



# STRATEGIC CHANGE MANAGEMENT AND ORGANIZATIONAL PERFORMANCE OF MEDIUM AND LARGE HOTELS IN RIVERS

By

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## Abstract

This study examines the effect of strategic change management on organizational performance in medium and large hotels in Rivers State, Nigeria. Recognizing the dynamic and competitive nature of the hospitality industry, the research explores four critical dimensions of strategic change management communication, collaboration, culture, and commitment and their influence on key performance indicators such as customer satisfaction, operational efficiency, and financial outcomes. Guided by Kotter's 8-Step Change Model and the Resource-Based View (RBV), the study adopts a cross-sectional survey design, collecting data from 68 managerial employees across selected 3-star hotels. Using Pearson correlation and multiple regression analysis, findings reveal strong, positive, and statistically significant relationships between each change management dimension and organizational performance, with commitment and communication emerging as the strongest predictors. The regression model explains 58.1% of the variance in performance outcomes, highlighting the strategic importance of internal change capabilities in enhancing hotel competitiveness. The study provides theoretical validation for multi-dimensional change frameworks and offers practical insights for hotel managers seeking to implement effective change strategies. It recommends institutionalizing participatory leadership, fostering a change-ready culture, and promoting interdepartmental collaboration to drive performance.

## Keywords:

Collaboration, Commitment, Communication, Culture, Strategic Change Management, Organizational Performance.

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## INTRODUCTION

The global hospitality industry plays a critical role in socio-economic development by creating employment, facilitating international travel, and promoting cultural exchange. In Africa, and particularly in Nigeria, the hotel sector forms a major component of the tourism and service economy, contributing to GDP growth, employment generation, and urban development (Akhorshaideh et al., 2022). In Rivers State, a region noted for its economic vibrancy and oil-driven commercial activities, medium and large hotels cater to a diverse clientele—corporate guests, tourists, and expatriates—making the industry vital to local development (Mulade & Onuoha, 2020). However, the hotel industry in Nigeria, like its global counterparts, is experiencing increasing dynamism driven by evolving consumer preferences, technological advancements, economic uncertainties, and regulatory pressures. These dynamics necessitate frequent strategic changes to remain competitive and sustainable. Hotels now incorporate innovations such as automated check-ins, digital booking platforms, and personalized guest experiences to meet shifting market demands and sustain performance (Stavrinoudis & Floras, 2012).

As the industry evolves, the ability of hotel organizations to manage strategic change effectively becomes crucial for maintaining and enhancing performance. Strategic change management involves systematically aligning organizational practices, people, and processes with new strategic directions in response to environmental shifts. The present study focuses on four key dimensions of strategic change management: communication, collaboration, culture, and commitment. Communication ensures clarity of change objectives; collaboration fosters shared ownership; culture underpins acceptance and integration of change; and commitment sustains motivation during transitions (Akhorshaideh et al., 2022; Jones et al., 2019). These dimensions are considered vital as they reflect both the technical and human aspects of change implementation in hospitality firms (Ogaga, 2015; Sang et al., 2017). Their significance in this study is underscored by the unique operational challenges faced by hotels in Rivers State—ranging from security concerns to customer service expectations—which necessitate holistic and inclusive change strategies.

Organizational performance, the dependent variable (DV) in this study, is a multifaceted construct reflecting an organization's ability to achieve its strategic goals. It encompasses financial outcomes, customer satisfaction, internal processes, and learning and growth capabilities (Felizardo et al., 2017). In the hotel industry, performance indicators such as occupancy rates, revenue per available room (RevPAR), customer retention, and operational efficiency are critical for competitiveness and long-term sustainability (Onwuli, 2024). Research indicates that successful strategic change enhances these performance metrics by aligning operations with evolving business environments (Taiwo & Idunnu, 2010). Understanding how the dimensions of change management influence these outcomes is thus central to improving hotel performance in volatile markets like Rivers State.

