The role of organizational culture dimension in business recovery: a post Covid-19 perspective in the hotel industry in Kenya

Margadline Nalisi Matete(a)* James M. Kilika(b)

(a) Postgraduate Student, School of Business, Economics & Tourism, Kenyatta University
(b) Senior Lecturer in Management, School of Business, Economics & Tourism, Kenyatta University

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Abstract

The study investigated the role played by the dimensions of organizational culture in a strategic management process to help organizations in the hotel industry realize business recovery in a post covid-19 period. The conceptualization of the study relied on the strategic thinking lens preceding strategic management processes undertaken at the strategy formulation phase. The element of organization mission was argued to be the relevant practice for anchoring culture into the strategy formulation process. Four types of organizational culture were studied in relation to business recovery. Three objectives guided the study focusing on the extent of the adoption of culture types, levels of business recovery attained and the effect of the level of adoption on the level of business recovery attained. A sample of 57 hotels was selected and 189 respondents drawn from functional units in each of the hotels. The study reports that the level of adoption of the culture is at a high level while the extent of business recovery is at a moderate level of between 20-40% growth. Innovation culture does not have a significant statistical effect while market, customer orientation and adhocracy cultures have a significant statistical effect on the level of business recovery. The study concludes that the relevant cultures were responsible for aligning culture with the strategy formulation phase through the component of the mission of an organization and that the process needs to embrace combined attributes of the underpinning theories of RBV and the organizational culture theory. The study calls on future research to integrate more aspects of strategic thinking and consider using more objective sources of research data.

Introduction

The uncertainty occasioned by the advent of the covid-19 pandemic ushered in a new dispensation for most industries as well as a new dawn for the application of business models. The effect of the covid-19 while presenting a challenge also offered an opportunity for organizations to rethink their approach to business. The scenario presents a situation in which strategic management knowledge must find relevance in the manner in which it is applied to contribute to organizations' ability to adjust to the demands of the new environment as most organizations seek to identify ways of recovering from the covid-19 pandemic (Spicer, André 2020). Strategic thinking has a lot to offer to organizations in the aftermath of the covid-19 pandemic as it will help organizations to plan in an anticipatory manner so as to ensure that organizations that embrace it can attain a strategic fit in the new contextual setting (Alhosseiny, 2022). An important aspect of the strategic thinking concept is the manner in which organizations can scan the trends in their macro environment with a view of applying the lessons obtained to create the needed strategic flexibility for response in order to recover and ensure business survival (Porter, 1985; Brozovic et al, 2023). This required flexibility is dependent on the internal state of the climate prevailing in the organizations. The RBV approach to strategy underscores the role of the climate through the VRION framework that among other attributes points to the contribution of the culture cultivated over time to condition...
organizational resources to offer value in a distinctive manner as put forward by Barney (1991). Thus, the culture cultivated in an organization has a strategic role to play in enabling organizations chart their way forward in turbulent environments.

For organizations that have experienced significant negative effects on their business due to covid-19 pandemic, the concern for recovery is a keytheme as they consider options for bouncing back into business by taking advantage of the conditions of the new setting. Organizational culture has mostly been discussed more in strategic management at the implementation phase of the strategic management process (Pathiranage et al, 2021). However, this concept has more to offer to organizations in the processes of strategic management that precede the strategy implementation stage. For example, during the strategy formulation phase, the strategic direction is normally set by a clear articulation of the mission that among other things will require management to express the core values and beliefs that display the corporate personality of the organization (Pearce &Robinson, 1997; Stevens, 2023). Such aspects of the mission sow seed for shaping the culture of the organization which become manifest through the expected and demonstrated behaviors, practices, rituals, norms and symbols as suggested by Panyiyasa and Michelle (2017). In the post covid-19 era the need for recovery invites increased interest for strategic management to interrogate how these aspects of culture that trace origin to the initial steps of strategic management can be entrenched into strategic management processes of organizations so as to explain their path to recovery by seizing emerging opportunities (Mintzberg, 1977; Tamilarasu et al, 2023).

