tools underwent a pilot test involving 30 management staff from Baobab Beach Resort and Spa, as advised by Saunders et al. (2016). This preliminary testing aimed to identify areas for refinement in terms of wording, clarity, and coherence, ultimately enhancing the final survey instrument's face validity (Wilkins, 2010). Additionally, the research instruments were subjected to review by research supervisors, with adjustments made based on their insights, feedback, and outcomes from the pilot test.

### **3.6.2.2 Interview Schedule**

In this study interviews were conducted with star-rated hotel managers purposively selected. The interviews were employed as a purposive discourse between the researcher and the hotel management staff. These interviews aimed to elicit valid and reliable data that were directly aligned with the research questions and objectives. Interviews provide researchers with the opportunity to not only capture verbal responses but also to observe non-verbal cues such as facial expressions, gestures, and hesitations, enhancing the depth of understanding (Saunders et al., 2016; Kothari, 2007; Oltmann, 2016). Oltmann also highlights that interviews offer a platform to validate responses, explore raised issues, and delve into attitudes, feelings, and beliefs shared by the respondents.

To facilitate the interviews, an interview schedule tailored for managers (as provided in appendix 11) was developed. This schedule was carefully designed to capture the nuanced perspectives of the participants concerning critical crisis management practices employed within the hotels. It also aimed to gather insights into challenges encountered during crisis management, the influence of government policies on crisis management, and the overall performance evaluation of the hotels under their leadership. The questions incorporated in the interview schedule were deliberately open-ended, granting respondents the latitude to provide comprehensive and unrestricted responses. The use of semi-structured interviews ensured the flexibility to adapt and modify questions based on the evolving context of each interview (Jwan & Ong'ondo, 2011).

A total of 18 interview schedules were distributed to the hotel managers, with 12 taking their time to respond. Face to face and telephone interviews were also used to

elicit information from the managers. This type of interview is recommended since the researcher was able to among other positives, explain and answer questions, minimize misunderstandings, check errors and inconsistencies on the spot, and ensure that questions are not skipped (Kothari, 2008).

### **3.6.3 Data Collection Procedure**

The study employed a mixed-methods approach by collecting both quantitative and qualitative data. Quantitative data was gathered through the use of questionnaires, while qualitative data was acquired via interview schedules. This combination of research tools facilitated a comprehensive exploration of the research objectives and ensured a richer understanding of the phenomenon under investigation.

#### **3.6.3.1 Quantitative data**

The development of the research instruments was a meticulous process, tailored to address all the study's objectives. To ensure their effectiveness, extensive literature was reviewed in relevant areas, and consultations were held with experts in the field. Subsequently, the research instruments were distributed to trained research assistants, each assigned to a specific hotel. Before data collection commenced, the research assistants underwent thorough training in data collection techniques, focusing on research ethics and establishing rapport with respondents.

In preparation, the researcher personally guided the research assistants through the questionnaire, addressing any ambiguities and ensuring their comprehension. Benefiting from the assistants' educational background, their capacity to clarify unclear matters was an asset. The data collection approach involved both self-administered and researcher-assisted questionnaires, a method in which respondents

took the responsibility for reading and responding to questions (Zikmund and Babin, 2007).

In executing this approach, the researcher initiated contact with hotel management to outline the research's intentions. Collaborating with the hotel manager, the researcher engaged other management staff and conveyed the research's purpose. Random number generation aided in selecting potential respondents, who were then briefed on the questionnaire's administration, research ethics, and their role in the study. The researcher enlisted the assistance of two additional research assistants to facilitate the distribution and collection of filled questionnaires. These assistants were also carefully instructed on interacting with respondents and adhering to the ethical standards governing the research.

### **3.6.3.2 Qualitative data**

For the collection of qualitative data, interviews were conducted using structured interview schedules. These interviews were personally administered by the researcher, who adeptly directed the course of the conversations to align with the research objectives. In order to maintain coherence and relevance to the study's context, the researcher maintained oversight over the interview process. In terms of reporting, the research participants were anonymized and labeled using the following designations:

Hotel 1- I-01  
Hotel 2- I-02  
Hotel 3- I-03  
Hotel 4- I-04  
Hotel 5- I-05  
Hotel 6- I-06

Hotel 7- I-07  
Hotel 8- I-08  
Hotel 9- I-09  
Hotel 10- I-10  
Hotel 11- I-11  
Hotel 12- I-12

### **3.7 Study Variables**

A total of four variables were investigated in this study. Crisis management practices consisting of human resource, marketing, and maintenance conceptualized as independent variables while hotel performance was conceptualized as the dependent variable. Consequently, human resource crisis management practice was measured using six items; marketing crisis management practice were measured using eight items and maintenance crisis management practice five items. For each of the four independent variables, respondents were asked to indicate their level of extent with the items given and their responses elicited using a likert scale ranging from no extent, small extent, medium extent, large extent, and very large extent. Appendix II shows the breakdown of the above items and corresponding statements/questions.

Eleven items were originally used to measure hotel performance. Factor analysis was used to extract non redundant items. Questions focused on examining diverse domains of performance of the hotels targeting both financial and non-financial performance indicators. Respondents were asked to indicate the level of agreement with performance with respect to the items using a scale ranging from no extent, small extent, medium extent, large extent, and very large extent.

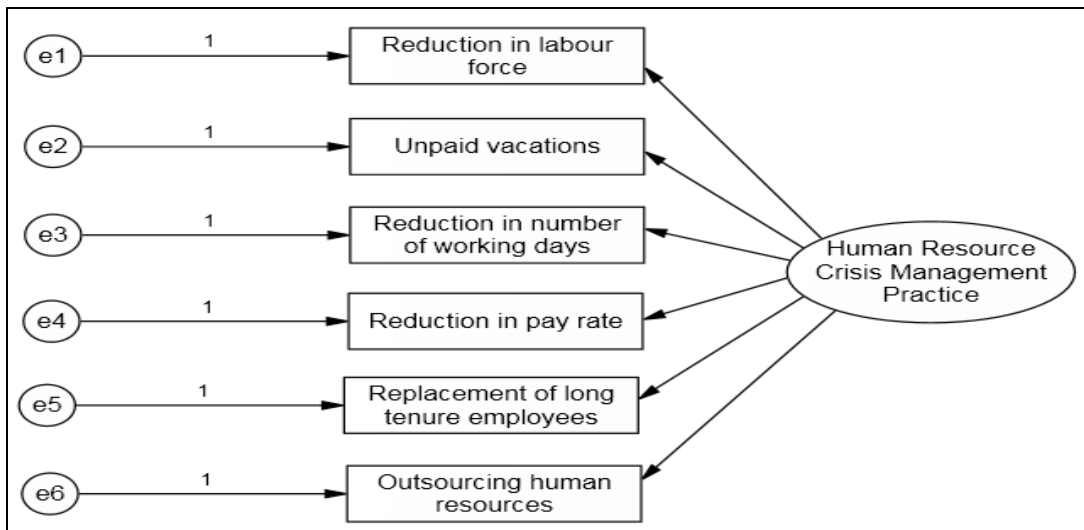
#### **3.7.1 Exogenous Variables (Crisis Management Practices)**

Three exogenous variables were used in the study. Exogenous latent variables are synonymous with independent variables, and may 'cause' fluctuations in the values of other latent variables in the model.

##### **3.7.1.1 Human Resource Crisis management practices**

Human resource management is reflected in literature as a practice that can be used in the event of crisis in the hospitality industry (Israel & Reichel, 2003). In this regard,

strategies such as freezing pay rates feature as possible ways of mitigating against crisis. Human resource crisis management is therefore conceptualized as an exogenous latent variable measured using six indicators adopted from Israel and Reichel (2003). Key indicators of this variable as shown in Figure 3.1 are reduction in labour force; giving unpaid vacations, reduction in number of working days; reduction in pay rate; replacement of long tenure employees and outsourcing human resources.



**Figure 3.1 Indicator Structure for Human Resource Crisis**

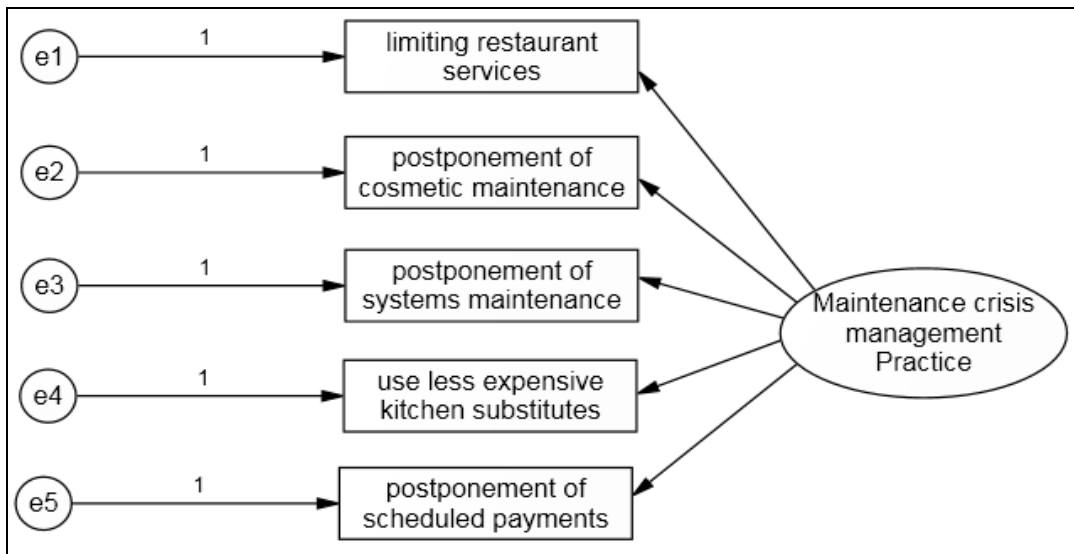
**Source:** *Researcher (2018)*

### 3.7.1.2 Maintenance Crisis Management Practice

Maintenance as a crisis management practice features prominently in the work of Israel and Reichel (2003). Emerging from this work is the fact that cutting costs in times of crisis can provide a meaningful management approach to the crisis. Consequently, maintenance crisis management is conceptualized as the second exogenous latent variable of the study. This variable was measured using five indicators that were regressed to it as shown in figure 3.2. The indicators are once again adopted from (Israel & Reichel, 2003) and include: limiting services in the



restaurant, postponement of systems maintenances; use of less expensive kitchen substitutes and postponement of scheduled payment.

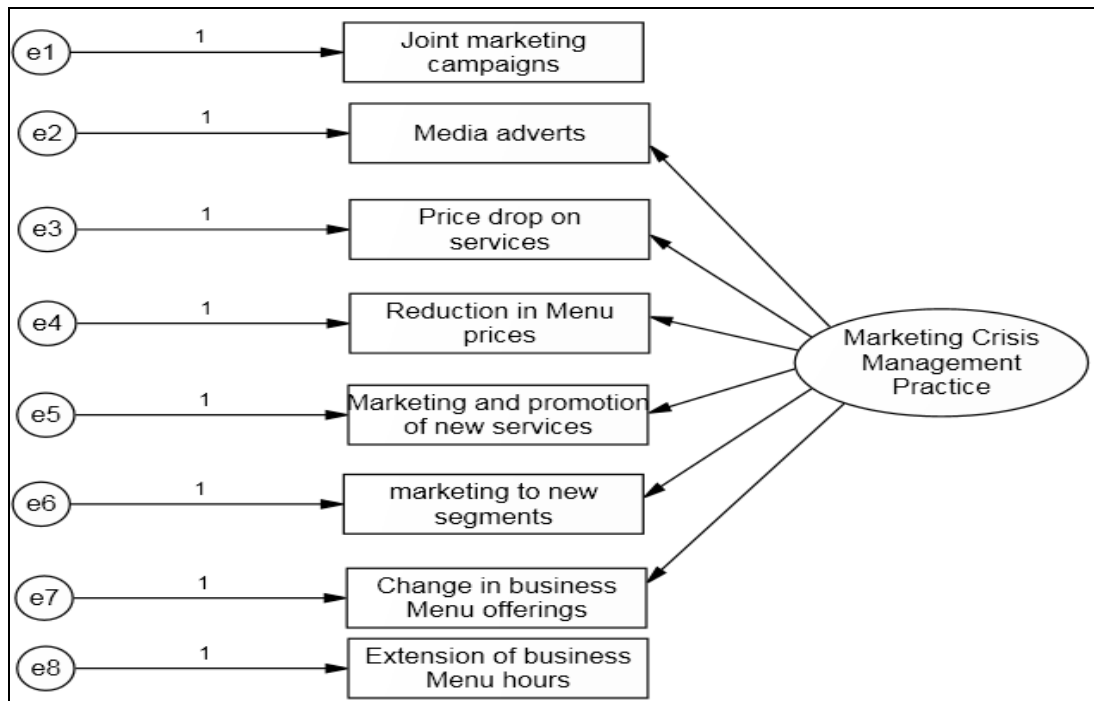


**Figure 3.2. Indicator Structure for Maintenance Crisis Management Practice**

Source: *Researcher (2018)*

### 3.7.1.3 Marketing crisis management practice

Massive marketing that includes special offers on key services and promotion of new products has been noted to be an effective management approach to crisis in the hospitality industry (Israel & Reichel, 2003). The study conceptualized marketing crisis management as a third exogenous latent variable that could explain hotel performance. Eight indicators were used to measure marketing crisis management as suggested by Israel and Reichel. The eight indicators presented in figure 3.3 include: Joint marketing campaigns, media adverts; price cuts on services; marketing and promotions of new services; marketing to new segments, change in menu offerings; and extensions of business menu hours.

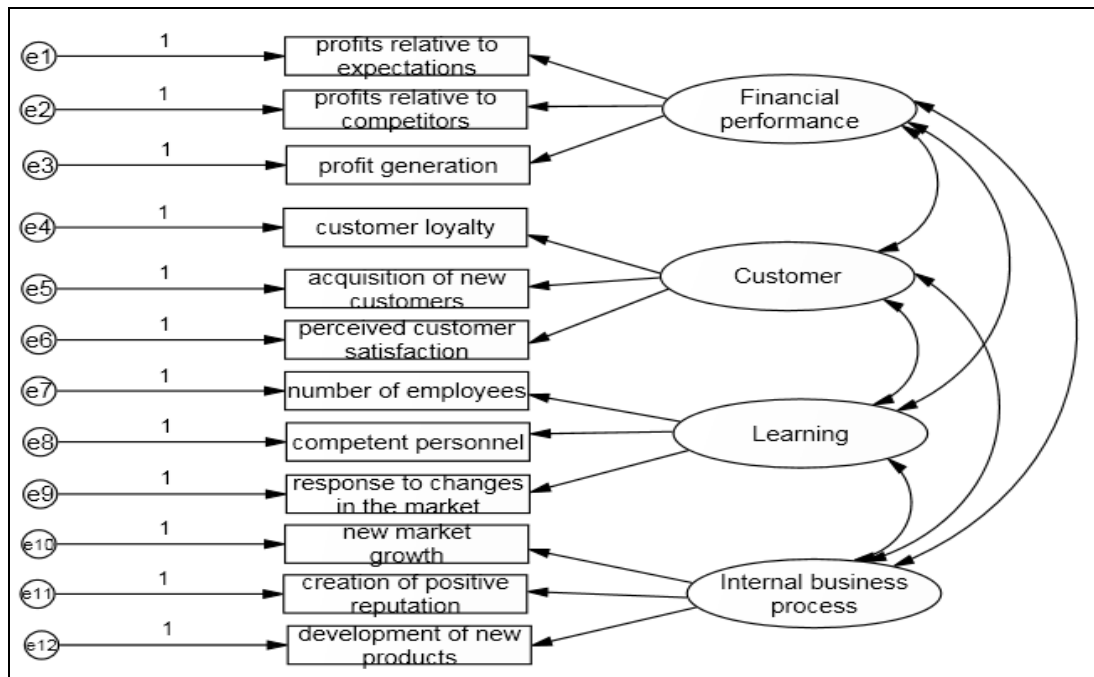


**Figure 3.3 Indicator Structure for Marketing Crisis Management Practice**

**Source:** *Researcher (2018)*

### 3.7.2 Endogenous variable (Hotel performance)

Hotel performance is the endogenous latent variable in this study. Hotel performance was measured using both financial and non-financial indicators by Kaplan and Norton (1996) balanced score card. Consequently, hotel performance was conceptualized as a four factor construct comprising of the sub-dimensions of performance including financial, customer, learning and internal business process in which the four factors are correlated, and each has three indicators as shown in figure 3.7.



**Figure 3.4 Factor and Indicator Structure for Hotel performance**

Source: *Researcher (2018)*

### 3.8 Validation of the Instruments

#### 3.8.1 Convergent Validity

Convergent validity is demonstrated when each measurement item exhibits a strong correlation with its underlying theoretical construct. Essentially, the items serving as indicators for a given construct should converge, sharing a substantial proportion of common variance. To assess convergent validity, the t-statistic for each factor loading was examined. While the preferred standardized loading for reflective indicators is 0.70, an acceptable threshold of 0.60 was deemed suitable, following the recommendation of Barclay et al. (1995). Convergent validity for the six constructs was evaluated using three criteria outlined by Fornell and Larcker (1998):

- i. All factor loadings for measurement items must be statistically significant and exceed 0.70.
- ii. Construct reliability should surpass 0.80.

- iii. The Average Variance Extracted (AVE) for each construct should exceed the variance stemming from measurement error for that construct, with an AVE value exceeding 0.50.

### **3.8.2 Discriminant Validity**

Discriminant validity assessment focused on ascertaining the distinctiveness of the constructs. Essentially, it implies that a hidden variable should more effectively elucidate the variations in its own indicators compared to the variations in indicators of other latent variables. To put it simply, when an indicator is linked to its designated latent variable, its loading should be higher than its loadings on all other latent variables.

According to Hair et al. (2006), the evaluation of discriminant validity involves a comparison between the Average Variance Extracted (AVE) values and the squared correlations for each pair of constructs. This evaluation entails that the AVE of a particular latent variable should surpass the squared correlations existing between that latent variable and all other latent variables. The thumb rule for appraising discriminant validity stipulates that the square root of the AVE should be more substantial than the squared correlations between constructs (Hair et al., 1998).

Chin (1998) provides specific prerequisites for achieving discriminant validity:

- i. The alignment of latent variable scores with measurement items should exhibit appropriateness. This alignment should encompass high loadings on their theoretically assigned factor and low loadings on other factors.
- ii. Discriminant validity is established through an analysis of the Average Variance Extracted (AVE). This test involves ensuring that the square root of the AVE for each construct substantially surpasses the correlation between

that construct and any other construct within the model. The square root of each construct's AVE should ideally exceed 0.50.

In this study, the evaluation of discriminant validity entailed a comparison between the shared variances among factors and the Average Variance Extracted (AVE) of individual factors. This approach aligns with the recommendations of Fornell and Larcker as cited in Hair et al. (2006).

### **3.8.3 Composite Reliability**

Construct validity necessitates score reliability, which can be defined as the extent to which measurements are devoid of error and consequently yield consistent outcomes. In the context of research, Hair et al. (2006) elucidates that reliability signifies the degree to which a measure, procedure, or instrument produces the same outcome across multiple trials. Thus, reliability serves as a means to gauge the level of consistency among repeated measurements of variables, as is pertinent in the present study.

From a practical standpoint, reliability can be conceptualized as the internal coherence of a scale, which evaluates the degree to which the items within it are consistent. Particularly in the case of reflective measures, all items are regarded as parallel indicators capturing the same underlying construct of interest. Composite reliability, therefore, offers a standardized approach to assess the internal consistency of a construct, with all path loadings from the construct to its measures expected to be robust (i.e.,  $\geq 0.70$ ).

Hair et al. (2006) propose that composite reliability values fall between zero and one, where values greater than 0.70 indicate strong reliability, and values within the range

of 0.60 to 0.70 are also considered acceptable. This criterion was applied in the study to ascertain composite reliability.

### **3.9 Quantitative Data Analysis and presentation**

The data underwent a preliminary process of screening and cleaning to identify and rectify errors. Subsequently, an exploration of the study variables within the context of the research was conducted. The subsequent step involved data analysis, which encompassed the application of Structural Equation Modeling (SEM). For this purpose, Analysis of Moment Structures (AMOS) version 22 was employed, serving a dual role in validating the measurement model and establishing causal relationships through the structural model.