Prior research has examined the nexus between strategic change and performance in various sectors. Sang et al. (2017) investigated large and medium hotels in Kenya and found that effective change management positively influenced performance. Ogaga (2015) similarly confirmed that strategic change practices improved organizational results in Kenya's

hospitality sector. In Nigeria, Agbo (2018) examined change management in telecommunications, while Kimhi et al. (2019) studied its impact on manufacturing firms, both reporting significant performance implications. In Rivers State specifically, Mulade and Onuoha (2020) linked strategic planning to better performance in hospitality firms, though they did not focus on change management. These studies underscore a growing interest in the strategic aspects of organizational development and their measurable impacts.

Despite these contributions, existing literature has gaps that this study aims to fill. Few studies have holistically investigated strategic change management in the hospitality sector within Rivers State, specifically considering the combined influence of communication, collaboration, culture, and commitment. Moreover, while prior studies often focused on other sectors or geographic locations, there is limited empirical evidence addressing how these dimensions impact performance in the unique sociopolitical and economic context of Rivers State (Onwuli, 2024; Roach et al., 2023). This research intends to bridge this gap by providing localized insights, leveraging the relevance of strategic change in a dynamic and competitive hotel market.

The symptoms of poor strategic change management in the hospitality industry include high staff turnover, customer dissatisfaction, operational inefficiencies, and declining revenues (Mwakuduwa et al., 2024). Conversely, effective change management enhances adaptability, resilience, and sustained performance (Roach et al., 2023). As organizational environments continue to shift rapidly—driven by technology, customer expectations, and socio-economic variables—hotels that excel in strategic change implementation are better positioned to thrive. The inclusion of communication, collaboration, culture, and commitment in this study reflects the multifaceted nature of successful change initiatives, providing a comprehensive lens for assessing their effects on performance (Armstrong, 2019; Jones et al., 2019). Therefore, this study focuses on examining the effect of strategic change management on the organizational performance of medium and large hotels in Rivers State, using communication, collaboration, culture, and commitment as key dimensions of change management. The primary aim is to determine how these variables influence organizational outcomes, provide empirical evidence for hotel managers and policymakers, and propose actionable recommendations for strengthening performance through strategic change practices.

## **THEORETICAL FRAMEWORK**

This study is anchored on two complementary theoretical perspectives: Kotter's 8-Step Change Model and the Resource-Based View (RBV) of the firm. These theories collectively provide a dual-lens framework to explain the processes and outcomes associated with strategic change management and its effect on organizational performance in medium and large hotels in Rivers State. Kotter's (2012) 8-Step Change Model serves as a process-oriented framework for understanding how change initiatives are successfully implemented within organizations. The model outlines a structured approach comprising eight critical steps: establishing a sense of urgency, forming a guiding coalition, developing a vision and strategy, communicating the vision, empowering employees for action, generating short-term

wins, consolidating gains, and anchoring new approaches in the organizational culture. This model reflects the behavioral and strategic dimensions involved in effective change execution. Its relevance to the current study lies in its close alignment with the four dimensions of strategic change management under investigation—communication, collaboration, culture, and commitment. For instance, effective communication is emphasized in Kotter's fourth step, collaboration is critical in forming coalitions (step 2), culture change is the ultimate objective of step 8, and employee commitment is necessary throughout the process to sustain momentum (Jones et al., 2019; Mwakuduwa et al., 2024).

While Kotter's model addresses how change can be effectively led, the Resource-Based View (RBV) offers a perspective on why these internal capabilities influence organizational outcomes. First introduced by Barney (1991), RBV posits that organizations achieve and sustain competitive advantage by developing and leveraging valuable, rare, inimitable, and non-substitutable (VRIN) resources. In this study, strategic change management practices—particularly those involving effective internal communication, shared commitment, collaborative leadership, and adaptive culture—are conceptualized as intangible strategic resources that contribute to performance outcomes. Ahmed et al. (2018) and Arend and Lévesque (2010) argue that internal organizational factors such as employee engagement and communication systems, when well-developed, serve as unique enablers of improved productivity and service delivery—key indicators of performance in the hospitality industry.