The authors’ attention was drawn to the growth of the hotel industry during and after covid-19 pandemic. The actual experiences for hotels serving an international clientele were abruptly confronted with real threat that saw businesses almost come to a halt suddenly and most of them closing indefinitely. After the covid-19 pandemic, there have been attempts by most governments to inject significant amounts of budgetary allocation towards recovery of this sector. In the emerging economies, the injection of this public resources into this sector was seen as crucial not only for the revival of the sector but also as a strategy towards recovery of whole economies so as to create employment for citizens who were affected by the closure of business as a coping strategy towards the covid-19 mitigation measures.

The current study was undertaken among 67 star rated hotels along the coastal strip of the East African region of Kenya. This region is a well-known tourist attraction site due to the presence of a variety of hospitality features including sunny beaches benefitting from the equatorial tropical climate characterizing the East African region. It is noted that in the last three years, even though the government has invested millions of dollars in this sector, the corresponding performance of the sector in terms of tourist arrivals and bookings has been lower than those in their counterparts in the East African Community region. While Kenya recorded a 70% increase, Tanzania and Mozambique recorded 100% and 120% growth respectively (The East African Destination Tourism report, 2022). In addition, customer care reports indicated that a large percentage of the tourists ditched the Kenyan operated hotels in preference to those of their counterpart economies for reasons attributed to negative customer experience. This would imply that as much as the government invests to revive this sector, much more attention needs to be given to internal factors as espoused in the RBV approach. The RBV has its main premise of building and sustaining competitiveness through focus on internal resources. The framework by Barney (1991) institutes the role of the prevailing culture in attaining the attributes that account for organizational resources being strategic.

Further, based on the state of extant empirical work, the authors assessed a number of issues in the previous set of researches likely to hamper generalization of findings on the role of organizational culture to the success of organizations. First, the majority of the researches done on culture though showing a positive effect on performance have given little attention to the hotel industry (Noon & Sharma, 2022; Oboreh, 2021; Evans, 2021; Domi et al, 2020). Secondly, those researches focusing on diverse types of organizational culture have failed to integrate several of these culture types in one single study so as to help in explaining the combined effect of organizational culture on organizational outcomes (Gachagua & Kinyua, 2022; Eirikur et al, 2018; Joseph & Kibera, 2019; Bamfo & Kraa, 2019). The attempts so far made have separately investigated the role of market culture (Noon & Sharma, 2022), customer orientation (Domi et al, 2020), innovation culture (Oboreh, 2021) and adhocracy culture (Gurjar et al, 2022).

Given the significant role played by culture in its entirety from the works of Barney (1991), we are of the view that there are beneficial effects that arise from a combination of several organizational culture types so as to offer better explanation on the contribution of culture towards strategic management processes that would offer optimal conditions for deployment of organizational resources to create and deliver sustainable value for superior performance. Thus, the authors selected four types of organizational culture deemed suitable to inject the impetus into the systems of organizations the capacity to reinvigorate and revive business in the hotel industry in Kenya, namely market, customer orientation, innovation and adhocracy cultures. The study was therefore guided by three objectives that sought, first to determine the extent to which the four types of culture have been embraced by the sampled hotels, secondly, the level of business recovery attained by the hotels and thirdly, the effect of the level of adoption of the four types of cultures on the level of business recovery attained. The authors used a combination of diverse approaches in addressing the study objectives. The first approach that addressed operationalisation and measurement of the constructs that underpinned the objectives was based on a systematic literature review of extant scholarly work in text books, journals, conference papers, and industry reports to trace the nature and operational indicators of each of the constructs (Cronin et al, 2008). Several theories were reviewed, conceptual literature on all the study constructs interrogated and relevant previous researches and their findings compared against the theoretical and conceptual literatures. Through this, the authors were able to identify the specific set of items that were used in the data collection instruments to obtain primary data based on the conceptualization of the constructs in theory and practice in the hotel industry. Secondly, a quantitative research approach was embraced to collect data on each of the study constructs in a likert 5 point structured
scale. The obtained data was analyzed in line with the requirements for quantitative research by use of both descriptive and inferential statistics. Descriptive statistics summarized the behavioral characteristics of the independent and dependent variables in the context of investigation and helped in addressing objectives 1 and 2. The inferential analysis assessed the causal effects of the independent variables drawn from organizational culture on the dependent variable, post covid-19 business recovery. This helped in addressing objective 3.