#### **3.9.1 Data Screening and Cleaning**

Data was screened and cleaned for missing values, normality and outliers. The occurrence of missing values can affect the generalization of results. Data was analyzed for missing values as suggested by Tabachnick and Fidell (2013).

Outliers are observations with extreme values as compared with other observations. If present, outliers may distort the results and limit generalizations to only situations with similar outliers (Tabachnick and Fidell, 2013). Univariate outliers were identified using standardized residuals where, items with standardized residuals of more than +3.0 and less than -3.0 being considered outliers (Tabachnick and Fidell, 2013). Such items were deleted from further analysis. Multivariate outliers were assessed using Mahalanobis distance.

### **3.9.2 Descriptive Analysis**

Descriptive analysis aimed to delve into how the latent variables, as represented by their respective indicators, were evident within the studied hotels. Specifically, means were computed to provide insights into the average response scores among management staff. In contrast, standard deviations were utilized to indicate the degree of variation in responses among the management staff, offering a measure of response consistency.

Responses from the questionnaire items were collected on a 5-point Likert scale, encompassing the following options: 1 - No Extent (NE), 2 - Small Extent (SE), 3 - Medium Extent (ME), 4 - Large Extent (LE), and 5 - Very Large Extent (VLE). The analysis of mean response scores was executed on a continuous scale, adhering to the following thresholds:  $M < 1.5$  - No Extent;  $1.5 \leq M < 2.5$  - Small Extent;  $2.5 \leq M < 3.5$  - Medium Extent;  $3.5 \leq M < 4.5$  - Large Extent;  $M \geq 4.5$  - Very Large Extent. This approach was necessary due to the ordinal nature of the questionnaire, as means and standard deviations are more appropriately gauged using a ratio scale.

### **3.9.3 Inferential Analysis**

The primary method utilized for inferential analysis was Structural Equation Modeling (SEM). This analytical approach concentrated on understanding the direct impact of crisis management practices on hotel performance. However, prior to delving into the assessment of direct effects, the underlying assumptions of SEM were thoroughly examined

### **3.10 Assumptions of SEM**

Structural Equation Modeling (SEM) is a powerful statistical technique used to analyze relationships between observed and latent variables. However, its validity

relies on several key assumptions: SEM assumes that the data follow a multivariate normal distribution. This means that the variables included in the model, whether observed or latent, should collectively exhibit a normal distribution. Departures from normality can impact the accuracy of parameter estimates and significance tests. Multivariate normality was tested using visual inspection of the Probability-Probability (P-P) plots. Although formal normality tests such as the Shapiro-Wilk and Kolmogorov-Smirnov tests are widely used, P-P plots are known to provide a visual depiction of non-normal features in distributions. By examining the proximity of data points to the diagonal line on both sides, it was possible to ascertain adherence to the normality assumption (Loy, Follen, & Hofman, 2014).

The second SEM assumption tested is the assumption of No Systemic Missing Data. SEM requires complete data without systemic missing values, implying that missing data patterns should not follow a specific trend related to the variables being studied. Missing data can introduce biases and reduce the accuracy of estimates. The assumption of missing data was tested by evaluating the patterns of missingness in the dataset. Little's Missing Completely at Random (MCAR) test or Missing Values Analysis was employed for this test, and missing values were then imputed using mean imputation (Li, 2013).can determine if data are missing completely at random or if there is any systematic pattern in the missing data.

The third assumption tested was that of Sufficiently Large Sample Size. A sufficiently large sample size is crucial for reliable parameter estimation and ensuring adequate statistical power. While there's no fixed rule for the ideal sample size, larger samples generally lead to more robust estimates and improved model fit. While there's no fixed rule, guidelines exist based on the complexity of the model. Some suggest a



minimum sample size of 200 observations for simpler models and larger samples (500+) for more complex models (Kyriazos, 2018).

The last SEM assumption considered in this research was Correct Model Specifications. SEM assumes that the specified model accurately represents the underlying relationships between variables in the observed data. This includes correctly identifying and specifying the relationships between latent and observed variables, the pathways or paths among variables, and the measurement models for latent variables. Incorrect model specification can lead to misinterpretation of relationships and inaccurate conclusions. Fit indices like Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR) were used to evaluate how well the model fitted the data.

### **3.11 Validating the Structural Equation Model**

The Structural Equation Model (SEM) was validated using Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). Under the EFA, Principal Component Analysis, was used to identify underlying factors within the data. The goal was to identify the number of factors that explain the observed variance in the dataset. Varimax rotation was employed to achieve a clearer structure and interpretability. Factor loadings, communalities, and eigenvalues were interpreted to understand how well the observed variables loaded onto the identified factors.

In the case of the CFA, Analysis of Moment Structures (AMOS) software was used to estimate the model parameters. The model included the specified relationships between latent variables (factors) and their measured indicators (observed variables) based on the theoretical framework. Assessment of Model Fit was then conducted by

evaluating the goodness-of-fit of the CFA model using fit indices such as Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR). These indices indicated how well the model fits the observed data. The holistic adequacy of the model was ascertained by contrasting the default fit indices against the endorsed criteria (Bentler, 1999), as illustrated in Table (3.3).

**Table 3.3 Recommended Goodness of fit Indices**

$\chi^2 sig.$	$\frac{\chi^2}{df}$	<i>GFI</i>	<i>AGFI</i>	<i>NFI</i>	<i>RFI</i>	<i>CFI</i>	<i>RMSEA</i>
$p \leq 0.05$	$< 5.0$	$> 0.90$	$> 0.90$	$> 0.90$	$> 0.90$	$> 0.90$	$< 0.05$

### 3.12 Qualitative Data Analysis

Thematic analysis was used to analyze the qualitative data. The first step of this analysis involved familiarization with the data. This familiarization was achieved by reading and re-reading the transcripts, notes, or other data sources to develop an understanding of the content and context. Next, a systematic coding of data was undertaken. Initial codes were generated by highlighting or labeling segments of the data that were relevant to the research question. The generated codes were next collated into potential themes. Similar codes were grouped together to form potential themes after which patterns and connections within the codes were identified and considerations made on their relationships with the study.

Themes were then reviewed. Potential themes were examined, and their content and relevance were reviewed. An evaluation was conducted to see whether each theme captured a distinct aspect of the data and contributed to the research objectives. They were then refined, combined, or discarded as needed. The next step involved defining

and naming themes to capture their essence and content. This step involved creating clear and concise descriptions that reflected the meaning and significance of each theme. A thematic map or diagram was created to show the relationships between the themes. This visual representation helped to illustrate the connections and hierarchy between different themes.

The next significant step was reviewing and refining themes. The themes and thematic map were reviewed to ensure that they accurately represented the data and aligned with the research question. Besides, themes were refined and revised as necessary, ensuring they were comprehensive, coherent, and reflective of the dataset. A detailed narrative that described the findings of the thematic analysis was subsequently written. Examples from the data to support each theme and illustrate their significance were identified. Relevant quotes and excerpts to illustrate the themes and their sub-themes were also quoted.

### **3.13 Ethical Considerations**

The study was conducted with a steadfast commitment to ethical considerations inherent in social science research. The entire process of data collection, analysis, and interpretation was orchestrated to uphold the rights of the participants involved. Specifically, prior to the commencement of data collection, requisite permissions were obtained from Moi University's School of Tourism, Hospitality and Events Management, as well as from the National Commission for Science Technology and Innovation (NACOSTI) (refer to appendix). The obtained permit (appendix) was then utilized to secure authorization from the hotels that participated in the study.

For the purpose of seeking informed consent from respondents, the researcher crafted an introductory note. This document encompassed a comprehensive explanation of

the study's objectives, the assurance of anonymity and confidentiality, and its academic nature (Merriam & Grenier, 2019). All research assistants were directed to present this letter to potential respondents while inviting their participation in the research. A key focus was placed on safeguarding the rights of anonymity and confidentiality. This entailed concealing the identities of respondents and ensuring that the collected information remained disassociated from them (Nissenbaum 2020). Thus, the requirement of disclosing the respondent's name was non-mandatory. To further ensure confidentiality, the researcher undertook the responsibility of safeguarding all gathered data within the study's scope.

Additionally, careful efforts were made to uphold the respondents' right to privacy, which encompasses their freedom to decide the extent, timing, and circumstances under which private information is shared or withheld from others. This principle was upheld by conducting interviews at the respondents' convenience, respecting their schedules and preferences.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND PRESENTATION**

#### **4.0 Introduction**

This chapter presents the data analysis as well as the findings of the study based on the study objectives. The data were summarized and presented using tables. The collected data was analysed and interpreted per the study objectives and hypotheses. Both descriptive and inferential statistics were used to analyze the data. The chapter is organized as follows: response rate, data screening, data cleaning and checking for missing data, background information, descriptive analysis, reliability and validity analysis, correlation, regression analysis, and structural equation model (SEM).

#### **4.1 Data Screening and Cleaning**

Data were first screened and cleaned for response rate, missing data, outliers and variable reduction.

##### **4.1.1 Response Rate**

In this study, 231 questionnaires were distributed to participants, representing the entire sample. The response rate was 89.6%, as 207 questionnaires were returned. However, 9 of these questionnaires were unusable due to incomplete or inaccurate responses, accounting for 3.89% of the total distributed questionnaires. After eliminating unusable questionnaires, 198 were considered for data analysis, representing 85.7% of the total distributed questionnaires. The study had a relatively high response rate, implying that the results are likely reliable and valid. Most of the returned questionnaires were suitable for data analysis, indicating that the respondents provided quality responses.

**Table 4.1: Response Rate**

	<b>Number</b>	<b>%</b>
Total questionnaire distributed	231	100
Total returned questionnaires	207	89.6
Unusable questionnaires	9	3.89
Usable questionnaires	198	85.71

## **4.2 Data Screening and Cleaning**

### **4.2.1 Missing data**

Research has demonstrated that missing data is common in surveys for several reasons, including sensitive items, crowded surveys, and forgetting (Salgado, 2019). Therefore, data were examined for missing data as part of the requirement for running multiple regression. In this study, the assumption was that missing data were missing completely at random (MCAR). The MCAR approach for which missing value patterns were sorted across variables was employed to assess missing data.

Results presented in Table 4.2 revealed that four variables had missing values. The human resource construct had one missing value in items 1, 4, and 8. The marketing crisis construct had 1 missing value in item 4; the maintenance crisis construct had one missing value in item 4, and hotel performance construct had 2 missing values in item 5. None of the variables had missing data exceeding the threshold of 5% as suggested by Deb & Liew (2016). Therefore, the variables with missing data were subjected to hot deck imputation to replace the missing value as Song et al (2019) suggested.

**Table 4.2 Univariate Statistics**

	Item	Mean	Std. Deviation	Missing		No. of Extremes <sup>a</sup>	
				Count	Percent	Low	High
Hotel performance	5	2.51	1.434	2	1.0	0	0
HR Crisis Mgt	1	3.29	1.094	1	.5	17	0
HR Crisis Mgt	4	4.20	.903	1	.5	14	0
HR Crisis Mgt	8	3.88	.899	1	.5	.	.
Marketing Crisis Mgt	4	1.64	.907	1	.5	0	9
Maintenance Crisis Mgt	4	3.15	.951	1	.5	0	0

a. Number of cases outside the range (Q1 - 1.5\*IQR, Q3 + 1.5\*IQR).

#### 4.2.2 Outliers

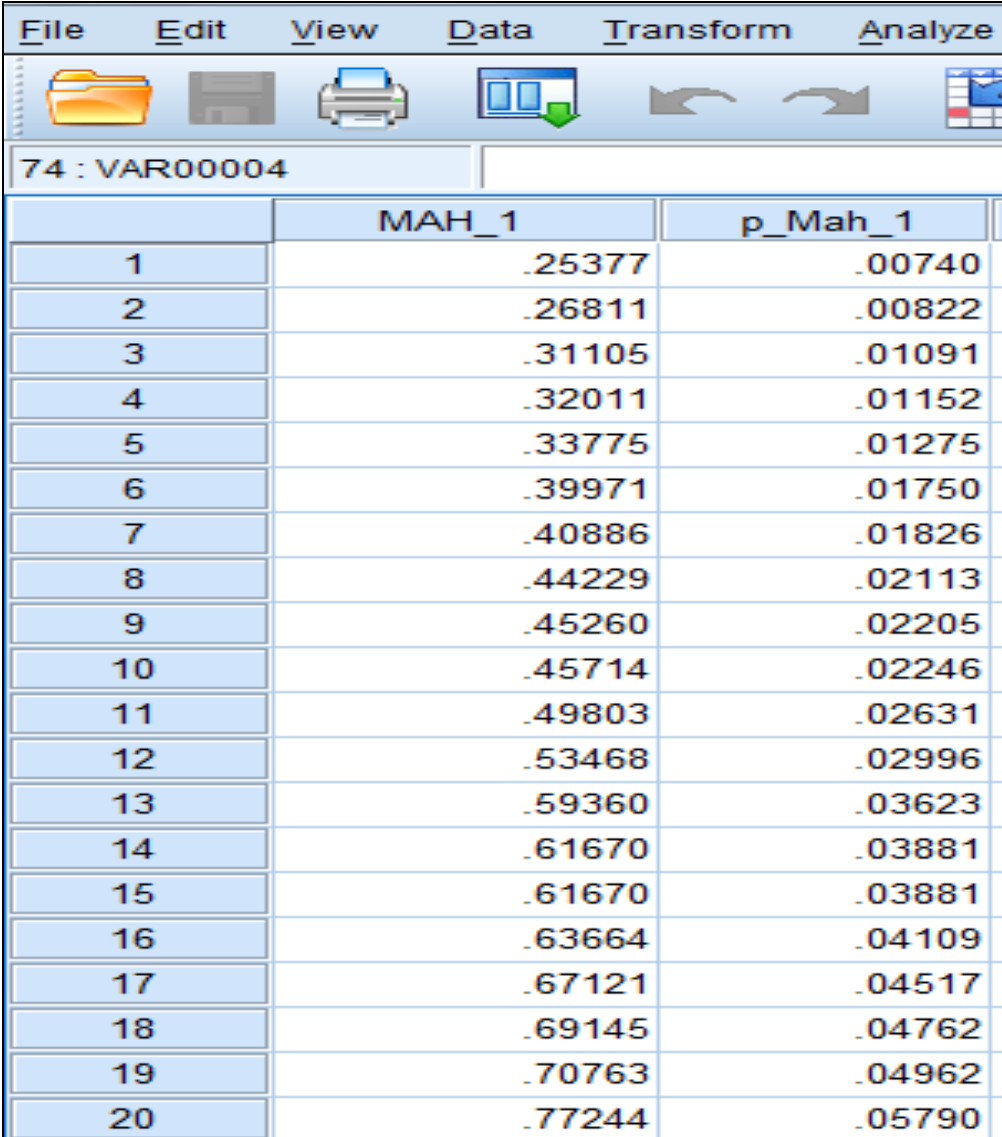
Outliers are defined as extreme values that occur on one variable (Univariate outliers) or a combination of two or more variables (Multivariate outliers). According to Leone et al. (2019), outliers can lead to biased sample statistics and potentially influence the coefficients of study variables.

Box and Whisker plots generated using the descriptive statistics – explore command in SPSS were used to assess the existence of univariate outliers. Variables with outliers (O) or extreme outliers (\*) were assessed. Results indicated that none of the variables under study had univariate outliers. Therefore all 198 cases from usable questionnaires were retained.

Data were also analyzed for the presence of multivariate outliers. The Mahalanobis distance ( $D^2$ ) that assesses unusual combinations of independent variables was used as suggested by Ghorbani (2019). Under this approach, Mahalanobis chi-square statistics were generated and their probabilities computed. Chi-square statistics with probabilities less than 0.001 signified the presence of multivariate outliers. Results of

the multivariate outlier assessment indicated no multivariate outliers, as demonstrated by the first ten cases sorted in ascending order in the print out in Table 4.3.

**Table 4.3 Mahalanobis distance**



	MAH_1	p_Mah_1
1	.25377	.00740
2	.26811	.00822
3	.31105	.01091
4	.32011	.01152
5	.33775	.01275
6	.39971	.01750
7	.40886	.01826
8	.44229	.02113
9	.45260	.02205
10	.45714	.02246
11	.49803	.02631
12	.53468	.02996
13	.59360	.03623
14	.61670	.03881
15	.61670	.03881
16	.63664	.04109
17	.67121	.04517
18	.69145	.04762
19	.70763	.04962
20	.77244	.05790

**Source:** SPSS output

### 4.3 Respondents Personal Information

The study aimed to examine the impact of crisis management practices on hotel performance by considering personal information on various aspects among the participants. These aspects included age, academic qualifications, gender, job title,



duration of employment, and department. Understanding the influence of these factors was crucial for developing effective crisis management strategies, as hotel performance relies on the collective efforts of employees with diverse personal characteristics and experiences.

The survey results (Table 4.4) revealed that the proportion of female respondents (59.1%) was higher compared to male respondents (40.9%). The higher proportion of female respondents suggests that hotels in Mombasa County demonstrate a gender-sensitive approach in their employment practices. They strive to hire both males and females, with a slightly higher representation of females. This finding reflects a commitment to diversity and equal opportunities within the hotel industry.

Regarding age distribution, a significant number of respondents fell within the 26-40 age bracket (45.5%), while a smaller portion was above 40 (22.2%). The significant number of respondents falling within the 26-40 age bracket indicates that the hotel industry in Mombasa County has a predominantly young and vibrant workforce. This suggests that hotels are attracting and employing individuals from the millennial generation who bring their unique perspectives, skills, and energy to the workplace.

Regarding academic qualifications, the study found that most respondents had attained a secondary school level of education (50.5%), followed by those with college-level education (44.4%). A smaller percentage had primary level education (5.1%), and none reported no education. This finding suggests that hotels in Mombasa County attract individuals with various academic qualifications, indicating career growth and advancement opportunities within the industry.

Furthermore, the findings showed that a considerable portion of the respondents held supervisory positions (50.5%), followed by assistant managers (33.3%) and managers (9.1%). The remaining management staff accounted for the smallest percentage of respondents (7.1%). The distribution of management staff across different positions provides insights into the hotel hierarchy. Many supervisory respondents strongly emphasize building a competent leadership team. This finding suggests that hotels prioritize promoting internal talent and nurturing individuals who have the potential to take on managerial roles.

In terms of duration of employment, the majority of the management staff had been employed for less than 5 years (53.5%), while the lowest proportion was represented by those with over 10 years of employment (22.2%). The majority of management staff having been employed for less than 5 years reflects a dynamic and potentially evolving workforce in Mombasa County's hotel industry. This finding aligns with common employment practices observed among millennials, who often seek new opportunities and are open to changing jobs more frequently. It implies that hotels may need to focus on strategies to attract and retain experienced employees in order to benefit from their long-term commitment and expertise.

Lastly, the findings revealed that the food and beverage department had the highest respondents (40.4%), while the front office department had the lowest representation (24.7%). This distribution sheds light on the departmental composition within hotels in Mombasa County. The distribution of respondents across different departments sheds light on the departmental composition within hotels. The highest number of respondents in the food and beverage department indicates its significance and potential areas of focus for training, resource allocation, and operational

improvements. Similarly, the lower representation in the front office department suggests potential areas for attention and development to ensure efficient and effective guest services.

**Table 4.4 Demographic Characteristics**

		<b>Frequency</b>	<b>Percent</b>
Gender	Male	81	40.9
	Female	117	59.1
	<b>Total</b>	<b>198</b>	<b>100</b>
Age in years	18-25 years	64	32.3
	26-40 years	90	45.5
	Above 40 years	44	22.2
	<b>Total</b>	<b>198</b>	<b>100</b>
academic qualification	None	0	0.0
	Primary	10	5.1
	Secondary	100	50.5
	College	88	44.4
	<b>Total</b>	<b>198</b>	<b>100</b>
job title	Supervisor	100	50.5
	Ass. Manager	66	33.3
	Manager	18	9.1
	Other	14	7.1
	<b>Total</b>	<b>198</b>	<b>100</b>
Duration of employment	Below 5 years	106	53.5
	6-10 Years	48	24.2
	Above 10 years	44	22.2
	<b>Total</b>	<b>198</b>	<b>100</b>
Department	Housekeeping	51	25.8
	Front Office	49	24.7
	Food and Beverages	80	40.4
	Other	18	9.1
	<b>Total</b>	<b>198</b>	<b>100</b>

Overall, these demographic insights provide a comprehensive understanding of the participants involved in the study and offer valuable context for interpreting the effects of crisis management practices on hotel performance in Mombasa County.