Moreover, Felizardo et al. (2017) emphasize that the performance of organizations is not merely a function of external factors, but is strongly influenced by how internal structures and processes are aligned with strategic goals—supporting the RBV view. Armstrong (2019) adds that critical realism, often aligned with RBV, encourages the study of latent mechanisms (like culture and communication systems) that drive observable performance outcomes. Together, these theories provide a comprehensive theoretical scaffold for this study. Kotter's model supports the analysis of how change is managed across communication, collaboration, culture, and commitment, while RBV provides a justification for why these practices are expected to significantly influence organizational performance. This integrated framework enhances the explanatory power of the study and allows for a nuanced understanding of the interplay between strategic change practices and performance in the context of the Nigerian hotel industry.

## CONCEPTUAL CLARIFICATIONS

Organizational performance remains one of the most widely explored constructs in management literature, as it reflects the capacity of an organization to utilize its resources efficiently to achieve strategic objectives. It encompasses both financial and non-financial indicators, such as profitability, growth, customer satisfaction, operational efficiency, and innovation. Performance serves as a barometer for organizational health, guiding decision-making, policy formulation, and resource allocation (Anwar et al., 2016; Rehman et al., 2019). Scholars (Armstrong, 2019; Felizardo et al., 2017) have increasingly emphasized the need for holistic performance measurement frameworks that transcend short-term profitability and capture long-term strategic outcomes. In the service industry, organizational

performance acquires additional significance due to the intangible nature of services and the centrality of customer experience. In sectors like hospitality, the responsiveness of firms to environmental changes, guest preferences, and market competition directly affects their performance. Performance here is typically assessed via customer satisfaction, service delivery consistency, revenue growth, occupancy rates, and online ratings (Onwuli, 2024).

Almatrooshi et al. (2016) note that in hospitality, performance is not just about bottom-line results but also about sustained competitiveness, employee engagement, and innovation in service quality. The hospitality industry, characterized by intense competition and evolving consumer preferences, relies heavily on service quality, operational agility, and strategic decision-making to enhance performance. Specifically, within the hotel segment of the industry, performance hinges heavily on adaptability and strategic alignment. The business is increasingly characterized by technological shifts, evolving consumer behavior, and regulatory pressures. As such, medium and large hotels must not only maintain operational efficiency but also respond proactively to internal and external disruptions (Ogaga, 2015; Sang et al., 2017). Ahmed et al. (2018) emphasize that such performance resilience is closely tied to the internal strategic capabilities of the firm, particularly their ability to manage change, inspire employees, and institutionalize continuous improvement. The industry's dynamism necessitates effective change management practices to navigate challenges and capitalize on emerging opportunities.

Strategic change management thus becomes a crucial determinant of organizational performance, especially in sectors prone to rapid change like hospitality. Defined as the structured approach employed by organizations to transition from their current state to a more desired future state, strategic change management involves deliberate efforts to align people, processes, and systems with strategic goals (Cameron & Green, 2019; Jalagat, 2016). The primary objective is not merely to implement change, but to do so in a way that minimizes resistance, sustains momentum, and enhances long-term performance outcomes. As Ogaga (2015) found in the Kenyan hospitality sector, change management must be treated not as a one-off event but as a continuous strategic process.

Hospitality firms often face the dual challenge of managing high customer expectations while adapting to environmental uncertainties. As such, the ability to implement strategic change effectively becomes a source of competitive advantage. Kotter's (2012) 8-step model outlines that successful change hinges on creating urgency, developing a shared vision, and institutionalizing new approaches. Jones et al. (2019) support this view, noting that strategic change fails not because of flawed plans but due to human resistance and poor execution. Hotels that invest in proactive change strategies are better positioned to enhance service delivery and achieve sustainable performance. Moreover, change management in hospitality is inherently complex due to the human-centric nature of service delivery. Employees are not merely executors of change but active participants whose buy-in determines the outcome (Lauer, 2020). Mwakuduwa et al. (2024) demonstrate that change efforts in coastal hotels of Kenya were most successful when employee involvement was high and organizational culture supported adaptability. Agbo (2018) also showed that when change initiatives were

aligned with employee expectations and organizational values, performance metrics such as employee retention and customer satisfaction improved significantly.