The study was considered relevant from the viewpoint of strategic thinking in that the findings would contribute towards understanding how strategic thinking as a driving factor for strategic management processes in organizations is evolving in the post Covid-19 period as organizations seek to modify business models to cope and bounce back to business. The selected construct of organization culture and the four types of culture investigated have inbuilt characteristics that offer potential to explain how the industry is applying strategic thinking in the new business dispensation. Secondly, the choice of organizational culture responds to an identified conceptual gap in the manner in which culture has been conceptualized to drive the strategic management process in organizations. While a large portion of the conceptual literature apportions culture to play a more significant role during the implementation phase, the conceptualization in this study uses the lens of the strategic management processes that precede those of implementation to identify specific practices that provide the avenue for organizational culture to play this anticipated role. By selecting the four types of cultures, the study offers an understanding on how components of the strategic planning phase touching on the formulation of a company's mission would provide an entry point for organizational culture to play an integral role in shaping the strategic direction of organizations. Thirdly, the study relies on two theoretical frameworks to underpin the conceptualization that offers the indicated explanation on the role of organization culture in the strategic planning processes of organizations. The authors integrate postulates of Schein's theory of organization culture with those of the RBV to argue that the attributes of culture are integral to the realization of those of the RBV in realizing its key VRION tenets that bring about configuration of resources into strategic assets in a way that creates and sustains competitiveness for organizations.

**Literature Review**

**Theoretical and Conceptual Background**

The authors anchored the conceptualization of the study on two theories, Schein’s Theory and the Resource Based View of the firm. The Schein’s theory postulates that culture is a deep-seated and fundamental aspect of organizations, influencing behavior, values, and overall functioning. According to Schein, organizational culture comprises of artifacts, espoused values and the basic assumptions. Artifacts comprise of the most visible layer of culture and include the observable elements such as language, symbols, dress code, and physical environment. Artifacts provide surface-level insights into an organization's culture. Espoused values include philosophies, norms and stated beliefs that organizations claim to uphold and form the ideals and principles that the organization professes as important, as well as guiding decision-making and behavior (Arif et al., 2019). Basic assumptions on the other hand comprise of the deepest and most subconscious layer of culture. It consists of the underlying, often unspoken, values and beliefs that influence how organizational members perceive and interpret reality (Soomro & Shah, 2019). Basic assumptions are so ingrained that members may not even be aware of them.

The relevance of the theory to this study hinges on its thesis that in order to support organizational accomplishments, an organizational culture should include essential basic beliefs, explicitly expressed ideals, and visible manifestations. According to Edgar Schein, organization culture develops as a gradual process when employees go through a series of changes over time, adapt to external influences, and engage in problem-solving activities. Individuals derive benefits from their previous encounters and subsequently engage in regular application, thereby establishing the organizational culture within the workplace. Through social learning, new employees acquire aspects of the cultural attributes and acclimatize themselves into its requirements for practice as they do their work. Thus, through the process, staff in the hotel industry are able to learn the attributes of the culture espoused in the core values of the mission and translate it into tangible actions that manifest through the dimensions of the various types of culture and engage in efforts suitable to improve business performance and thus provided a good basis for the adoption of market culture, customer orientation, innovation, and advocacy culture. This theory helped the researchers understand the alignment between the levels of culture adopted and their influence in shaping recovery strategies. Schein's framework helps in comprehending how culture influences decision making, behavior and responses during challenging times such as covid-19. For hotels aiming to recover, understanding their underlying assumptions, visible symbols and values allows them develop and implement culturally aligned strategies suitable to ensure adaptation to environmental change in their path towards business recovery as enabled by critical components of the adopted mission, such as core values, concern for survival and organizational purpose.