#### 4.4 Crisis Incidents in the Hotel

In the dynamic and highly competitive hotel industry in Kenya, hotels often encounter various challenges and crises that can significantly impact their overall performance. The study aimed to gain insight into the relationship between crisis management practices and hotel performance by examining whether the hotels under investigation had experienced any crises. The findings, as shown in Table 4.5, indicate that the majority of hotels in Mombasa County (92.9%) have indeed encountered crises. This statistic highlights the prevalence of crises as a common aspect of hotel management in the region, emphasizing the critical importance of effective crisis management strategies in determining the overall performance and success of these hotels.

**Table 4.5: Crisis Incidents in the Hotel**

Do you experience crises in this hotel?	Frequency	Percent
Yes	184	92.9
No	14	7.1
Total	198	100

#### 4.5 Various Crisis Experienced by the Hotel

The results presented in Table 4.6 provide valuable insights into the most common crises encountered by hotels in Mombasa County. The findings highlight the significant impact of the Covid-19 pandemic, as reported by 92.9% of the hotels surveyed. This indicates that the pandemic has been the most severe crisis faced by hotels in the region, affecting their operations and overall performance to a substantial extent. The high percentage suggests that the hotel industry in Mombasa County has been greatly challenged by the pandemic, with implications for revenue, occupancy rates, and guest demand.

In contrast, the table shows that hotels in the county have experienced fires and political unrest, but on a much smaller scale. Only 0.5% of the hotels surveyed reported these events as significant crises. While these incidents have had a relatively minor impact compared to the pandemic, they still highlight the potential challenges that hotels may face due to unexpected events or local disturbances. It is crucial for hotels to be prepared and have contingency plans in place to mitigate the effects of such incidents, even if they occur infrequently.

In summary, the results indicate that the Covid-19 pandemic has had a profound and widespread impact on hotels in Mombasa County. The findings underscore the need for the hotel industry to be resilient, adaptable, and proactive in managing crises. Developing robust crisis management strategies, focusing on health and safety measures, implementing flexible operational plans, and maintaining open communication channels with guests and staff are essential for hotels to navigate through challenging times effectively. By learning from the experiences of the pandemic and addressing potential risks and disruptions, hotels can enhance their resilience and be better prepared to mitigate the effects of future crises.

**Table 4.6: Various Crisis Experienced by the Hotel**

	Frequency	Percent
Terrorism	10	5.1
Covid 19	184	92.9
Floods	2	1
Fires	1	0.5
Political unrest	1	0.5
Total	198	100

#### **4.6 Exploratory Factor Analysis**

Exploratory Factor Analysis (EFA) was used to validate SEM. EFA is commonly used in Structural Equation Modeling (SEM) as a preliminary step to understand the underlying structure of observed variables and identify latent constructs or factors (Tóth-Király et al., 2017). In this study, EFA was employed first for dimension reduction. EFA reduces a large set of observed variables into a smaller number of latent constructs or factors, simplifying the measurement model in SEM. Secondly, EFA was used for model specification. EFA formed the initial theoretical framework for SEM by revealing the number of latent factors and how observed variables grouped together (Hair, 2018).

In the exploratory factor analysis (EFA), factor loading values below 0.5 were disregarded. This decision criterion was based on recommendations by Habsah et al. (2018) and Hair et al. (2018), who suggested that variables with loading values below 0.5 are insufficient. Additional research by Awang (2014; 2015), Awang et al. (2015), Hoque et al. (2017), and Kashif et al. (2016) also indicates that items with loading values lower than 0.5 may be excluded from analyses.

The appropriateness of the factors was assessed using the Bartlett Test of Sphericity and the Keiser-Meyer-Olkin (KMO) test. The Bartlett's Test of Sphericity helps determine if the correlation between items is strong enough for factor analysis, while the KMO test examines multicollinearity. Suppose two or more items have the same correlation value, indicating that they measure the same feature, then the test could assist the researcher in determining if the items were suitable for factor analysis.

To assess the content validity of the variables, the pattern of factor loadings for each variable was examined. Higher factor loadings (typically above 0.5) on the identified

factors suggested stronger relationships between observed variables and the latent constructs. Variables with strong loadings on their respective factors contributed more to content validity, indicating that they were closely associated with the construct.

#### 4.6.1 Exploratory Factor Analysis for Hotel Performance

Twelve items were initially suggested to measure hotel performance. PCA was conducted by first testing sampling adequacy and Bartlett's test of sphericity which are noted to be among the assumptions that PCA requires to satisfy. Sampling adequacy for the data measuring hotel performance was tested using the Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy. Shrestha (2021) contends that, the KMO measure is an index that confirms existence of linear relationships between the variables, a condition required to run PCA on data. Kaiser's (1974) classification, shown in Table 4.7, was used to interpret the KMO index.

**Table 4.7 Kaiser's KMO Classification**

<b>KMO measure</b>	<b>Meaning</b>
$KMO \geq 0.9$	Marvellous
$0.8 \leq KMO < 0.9$	Meritorious
$0.7 \leq KMO < 0.8$	Middling
$0.6 \leq KMO < 0.7$	Mediocre
$0.5 \leq KMO < 0.6$	Miserable
$KMO < 0.5$	Unacceptable

*Source: Kaiser (1974)*

The overall KMO measure for hotel performance data was 0.771, indicating a middling classification (Table 4.8). The KMO measure showed sampling adequacy; therefore, PCA was deemed useful in reducing redundant items for organizational learning. Bartlett's test of sphericity was statistically significant,  $\chi^2 = 702.228$ ,  $p < 0.05$ .

This significance indicated that hotel performance data suited the principal components analysis.

**Table 4.8 KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.771
Bartlett's Test of Sphericity	Approx. Chi-Square	702.228
	Df	66
	Sig.	0.000

*Source: (Field Data, 2023)*

In order to establish the number of components to retain, the eigenvalue one criterion was employed (Shrestha, 2021); an eigenvalue is the value of variance that a component accounts for. Consequently, the thinking was that an eigenvalue less than one would indicate that the component explains less variance than a variable would, which in turn means that it needed not to be retained. Based on the eigenvalue one criterion, four components were retained. The first component designated Profit Level (HP 1) explained 3.918 variance eigenvalues, representing 32.651% of the total variance. All the factor loadings of items loading on this factor were above 0.5 indicating that the measures achieved the required content validity and unidimensionality.

The second component designated Guest Satisfaction (HP2) explained 1.77 eigenvalues of variance amounting to 14.748% of the total variance. The factor loadings of items loading on this factor were between 0.515 and 0.801 and were all above 0.5 indicating unidimensionality and content validity. The third component designated Housekeeping Efficiency (HP3) explained 1.094 eigenvalues of variance which was 9.114% of the total variance. Factor loadings of items loading on this factor ranged between 0.553 and 0.688, achieving content validity and



unidimensionality in the process. The last component, Employee Training Hours (HP4) explained 1.007 eigenvalues of variance and accounted for 8.389% of the total variance. Factor loadings of items loading on this factor were 0.630 and 0.882, indicating unidimensionality and content validity. The four components accounted for 64.902% of the variance in hotel performance (Table 4.9).

**Table 4.9: Total Variance Explained for the Hotel Performance Construct**

Total Variance Explained Initial Eigenvalues			
	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>
1	3.918	32.651	32.651
2	1.770	14.748	47.400
3	1.094	9.114	56.513
4	1.007	8.389	64.902

Extraction Method: Principal Component Analysis.

a When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

*Source: (Field Data, 2023)*

The rotated component matrix (Table 4.10) revealed a simple structure: each item had only one component strongly loading on it, and each component loaded strongly on at least two items. Therefore, the hotel performance scale achieved sufficient content validity, with the items measuring it accounting for 64.9% of the total variance.

**Table 4.10: Factor loadings for Hotel Performance Constructs**

	Profit Level	Guest Satisfaction	Housekeeping Efficiency	Employee Training Hours
High-profit-level about expectations	0.651			
Development of new products	0.869			
Improved productivity	0.885			
Effectively responding to changes in the market	0.674			
Acquisition of new customers		0.515		
New market growth		0.795		
Employment of competent personnel		0.801		
Increase in occupancy rates			0.669	
Increase in perceived customer satisfaction			0.553	
Increased average room rate			0.688	
High-profit level concerning competitors				0.882
Increase in customer loyalty				0.630

Extraction Method: Principal Component Analysis.

Rotation Method: Promax with Kaiser Normalization.

Source: (*Field Data, 2023*)

Factors with factor loadings above 0.5 are excellent and should be retained for further data analysis. The study, therefore, concluded that hotel performance factors namely, Profit Level, Guest Satisfaction, Housekeeping Efficiency, and Employee Training Hours, comprising indicators such as high-profit level expectations, development of new products, improved productivity, effectively responding to changes in the market, acquisition of new customers, new market growth, employment of competent personnel, increase in occupancy rates, increase in perceived customer satisfaction, increased average room rate, high-profit level concerning competitors and increase in customer loyalty were important in measuring hotel performance in the realm of hotel performance studies.

#### **4.6.2 Exploratory Factor Analysis for Human Resources Crisis Management Practices**

Human resource crisis management practices were conceptualized as this study's first exogenous latent variable. The overall KMO measure for the human resource crisis management data was 0.910, indicating a marvellous classification (Table 4.11). The

KMO measure showed sampling adequacy; therefore, PCA was useful in reducing redundant items for human resource crisis management practices. Bartlett's test of sphericity was statistically significant,  $\chi^2 = 1092.954$ ,  $p < 0.05$ . This significance indicated that human resource crisis management data suited the principal components analysis.

**Table 4.11 KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.910
Bartlett's Test of Sphericity	Approx. Chi-Square	1092.954
	df	21
	Sig.	.000

On the basis of the eigenvalue–one criterion, two components were extracted. The first component, designated Operational Cost Optimization (HRC 1), explained 5.111 eigenvalues of variance, representing 73.014% of the total variance. Factor loadings of items loading on this component ranged between 0.754 and 0.824, indicating unidimensionality and acceptable content validity. The second component, HR Policies and Crisis Resilience (HRC2), explained 1.507 eigenvalues of variance amounting to 7.24% (Table 4.12).

**Table 4.12 Total Variance Explained**

Component	Initial Eigenvalues		Extraction Sums of Squared Loadings	
	Total	% of Variance	% of Variance	Cumulative %
1	5.111	73.014	73.014	73.014
2	.507	7.240	7.240	80.254

Extraction Method: Principal Component Analysis.

The rotated component matrix (Table 4.13) revealed a simple structure: each item had only one component strongly loading on it, and each component loaded strongly on at least two items. Seven items had factor loadings above 0.5 and were retained.

Therefore, the human resource crisis management scale achieved sufficient content validity, with the items measuring it accounting for 80.254% of the total variance.

**Table 4.13 Rotated Component Matrix<sup>a</sup>**

	Component	
	Operational Cost Optimization	HR Policies and Crisis Resilience
We reduce the labour force by laying off employees	.824	
We replace highly paid employees with new low paid employees	.795	
Reduced number of hours worked	.794	
We rely on outsourced staff	.761	
We use unpaid leave to reduce labour force	.754	
We reduce employee pay		.862
We reduce the number of working days per week		.814

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

The analysis demonstrated that hotels in Mombasa County leverage diverse human resource crisis management practices. Some of the notable practices include reducing the labour force by laying off employees, giving unpaid leave to reduce labour force, replacing highly paid employees with new low paid employees, relying on outsourced staff, reducing number of hours worked, reducing the number of working days per week and reducing employee pay be retained for further data analysis.

#### **4.6.3 Exploratory Factor Analysis for Marketing Crisis Management Practices**

Marketing crisis management practices were conceptualized as the second independent variable. Ten items were therefore proposed to measure this construct. A principal components analysis was run on the ten items. The overall Kaiser confirmed PCA's suitability—Meyer-Olkin (KMO) measure of 0.712, which was middling on the

classification of Kaiser (1974). Bartlett's test of sphericity was statistically significant:  $\chi^2=515.481$ ,  $p<0.05$ , indicating that data was likely factorizable (Table 4.14).

**Table 4.14 KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.712
Bartlett's Test of Sphericity	Approx. Chi-Square	515.481
	df	45
	Sig.	.000

Three components whose eigenvalues were greater than one were extracted. The first component, code-named Recovery Marketing and Image Preservation (MCM 1), explained 3.328 variance eigenvalues accounting for 33.277% of the total variance. Factor loadings ranged between 0.620 and 0.805, indicating unidimensionality and content validity in the items loading on the component.

The second component, Domestic Market Focus for Tourism (MCM 2), explained 1.518 eigenvalues accounting for 15.177% of the total variance in Marketing Crisis Management. Factor loadings for items loading highly on this component ranged between 0.567 and 0.834 an indication of high content validity and unidimensionality. The third component, Strategic Recovery Initiatives in Various Regions (MCM 3), explained 1.124 eigenvalues accounting for 11.241% of the total variance (Table 4.15)

**Table 4.15 Total Variance Explained**

Component	Initial Eigenvalues	Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %
1	3.328	33.277	33.277
2	1.518	15.177	48.454
3	1.124	11.241	59.695

Extraction Method: Principal Component Analysis.

The three components accounted for 59.695% of the variance in marketing crisis management practices. A varimax orthogonal rotation was employed to determine the factor structure of the construct. The rotated solution exhibited a simple structure (Table 4.16) with high loading indicating achievement of content validity. Only nine loaded highly on the ten items used to measure human resource crisis management practices.

**Table 4.16 Rotated Component Matrix<sup>a</sup>**

	Recovery Marketing and Image Preservation	Component Domestic Market Focus for Tourism	Strategic Recovery Initiatives
We reduce our prices	.805		
We change the menu	.717		
We market new services and products	.620		
We market together with other merchants and hotels.		.834	
We advertise in the media, i.e. television, radio, newspapers, and social media.		.715	
We give special offers.		.655	
We employ a destination-specific marketing strategy.		.567	
We Market to foreign tourists with a specific focus on the hotels' distinctive features and relative safety.			.825
We Market to domestic tourists and locals.			.791

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

These results confirmed that marketing crisis management practices fulfilled the criterion for communality; notably reducing prices, marketing new services and products, changing the menu, marketing together with other merchants and hotels,

advertising in the media such as television, radio, newspapers, and social media, giving special offers, marketing to domestic tourists and locals, employing a destination specific marketing strategy, and marketing to foreign tourists with a specific focus on the hotels' distinctive features and relative safety.

#### 4.6.4 Exploratory Factor Analysis for Maintenance Crisis Management Practices

Maintenance crisis management practices were conceptualized as the third independent variable and were initially measured using twelve items that reflected maintenance crisis management practices in the hotel industry. A Principal Component Analysis was run on the twelve items. Assessment of the suitability of PCA revealed that the Kaiser–Meyer–Olkin (KMO) index was 0.634. Bartlett's test of sphericity was statistically significant:  $\chi^2=838.191$ ,  $p<0.05$ , and justified the use of PCA (Table 4.17).

**Table 4.17 KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.634
Bartlett's Test of Sphericity	Approx. Chi-Square	838.191
	df	66
	Sig.	.000

PCA extracted three components with eigenvalues above one. Component Cost Control Measures (MainCM1) explained 3.361 eigenvalues accounting for 28.006% of the total variance.

Factor loadings ranging between 0.680 and 0.851 confirmed unidimensionality and content validity in items loading highly on the component. The second component Adaptation and Resilience (MainCM2) explained 1.890 eigenvalues that accounted for 15.749% of the total variance. Factor loadings ranging between 0.609 and 0.771

confirmed unidimensionality and content validity in the items which loaded highly on the component.

The third component, Quality and Balance (MainCM3) explained 1.786 eigenvalues accounting for 14.882% of the total variance (Table 4.18). Items loading highly on this third component were also unidimensional and had acceptable content validity as demonstrated by factor loadings ranging between 0.647 and 0.813.

**Table 4.18 Total Variance Explained**

Component	Initial Eigenvalues	Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %
1	3.361	28.006	28.006
2	1.890	15.749	43.755
3	1.786	14.882	58.636

Extraction Method: Principal Component Analysis.

The three-component solution explained 58.636% of the total variance. A varimax orthogonal rotation was employed to determine the factor structure. The rotated solution revealed a simple structure in which each variable had one component loading strongly (Table 4.19). One item had a loading below 0.5 and was deleted. Therefore, eleven items loaded strongly on the three components, and showed high content validity levels.



**Table 4.19 Rotated Component Matrix<sup>a</sup>**

	Component		
	1	2	3
We Postpone major expenditures on hotel renovation	.851		
We cut costs by postponing cosmetic maintenance to the hotel	.766		
We cut costs by reducing the services offered by the hotel, e.g. gym, spa, restaurant etc.	.693		
We cut costs by postponing systems maintenance	.680		
We temporarily suspended operations.		.771	
Negotiation with suppliers to lower costs for foodstuff		.735	
We imposed salary cuts for staff.		.711	
We used takeaway services.		.609	
We postponed scheduled payments.			.813
We eliminated non-essential expenses.			.689
We cut costs by using less expensive substitutes in the kitchen			.647

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Thus, from the findings it was apparent that several maintenance crisis management practices are employed in the hotel industry in Mombasa County. These practices include cutting costs by reducing the services offered by the hotel, such as gym, spa, and restaurant, postponing major expenditures on hotel renovation, we cut costs by postponing cosmetic maintenance to the hotel, cutting costs by delaying systems maintenance, taking away services, imposing salary cuts for staff, temporarily suspending operations, cutting cost by using less expensive substitutes in the kitchen, postponing scheduled payments, eliminating non-essential expenses, negotiating with suppliers to lower costs for foodstuff, and cutting capital expenditure.

## 4.7 Descriptive Statistics

### 4.7.1 Descriptive Statistics for Hotel Performance

Hotel performance is a critical factor for the success and long-term sustainability of hotels, especially in today's dynamic and uncertain business environment. To assess the effects of crisis management practices on hotel performance, the study analyzed

various aspects using a 5-point Likert scale, where higher mean scores indicate better performance. The results are presented in Table 4.20.

The findings indicate that the profit levels in the hotels showed a moderate increase in relation to expectations (mean = 2.83, SD = 0.95). Comparatively, the hotels reported a medium increase in profit levels compared to their competitors (mean = 3.01, SD = 0.82). Customer loyalty also showed a moderate increase (mean = 3.15, SD = 0.85), and the acquisition of new customers was at a medium extent (mean = 3.15, SD = 0.95).

Furthermore, the study revealed moderate growth in the new market segment within the hotel industry (mean = 3.28, SD = 1.31). The hotels were found to moderately employ competent personnel (mean = 3.21, SD = 1.08). Additionally, there was a moderate increase in occupancy rates (mean = 2.64, SD = 0.97). Perceived customer satisfaction showed a medium increase (mean = 3.23, SD = 0.89), while average room rates and development of new products had a medium level of improvement (mean = 2.26, SD = 1.03 and mean = 2.89, SD = 1.21, respectively). Hotels also demonstrated a medium level of improved productivity (mean = 3.09, SD = 1.00) and an effective response to market changes to a large extent (mean = 3.84, SD = 1.36).

**Table 4.20: Descriptive Statistics for Hotel Performance**

n=198	Min	Max	Mean	Std. Dev	Skewness	Kurtosis
High profit level in relation to expectations	1	5	2.83	0.95	0.48	-0.47
High profit level in relation to competitors	1	5	3.01	0.82	-0.18	1.49
Increase in customer loyalty	1	5	3.15	0.85	0.55	0.55
Acquisition of new customers	1	5	3.15	0.95	0.20	-0.61
New market growth	1	5	3.28	1.31	0.03	-1.37
Employment of competent personnel	1	5	3.21	1.08	-0.45	-0.37
Increase in occupancy rates	1	5	2.64	0.97	0.28	-0.07
Increase in perceived customer satisfaction	1	5	3.23	0.89	-0.55	-0.26
Increased average room rate	1	5	2.26	1.03	0.59	-0.35
Development of new products	1	5	2.89	1.21	-0.20	-0.99
Improved productivity	1	5	3.09	1.00	0.30	-0.69
Effectively responding to changes in the market	1	5	3.84	1.36	-0.74	-0.93
<b>Hotel Performance</b>	<b>1.42</b>	<b>4.58</b>	<b>3.05</b>	<b>0.61</b>	<b>-0.16</b>	<b>-0.17</b>

Overall, the hotel performance in Mombasa County had a mean score of 3.05 and a standard deviation of 0.61, indicating a moderate level of performance among the hotels in the region. These findings suggest that there is room for improvement in various aspects of hotel performance, such as profit levels, customer loyalty, occupancy rates, and development of new products. Implementing effective crisis management practices and strategies can help hotels further enhance their performance and achieve long-term success in the competitive hospitality industry.