Empirical studies (Agbo, 2018; Kimhi et al., 2019; Mwakuduwa et al., 2024) have demonstrated that strategic change management positively influences organizational performance, reinforcing the need for structured interventions even in the hospitality industry. The effectiveness of strategic change management is often determined by the interplay of several critical elements. It is within this context that the current study considers four essential dimensions of strategic change management—communication, collaboration, culture, and commitment—as foundational to the success of change initiatives in medium and large hotels in Rivers State. These dimensions not only shape how change is perceived and implemented but also determine whether it translates into performance gains. Their inclusion in this study is justified by their repeated empirical validation as critical enablers of change success across organizational contexts (De-la-Calle-Durán & Rodríguez-Sánchez, 2021; Do et al., 2023).

Communication is the bedrock of successful change initiatives. It involves timely, transparent, and consistent dissemination of information to internal stakeholders. Effective communication plays a vital role in creating awareness, clarifying expectations, reducing uncertainty, foster trust, and ensure alignment of understanding across all levels of the organization (Lauer, 2020). In the context of change management, poor communication is one of the leading causes of resistance and failure (Cameron & Green, 2019). According to Sang et al. (2017), hotels that employed structured communication strategies experienced smoother transitions and less employee resistance during change processes. Hotels that practice open, transparent, and timely communication experience less resistance and higher trust during transitions.

In context of current study, collaboration refers to the extent to which organizational members and departments work together to achieve shared change goals. It involves shared decision-making, cross-functional teamwork, and the involvement of all relevant stakeholders (Do et al., 2023). Collaborative environments not only facilitate knowledge sharing and innovation but also increase commitment to change efforts. In the hospitality industry, where service delivery often requires cross-functional cooperation, collaboration enhances learning and adaptability. As Shahzad et al. (2012) highlight that in service industries like hospitality, team-based collaboration enhances adaptability and responsiveness during transformation efforts. By promoting teamwork and shared decision-making, strengthens organizational cohesion and accelerates change adoption.

Culture is the set of shared values, beliefs, and norms that shape behavior in an organization. Culture, as the shared system of values and practices, determines how receptive an organization is to change. A culture that supports flexibility, innovation, and learning is crucial for successful strategic change (Nikpour, 2017; Shahzad et al., 2012). Organizational culture influences how change is perceived and acted upon. A change-supportive culture is more likely to adopt innovation and sustain transformation. Mwakuduwa et al. (2024) found that a rigid or hierarchical culture often impedes the implementation of strategic initiatives.

Conversely, a culture aligned with the change vision serves as an enabler for innovation and performance (Shanker et al., 2017).

Commitment refers to the willingness of employees and leaders to support and actively engage in change initiatives. It reflects emotional attachment, identification with organizational goals, and readiness to exert effort (Nikpour, 2017). As Errida and Lotfi (2021) found that employee commitment is strongly correlated with the success of change programs, as committed employees are more likely to champion change and overcome obstacles. Similarly, De-la-Calle-Durán and Rodríguez-Sánchez (2021) noted that in high-stress environments like hospitality, employee commitment also mediates the relationship between change stressors and performance outcomes. Thus, commitment—both at the leadership and employee levels—ensures the continuity, consistency, and reinforcement of change behaviors and norms.

Essentially, each of these dimensions contributes uniquely to the change-performance nexus. Effective communication ensures alignment and reduces ambiguity. Collaboration fosters ownership and accelerates problem-solving. A conducive organizational culture sustains behavioral change over time, while commitment translates strategic intent into operational reality. Nikpour (2017) and Shanker et al. (2017) both assert that these soft organizational elements often have a stronger effect on performance than technical change mechanisms. Therefore, understanding how these variables manifest in the hospitality context is central to predicting and enhancing organizational performance. By integrating these dimensions into the strategic change management framework, the current study examines how each of these factors interacts with and supports the overarching goal of performance improvement, particularly in a sector where customer loyalty, operational agility, and employee motivation are crucial.