The Resource-based view is a strategic management theory that places emphasis on firm’s capabilities and unique internal resources in gaining competitive advantage. Barney (1991) observed that organizations are seen as a collection of none uniformly dispersed resources across enterprises, due to the uniqueness of the resources which cannot be duplicated. Organizational culture plays an important role as a strategic resource in the process of attaining competitive advantage as it influences how resources are acquired, developed, combined and leveraged. A strong culture shapes how resources are utilized. An innovative risk-taking culture may encourage the experimentation and exploitation necessary to fully leverage technological resources while a cohesive and collaborative culture may facilitate combination of different knowledge, and skills thus enhancing the value of resources. A culture
that values customer centricity may prioritize resource allocation towards improving customer experience, in addition, a culture that values learning and improvement can lead to development of human capital, which is an essential resource for competitive advantage.

The study considered the postulates of the RBV to be useful in that they would help to explain how culture can be applied by organizations in the process of configuring ordinary resources into strategic resources through the alignment process. The alignment process is one by which firms create cultures that help in the manner resources are deployed and embedded into organizational systems to create value in a way that rivals may not be able to match or imitate. The right alignment of organizational culture with the strategic goals contributes to superior performance leading to sustained competitive advantage. Organizational culture creates social complexity in organizations through creation of values, norms, and shared beliefs and employee behaviors that shape interactions and relationship among employees. This diversity and heterogeneity within the workforce can lead to innovative approaches providing a competitive approach thus creating a competitive advantage. The unique ways employees internalize and manifest cultural values becomes an inimitable resource (Barney, 1991). Competitors may find it difficult to mimic the intricate nuances of a well-established organizational culture as it is challenging for competitors to replicate or acquire. Culture evolves over time through shared experiences and leadership direction. This evolution process creates unique capabilities specific to an organization forming a resource difficult for others to duplicate (Barney, 1991). Creating a unique and irreplaceable culture allows organizations to develop exceptional products, ultimately resulting in a competitive advantage. The hotel industry can apply the practices benefitting from the combined effect of both RBV and culture by facilitating employees to develop work plans that will deploy the resources in the hotel to deliver unique experiences that will attract and retain clients as the hotels seek to reposition their businesses in the post covid-19 era. Several services where this can be applied include food and beverages, conferencing, accommodation and holiday making. The postulates of the RBV theory were adopted in the study due to its relevance in the conceptualization of culture as a component of the mission. The authors used the RBV to advance a case on how organizational culture can be useful in embedding its attributes in the strategic management processes at the formulation stage by strengthening the mission in its focus when addressing critical business dimensions for sustainable competitive advantage.

Empirical Review and Hypothesis Development

Organizational culture is complex and broad in its nature and manifestation. Scholars have studied organizational culture by clustering it into different types. Miroshnik and Basu (2014) capitalize their categorization of cultural dimensions on 4 criteria: cooperative, competent, complacent, as well as assertive. Pinho et al (2013) used the respective facets in their research of clan/consensual, adhocracy/entrepreneurial, bureaucratic/hierarchical, market/competitive cultures in terms of their implications for company strategy. Cameron and Quinn (1999) created the organizational culture evaluation tool, which is divided into six classes to depict the four dominant principal cultures. The components are as follows: innovation, style of leadership, workforce managerial staff, and institutional glue, tactical focuses, as well as specific goals. O’Reilly, Chatman, and Caldwell (1991) suggested and categorized culture as innovation, thoroughness, result positioning, assertiveness, cooperativeness, intense focus on incentives, employee participation, teamwork, and directness. From the works of these authors who identified different culture types, it is evident that the authors failed to provide sufficient guidance on how the culture types would link to important strategic management aspects such as strategy formulation, implementation and evaluation in a strategic management process; furthermore, the authors did not provide a standard way of measuring organizational culture as well as to how to use organizational culture to respond to evolving business environments (Rasak, 2022).