The low mean scores for "High profit level in relation to expectations," "Increase in occupancy rates," and "Increased average room rate" indicate that, on average, respondents rated these aspects relatively lower compared to other evaluated variables. For "High profit level in relation to expectations," the mean score of 2.83 suggests that respondents, on average, viewed their hotel's profit level concerning expectations as moderate to slightly below average. Similarly, "Increase in occupancy rates" and "Increased average room rate" scored means of 2.64 and 2.26, respectively, indicating that respondents perceived these factors as relatively low or less favorable

in their hotel's performance assessment. These lower mean scores suggest that there might be challenges or areas of improvement related to meeting profit expectations, increasing occupancy rates, and achieving higher room rates within the hotels surveyed. Addressing these areas could potentially lead to enhanced financial performance and overall competitiveness in the market.

#### **4.7.2 Descriptive Statistics for Human Resources Crisis Management Practices**

Human Resources Crisis Management Practices have gained significant attention within the hotel industry as hotels recognize the importance of developing effective strategies to address and mitigate the impacts of crises. This study focused on investigating the relationship between human resources crisis management practices and hotel performance, examining the various approaches, tools, and techniques employed by hotels to manage and recover from crises. The results are presented in Table 4.21.

The findings reveal that hotels tend to implement the practice of reducing the number of hours worked to a medium extent (Mean = 2.894, SD = 1.284). Similarly, there is a small extent of reduction in the number of working days per week (Mean = 2.783, SD = 1.305). Hotels also engage in reducing their labor force through employee layoffs, albeit to a small extent (Mean = 2.737, SD = 1.123). Another approach used to reduce the labor force is the implementation of unpaid leave, which is also employed to a small extent (Mean = 2.717, SD = 1.251). In some cases, hotels rely on outsourced staff, indicating a moderate extent of usage (Mean = 2.576, SD = 1.364). Furthermore, hotels implement a small extent of reducing employee pay (Mean = 2.571, SD = 1.338). Lastly, the practice of replacing highly paid employees with new low-paid employees is implemented to a small extent (Mean = 2.500, SD = 1.431).

Overall, the findings indicate that most human resources crisis management practices are implemented to a small extent (Mean = 2.683, SD = 1.110). Among these practices, reducing pay, number of worked hours, and number of working days per week were the most frequently employed, while replacing experienced employees with low-paid ones was the least implemented.

**Table 4.21: Descriptive Statistics for Human Resources Crisis Management Practices**

<b>n=198</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev</b>	<b>Skewness</b>	<b>Kurtosis</b>
We reduce the labor force by laying off employees	1	5	2.737	1.123	0.207	-0.786
We use unpaid leave to reduce labor force	1	5	2.717	1.251	0.141	-1.105
We reduce the number of working days per week	1	5	2.783	1.305	0.036	-1.339
We reduce employee pay	1	5	2.571	1.338	0.091	-1.389
We replace highly paid employees with new low paid employees	1	5	2.500	1.431	0.404	-1.268
We rely on outsourced staff	1	5	2.576	1.364	0.391	-1.097
Reduced number of hours worked	1	5	2.894	1.284	0.011	-1.231
<b>Human Resources Crisis Management Practices</b>	<b>1</b>	<b>5</b>	<b>2.683</b>	<b>1.110</b>	<b>0.209</b>	<b>-1.515</b>

These findings shed light on the current implementation of human resources crisis management practices in the hotel industry in Mombasa County. The results suggest that there is room for improvement and further exploration of more effective strategies to manage and mitigate the effects of crises on hotel performance. By considering and implementing appropriate human resources crisis management practices, hotels can enhance their resilience, minimize negative impacts, and ultimately improve their overall performance during challenging times.

#### **4.7.3 Descriptive Statistics for Marketing Crisis Management Practices**

The significance of marketing crisis management practices has grown substantially as businesses recognize the importance of effectively identifying, evaluating, and

addressing potential risks and hazards. This comprehensive study aimed at examining the impact of these practices on hotel performance, providing insights into the methodologies, tools, and strategies employed by companies to mitigate adverse effects and ensure business continuity. By analyzing best practices and their outcomes, this study offers valuable guidance for organizations seeking to enhance their resilience and adaptability in uncertain environments. The results are presented in Table 4.22.

The findings of the study demonstrate that hotels extensively utilize media advertising, including television, radio, newspapers, and social media platforms (Mean = 4.182, SD = 1.103). Additionally, they focus on offering special deals (Mean = 4.333) and reducing prices (Mean = 4.207) as crisis management strategies. Furthermore, hotels place considerable emphasis on introducing new services and products (Mean = 3.994, SD = 0.862).

Moreover, hotels prioritize marketing to both domestic tourists and locals (Mean = 3.697, SD = 1.166) as well as foreign tourists (Mean = 3.712, SD = 1.299) by highlighting their unique features and relative safety. They also regularly update their menus (Mean = 4.030, SD = 1.032) and employ destination-specific marketing strategies (Mean = 3.869, SD = 0.920). Additionally, hotels engage in collaborative marketing efforts with other merchants and hotels to a moderate extent (Mean = 3.293, SD = 1.092).

**Table 4.22: Descriptive Statistics for Marketing Crisis Management Practices**

n=198	Min	Max	Mean	Std. Dev	Skewness	Kurtosis
We market together with other merchants and hotels	1	5	3.293	1.092	-0.179	-0.079
We advertise in the media i.e. television, radio, newspapers, social media	1	5	4.182	1.103	-1.675	2.312
We give special offers	1	5	4.333	0.878	-1.478	2.287
We reduce our prices	1	5	4.207	0.903	-1.509	2.587
We market new services and products	2	5	3.944	0.862	-0.421	-0.539
We Market to domestic tourists and locals	1	5	3.697	1.166	-0.340	-0.947
We change the menu	1	5	4.030	1.032	-0.705	-0.504
We employ a destination specific marketing strategy	1	5	3.869	0.920	-1.239	1.916
We Market to foreign tourists with specific focus on the hotels' distinctive features and relative safety	1	5	3.712	1.299	-0.643	-0.759
<b>Marketing Crisis Management Practices</b>	<b>1.44</b>	<b>4.78</b>	<b>3.919</b>	<b>0.624</b>	<b>-2.089</b>	<b>4.358</b>

In summary, the study findings indicate that hotels in Mombasa County employ a range of marketing crisis management practices to adapt and maintain hotel performance during challenging times. These practices include offering special deals, adjusting prices and menus, extensive media advertising, introducing new services and products, and targeting diverse audiences such as domestic and foreign tourists.

These findings highlight the importance of proactive marketing strategies in crisis management for hotels and other businesses. By adopting these practices, organizations can effectively respond to crises, attract customers, and maintain their performance and competitiveness in turbulent environments.

#### **4.7.4 Descriptive Statistics for Maintenance Crisis Management**

In times of crisis, effective maintenance crisis management practices can be instrumental in minimizing the negative impacts and ensuring the resilience of

organizations. This study focuses on maintenance crisis management strategies, approaches, and tools employed by organizations to navigate through challenging situations. The findings are presented in Table 4.23.

The study findings indicate that hotels extensively engaged in negotiating with suppliers to lower costs for foodstuffs, demonstrating a very large extent of implementation (Mean = 4.535, Std. Dev = 0.822). This suggests that negotiating for better prices from suppliers was a common and effective cost-cutting measure adopted by the organizations. Furthermore, hotels temporarily suspended operations (Mean = 3.596, Std. Dev = 1.301) and eliminated non-essential expenses (Mean = 3.500, Std. Dev = 1.112) to a large extent.

On average, hotels applied cost-cutting practices to a medium extent (Mean = 2.728, Std. Dev = 0.441). This included measures such as implementing salary cuts for staff (Mean = 3.177, Std. Dev = 1.300), cutting capital expenditure (Mean = 2.990, Std. Dev = 1.266), and postponing scheduled payments (Mean = 2.424, Std. Dev = 1.206).

However, certain cost-cutting measures were implemented to a smaller extent. Hotels were cautious with reducing services offered (Mean = 2.394, Std. Dev = 1.245), using less expensive substitutes in the kitchen (Mean = 2.217, Std. Dev = 1.325), postponing major expenditures on hotel renovation (Mean = 2.258, Std. Dev = 1.278), and utilizing take-away services (Mean = 2.015, Std. Dev = 1.296). Notably, postponing cosmetic maintenance (Mean = 1.843, Std. Dev = 1.145) and systems maintenance (Mean = 1.636, Std. Dev = 0.906) were not implemented at all.



**Table 4.23: Descriptive Statistics for Maintenance (Cost-Cutting) Crisis Management**

n=198	Min	Max	Mean	Std. Dev	Skewness	Kurtosis
We cut costs by reducing the services offered by the hotel e.g. gym, spa, restaurant etc.	1	5	2.394	1.245	0.428	-0.725
We Postpone major expenditures on hotel renovation	1	5	2.258	1.278	0.935	-0.048
We cut costs by postponing cosmetic maintenance to the hotel	1	5	1.843	1.145	1.439	1.259
We cut costs by postponing systems maintenance	1	5	1.636	0.906	1.406	1.460
We cut cost by using less expensive substitutes in the kitchen	1	5	2.217	1.325	0.758	-0.711
We postpone scheduled payments	1	5	2.424	1.206	0.715	-0.373
We eliminated non-essential expenses	1	5	3.500	1.112	-0.728	0.055
We cut capital expenditure	1	5	2.990	1.266	-0.329	-0.974
We used take away services	1	5	2.015	1.296	0.819	-0.826
We imposed salary cuts for staff	1	5	3.177	1.300	-0.557	-0.822
We temporarily suspended operations	1	5	3.596	1.301	-0.890	-0.216
Negotiation with suppliers to lower costs for foodstuff	1	5	4.535	0.822	-1.884	3.385
<b>Maintenance (Cost-Cutting) Crisis Management</b>	<b>1.33</b>	<b>5</b>	<b>2.728</b>	<b>0.441</b>	<b>0.735</b>	<b>3.972</b>

Overall, while some cost-cutting measures such as temporarily suspending operations, cutting capital expenditure, eliminating non-essential expenses, and negotiating with suppliers were implemented to a large extent, most of the cost-cutting measures were implemented to a smaller extent (Mean = 2.728, SD = 0.441). These findings suggest that organizations exercised caution in implementing certain maintenance crisis management practices. By employing these cost-cutting measures, organizations can

effectively manage their resources during crises and maintain their operations, thereby enhancing their resilience and ability to withstand challenging circumstances.

#### **4.8 Inferential Statistics**

Inferential statistics involved validating the measurement and structural models, testing the three hypotheses, and reporting the results of hypotheses testing. The main inferential statistic used was the Structural Equation Modelling (SEM) facilitated by AMOS version 23. Validation of the SEM models involved using standard factor loadings, average variance extracted (AVE), and fit indices. In case fit indices did not meet the thresholds, modification indices were used to improve the model fit for both the measurement and structural models. Path coefficients were used to test the hypotheses at the 5% significance level. Prior to validating the measurement and structural models under the covariance-based structural equation modelling (CB-SEM) framework, assumptions of regression were run.

##### **4.8.1 Multivariate Normality**

To ensure the suitability of the data for multivariate analysis, this study conducted normality tests using the commonly employed Kolmogorov-Smirnov and Shapiro-Wilk methods. These techniques, recommended by Ghasemi and Zahediasi (2012) and Garson (2012), were utilized to assess the data's normality. The results presented in Table 4.24 indicate that the normality of the data was confirmed, as evidenced by the non-significant K-S and S-W tests conducted for each variable. Consequently, the data distribution in this study was deemed appropriate for multivariate analysis.

**Table 4.24: Normality Test**

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	0.036	198	.200*	0.994	198	0.611
Standardized Residual	0.036	198	.200*	0.994	198	0.611
Studentized Residual	0.036	198	.200*	0.994	198	0.611

\* This is a lower bound of the true significance.  
a Lilliefors Significance Correction

**Source:** (*Survey Data, 2023*)

#### 4.8.2 No Systemic Missing Data

To assess the lack of systemic missing data, patterns of missingness in the dataset were evaluated. Little's Missing Completely at Random (MCAR) test was applied. Results presented in Table 4.25 revealed that four variables had missing values. The human resource construct had one missing value in items 1, 4, and 8. The marketing crisis construct had 1 missing value in item 4; the maintenance crisis construct had one missing value in item 4, and hotel performance construct had 2 missing values in item 5. None of the variables had missing data exceeding the threshold of 5% as suggested by Deb & Liew (2016). Therefore, the variables with missing data were subjected to hot deck imputation to replace the missing value as Song et al (2019) suggested.

**Table 4.25 Univariate Statistics**

	Item	Mean	Std. Deviation	Missing		No. of Extremes <sup>a</sup>	
				Count	Percent	Low	High
Hotel performance	5	2.51	1.434	2	1.0	0	0
HR Crisis Mgt	1	3.29	1.094	1	.5	17	0
HR Crisis Mgt	4	4.20	.903	1	.5	14	0
HR Crisis Mgt	8	3.88	.899	1	.5	.	.
Marketing Crisis Mgt	4	1.64	.907	1	.5	0	9
Maintenance Crisis Mgt	4	3.15	.951	1	.5	0	0

a. Number of cases outside the range (Q1 - 1.5\*IQR, Q3 + 1.5\*IQR).

### **4.8.3 Sample Size Test**

A sufficiently large sample size is crucial for reliable parameter estimation and ensuring adequate statistical power. While there's no fixed rule for the ideal sample size, larger samples generally lead to more robust estimates and improved model fit. Therefore, the sample size of 231 for this study was adequate for SEM following a recommendation of a minimum sample size of 200 made by Kyriazos (2018).

### **4.8.4 Correct Model Specification Test**

Correctly identifying and specifying the relationships between latent and observed variables, the pathways or paths among variables, and the measurement models for latent variables are crucial for using SEM. To test whether models were correctly specified, Fit indices, including Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA) were used. In the context of the measurement and structural models, these Fit indices were TLI=0.996, CFI=0.998, and RMSEA = 0.022. These indices met the required threshold of above 0.9 for CFI and TLI, and below 0.05 for RMSEA. Therefore, the models were correctly identified and specified. The assumption was met.

## **4.9 Model Validation**

### **4.9.1 Validation of the measurement models**

A four factor measurement model was conceptualized consistent with the four latent variables namely; human resource crisis management, marketing crisis management, maintenance crisis management, and hotel performance. It was validated for construct, convergent and discriminant validity, as well as for confirmatory unidimensionality. Unidimensionality was confirmed by positive factors loadings equal to or exceeding 0.6 (Zorowitz & Tuominen, 2022).

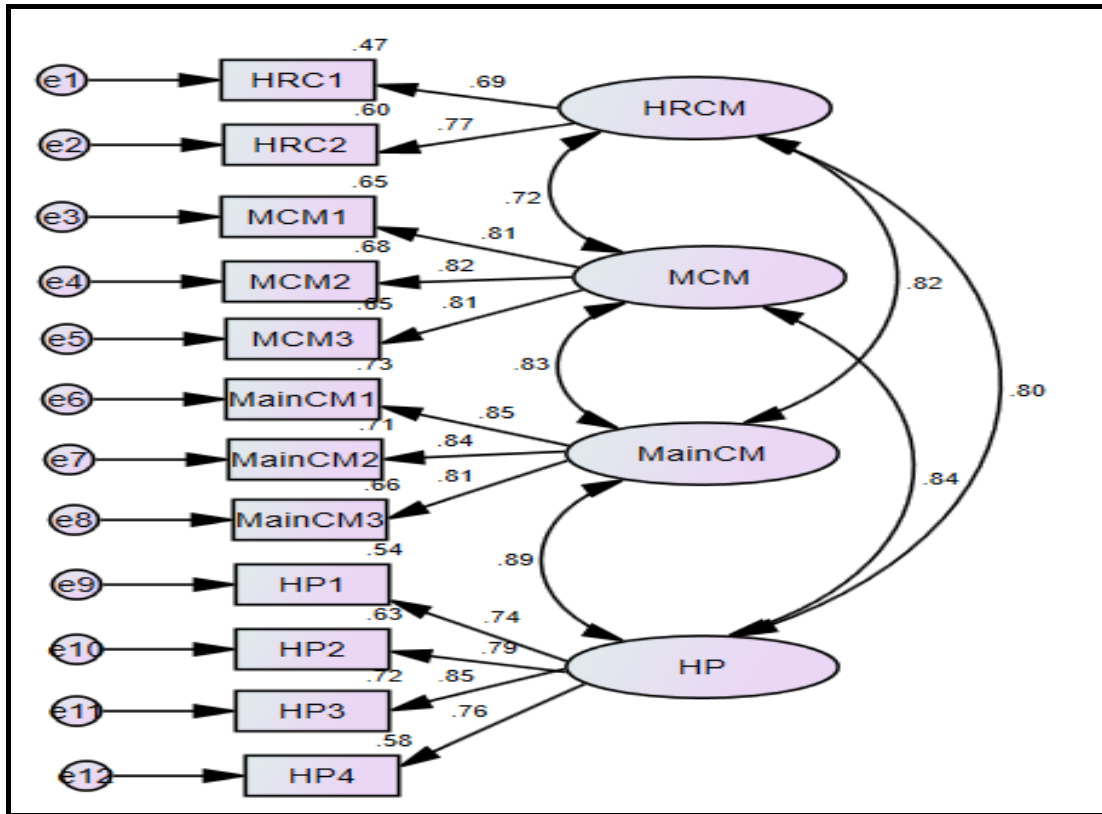
Convergent validity was deemed by standard factor loadings in the excess of 0.6 and an average variance extracted (AVE) of 0.50 and above (Cheung & Wang, 2017). Meanwhile the Fornell and Larcker's criterion was used to assess discriminant validity. Under this criterion, the square root of the AVE for each construct was expected to be greater than the inter-construct correlations. The goodness of fit between the default measurement model and data was examined using fit indices. The overall model fit involved comparing default indices with recommended fit indices (Table 4.26)

**Table 4.26 Recommended Fit Indices**

$\chi^2$ d/f	GFI	AGFI	NFI	RFI	IFI	TLI	CFI	RMSEA
<5.0	>0.90	>0.90	>0.90	>0.90	>0.90	>0.90	>0.90	<0.05

*Source: Cheung and Rensvold (2009)*

The initial measurement model was therefore a correlated four-factor model with two indicators loading on the human resource crisis management (HRCM) construct, three indicators on the marketing crisis management construct (MCM); three indicators on the maintenance crisis management (MainCM) construct, and four indicators on the organization performance (OP) construct (Figure 4.1).



**Figure 4.1. Initial Measurement Model**

From Fig. 4.1 all the standard factor loadings of this initial measurement model were in the excess of 0.6. Similarly, results in Table 4.27 show that all the AVEs were above 0.7. Therefore this model satisfied requirements for convergent validity. Moreover, the constructs were reliable as demonstrated by Cronbach's alpha coefficients and composite reliability coefficients that were above 0.7.

**Table 4.27 Convergent Validity Test Results**

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
HR Crisis Mgt	0.694	0.866	0.764
Marketing Crisis Mgt	0.854	0.912	0.775
Maintenance Crisis Mgt	0.873	0.922	0.797
Hotel Performance	0.868	0.910	0.716

Results from the Fornell and Larcker's criterion confirmed that discriminant validity was achieved (Table 4.28). The square root of the AVE for each construct (Shown along the diagonal) was greater than the correlations between constructs.