## **METHODOLOGY**

This study employed a cross-sectional survey research design to investigate the relationship between strategic change management and organizational performance in medium and large hotels in Rivers State, Nigeria. The choice of this design aligns with the study's goal of capturing data at a single point in time to assess existing patterns, practices, and relationships between key organizational constructs. The unit of analysis for this study was at the organizational level, while the study units consisted of managerial employees across relevant departments in the selected hotels. The study population comprised eight (8) 3-star hotels operating within Rivers State. These firms were chosen based on their operational scale, organizational structure, and strategic importance within the local hospitality industry. With support from the Human Resource departments, data on functional departments and managerial roles were used to frame and distribute the research instrument.

Out of a total of 85 determined sample managerial employees across the selected hotels, 68 valid responses were retrieved and utilized, reflecting a response rate of approximately 80%, which meets the acceptable benchmark for empirical studies. A structured questionnaire served as the primary instrument for data collection, designed to obtain both demographic information and responses relevant to the core constructs of the study—specifically, the

dimensions of strategic change management (communication, collaboration, culture, and commitment) and indicators of organizational performance. The instrument featured closed-ended Likert-type scale questions to measure perceptions and experiences, as well as categorical demographic items for respondent profiling.

To ensure instrument quality, a pilot study was conducted involving 20 managerial staff from a hotel not included in the final sample. The pilot study assessed both the construct validity and internal consistency of the instrument. Reliability testing was conducted using Cronbach's Alpha, with results meeting the minimum threshold of 0.70, following the recommendations of Hair et al. (2021), ensuring the instrument's suitability for explanatory research. The study employed a combination of descriptive and inferential statistical methods. Descriptive statistics were used to profile respondents based on demographic variables, as well as the mean and standard deviation (SD) of the study variables. For inferential analysis, the study utilized the Pearson Product-Moment Correlation Coefficient (PMC) to determine the strength and direction of the relationship between strategic change management dimensions and organizational performance. Additionally, Multiple Regression Analysis was employed to assess the predictive influence of the independent variable (strategic change management, disaggregated into its dimensions) on the dependent variable (organizational performance). The significance level for hypothesis testing was set at 0.05, with conclusions drawn based on whether p-values met the required threshold.

This methodological approach was carefully chosen to provide both statistical rigor and contextual relevance in assessing the dynamics between change management strategies and performance outcomes in the Rivers State hospitality sector. Descriptive statistics were used to summarize the demographic characteristics of the respondents and to describe the central tendency and variability of the main variables in the study. These analyses provided a foundational understanding of the sample distribution and the respondents' perceptions of strategic change management dimensions and organizational performance.

### **Demographic Profile of Respondents**

The demographic section of the questionnaire captured information on gender, age, educational qualification, years of experience in the hospitality industry, and current job position. Results revealed that the respondents comprised a balanced mix of male and female managerial staff. The majority were within the 31–45 age bracket, indicating a predominantly mature workforce. Educationally, most of the respondents held at least a bachelor's degree, with a few possessing postgraduate qualifications. This reflects a relatively educated managerial cadre, capable of providing informed responses on strategic issues. In terms of tenure, the majority of the respondents had worked in the hospitality sector for more than 5 years, with a significant number occupying mid- to upper-level management positions. This suggests that the responses were derived from individuals with adequate industry experience and a solid understanding of their firms' strategic and performance dynamics.

### **Descriptive Statistics of Study Variables**

The study further conducted descriptive analyses on the variables of interest—strategic change management and organizational performance—with specific focus on the four



dimensions of the independent variable: communication, collaboration, culture, and commitment. Responses were rated on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

**Communication:** The mean score for communication was high ( $M = 4.12$ ;  $SD = 0.51$ ), indicating that most respondents agreed that effective communication mechanisms are embedded in their hotel's change management processes. This suggests that information flow, feedback mechanisms, and clarity in strategy dissemination are well regarded within the hotels.

**Collaboration:** The mean for collaboration of 4.05 ( $SD = 0.59$ ) reflects that interdepartmental cooperation and team participation in change initiatives are positively perceived. This suggests that collaborative work culture contributes meaningfully to the adoption and implementation of strategic change in the hotels.

**Culture:** Responses on the organizational culture dimension yielded a mean of 3.88 ( $SD = 0.67$ ), which implies moderate agreement. This shows that while many respondents acknowledged the existence of a supportive culture, there may still be inconsistencies in values and behavioral norms that affect uniformity in change acceptance.

**Commitment:** The mean score for commitment was 4.10 ( $SD = 0.56$ ), showing that the managerial staff demonstrate a strong sense of ownership and dedication toward change-related goals. This level of commitment is critical for translating change initiatives into improved performance outcomes.

**Organizational Performance:** The dependent variable, organizational performance, recorded a mean of 4.08 ( $SD = 0.54$ ). This indicates that respondents generally perceive their hotels to be performing well in key areas such as customer satisfaction, operational efficiency, employee productivity, and financial outcomes. The relatively low standard deviation across all variables shows a consistent pattern of responses, suggesting a shared perspective among the respondents.

The descriptive results suggest that the dimensions of strategic change management—communication, collaboration, culture, and commitment—are actively present and favorably perceived in the operations of medium and large hotels in Rivers State. These results provide preliminary support for the hypothesized relationships. Notably, the relatively high mean scores across the change dimensions indicate that hotel managers acknowledge the significance of internal strategic practices in navigating environmental changes, customer expectations, and industry innovations. These findings offer critical insights into the current state of strategic change management practices in the hospitality sector of Rivers State and set a strong basis for inferential analysis to test the study's hypotheses more robustly.

## **STUDY HYPOTHESES**

The current study sought to investigate the relationship between strategic change management and organizational performance of medium and large hotels in Rivers State. Based on existing literature and theoretical frameworks, the following hypotheses were tested:

## Main Hypothesis:

**H<sub>0</sub>:** There is no significant relationship between strategic change management and organizational performance.