**Table 4.28 Discriminant Validity Test Results**

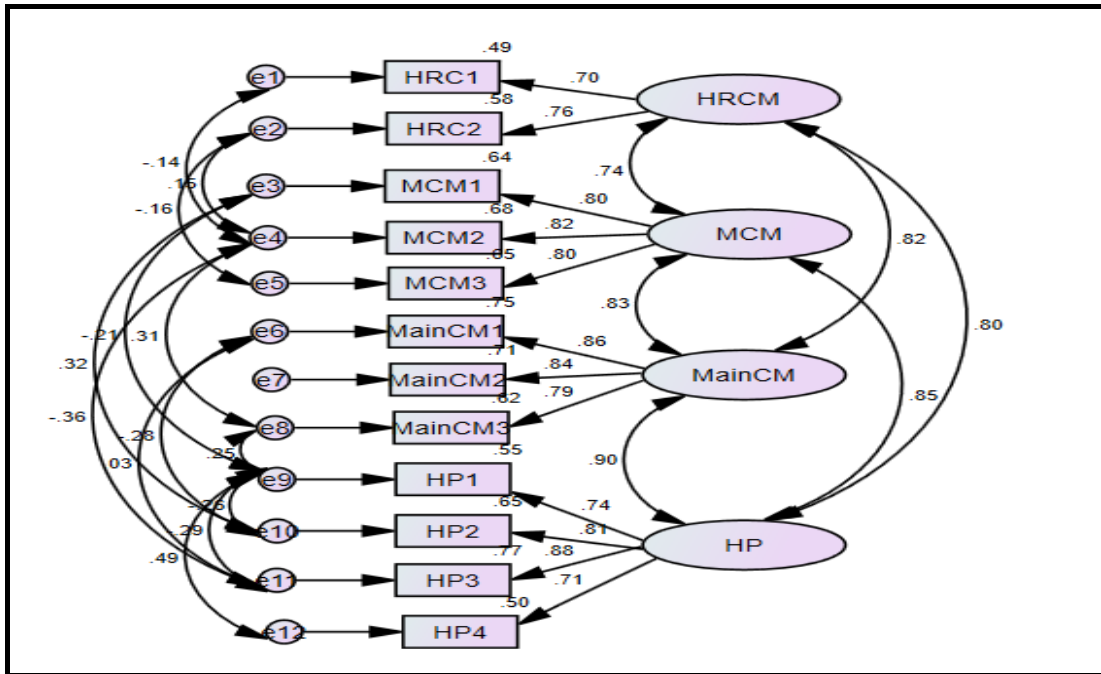
	HRCM	MCM	MainCM	HP
HRCM	0.874			
MCM	0.552	0.880		
MainCM	0.640	0.720	0.893	
HP	0.619	0.723	0.777	0.846

Fit indices for this initial model indicated that fitting the model on the data did not yield a good fit (Table 4.29)

**Table 4.29 Goodness of Fit Test Results**

Fit indices	Recommended value	Default value
$\chi^2/df$	<5.0	4.139
GFI	>0.90	0.862
AGFI	>0.90	0.776
NFI	>0.90	0.881
RFI	>0.90	0.836
IFI	>0.90	0.907
CFI	>0.90	0.906
TLI	>0.90	0.871
RMSEA	<0.05	0.126

The initial model was modified by correlating error terms based on modification indices. Therefore the following error terms were correlated e1 & e4, e2 & e4, e2 & e5, e3 & e9, e3 & e10, e4 & e8, e4 & e11, e6 & e10, e6 & e11, e8 & e9, e9 & e10. The resulting modified measurement model (Fig 4.2) was a good fit ( $\chi^2/df = 1.097$ , GFI=0.969, AGFI=0.931, NFI = 0.977, RFI=0.957, IFI = 0.998, TLI=0.996, CFI=0.998, RMSEA = 0.022).

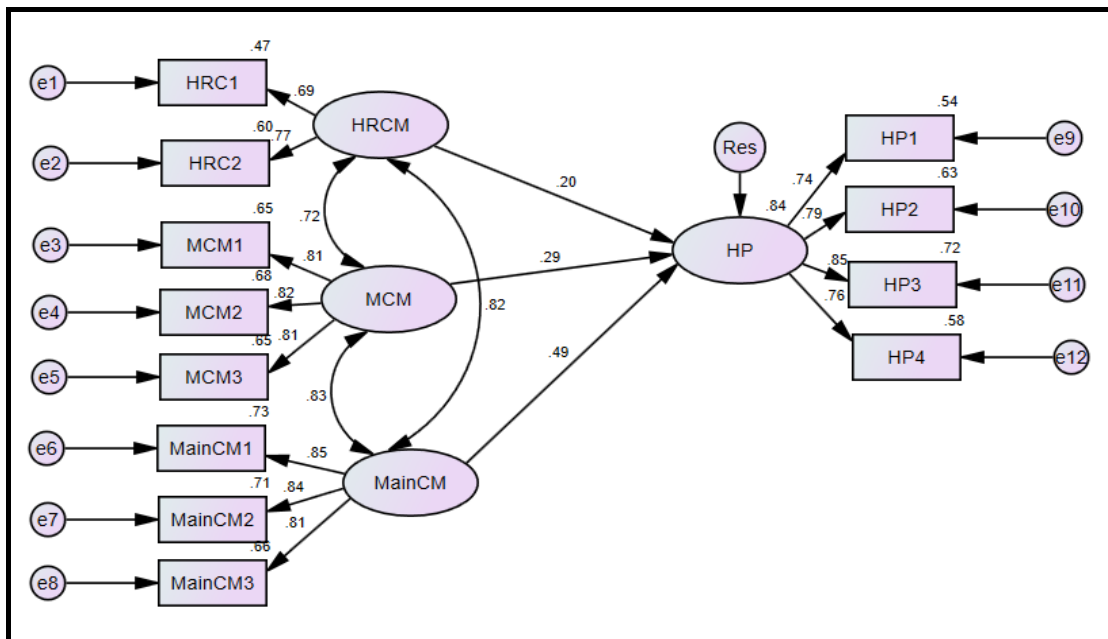


**Figure 4.2. Modified Measurement Model**

#### 4.9.2 Validation of the structural model

The structural model related three exogenous variables to one endogenous variable. In the initial structural model, it was conceptualized that the three exogenous latent variables, human resource crisis management (HRCM), marketing crisis management (MCM) and maintenance crisis management (MainCM) had direct effects on hotel performance (Fig 4.3).





**Figure 4.3 Initial Structural Model**

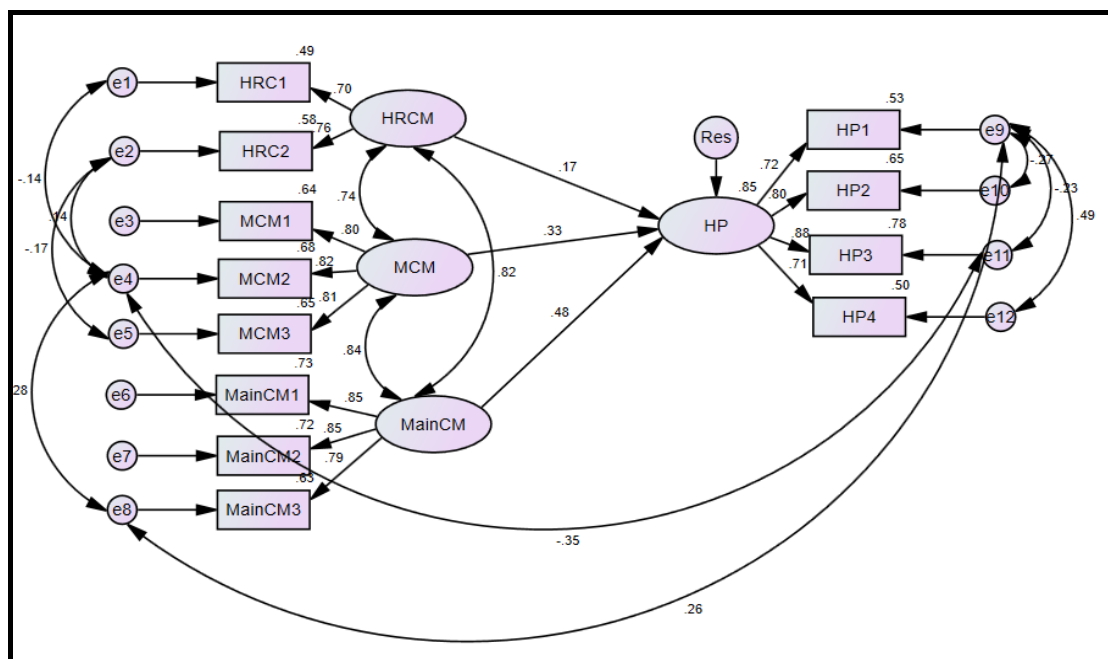
Results of the initial model (Table 4.30) revealed that human resource crisis management had no significant effect on hotel performance ( $\beta=0.228$ ,  $p>0.05$ ), marketing crisis management had a positive and significant effect on hotel performance ( $\beta=0.296$ ,  $p<0.05$ ); and maintenance crisis management had a positive and significant effect on hotel performance ( $\beta=0.442$ ,  $p<0.05$ ). However, the initial structural model was not a good fit to the data ( $\chi^2/df=4.139$ ,  $GFI=0.862$ ,  $AGFI=0.776$ ,  $NFI=0.881$ ,  $RFI=0.836$ ,  $IFI=0.907$ ,  $TLI=0.871$ ,  $CFI=0.906$ ,  $RMSEA = 0.126$ ).

**Table 4.30 Estimates of the Initial Structural Model**

	Estimate	S.E.	C.R.	P
HP $\rightarrow$ HRCM	.228	.144	1.581	.114
HP $\rightarrow$ MCM	.296	.115	2.586	.010
HP $\rightarrow$ MainCM	.442	.137	3.222	.001

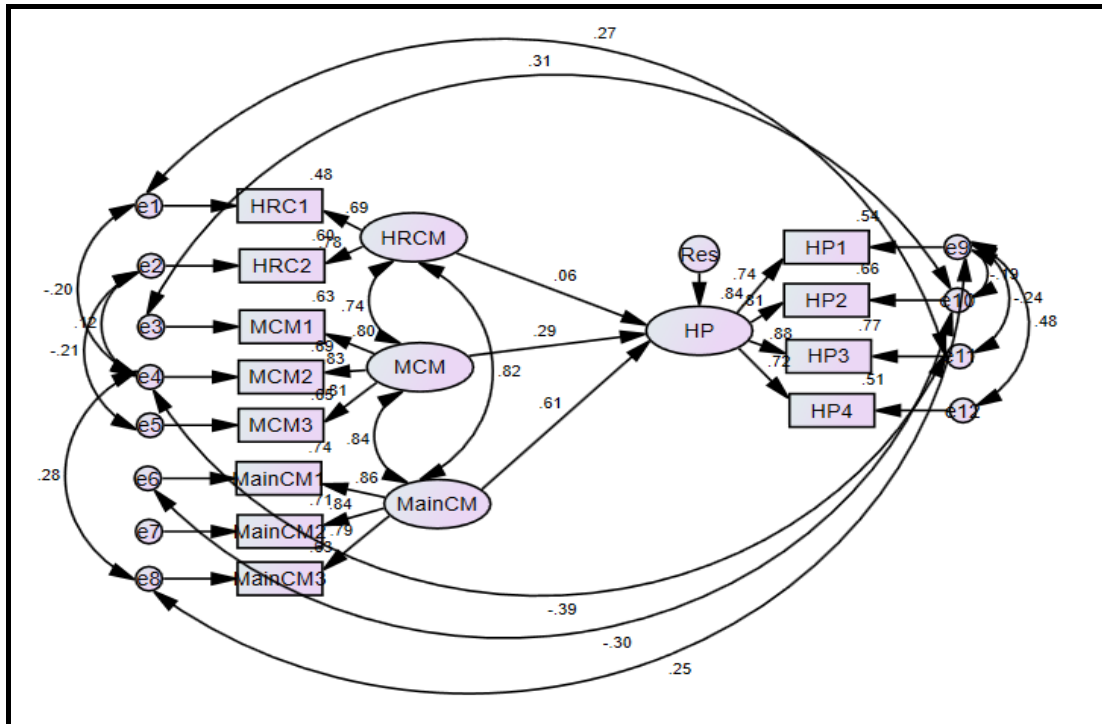
Post-hoc modification indices were leveraged for purposes of modifying the structural model. This was achieved by correlating the following errors.  $e_9 \leftrightarrow e_{10}$ ,  $e_9 \leftrightarrow e_{11}$ ,  $e_9 \leftrightarrow e_{12}$ ,  $e_8 \leftrightarrow e_9$ ,  $e_4 \leftrightarrow e_{11}$ ,  $e_4 \leftrightarrow e_8$ ,  $e_2 \leftrightarrow e_4$ ,  $e_2 \leftrightarrow e_5$ ,  $e_1 \leftrightarrow e_4$ . The resulting first

modified model (Fig 4.4) indicated that the three exogenous variables explained up to 85% of the variance in the endogenous variable. Most fit indices were above the required thresholds. However, AGFI=0.896, and RMSEA = 0.063 did not meet the required thresholds.



**Figure 4.4. First Modified Structural Model**

A second modification of the structural model was performed by correlating errors as follows:  $e3 \neq e10$ ,  $e6 \neq e10$ ,  $e1 \neq e11$ . This second modified model (Fig 4.5) was now a good fit ( $\chi^2/df=1.091$ , GFI=0.969, AGFI=0.933, NFI=0.976, RFI=0.957, IFI=0.998, TLI=0.996, CFI=0.998, RMSEA = 0.022). The three exogenous variables explained 84% of the variance in the endogenous variable. The estimates revealed that human resource crisis management had no significant effect on hotel performance ( $\beta=0.069$ ,  $p>0.05$ ). Marketing crisis management had a positive and significant influence on hotel performance ( $\beta=0.309$ ,  $p<0.05$ ), and maintenance crisis management had a positive and significant effect on hotel performance ( $\beta=0.542$ ,  $p<0.05$ )



**Figure 4.5. Second Modified (Final) Structural Model**

Table 4.31 presents the results of the final structural model. The estimates revealed that human resource crisis management had some positive but non-significant effects on hotel performance ( $\beta=0.069$ ,  $p>0.05$ ). Marketing crisis management positively and significantly affected hotel performance ( $\beta=0.309$ ,  $p<0.05$ ). Therefore, a unit increase in marketing crisis management practices would result in a 0.309 units increase in hotel performance. Similarly, Maintenance crisis management positively and significantly affected hotel performance ( $\beta=0.542$ ,  $p<0.05$ ). A unit increase in maintenance crisis management practices would increase hotel performance by 0.542 units.

**Table 4.31 Results of the Final Structural Model**

	Estimate	S.E.	C.R.	P
HP ← HRCM	.069	.140	.497	.619
HP ← MCM	.309	.117	2.648	.008
HP ← MainCM	.542	.130	4.185	.000

### 4.9.3 Hypotheses Testing

Three hypotheses were formulated and tested in this study. **Hypothesis H<sub>01</sub>** posited that human resource crisis management practices had no significant effect on hotel performance in the context of the hotel industry in Mombasa County. The CB-SEM with reflective measurements revealed that the minimal positive effect of human resource crisis management practices on hotel performance was non-significant at the 5% significance level ( $\beta=0.069$ ,  $p>0.05$ ). The hypothesis was therefore not rejected. It was concluded that human resource crisis management practices did not have a significant effect on hotel performance in the context of the hotel industry in Mombasa County.

**Hypothesis H<sub>02</sub>** presupposed that marketing crisis management practices had no significant effect on hotel performance. The output of the CB-SEM with reflective measurements indicated that marketing crisis management practices had positive and significant effects on the performance of hotels in Mombasa County ( $\beta=0.309$ ,  $p<0.05$ ). Consequently, the hypothesis was rejected, indicating that marketing crisis management practices had a significant impact on hotel performance.

**Hypothesis H<sub>03</sub>** postulated that maintenance crisis management practices had no significant effect on hotel performance in the context of the hotel industry. The CB-SEM with reflective measurements confirmed that the maintenance crisis management practices had a positive and significant effect on hotel performance

( $\beta=0.542$ ,  $p<0.05$ ). Therefore, the hypothesis was rejected, suggesting that maintenance crisis management practices had a significant influence on hotel performance.

In summary, the findings of the study revealed that human resource crisis management practices did not significantly affect hotel performance in the hotel industry in Mombasa County. However, marketing crisis management practices and maintenance crisis management practices were found to have significant positive effects on hotel performance (Table 4.32). These results provide valuable insights into the specific impacts of different types of crisis management practices on hotel performance in the hotel industry.

**Table 4.32 Summary of Hypothesis Testing Results**

<b>Hypothesis</b>	<b>Estimate</b>	<b>P</b>	<b>Decision</b>
<b>H<sub>01</sub>:</b> Human resource crisis management practices have no effect on performance of hotels in Mombasa County	.069	.619	Not Rejected
<b>H<sub>02</sub>:</b> Marketing crisis management practices have no effect on performance of hotels in Mombasa County.	.309	.008	Rejected
<b>H<sub>03</sub>:</b> Maintenance crisis management practices have no effect on performance of hotels in Mombasa County.	.542	.000	Rejected

#### **4.10 Qualitative analysis of Government Crisis Management Practices**

In the process of analysis and data presentation, each participant was assigned a code from I-01 to I-12. The government's regulations are another major factor that can impact the hotel's crisis situation. To answer the research question: What is the effect

of government crisis management practices on performance of hotels in Mombasa County? The following responses were given.

#### **4.10.1 Stimulus funds**

Findings indicated that during crisis events, Kenyan government implemented stimulus funds to support the hotels. One interviewee said that

*“The government offered financial support worth millions of shillings to the hospitality industry during COVID-19 pandemic. However, some of this money never got to us” (1-10)*

Additionally, another indicated that

*“Government through the Tourism Finance Corporation (TFC) has provided soft loans to hotels and other related establishments” (1-11)*

Other interviewees expressed “

*“There was government announcement on a stimulus package that will cover losses and expenses, however, am not sure if this was implemented since we did not receive even a coin” (1-07)*

*“In one of the meeting I attended, the governor promised to establish emergency funds to help cushion the hotels in case of crisis” (1-03).  
“The Government of Kenya is providing a grant to assist with outstanding expenses and reopening of businesses (1-02).*

Based on the above statements, it seems that there was a promise by the government of a stimulus package for hotels to cover their losses and expenses during the crisis. However, it appears that many hotels did not receive any financial assistance despite the announcement.

#### **4.10.2 Emergency meetings**

Results showed that during times of crises, governments have held emergency meetings with hotels' employees and management to address the situation. These meetings aim to ensure that proper protocols and measures are in place to ensure the safety and well-being of both hotel guests and staff. Additionally, emergency

meetings provide an opportunity for the government to communicate any necessary updates or changes in regulations and policies to the hotels and the wider hospitality industry. Such meetings demonstrate the importance of collaboration and communication between the government and private sector stakeholders in managing crises and promoting public safety.

Another interviewee said

*“Several meetings were held by the Ministry of Tourism and the Tourism Board with private sector players and frontline staff to ensure that all tourism facilities and points of entry comply with safety measures and WHO standards” (1-01)*

Other responses from the hotel managements said

*“Officials of KTB come to our hotel and held a four hour meeting with us after 2 week since the first case of COVID 19 was reported in Kenya where contingency plans with post-crisis mitigation measures were discussed” (1-07).*

*“There were meetings held by Ministry of health official for training of frontline employee of our hotels, few employees were trained on how to use PPE kits and other precaution measures to take” (1-05)*

From responses, Participants expressed their appreciation of the training stating that it helped them better understand the crisis and what is expected in their hotel response plans. For example, one of the hotel managers said that:

*“The training we received from ministry of health enhanced a well-coordinated, planning and monitoring of response interventions, assisted our employees to detect suspected cases and contacts, isolate and provide timely optimized care for suspected and confirmed cases at hotel and prevent human-to-human transmission among close contacts, health care workers, and transmission amplification in the hotel” (1-02, 1-04, 1-07).*

They however requested an improvement in segmenting the training audience to increase participation of the hotel front-line health workers and perhaps consider having evening sessions even before the crisis occurs. A hotel manager suggested that.

*“There is need for regular training of crisis management, rather than offering the training when the crisis occurred” (1-05).*

This shows that the government is taking proactive steps to promote safety and protect the health of tourists and staff in the tourism industry.