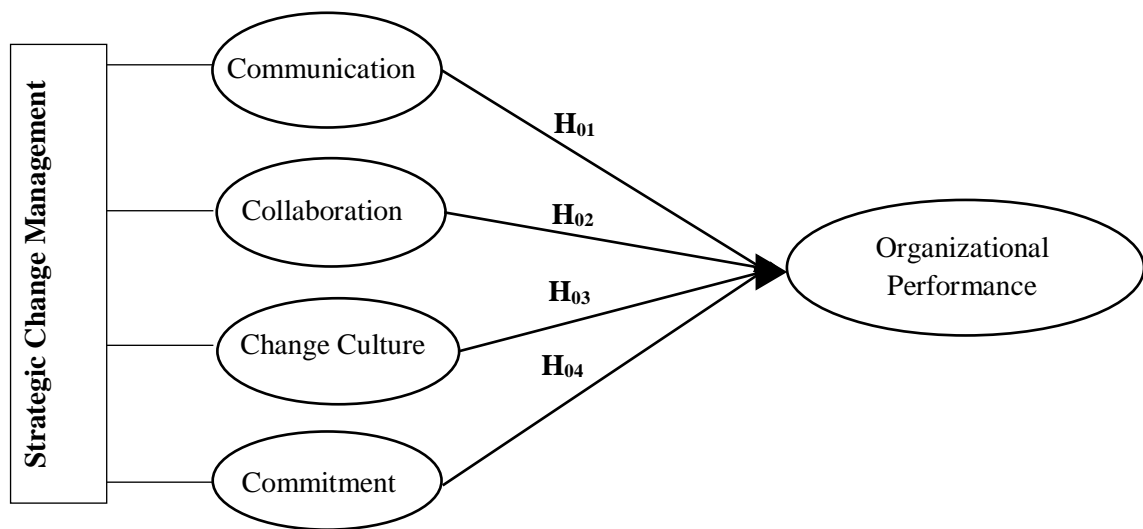
## Sub-Hypotheses

**H<sub>01</sub>:** There is no significant relationship between communication and organizational performance.

**H<sub>02</sub>:** There is no significant relationship between collaboration and organizational performance.

**H<sub>03</sub>:** There is no significant relationship between change culture and organizational performance.

**H<sub>04</sub>:** There is no significant relationship between commitment and organizational performance.



**Figure 1:** Operationalized Relationship between strategic change management and Organizational Performance of Medium and Large Hotels in Rivers State

*Source:* As Conceptualized by The Researcher, 2025.

## Inferential Analysis

To achieve the objective of this study, both Pearson Product-Moment Correlation Coefficient (PMC) and Multiple Regression Analysis were used to statistically assess the strength and significance of the relationships between the dimensions of strategic change management—communication, collaboration, culture, and commitment—and the dependent variable, organizational performance.

## Correlation Analysis Results

This section presents the results of the correlation analysis on the relationship between strategic change management and organizational performance. The findings are shown in Table 1.

**Table 1: Correlation Analysis Results**

Variables	Org. Performance	Communication	Collaboration	Culture	Commitment
Org. Performance	1.000	0.672**	0.648**	0.610**	0.686**
Communication	0.672**	1.000	--	--	--
Collaboration	0.648**	--	1.000	--	--
Culture	0.610**	--	--	1.000	--
Commitment	0.686**	--	--	--	1.000
N	68	68	68	68	68

\*\*Correlation is significant at the 0.05 level (2-tailed).

*Source: Researcher’s Fieldwork (2025)*

The results in Table 1 indicate that all four dimensions of strategic change management exhibit strong, positive, and statistically significant correlations with organizational performance. The strongest correlation is observed between commitment and organizational performance ( $r = 0.686$ ,  $p < 0.05$ ), followed closely by communication ( $r = 0.672$ ,  $p < 0.05$ ). This implies that improvements in strategic commitment and effective communication are likely to enhance performance outcomes. This result aligns with those of De-la-Calle-Durán and Rodríguez (2021) and Lauer (2020).

**Regression Analysis Results**

A multiple regression analysis was conducted to evaluate the collective and individual effects of the dimensions of strategic change management on organizational performance. The findings are presented in Tables 2, 3 and 4.

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.762 <sup>a</sup>	0.581	0.564	0.28149

a. Predictors: (Constant), Communication, Collaboration, Culture, Commitment

*Source: IBM SPSS version 25.0 Output, 2025*

The R value of 0.762 indicates a strong multiple correlation between the predictors (dimensions of change management) and organizational performance. The R Square value of 0.581 implies that approximately 58.1% of the variance in organizational performance is explained by the model. The adjusted R Square (0.564) confirms the model’s goodness of fit after adjusting for the number of predictors.

**Table 3: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.921	4	4.480	56.565	0.000 <sup>b</sup>
	Residual	12.937	63	0.079		
	Total	30.858	67			

b. Predictors: (Constant), Communication, Collaboration, Culture, Commitment

*Source: IBM SPSS version 25.0 Output, 2025*

The ANOVA results show that the overall regression model is statistically significant ( $F = 56.565$ ,  $p < 0.05$ ). This confirms that the independent variables (communication, collaboration, culture, and commitment) significantly predict organizational performance.