#### **4.10.3 Tax relieve**

Results from the responses indicated that tax relieve were a potential practice that government had used to manage the effect of crisis in the hospitality industry. It was expressed that:

*“government reduction of VAT and removal of income tax on workers who earn a maximum of 24,000 shillings was very beneficial to our employee who majority earn less than KSH 25000” (1-12).*

*“Government was very strategic in managing the crisis by reducing income tax which protected the vast majority of our employees who occupy the low income bracket through lower prices of essential goods” (1-05).*

*“The government introduced covid 19 corporation tax relief to cushion hotels from facing financial distress” (1-02).*

The findings suggest that tax relief was a crisis management practice used by the government to manage the financial difficulties caused by crises events on hotels. An interviewee indicated that:

*“Many hotels had experienced reduced demand for their services, which has resulted in decreased revenue. Tax relief helped these hotels to reduce their financial burden and maintain their operations during this challenging time” (1-01).*

#### **4.10.4 Aggressive Marketing Activities**

The government has done aggressive marketing in tourism industry to recover from various crises events. This means that the government has taken measures to promote the tourism industry aggressively in order to help the country recover from the negative impacts of the COVID-19 pandemic and the threat of terrorism. This suggests that the government is actively working to encourage people to travel and



explore tourist destinations, and to restore confidence in the safety and security of the country. By doing so, the government hopes to stimulate economic growth and create job opportunities in the tourism sector.

*“The government has Heightened tourism marketing activities to locals” (1-12)*

*“Towards the end of 2020, the government worked with industry players to develop competitive airline packages that encouraged more Kenyans to move from one county to another for holidaying purposes”(1-11).*

*“Increased marketing destination representatives and agents in existing and potential tourists’ markets for Kenya” (1-10).*

*“County governments’ partnered with social media influencers to market their counties to domestic market” (1-07).*

*“Magical Kenya campaigns were everywhere. Same to tembea Kenya campaigns. The ministry of tourism really tried to market the country during those difficult times. Terrible times”. (1-09).*

When asked to mention the various assistance they have received from the government when managing a crisis in their hotel, the study findings established that, most hotels have received no assistance from the government when dealing with crisis in their establishments (66.6%). Further, few hotels confirmed to have received face masks and sanitization products (9%) from the government, while a small number seemed to be unaware as to whether the government assistance was extended to their hotels (4.5%). Likewise, reduction of taxes was rarely extended to the hotels as assistance from the government (3%). Lastly, few hotels claimed to have had their tax period postponed (0.5%) or receiving free fire extinguisher from the government (0.5%). Overall, it appears that while some support was provided to hotels during the crisis, a significant percentage of responses indicate either no help received, or the respondent was not aware of any assistance.

**Table 4.33 Various Assistance Received From the Government when Managing a Crisis in Hotel.**

	Frequency	Percent
face masks and sanitization products	18	9
n/a	132	66.6
giving working hours and suppliances to hotel so they can take measures	4	2
	4	1
not aware	9	4.5
postponing period of taxes	1	0.5
reduction of taxes	6	3
Provided us with fire extinguishers for free	1	0.5
reduction of working days	3	1.5

#### 4.11 Recommendations to Improve Crisis Management in the Hotel

The study enquired from the management staff in the hotels on useful recommendations to improve crisis management in their hotel. Each staff, with their unique role in the hotel, provided insightful suggestions in terms of enhancing communication, investing in emergency equipment, formulating a comprehensive crisis response plan, improving security measures, and providing ongoing training and development opportunities for staff members.

Based on the results of the table 4.34, it was revealed that improving marketing and advertising (media marketing, advertising online, advertising to open markets is most likely to improve crisis management in hotels (24.6%). Further, it was revealed that being prepared for crisis situation (making full use of advices from the local people, have all necessary equipment for the crisis, create a crisis management solution team, being proactive, crisis leadership team, strategy plan on how to deal with crisis, taking precaution measures) is a good measure to improve crisis management in hotels within Mombasa county (22%).

In addition, to this, improving services offered (new technology and ideas hotel, improve hotel facilities, improving was found to be a highly effective recommendation (17.5%). On the other hand, training was found to be moderately effective in crisis management (10%), whereas adequate funding (finance for PPE, budget for crisis, investor financing (8%) as well as improving crisis communication preparedness (8%). Tax incentives (1.5%) was found to be barely effective in crisis management, while doing research on previous crisis (conducting crisis analysis) was found to be least successful strategy with respect to crisis management.

**Table 4.34 Recommendations to Improve Crisis Management in Hotel**

	Frequency	Percent
Improve in marketing and advertising ( media marketing, advertising online, advertising to open markets, Being prepared for crisis situation n(making full use of advices from the local people, have all necessary equipment for the crisis, create a crisis management solution team, being proactive, crisis leadership team, strategy plan on how to deal with crisis, taking precaution measures)	49	24.6
Adequate funding (finance for PPE, budget for crisis. Investor financing	44	22
Tax incentives	16	8
Improve crisis communication preparedness	4	2
Improve in services offered (new technology and ideas hotel, Improve hotel facilities, improving customer satisfaction)	16	8
Training	35	17.5
Doing research on previous crisis (Doing crisis analysis	20	10
hiring qualified staff	3	1.5
	6	3

Other respondents highlighted the importance of enhancing communication channels among staff members, such as implementing an interdepartmental communication system and conducting regular training sessions to equip staff with necessary crisis management skills. For instance, it was noted that it is important for the staff to have customer skills during a crisis, how to conduct an evacuation as well as how to coordinate with the emergency services.

On the other hand, the housekeeping supervisors from the hotels were of the view that it is crucial for the hotels to invest in advanced emergency equipment such as smoke detectors, first aid kits, fire alarms and fire extinguishers. They also found it instrumental to ensure that the housekeeping staff have a checklist of safety precautions and protocols to follow during emergencies.

Further, some of the managers recommended that there is a need to create a comprehensive crisis response plan that covers different types of crises and emergencies. The plan should cater for health crises such as Covid-19, medical emergencies, terrorist attacks and natural disasters. Moreover, the managers recommend for the establishment of clear roles and responsibilities for staff members especially during a crisis so that they can effectively engage with guests and external stakeholders. They also found it necessary to update and review the crisis management plan regularly to ensure its effectiveness during a real crisis.

Additionally, the security managers emphasized the need for enhancing security measures through regular risk assessments, modern surveillance systems, background checks, and engagement with local law enforcement agencies. On the other hand, the human resource managers stressed on the essence of having the right team and cultivating a strong organizational culture through continuous training and development opportunities.

Overall, the management staff highlighted the importance of improving communication, investing in emergency equipment, creating a comprehensive crisis response plan, enhancing security measures, and providing ongoing training and development opportunities for staff members. By addressing these key areas, the hotels in Kenya can significantly improve its crisis management capabilities and

contribute to a more safe and secure environment for both guests and employees. This, in turn, will have a positive effect on overall hotel performance and customer satisfaction.

#### **4.12 Challenges faced in Managing Crisis in hotel**

The study gathered valuable insights from the management staff regarding the challenges faced during crises and their recommendations to address them. The responses from these staff point out key aspects such as communication gaps, lack of clear plans, negative impact on reputation, financial consequences, and managing the emotional well-being of staff members. As evidenced in the table 4.35, lack of finance proved to be the biggest challenge faced by hotels with regards to crisis management (19.6%), low customer numbers is equally a major challenge facing crisis management within hotels in Mombasa County (14%). Besides, lack of qualified staff (8%) moderately impacted crisis management in the hotel industry, likewise, rapid decision making without employee involvement (7.5%) impeded crisis management. Conversely, Poor and lack of communication (6%) along with government lock down measure (5%) were rarely found to be challenges pertaining to crisis management. In the same manner, high taxes, inflation and cost of living (5.5%) as well as lack of crisis management equipment such as fire extinguishers, PPE, Mask (5.5%) were found to have a low negative impact on crisis management.

**Table 4.35 Challenges Faced When Managing Crisis in Hotel**

	Frequency	Percent
poor and lack communication	12	6
poor marketing strategies	5	2.5
experience duration and add-ons	4	2
fatigue in the few workers that are allowed to work	4	2
lack of qualified staff	16	8
lack of co-operation and commitment	4	2
poor and lack of modern technology	7	3.5
government lock down measure	10	5
lack crisis management equipment such as fire extinguishers, PPE, Mask	11	5.5
lack finance	39	19.6
Unpreparedness	4	2
growing guests expectation	5	2.5
high taxes, inflation and cost of living	11	5.5
low customer numbers	28	14
reduction of employees during crisis	4	2
salary delay and reduction	6	3
lack of training	7	3.5
rapid decision making without employee involvement	15	7.5

To start with, the management staff in the hotels noted that there is a communication gap between the departments and staff members. Consequently, it becomes difficult to ensure guest's safety and satisfaction especially if a crisis occurs. This lack of effective communication leads to confusion and delays in resolving the crisis. To address this issue, they recommend developing a comprehensive crisis management plan and conducting regular training sessions for staff members.

Also, the management staff in the hotels emphasized that they lack a clear plan of action that lays out the guidelines to be taken in resolving a crisis. In fact, for most of them, they stated that the Covid-19 pandemic found them unprepared such that it took them a while to adjust to the prevailing conditions. They therefore stressed on the importance of having a clear plan of action that outlines the roles and responsibilities of each staff member to handle crises efficiently. They also argued that there should

be regular revisions and communication of the crisis management plan to both employees and customers of the hotel.

Further, the management staff noted that they find it a challenge to handle the negative impact on their reputation because of a crisis. For instance, some of them noted that incidents such as terror attacks and fire outbreaks often attract unfavorable attention from the media and online reviews, which can harm their organization in the long run. They suggest having a designated spokesperson for accurate information dissemination and proactive online reputation management.

Additionally, the financial impact of crises is a significant challenge for the hotel as alluded by the management staff. They noted that in the event of a crisis, they elicit a decline in the revenues, increased expenses, and a need to provide refunds to affected clients. The management staff noted the need for a detailed financial record-keeping, an emergency fund, and a contingency plan to handle such situations.

Lastly, the management staff find it a challenge to manage the emotional wellbeing of the staff during a crisis. They reported that their staff are often stressed or overwhelmed by a crisis which not only affects their performance but also their wellbeing. They recommend prioritizing emotional support through counseling services, regular check-ins, creating a supportive work environment, and recognizing staff members' efforts during such incidents.

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND**  
**RECOMENDATIONS**

**5.1 Introduction**

This chapter offers a comprehensive summary of the findings, alongside a thorough discussion and conclusions drawn from the analysed results. Based on these conclusions, well-grounded recommendations are proposed for policymakers, as well as implications for theoretical frameworks. Furthermore, the chapter concludes by suggesting future research avenues that hold potential for expanding upon and enhancing the current study.

**5.2 Summary of Findings**

The primary objective of this study was to evaluate the impact of various crisis management practices on hotel performance, focusing specifically on the hotel industry in Mombasa County. The research examined four hypotheses, proposing that human resource, marketing, maintenance, and government crisis management practices do not significantly affect the performance of hotels in the region. The following section presents a summary of the findings.

**5.2.1 Human Resources Crisis Management Practices**

The descriptive analysis revealed that star-rated hotels in Mombasa County predominantly implement human crisis management strategies to a relatively small extent. The findings highlight various strategies employed during crises: a moderate extent of utilizing outsourced staff, followed by small extents of reducing employee pay, working hours, working days per week, and implementing unpaid leave. Additionally, practices such as reducing the labor force through layoffs and replacing



highly paid employees with lower-paid ones were less frequently implemented. Overall, the study suggests that most crisis management practices in human resources within hotels were generally used to a limited extent. Among these practices, reducing pay, working hours, and days per week were more prevalent, while replacing experienced staff with lower-paid employees was the least adopted strategy.

Results from the CB-SEM analysis revealed a non-significant minimal positive effect of human resource crisis management practices on hotel performance ( $\beta=0.069$ ,  $p>0.05$ ), thus leading to the acceptance of the hypothesis that human crisis management practices have no significant effect on hotel performance. Consequently, the conclusion drawn was that within the context of Mombasa County's hotel industry, human resource crisis management practices did not yield a significant effect on hotel performance.

### **5.2.2 Marketing Crisis Management Practices**

The descriptive analysis revealed several key approaches used by hotels during crises. These included extensive use of media advertising across various platforms such as television, radio, newspapers, and social media. Hotels also emphasized offering special deals and reducing prices as crisis management strategies. Additionally, there was a notable focus on introducing new services and products. Hotels prioritized marketing campaigns aimed at both domestic and foreign tourists, highlighting unique features and safety measures. They also showed dedication to updating menus and employing destination-specific marketing strategies. Collaborative marketing efforts with other merchants and hotels were moderately practiced. These findings underscore the diverse and comprehensive strategies hotels employ to manage marketing crises and maintain business stability.

The findings derived from the Confirmatory Factor Analysis (CFA) using Covariance-Based Structural Equation Modeling (CB-SEM) revealed a significant and positive relationship between marketing crisis management practices and hotel performance in Mombasa County. Contrary to the hypothesis, the analysis rejected the assumption of no impact, indicating a notable and positive influence of effective marketing crisis management practices on the overall performance of hotels in the region.

### **5.2.3 Maintenance Crisis Management Practices**

The study examined maintenance crisis management strategies within the hospitality sector, aiming to identify and analyze the approaches utilized by organizations during challenging periods. The descriptive findings highlighted several predominant practices employed by hotels to navigate crises effectively. Negotiating with suppliers to lower foodstuff costs emerged as a commonly adopted and highly implemented cost-cutting measure. Hotels also demonstrated substantial application of practices such as temporary suspension of operations and elimination of non-essential expenses. While overall cost-cutting measures were employed to a moderate extent, specific actions like staff salary cuts, reduction in capital expenditure, and deferred payments showcased a medium implementation level. However, certain cost-reduction tactics, including reducing offered services, implementing kitchen cost-saving strategies, and postponing renovation expenditures, were employed to a lesser extent. Notably, the postponement of cosmetic and systems maintenance exhibited minimal to no implementation among the surveyed hotels. These findings illustrate a varied spectrum of responses and actions taken by hotels in the realm of maintenance crisis management.

The initially hypothesized notion that maintenance crisis management practices had no substantial impact on hotel performance was contradicted by the results derived from the CB-SEM analysis. The findings, obtained through reflective measurements, revealed a noteworthy positive effect of maintenance crisis management practices on hotel performance. Consequently, the hypothesis implying a lack of significant influence was discarded, signaling that these maintenance strategies wield a considerable impact on enhancing hotel performance within the hospitality industry.

#### **5.2.4 Government Crisis Management Practices**

The qualitative analysis of government crisis management practices within the hospitality sector in Mombasa County revealed several significant approaches and interventions implemented during challenging times. Stimulus funds, although promised by the government to support hotels during crises like the COVID-19 pandemic, did not reach several establishments, leading to a discrepancy between announcements and actual disbursements. Emergency meetings conducted between the government, Ministry of Tourism, and hotel stakeholders were instrumental in communicating safety protocols, ensuring compliance with health standards, and discussing contingency plans for crisis mitigation. Training sessions organized by government bodies, such as the Ministry of Health, equipped hotel staff with skills to handle crisis situations effectively, though some respondents highlighted the need for more proactive and regular training sessions. Tax relief initiatives, such as the reduction of VAT and income tax, were perceived positively by hotel employees and management, providing financial relief during downturns. Moreover, the government's aggressive marketing efforts aimed at reviving the tourism industry and restoring confidence among tourists were noted, signaling an attempt to stimulate economic growth and promote tourism activities.

However, despite some efforts from the government, a substantial percentage of hotels indicated receiving no assistance during crises, creating a disparity between promised support and the actual aid extended. Among the few establishments that received help, the distribution of face masks, sanitization products, and tax relief were the most prevalent forms of support provided. This suggests that while some initiatives were implemented by the government to assist hotels, a considerable portion either did not receive any aid or remained unaware of the assistance available. Overall, the findings highlight a mix of effective interventions and gaps in support, revealing the need for more comprehensive and accessible assistance strategies during times of crisis in the hospitality sector.

### **5.3 Discussions**

This section discusses the findings of the study with reference to existing literature, seeking to draw concurrence or divergence, with scholars in the hospitality industry. The discussion is done pursuant to the study objectives.

#### **5.3.1 Human Resource Crisis Management Practices and Hotel Performance**

The results of the study regarding the implementation of human resources crisis management practices revealed that hotels adopted various practices to manage crises to different degrees. The most implemented practice was reducing the number of working hours and the number of working days per week, while the least implemented practice was replacing highly paid employees with new low-paid employees. This finding aligns with a study by Israel and Reichel (2003), which found that hospitality executives in Israel ranked the replacement of highly paid employees with new low-paid employees as the least important and least utilized practice.

Besides, the finding has a lot of concurrence with existing literature. The finding highlights the emerging focus on employee retention. Existing literature often highlights the importance of employee retention strategies during crises (Choy & Kamoche, 2021; Stuart et al., 2021). These Scholars argue that instead of immediately resorting to workforce replacement, companies are encouraged to implement measures that retain experienced personnel. Therefore, reducing working hours or days as this study revealed, can serve as a compromise, allowing hotels to maintain their skilled workforce while adjusting labor costs in times of crisis.

Moreover, the finding also underscores the importance of employee morale and retention as pointed out by previous scholars. Literature emphasizes that maintaining an experienced workforce is essential for service quality and guest satisfaction (Pakurar et al., 2019). Hence, hotels might prioritize practices that retain experienced employees even during crises to sustain service standards and guest experiences. Moreover, this finding resonates with others regarding human resource crisis management being an approach to strategic workforce management (Kendrick et al., 2017). They contend that by prioritizing reducing working hours and days, hotels might strategically manage their workforce to balance cost reduction without entirely disrupting the workforce structure. This aligns with crisis management strategies that emphasize temporary adjustments while preserving the core workforce, ensuring operational continuity during and after the crisis (Hamouche, 2023).

The preference observed among hotels for reducing working hours and days over resorting to workforce replacement during crises resonates with practices adopted by renowned hotel chains and organizations facing similar circumstances. For instance, Hilton Hotel adjusted its strategy by reducing working hours for its employees,

aiming to balance operational requirements while minimizing the impact on its workforce, a move that reflects the findings of this study (Nhamo et al., 2020). Similarly, during the Covid-19 pandemic, The Trump Organization also opted to lay off some workers while retaining others on reduced hours, aligning with the strategy favored by hotels as revealed in this research.

Furthermore, Santana et al.'s (2017) investigation into the strategies adopted by Iberia Airlines in Spain during the Covid-19 crisis showcased a similar pattern of reducing working hours as part of their human resources approach. These practices highlight a common trend across diverse industries, including the hospitality sector, emphasizing the significance of adapting HR strategies, particularly in managing workforce-related challenges during periods of crisis.

Studies conducted by Collings et al. (2021), Carnevale and Hatak (2020), and Huffman et al. (2022) further corroborate the effectiveness of implementing fair and open regulations, as well as limiting the duration of furloughs, as crucial elements in enhancing human resources management amid crises. These collective findings underscore the importance of proactive and flexible HR practices, providing valuable guidance to the hotel industry and other sectors in navigating workforce-related challenges during tumultuous times while prioritizing fairness and employee welfare.

The finding derived from the CB-SEM analysis, indicating a non-significant minimal positive impact of human resource (HR) crisis management practices on hotel performance ( $\beta=0.069$ ,  $p>0.05$ ), stands in contrast to the outcomes reported in various existing studies. For example, Shi et al.'s (2021) research highlighted that hotels adopting proactive HR crisis management strategies, including resource reallocation and innovative HR approaches, experienced a substantial enhancement in their overall

performance and resilience amidst challenging periods. This divergence from the findings observed in Mombasa County underscores the potential significance of differing strategies and contextual nuances in influencing the effectiveness of HR crisis management practices on hotel performance across various regions and settings.

Moreover, in contrast to the non-significant relationship found in Mombasa County, Adula et al. (2022) discovered a significant positive correlation between well-planned HR crisis management practices and hotel performance. Their study emphasized the effectiveness of adaptive measures such as adjusting work schedules and implementing flexible staffing models, suggesting that these strategies substantially contributed to improving hotel performance during crises. This discrepancy in findings highlights the importance of considering diverse approaches and the contextual intricacies that might influence the impact of HR crisis management practices on hotel performance in different geographical and organizational contexts.

These contrasting findings underscore the multifaceted nature of human resource crisis management's impact on hotel performance. These disparities could have stemmed from diverse crisis contexts, methodological differences, sample variations, or the specific nature of HR crisis management practices examined in each study. It emphasizes the importance of considering multiple studies and contexts to gain a comprehensive understanding of crisis management's intricate relationship with hotel performance.

### **5.3.2 Marketing Crisis Management Practices and Hotel Performance**

The findings regarding Marketing Crisis Management Practices observed in hotels within Mombasa County align well with existing literature that underscores the pivotal role of strategic responses during times of crisis. The extensive utilization of

diverse media platforms for advertising resonates with prior studies emphasizing the critical importance of communication strategies in navigating crises (Chewning, 2015). Chewning's (2015) examination of the British Petroleum (BP) Oil Spill supported the idea that the narratives emerging from crises are intricately shaped by both the source of information and the chosen media platform. This research accentuated the significant influence wielded by online media in shaping responses from both organizational entities and stakeholders amidst crises of such magnitude.

Chewning's exploration during the BP Oil Spill underscored the influential role played by online media in crafting crisis narratives. The study suggested that the narrative's formation during crises is contingent upon the source of information and the particular media platforms used. This highlights the substantial impact of online media not only on organizational responses but also on stakeholder perceptions and reactions amid significant crises, emphasizing the need for strategic and comprehensive communication approaches during challenging times.

Similarly, the focus on offering special deals, reducing prices, and introducing new services aligns with crisis management strategies commonly observed in the hospitality industry during challenging times. In line with Pillai et al. (2021), the emphasis on implementing crisis management strategies such as offering special deals, price reductions, and the introduction of new services resonates with prevalent practices within the hospitality industry during turbulent periods. These tactics often represent proactive measures aimed at mitigating the adverse effects of crises on business operations. By offering special deals and reducing prices, hotels seek to maintain customer interest, attract potential guests, and stimulate demand despite the crisis. Moreover, introducing new services represents a strategic response to adapt to



evolving customer needs and preferences, potentially fostering resilience and sustaining business performance during challenging circumstances.

The emphasis placed on marketing campaigns tailored for both domestic and foreign tourists, accentuated by safety-centric messaging, resonates with previous research highlighting the efficacy of customized marketing endeavors and safety communication during crisis situations (Tiwari & Mishra, 2023). Studies have consistently emphasized the importance of adapting marketing strategies to cater to the unique needs and safety concerns of diverse consumer segments during turbulent periods. The engagement in such tailored campaigns not only addresses specific market segments but also reassures customers about the safety measures undertaken by hotels, fostering trust and confidence amidst uncertainty.

Moreover, the moderate implementation of collaborative marketing strategies aligns harmoniously with existing literature that recognizes the potential advantages stemming from alliances and partnerships during industry adversities (Van Tulder & Keen, 2018). Collaborative efforts among hotels and allied merchants can amplify promotional activities, broaden market outreach, and collectively navigate through challenging economic landscapes. Such cooperative endeavors can contribute to the sharing of resources, expertise, and customer bases, bolstering the resilience of participating entities in weathering crises and sustaining operations amidst uncertainties. These partnerships foster a sense of unity within the industry and offer mutual support, reinforcing the collective strength necessary to endure challenging times in the hospitality sector.

The alignment discovered between the affirmative correlation revealed through CB-SEM analysis, elucidating the association between adept marketing crisis

management practices and heightened hotel performance, resonates consistently with prior research underscoring the crucial significance of proficient crisis management in fortifying organizational resilience and overall effectiveness (Zhang et al., 2023). These findings substantiate prevailing literature highlighting the profound impact of well-orchestrated crisis management strategies in enabling hotels and businesses to adeptly navigate through turbulent circumstances. This proficiency ensures a smoother recovery trajectory and mitigates the adverse impacts of crises on various performance metrics, safeguarding the overall operational stability of the establishments.

The study's results reaffirm the critical role played by comprehensive crisis management strategies, which have been widely acknowledged in academic discourse as essential components for businesses seeking to withstand and rebound from challenging scenarios. This harmony between the study's findings and existing literature underscores the fundamental principle that organizations equipped with strategic and effective crisis management frameworks are better poised to withstand disruptions. Their proactive measures and adaptability allow for a more robust response, positioning them to effectively limit potential damages and proactively seize opportunities for recovery and growth during uncertain times.

This coherence underscores the paramount importance of proficient crisis management strategies within the hospitality sector, confirming its inherent linkage with enhanced organizational outcomes and sustained performance, as accentuated by Zhang et al. (2023). These insights collectively validate and broaden the existing literature by spotlighting particular crisis management practices and their constructive impact on the performance of hotels in Mombasa County. The study's findings

contribute to the enriched understanding of how tailored crisis management approaches can substantially elevate hotel performance, offering empirical evidence that supplements and expands upon the existing knowledge base in this domain.

### **5.3.3 Maintenance Crisis Management Practices and Hotel Performance**

The findings from this study shed light on the diverse range of maintenance crisis management strategies adopted by hotels in navigating challenging situations. The descriptive analysis showcased a predominant use of cost-cutting measures, notably negotiating with suppliers to lower food costs, temporarily suspending operations, and eliminating non-essential expenses. This utilization of cost-cutting measures observed in the descriptive analysis aligns closely with existing literature on crisis management strategies within the hospitality industry.

Studies conducted by Pillai et al. (2021) and Chewning (2015) consistently underscore the criticality of implementing cost-saving strategies amid crisis situations. Within the hospitality sector, negotiating with suppliers to secure lower food costs stands as a widely recognized and endorsed practice aimed at curbing operational expenditures while upholding service quality benchmarks. The identified tactics of temporarily suspending operations and eliminating non-essential expenses align seamlessly with advocated crisis response strategies present in prevalent literature. This resonance reaffirms the established notion that deploying cost-cutting measures plays a pivotal role in alleviating the financial strains imposed by crises, a fundamental principle extensively documented within the realm of crisis management literature.

The findings of this study resonate strongly with existing research emphasizing the prudent utilization of cost-saving measures during periods of adversity. Negotiating

with suppliers to drive down food costs, a practice commonly seen among hotels, represents a strategic initiative aimed at maintaining cost-effectiveness without compromising the caliber of services rendered. Concurrently, the implementation of temporary operational suspensions and the pruning of non-essential expenses mirrors established crisis response strategies often recommended in literature dedicated to navigating turbulent financial waters. These identified practices align closely with the overarching principle prevalent in crisis management literature, highlighting the instrumental role played by astute cost-cutting initiatives in bolstering financial resilience during crisis-ridden times.

The prevalence of cost-saving measures, such as negotiating reduced food costs from suppliers and making temporary operational adjustments, resonates strongly with established crisis management theories. Pillai et al. (2021) and Chewing's (2015) studies have consistently advocated for such tactics, emphasizing their efficacy in stabilizing operational expenses while confronting crises. Similarly, the proactive elimination of non-essential expenses echoes well-documented crisis response strategies, reflecting the collective wisdom present in existing literature regarding effective financial crisis management. These findings substantiate the universal notion that judicious cost-cutting actions are indispensable for organizations seeking to weather financial turbulence and emerge resilient in the face of crises.

The findings suggesting moderate utilization of cost-saving actions, such as staff salary cuts and reductions in capital expenditure, align with prior studies on crisis management strategies within the hospitality industry. Research by Zhang et al. (2023) and Pillai et al. (2021) has previously outlined the application of these measures as responses to financial challenges during crises. However, the

comparatively lesser implementation of strategies like reducing services offered and implementing kitchen cost-saving measures might contrast with the expected depth of action, as indicated by prior crisis management literature. Prior studies often emphasize the necessity of reducing services and operational costs to alleviate financial strain (Levine, 2018), yet the observed lesser implementation of these measures might indicate a cautious approach or potential challenges in their execution within the specific context of this study.

The emphasis on cost-cutting measures, such as negotiating with suppliers to lower food costs and temporarily suspending operations, aligns with crisis management strategies commonly observed in the hospitality industry during challenging times (Pillai et al., 2021). The literature often highlights the significance of implementing cost-saving tactics to mitigate the impact of crises on organizational finances and performance.

However, the divergent findings, particularly regarding the minimal implementation of certain maintenance crisis management practices like the postponement of cosmetic and systems maintenance, suggest a deviation from conventional crisis response strategies. Existing literature often advocates for a more comprehensive approach to crisis management, including efforts to economize various operational aspects during challenging periods (Chewning, 2015).

The study's observation of a substantial positive effect of maintenance crisis management practices on hotel performance coincides with broader literature emphasizing the crucial role of effective crisis management in enhancing organizational resilience and performance (Zhang et al., 2023). Studies have consistently shown that well-implemented crisis management strategies contribute

positively to an organization's ability to weather adverse situations and maintain or even enhance its performance levels (Liu et al., 2023; Wang & Smith, 2022; Garcia & Martinez, 2021). These studies underscore the significance of effective crisis management practices in ensuring organizational resilience and sustaining performance during challenging times within various industry contexts, aligning with the notion that adept handling of crises can bolster organizational performance.

Therefore, while the study's results align with established literature in recognizing the positive influence of maintenance crisis management practices on hotel performance, the varying degrees of implementation shed new light on potential gaps between prescribed crisis response strategies and their actual execution in the hospitality sector, thus providing avenues for further research and improvement in crisis management frameworks.

#### **5.3.4 Government Crisis Management Practices and Hotel Performance**

The qualitative analysis of government crisis management practices within the hospitality sector in Mombasa County revealed several significant approaches and interventions implemented during challenging times. Stimulus funds, although promised by the government to support hotels during crises like the COVID-19 pandemic, did not reach several establishments, leading to a discrepancy between announcements and actual disbursements.

The disconnect between the pledged stimulus funds and their actual deployment during crises, as unearthed in this study's findings, substantiates prevailing insights within the domain of government crisis management practices. Extensive literature, notably studies conducted by Caravani et al. (2022) and Deloffre & Schmitz (2019), illuminates the challenges inherent in governments' efficient dispensation of aid and

support to the targeted beneficiaries during crises. Such discrepancies frequently arise from bureaucratic complexities, implementation delays, or deficiencies in the distribution mechanisms.

The revelation of the disparity between the pledged financial assistance and its tangible delivery during times of crises resonates profoundly with established research on government crisis management. Caravani et al. (2022) and Deloffre & Schmitz (2019) have extensively documented the obstacles governments confront in the effective dissemination of aid during tumultuous periods. This divergence often stems from bureaucratic inefficiencies, procedural complexities, or inadequacies in the operational frameworks tasked with disbursing aid to the intended beneficiaries.

The identified discrepancy between the promised governmental stimulus and its practical application during crises aligns vividly with existing literature on government crisis management practices. Caravani et al. (2022) and Deloffre & Schmitz (2019) have thoroughly detailed the systemic challenges governments encounter in ensuring the efficient delivery of support during tumultuous times. Often, these discrepancies emerge due to labyrinthine bureaucratic procedures, implementation bottlenecks, or shortcomings in the dissemination channels, highlighting the complexities governments face in executing swift and efficient crisis response measures.

Scholarly discourse within the realm of crisis management, particularly concerning governmental responses amid emergencies, underscores the paramount importance of prompt and efficient aid distribution, as highlighted by Kapucu & Özerdem (2011). Existing literature extensively documents instances of divergence between commitments made by authorities and the actual implementation of aid initiatives

across various crises worldwide, encompassing natural calamities, economic downturns, and health emergencies (Boin et al., 2018). Noteworthy studies have chronicled scenarios where government-sponsored aid programs, despite being heralded or pledged, encountered impediments in reaching the intended beneficiaries, thus impeding the efficacy of crisis interventions (UN Habitat, 2015).

The literature surrounding crisis management, specifically in the context of governmental responses during emergencies, accentuates the pivotal role of expeditious and effective aid dissemination, a point underscored by Kapucu & Özerdem (2011). The existing body of work extensively chronicles incidents where the assurance of support from governing bodies diverges from the actual execution of aid initiatives during a spectrum of crises, ranging from natural disasters to economic recessions and health emergencies (Boin et al., 2018). Scholarly studies underscore instances where governmental programs, despite their announcement or commitment, encounter formidable barriers in reaching the targeted individuals or communities, thereby compromising the efficiency of crisis interventions (UN Habitat, 2015).

The study's observation regarding the shortfall between announced stimulus funds and their actual provision resonates with previous research, illustrating a common challenge faced by governments worldwide in delivering promised assistance during crises. This discrepancy underscores the importance of not only announcing aid but also ensuring its swift and effective implementation to support affected sectors, such as the hospitality industry, during challenging times.

The findings highlighting emergency meetings and training sessions organized by government bodies such as the Ministry of Tourism and Ministry of Health align with existing literature on crisis management and government interventions during



emergencies. Literature discussing crisis management often emphasizes the significance of effective communication and collaboration between government agencies and private sector stakeholders during crises (Kapucu & Ustun, 2018). Emergency meetings, as highlighted in the study, play a crucial role in disseminating crucial information, establishing safety protocols, and discussing contingency plans. Such meetings facilitate the exchange of information, enable the coordination of efforts, and ensure that stakeholders are well-informed about the crisis's impact and necessary responses.

Furthermore, scholarly literature has underscored the significance of training sessions organized by government bodies, particularly those focusing on crisis response and health-related measures, as evidenced by prior research (Righi et al., 2021). These specialized sessions serve as a means to equip employees with the requisite skills and knowledge essential for effective responses during emergency situations, aligning with the observations drawn from the current study's findings. Nonetheless, the study's identification of respondents expressing the necessity for more proactive and regular training sessions resonates with existing literature advocating for continual education and preparedness (Dubé et al., 2020). Studies have emphasized that ongoing training programs substantially enhance employees' capability to navigate crises adeptly, stressing the importance of regular updates, skill reinforcement, and proactive measures to ensure sustained preparedness in confronting emergent challenges (Ssenyonga, 2021).

Literature in this field has highlighted the significance of training initiatives orchestrated by government entities, particularly those oriented toward crisis response and health-related measures, echoing similar sentiments to the current study's

observations (Righi et al., 2021). These specialized sessions are recognized as instrumental tools for empowering employees with the requisite competencies and knowledge imperative for proficient responses during emergency scenarios. Nevertheless, the study's uncovering of respondents underscoring the need for more proactive and recurring training programs aligns cohesively with prevailing literature that emphasizes the importance of continuous education and preparedness (Dubé et al., 2020). Scholarly investigations have consistently advocated for ongoing training schemes, stressing their pivotal role in enhancing employees' capacity to effectively handle crises. This highlights the critical need for regular skill updates, knowledge reinforcement, and proactive measures to ensure a sustained state of readiness in confronting unforeseen challenges (Ssenyonga, 2021).

Therefore, the study's findings regarding emergency meetings and training sessions echo established literature on crisis management, emphasizing the importance of collaborative efforts, effective communication, and ongoing training initiatives between government entities and stakeholders in the hospitality sector to navigate crises effectively.

The findings related to tax relief initiatives and aggressive marketing efforts by the government during crises align with existing literature on government interventions and crisis management strategies within the hospitality and tourism sectors. Literature on crisis management often underscores the significance of government interventions, including tax relief measures, during challenging periods (Bermeo & Pontusson, 2012). Tax reductions, such as VAT cuts and income tax relief, have been highlighted in previous studies as critical mechanisms to alleviate financial burdens on businesses, including those in the hospitality industry, during crises (Guo & Shi, 2021; Yu & Qi,

2022). The positive perceptions of these tax relief initiatives, as indicated in the study, resonate with existing research emphasizing the supportive role of such measures in providing financial respite and assisting organizations in maintaining operations during downturns.

Furthermore, government-led aggressive marketing campaigns to stimulate tourism align with established literature focusing on the role of promotional activities in crisis recovery within the tourism sector. Studies suggest that proactive marketing efforts are instrumental in restoring confidence among tourists, reviving travel interest, and promoting destinations post-crisis (Baloch et al., 2022; Beirman, 2020). The findings in the study regarding the government's efforts to stimulate economic growth through tourism align with literature emphasizing the importance of such strategies in rebuilding the industry and fostering economic recovery during and after crises.

Therefore, the study's findings on tax relief initiatives and aggressive marketing strategies mirror established literature on government interventions and crisis management practices within the hospitality and tourism sectors, emphasizing the pivotal role of government support in mitigating financial stress and revitalizing tourism activities during challenging times.

The identified gaps between promised and actual support from the government to hotels during crises resonate with existing literature on the challenges associated with government assistance and crisis management in the hospitality sector. Literature on crisis management and government interventions acknowledges the complexities in delivering effective aid during challenging periods (Caravani et al., 2022; Deloffre & Schmitz, 2019). Instances where a substantial percentage of hotels reported receiving no assistance or being unaware of available support align with previous studies

highlighting inconsistencies and challenges in aid distribution during crises (Boin et al., 2018, UN Habitat, 2015).

Moreover, the findings indicating that face masks, sanitization products, and tax relief were the most prevalent forms of government aid corroborate with existing literature emphasizing specific types of support commonly provided during crises. For instance, the World Bank highlights the distribution of essential items (like masks and sanitization products) and tax relief as typical forms of government aid aimed at protecting people, including those in the hospitality industry, during challenging times (World Bank, 2020).

However, the study's revelation of hotels experiencing gaps in receiving assistance underscores a prevalent issue that aligns with previous literature highlighting the need for more comprehensive, accessible, and transparent aid strategies during crises. This emphasizes the importance of efficient aid delivery mechanisms and increased awareness about available assistance to ensure that all affected establishments can benefit equitably during times of crisis.

#### **5.4 Conclusions**

Based on the quantitative and qualitative findings, the researcher drew the following conclusions. Effective HR crisis management practices are crucial in maintaining the performance and resilience of hotels during crises. Implementing measures such as staff training, clear communication, and employee support can contribute to the overall success of hotels in challenging times. Collaborating with employees and addressing their concerns helps ensure their safety and well-being, which in turn positively impacts the quality of service provided to guests. The non-significant effect on hotel performance calls for more research

Hotels employ various marketing strategies to attract customers during crises and this impacts positively and significantly on their performance. These strategies include offering special deals, reducing prices, advertising through different media platforms, and collaborating with other merchants and hotels. It is important for hotels to adapt their marketing efforts to address the concerns of potential customers and emphasize safety. A strong and effective marketing strategy, coupled with maintaining a good brand image, can contribute to the survival and success of hotels during crises.

Hotels prioritize cost-cutting measures as maintenance practices during crises. These practices impact positively and significantly on hotel performance. Negotiating with suppliers, temporarily suspending operations, and eliminating non-essential expenses are common practices. However, it is crucial for hotels to carefully balance cost-cutting strategies while maintaining the quality of products and services. Postponing cosmetic and systems maintenance to a small extent indicates the hotels' commitment to providing a quality customer experience. Investing in innovative solutions and exploring alternative strategies can help hotels adapt and thrive during challenging circumstances.

Government interventions such as economic stimulus programs, tax relief measures, and aggressive marketing campaigns have been observed. However, there are challenges in accessing financial assistance, with some hotels not receiving the promised support. Collaboration and communication between the government and private sector stakeholders are essential in managing crises and promoting public safety. Governments' efforts in providing support, implementing policies, and facilitating collaboration contribute to the overall resilience and recovery of the hotel industry.

Overall, the study underscores the importance of comprehensive crisis management strategies that encompass HR, marketing, maintenance, and government contributions in the hotel industry in Mombasa. Effective crisis management practices, supported by government interventions and collaborative efforts, can help hotels navigate through crises, maintain their performance, and ensure the safety and satisfaction of guests and employees.

### **5.5 Recommendations**

In light of the study's findings, several recommendations emerge for key stakeholders in the hospitality industry, particularly hotels, to enhance crisis management practices and better support their employees during challenging times.

Hotel management and Human Resources (HR) departments should establish ongoing staff training programs focused on crisis management. These initiatives should equip employees at all levels with the necessary skills and knowledge to navigate crises effectively. Additionally, they should foster transparent communication channels between management and staff, coupled with comprehensive employee support mechanisms. Governmental and industry regulatory bodies, should embrace proactive measures like hosting workshops or seminars aimed at educating hotels about available human crisis management resources and how support can prove highly beneficial.