**Table 4: Regression Coefficients**

Model		Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
1	(Constant)	1.078	0.231		4.667	0.000
	Communication	0.312	0.078	0.298	3.998	0.000
	Collaboration	0.264	0.082	0.241	3.219	0.001
	Culture	0.203	0.069	0.198	2.942	0.003
	Commitment	0.337	0.076	0.315	4.434	0.000

Dependent Variable: Organizational Performance

*Source: Researcher's Analysis (2025)*

The regression coefficient results in Table 7 reveal that all four dimensions of strategic change management significantly influence organizational performance. The dimension with the highest standardized beta coefficient is commitment ( $\beta = 0.315$ ,  $p < 0.05$ ), indicating that it has the strongest individual impact on performance. This is closely followed by communication ( $\beta = 0.298$ ,  $p < 0.05$ ).

The regression equation is therefore:

$$\text{Organizational Performance} = 1.078 + 0.312(\text{Communication}) + 0.264(\text{Collaboration}) + 0.203(\text{Culture}) + 0.337(\text{Commitment})$$

The findings demonstrate that the strategic change management dimensions have a statistically significant and positive impact on organizational performance of medium ad large hotels in Rivers State. This affirms the relevance of these dimensions as core levers in achieving competitive advantage and operational excellence in the hospitality sector.

These results align with existing literature that highlights the value of change-oriented leadership, collaborative work systems, and cultural alignment in driving performance

improvements (Cameron & Green, 2019; Mwakuduwa et al., 2024; Sang et al., 2017). The significant explanatory power of the model ( $R^2 = 0.581$ ) further reinforces the critical role of strategic change management in organizational outcomes.

## **IMPLICATIONS OF THE STUDY**

The findings from this study have several practical and theoretical implications. From a practical standpoint, the strong, positive, and significant relationship between strategic change management dimensions—particularly communication, collaboration, culture, and commitment—and organizational performance suggests that hotel managers in Rivers State must prioritize these factors during organizational transformations. Strategic change initiatives that are poorly communicated or lack employee commitment risk undermining performance outcomes.

Furthermore, the results imply that employee engagement and leadership alignment are crucial to effective change management. When employees are adequately informed and feel a sense of ownership in change processes, they are more likely to contribute positively to organizational goals. This is particularly important in the hospitality industry, where service quality and employee responsiveness are directly tied to customer satisfaction and performance.

From a theoretical perspective, the study supports and extends existing models of change management by empirically validating the relevance of specific dimensions (communication, collaboration, culture, and commitment) in a Nigerian hospitality context. It confirms that change management should not be treated as a monolithic process but rather as a multi-dimensional construct whose components can be measured and managed for better organizational outcomes.

## **CONCLUSION**

This study investigated the impact of strategic change management on organizational performance in medium and large hotels in Rivers State, Nigeria. Using both partial correlation and multiple regression analyses, the study established that the dimensions of strategic change management—communication, collaboration, culture, and commitment—have a significant and positive influence on organizational performance.

Among these dimensions, commitment and communication emerged as the most influential predictors of performance, indicating the importance of ensuring that employees are not only informed but also emotionally and professionally invested in change processes. The regression model accounted for approximately 58.1% of the variance in organizational performance, underscoring the strategic relevance of well-managed change processes in achieving business objectives. Overall, the findings affirm that effective strategic change management is a critical driver of performance in the hospitality sector, particularly in a dynamic and service-intensive environment like that of Rivers State.

## RECOMMENDATIONS

Based on the findings of this study, it is recommended that hotel managers in medium and large hotels in Rivers State institutionalize clear and consistent communication strategies, foster stronger employee commitment through participatory leadership, and build a change-ready organizational culture that supports adaptability and innovation. Promoting interdepartmental collaboration during change initiatives and providing targeted training in change management practices will further enhance organizational performance. Management should also conduct periodic assessments of change readiness and integrate monitoring and evaluation systems to track the impact of strategic change over time. Given that this study was limited to medium and large hotels within Rivers State and focused exclusively on managerial employees, future studies could extend the scope to include small-scale hotels or broaden the geographical coverage to other Nigerian states or regions for comparative analysis. Additionally, researchers could explore the perspectives of non-managerial staff, incorporate longitudinal designs to assess performance over time, or examine other contextual variables such as external market dynamics and customer satisfaction as mediators or moderators of the relationship between change management and performance.

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