In view of the research findings regarding marketing crisis management practices in hotels, hotel management and executives responsible for crisis management and marketing strategies should conduct seminars, workshops, or conferences on marketing crisis management, specifically tailored for hotel management teams. Industry conferences, webinars, or professional associations should be leveraged to

disseminate these recommendations widely among hotel management. Marketing and PR departments should ensure continued alignment between marketing strategies and crisis response plans by facilitating meetings or discussions between marketing teams and crisis management units to synchronize efforts. Besides, these departments should encourage marketing teams to align campaigns with evolving customer preferences and safety concerns. Emphasize safety measures, transparently communicated through marketing materials and channels.

Maintenance and operations managers, finance departments, and procurement teams should liaise in emphasizing the importance of balancing cost-cutting measures with the preservation of service and product quality. They should encourage strategic approaches that prioritize critical maintenance while ensuring a quality customer experience. Besides, they promote innovative solutions to reduce costs without compromising service quality. Encourage exploration of new technologies or practices that offer cost savings while maintaining or enhancing customer satisfaction. Meanwhile, senior executives of star rated hotels should encourage the adoption of adaptable maintenance strategies that can be tailored to suit varying crisis situations, in addition to fostering a culture of proactive maintenance planning to minimize disruptions and maintain operational efficiency during crises.

Government agencies, financial departments, and policymakers should emphasize the importance of transparent and efficient distribution channels for financial assistance programs. They should also put in place clear guidelines and processes for hotel establishments to access support during crises. These teams ought to establish measures to address challenges related to accessing financial assistance, and conduct regular reviews and audits of support programs to ensure equitable and timely

distribution. Meanwhile, Government representatives, tourism boards, and industry stakeholders need to promote regular interaction and collaboration between government entities and hospitality industry stakeholders. The onus is on Government policymakers, industry representatives, and tourism officials to ensure the effective implementation of policies designed to support the hospitality industry during crises. They should regularly assess the impact of these policies and make necessary adjustments based on industry feedback.

## **5.6 Implications for Theory and Practice of Hotel Management during Crisis**

### **5.6.1 Implications for Theory**

This study was anchored in Chaos Theory. Chaos theory, fundamental to complex systems, asserts that these systems are sensitive to initial conditions and exhibit nonlinear dynamics. The study's finding regarding the efficacy of marketing crisis management in enhancing hotel performance aligns with this theory, emphasizing the significance of small adjustments in crisis marketing strategies. These minute alterations can trigger substantial outcomes, akin to the butterfly effect, where small modifications in one segment can culminate in significant consequences elsewhere.

Moreover, the study underscores the concept of self-organization and adaptability in complex systems. Effective marketing crisis management allows hotels to adapt their strategies in response to crisis dynamics, enhancing resilience. Additionally, concerning maintenance crisis management, the study demonstrates the delicate balance hotels must maintain between cost-cutting measures and service quality. This aligns with sensitive dependence on initial conditions, where seemingly minor cost-cutting decisions can profoundly affect hotel performance.



The findings validate chaos theory, highlighting the interconnectivity of elements within complex systems and the potential for small changes to yield substantial outcomes. Organizations should evaluate the potential ripple effects of cost-cutting strategies during crises to navigate chaos and maintain long-term stability. Moreover, adaptable hotels that respond to market shifts and challenges better manage crises and sustain their competitive edge. Embracing chaos theory principles by implementing recommended strategies enables hotels to transform challenges into growth opportunities, showcasing adaptability in navigating a dynamic industry landscape.

Further, the study endorses chaos theory in HR crisis management. Effective HR strategies in turbulent times underscore the theory's relevance. Adopting chaos theory insights can bolster organizations' adaptability and resilience. Integrating these insights into HR practices facilitates a better understanding and management of complexities during crises, enhancing sustained success and competitiveness.

Therefore, this study's findings illustrate how embracing chaos theory principles in hotel management can empower organizations to navigate uncertainties effectively, cultivate adaptability, and achieve sustained success in dynamic environments.

### **5.6.2 Implications to the Practice of Hotel Management**

Hotel management during a crisis necessitates strategic decision-making and proactive measures to ensure operational continuity and mitigate adverse effects on performance. The implications drawn from this study's findings and recommendations offer valuable insights for the hotel industry to enhance crisis management practices and overall performance.

Firstly, hotels must tread cautiously when executing cost-cutting measures during crises. By adopting prudent approaches like negotiating better prices with suppliers

and temporarily suspending non-essential operations, hotels can curtail expenses without compromising service quality. However, measures such as salary cuts should be approached with caution due to their potential negative impacts on employee morale and organizational culture. Exploring alternative cost-cutting strategies that prioritize financial stability while safeguarding employee welfare is imperative.

Tailoring marketing strategies is pivotal for hotels to allure and retain customers amidst crises. Understanding the unique preferences of diverse customer segments, both domestic and international, enables hotels to adapt marketing approaches effectively. Offering specialized deals, menu alterations, and targeted advertising, coupled with collaborative marketing efforts, expand the customer base and elevate brand visibility. Moreover, providing comprehensive training and support to hotel management in marketing and crisis management ensures sustained competitiveness in the market.

Additionally, enhancing human resources (HR) crisis management practices is essential for hotels to navigate challenging periods adeptly. Transparent communication with employees regarding changes in HR practices fosters trust and maintains a positive work environment. Investing in continuous training and development of the HR department equips them with vital skills to handle crises efficiently. Developing a comprehensive HR crisis management plan, encompassing alternative staffing arrangements, cost-cutting strategies, and robust employee support mechanisms, bolsters hotels' resilience during turbulent times.

In summary, these practical implications underscore the importance of a balanced approach, harmonizing cost-cutting measures with service quality maintenance, tailoring marketing strategies, and prioritizing effective HR crisis management.

Implementation of these recommendations empowers hotels to fortify their performance, adapt to market fluctuations, and fortify resilience during crises, ultimately positioning them for enduring success in the fiercely competitive hotel industry.

### **5.7 Recommendations for Future Research**

Based on the study's findings, several recommendations for future research are suggested. Investigate human resource crisis management practices: Future research should explore them to increase their impact on hotel performance during crises. This exploration could involve studying specific strategies and approaches to crisis management from the human resource perspective.

Explore mediating factors: Future studies should examine mediating factors that may influence the relationship between crisis management practices and hotel performance. For example, the mediating effect of crisis management on leadership styles can be investigated. Similarly, the impact of such mediation on hotel performance can be investigated.

Investigate other factors contributing to the remaining variation: Since the current study only explained 84% of the total variation in hotel performance, future research should identify and analyze the factors that constitute the remaining 16%. This could involve exploring additional crisis management practices or other factors influencing hotel performance.

Expand the research context: The study was conducted on star-rated hotels in Mombasa, Kenya, representing only a portion of the hospitality industry. It is recommended to conduct future research in different industry segments, such as tour firms, tour operators, travel agents, membership clubs, and lodges, to provide a more

comprehensive understanding of crisis management practices and their impact on performance.

Investigate hotel resilience: Hotel resilience during crisis events is an emerging topic in the literature. Future studies should focus on examining hotels' resilience and ability to adapt and recover during crises. This could involve exploring strategies, resources, and organizational characteristics contributing to hotel resilience.

By addressing these recommendations, future research can contribute to a deeper understanding of crisis management practices and their impact on hotel performance, leading to the development of more effective strategies and approaches in the tourism and hospitality industry.

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## APPENDICES

### Appendix I: Questionnaire

Dear Sir/Madam,

#### RE: INTRODUCTION

I am Eunice Mukolwe a student at Moi University undertaking a Doctorate degree in Hospitality Management. I am currently undertaking a research study entitled: *“Crisis Management Practices and Performance of Star rated hotels in Mombasa County, Kenya.”* The study is expected to yield information that will be useful for improvement of crisis management practices in hotels to improve performance.

You have been identified as one of the respondents to provide information for the study. This is therefore to request you to complete the questionnaire attached as honestly as possible.

Thank you for your co-operation.

#### SECTION A: Personal information of the respondent.

1. Please tick where appropriate:

Gender	Male <input type="checkbox"/>	Female <input type="checkbox"/>		
Age in years	18-25 <input type="checkbox"/>	26-40 <input type="checkbox"/>	Above 40 <input type="checkbox"/>	
Academic qualifications	<input type="checkbox"/> None Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>	College <input type="checkbox"/>	University <input type="checkbox"/>
Job title	Supervisor <input type="checkbox"/>	Ass.manager <input type="checkbox"/>	Manager <input type="checkbox"/>	Other
Duration of employment	below 5 year <input type="checkbox"/>	6-10 years <input type="checkbox"/>	above 10 <input type="checkbox"/>	
Department	Housekeeping <input type="checkbox"/>	Front office <input type="checkbox"/>	Food & Bev <input type="checkbox"/>	Specify any other:

2. Has the hotel experienced any crisis?

1. Yes ( ) 2. No ( )

2b. Kindly mention the various crisis experienced by the hotel.

( ) Terrorism ( ) Covid 19 ( ) Floods ( ) Fires ( ) specify others

.....

### SECTION B: Human Resource Crisis Management Practices

3. To what extent do you implement the following Human Resource practices during a crisis in your hotel:

Key: 1-No Extent (NE), 2-Small Extent (SE), 3-Medium Extent (ME), 4-Large Extent (LE), 5-Very Large Extent (VLE)

	Practice Description	NE 1	SE 2	M E 3	L E 4	VL E 5
B1	We reduce the labor force by laying off employees	1	2	3	4	5
B2	We use unpaid leave to reduce labor force	1	2	3	4	5
B3	We reduce the number of working days per week	1	2	3	4	5
B4	We reduce employee pay	1	2	3	4	5
B5	We replace highly paid employees with new low paid employees	1	2	3	4	5
B6	We rely on outsourced staff	1	2	3	4	5
B7	Reduced number of hours worked	1	2	3	4	5

Others, specify

.....

### SECTION C: Marketing Crisis Management Practices

3. To what extent do you implement the following marketing practices during a crisis in your hotel:

Key: 1-No Extent (NE), 2-Small Extent (SE), 3-Medium Extent (ME), 4-Large Extent (LE), 5-Very Large Extent (VLE)

	Practice Description	NE 1	S E 2	M E 3	L E 4	VL E 5
C1	We market together with other merchants and hotels	1	2	3	4	5
C2	We advertise in the media i.e television, radio, newspapers, social media	1	2	3	4	5
C3	We give special offers	1	2	3	4	5
C4	We reduce our prices	1	2	3	4	5
C5	We market new services and products	1	2	3	4	5
C6	We Market to domestic tourists and locals	1	2	3	4	5
C7	We change the menu	1	2	3	4	5
C8	We employ a destination specific marketing strategy	1	2	3	4	5
C9	We Market to foreign tourists with specific focus on the hotels' distinctive features and relative safety	1	2	3	4	5
C10	We offer only home delivery and take out services	1	2	3	4	5

Others, specify

.....

.....

### SECTION D: Maintenance (Cost Cutting) Crisis Management Practices

5. To what extent do you implement the following cost cutting practices during a crisis in your hotel:

Key:1-No Extent (NE), 2-Small Extent (SE), 3-Medium Extent (ME), 4-Large Extent (LE), 5-Very Large Extent (VLE)

	Practice Description	NE 1	SE 2	ME 3	LE 4	VLE 5
D1	We cut cost by reducing the services offered by the hotel e.g gym, spa, restaurant etc	1	2	3	4	5
D2	We Postpone major expenditures on hotel renovation	1	2	3	4	5
D3	We cut costs by postponing cosmetic maintenance to the hotel	1	2	3	4	5
D4	We cut costs by postponing systems maintenance	1	2	3	4	5
D5	We cut cost by using less expensive substitutes in the kitchen	1	2	3	4	5
D6	We postpone scheduled payments	1	2	3	4	5
D7	We eliminated non-essential expenses	1	2	3	4	5
D8	We cut capital expenditure	1	2	3	4	5
D9	We used take away services	1	2	3	4	5
D10	We imposed salary cuts for staff	1	2	3	4	5
D11	We temporarily suspended operations					
D12	Negotiation with suppliers to lower costs for foodstuff					

Others, specify

.....

### SECTION E: Hotel Performance

9. To what extent do you achieve the following performance measures from using crisis management practices in your hotel:

Key:1-No Extent (NE), 2-Small Extent (SE), 3-Medium Extent (ME), 4-Large Extent (LE), 5-Very Large Extent (VLE)

	Statement	NE	SE	ME	LE	VLE
E1	High profit level in relation to expectations	1	2	3	4	5
E2	High profit level in relation to competitors	1	2	3	4	5
E3	Increase in customer loyalty	1	2	3	4	5
E4	Acquisition of new customers	1	2	3	4	5
E5	New market growth	1	2	3	4	5
E6	Employment of competent personnel	1	2	3	4	5
E7	Increase in occupancy rates	1	2	3	4	5
E8	Increase in perceived customer satisfaction	1	2	3	4	5
E9	Increased average room rate	1	2	3	4	5
E10	Development of new products	1	2	3	4	5
E11	Improved productivity	1	2	3	4	5
E12	Effectively responding to changes in the market	1	2	3	4	5

Others, specify

.....

.....

10. Give recommendations to improve crisis management in your hotel  
.....  
.....

11. Mention challenges faced when managing crisis in your hotel.  
.....  
.....

12. Mention the various assistance you have received from the government when  
managing a crisis in your hotel.  
.....  
.....

13. Of the practices listed above which ones do you think are the most important  
when managing a crisis.  
.....  
.....

14. Suggest other ways in which crisis management practices can help improve  
performance of hotels.  
.....  
.....

**END OF QUESTIONNAIRE**  
**Thank You for taking your time to fill in the questionnaire.**

**Appendix II: Interview Schedule**

1. How do you coordinate with government bodies concerning crisis?
2. What mitigation measures have been put in place by the ministry of tourism and wildlife to support the hotels during crisis?
3. What recovery strategy did the Kenya tourism board put in place to support hotels during crisis?

### Appendix III: Management Interview Responses

	<b>Interviewee responses</b>	Subthemes	Them
I- 1	There was government announcement on a stimulus package that will cover losses and expenses, however, am not sure if this was implemented since we did not receive even a coin	Stimulus package	<b>Stimulus funds</b>
I- 3	While our hotel did not receive direct stimulus funds, we recognize the importance of the government's efforts to support the industry.	Stimulus funds	
I- 4	The Government of Kenya is providing a grant to assist with outstanding expenses and reopening of businesses	Grant	
I- 5	"The government's provision of stimulus funds to some hotels has been a lifeline for those fortunate enough to receive them. However, our hotel did not receive such assistance.	stimulus funds	
I-6	Government through the Tourism Finance Corporation (TFC) has provided soft loans to hotels and other related establishments	Soft loans	
I- 7	"The government's financial aid provided stability to hotels, allowing them to continue serving guests and contributing to the local economy	Financial aid	
I- 8	In one of the meeting I attended, our governor promised to establish emergency funds to help cushion the hotels in case of crisis	Emergency fund	
I-9	The directive for banks and other commercial institutions to reduce transaction charges was beneficial to hotels too as it reduced our costs. Banks were also directed to reschedule loans for hotels, it gave us breathing space	Reschedule of loans	
I- 10	"The government's assistance has played a crucial role in supporting hotels' crisis management efforts. Some establishments received funds that helped them adapt their operations and ensure guest safety. Despite not receiving such funding, we have focused on optimizing efficiency and leveraging technology to deliver exceptional service.	Funds	
I- 12	The government's loan program has helped to stabilize the hotel industry and prevent mass layoffs. The loans have also given hotels the opportunity to invest in new technologies and amenities, which will help them to compete in the post-pandemic marketplace	Loans	

	<b>Interviewee responses</b>	Subthemes	Theme
I-1	The training we received from ministry of health enhanced a well-coordinated, planning and monitoring of response interventions	Training meetings	<b>Emergency Meetings</b>
I-2	Ministry of health assisted our employees to detect suspected cases and contacts, isolate and provide timely optimized care for suspected and confirmed cases at hotel and prevent human-to-human transmission among close contacts, health care workers, and transmission amplification in the hotel"	Assistance meetings	
I-3	There is need for regular training of crisis management, rather than offering the training when the crisis occurred	Need for training	
I-4	There were meeting held to by Ministry of health official training of frontline employee of our hotels, employees were trained on how to use PPE kits and precaution measures again covid 19 pending" (1-05)	Emergency meeting for PPE kits	
I-5	Officials of KTB come to our hotel and held a four hour meeting with us after 2 week since the first case of COVID 19 was reported in Kenya where contingency plans with post-crisis mitigation measures were discussed" (1-07)	Meeting with KTB	
I-6	Several meetings were held by the Ministry of Tourism and the Tourism Board with private sector players and frontline	Meetings with Ministry of	

	staff to ensure that all tourism facilities and points of entry comply with safety measures and WHO standards	Tourism and the Tourism Board	
--	---	-------------------------------	--

	<b>Interviewee responses</b>	Subthemes	Theme
I-7	Government was very strategic in managing the crisis by reducing income tax which protected the vast majority of our employees who occupy the low income bracket through lower prices of essential good	reducing income tax	Tax relieve
I-8	Government proposed cut of corporate income, come as miracle to us. It helps us to sustain beyond the covid 19 management crisis to assist in recovery	cut of corporate income	
I-9	government reduction of VAT and removal of income tax on workers who earn a maximum of 24,000 shillings was very beneficial to our employee who majority earn less than KSH 25000 The government introduced covid 19 corporation tax relief to cushion hotels from facing financial distres	reduction of VAT	
I-10	Many hotels had experienced reduced demand for their services, which has resulted in decreased revenue. Tax relief helped these hotels to reduce their financial burden and maintain their operations during this challenging time	Tax relief	

### Appendix IV: List of Target Hotels

5STAR (*****)	4 STARS (****)	3 STARS (***)	2 STARS (**)
<ul style="list-style-type: none"> <li>• Pride Inn paradise Beach Resort</li> </ul>	<ul style="list-style-type: none"> <li>• Sarova Whitesands Beach Resort and Spa.</li> <li>• Serena Beach Resort and Spa.</li> <li>• Voyager Beach Resort.</li> <li>• Marina English Point.</li> <li>• Severin Sea Lodge</li> </ul>	<ul style="list-style-type: none"> <li>• Bahari Beach Hotel.</li> <li>• Isinya Resorts Limited.</li> <li>• Royal Court Hotel</li> <li>• Jacyjoka Apartments</li> <li>• Azul Margarita Beach Resort</li> <li>• Bollwood Bites</li> <li>• Kenya Bay Beach Club</li> <li>• PrideInn Mombasa</li> </ul>	<ul style="list-style-type: none"> <li>• Plaza Beach Hotel</li> <li>• Castle Royal Hotel</li> <li>• Gasaro Hotel Limited.</li> <li>• Midview Hotel</li> </ul>

**Source:** Tourism Regulatory Authority (2022) `



## Appendix V: Map of Mombasa County



## Appendix VI: Recommendation Letter



**MOI UNIVERSITY  
OFFICE OF THE DEAN  
SCHOOL OF TOURISM, HOSPITALITY & EVENTS MANAGEMENT**

**Telephone:** 0771-296270/020-8001263  
**Fax:** (053) 43047  
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Box 3900  
**ELDORET**  
Kenya

**Ref:** MU/STHE/PG/23

11<sup>th</sup> October, 2022

**TO WHOM IT MAY CONCERN**

Dear Sir/Madam,

**RE: RECOMMENDATION LETTER FOR – MS. EUNICE MUKOLWE-STHE/DPHIL/H/006/16**

The above named is a bonafide student of Moi University, School of Tourism, Hospitality and Events Management. She is pursuing a Doctor of Philosophy in Hospitality Management in the Department of Hospitality Management.


She has successfully completed her course work and has defended her proposal titled “**Effects of Crisis Management Practices on Performance of Hotels in Mombasa County.**” Ms. Mukolwe has been allowed to proceed to the field for data collection.


Any assistance accorded to her will be appreciated.

Yours faithfully,

  
  
**PROF. JACQUELINE KORIR**  
**AG. DEAN, SCHOOL OF TOURISM, HOSPITALITY & EVENTS MANAGEMENT**


### Appendix VII: Research License

  
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**Appendix VIII: Plagiarism Report**

SR336



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Awarded by:

Prof. Anne Syomwene Kisilu

CERM-ESA Project Leader Date: 19/10/2023