The authors point at the need to integrate the role played by organizational culture at the phase of strategy formulation as culture can easily help in providing direction to an organization into the set of activities needed to engage into so as to generate the required level of business performance. In line with this reasoning, the authors selected four types of cultures from the works of Pinho, Dibb and Rodriguez (2013), Miroshnik and Basu (2014), O’Reilly, Chatman, and Caldwell (1991) namely market culture, customer orientation, innovation, and adhocracy culture which are associated with the intents of the organization when setting the long-term direction through the articulation of its mission during the strategy formulation phase of the strategic management process. The authors selected the four types of organizational culture because these four organizational culture models are important in maintaining and developing a successful organizational culture in the hotel industry. Hotels face challenges relating to accommodating customers from different backgrounds, competition, changing tastes and preferences, globalization, education, tribe, and religion and therefore the aspect of organizational culture would be suitable in deploying diverse types of resources to customize offers to different clientele. Each of these culture types are discussed in this section in relation to their contribution to business recovery. The following section first reviews and reports the literature on business recovery then discusses each culture type in a manner that leads to expression of the research hypotheses.

Business Recovery

Business recovery is an aimed at target by businesses rising from a decline or temporary shutdown. Business recovery is the short-term reinstatement of activities aimed at returning business to an acceptable operational level of production following disruption. Manh et al (2023) argue that disaster results from business failing, or because of the pre-existing vulnerabilities that were exacerbated by the disaster event. Recovery strategies aim at getting the business up and running. Marshall and Shrank (2014) argue that the concept of business recovery is not just about a clear choice between failure and complete revival. Instead, they propose a framework that highlights how businesses continuously evolve and develop over time. For an organization to enhance its competitiveness in the
market, it should strive to distinguish itself and foster innovation. This forms a segment of the business recovery journey, where organizations progressively enhance and address strengths and areas for improvements (Brown et al, 2019). Fundamentally, it pertains to the steps required in the initial periods to revive essential processes and commence operations. These steps might represent vital processes centered on strategy formulation, implementation and evaluation. Organizational culture lays down the tone on how an organization can manage an organization’s recovery process (Martins, 2014).

A strong, well aligned and an adaptive culture can be significant resource in the success of organizations (Deal & Kennedy, 1982). A holistic approach that combines adaptability, innovation, a focus on customers, suppliers and employees, financial stability, and strategic partnerships is crucial for businesses to recovery and survival of businesses in the post pandemic era. By aligning systems with the right organizational culture, businesses can create an environment that supports and reinforces the desired behaviors and values by influencing employee behaviors, promoting innovations, flexibility, customer centricity and shaping organizational response to change, challenges and opportunities thus ultimately driving recovery efforts in the post pandemic era. When organizational culture is embedded in the strategic management process, this alignment ensures that systems and processes actively enable and reinforce cultural changes necessary for resilience, growth and recovery of business during a crisis thereafter. The evidence of the recovery would manifest through typical business performance metrics such as food and beverage sales, hotel bookings, occupancy levels and number of conferences. This study therefore measured business recovery using a combination of indicators that included market share, food and beverage sales, room occupancy levels, number of hotel guests and customer satisfaction level. The study considered that these metrics would be relevant in the post covid-19 situation from diverse view points. From a theoretical and conceptual lens, the metrics help in understanding how the mission expectations embedded in the culture being embraced after covid-19 is facilitating recovery while from the industry perspective, the study is able to ensure relevance in the measurement of the contribution of the adopted cultural attributes.

Market share was measured from a marketing point of view so as to address the mission dimension requiring focus on the domain and attempts the hotels are making to ensure concern for survival is attained. Marketers suggest market share can be measured by comparing the revenue generated by the respective hotel compared to the total volume generated by the entire hotel industry (Anderson et al 1999). Food and beverage sales constitute a distinguishing indicator for the hotel industry in comparison with other industries. To measure this metric, the researchers measured total revenue from the sales, average check spends by customers, menu item performance and cost of goods sold (Mahlanga, 2018). Room occupancy indicates the extent to which accommodation facilities are being productively used to generate business for the hotel industry. The metric measured the percent rate of the number of rooms booking and occupancy relative to the total number of rooms available in each hotel. It is normally computed as a ratio. The number of conferences was adopted as it would enable the hotels be in a position to determine how the adopted culture types are contributing towards recovery by positioning the hotel business not only to local but also global clientele. The total number of conferences held is an indication of recovery in that clients are finding it convenient to hold diverse types of meetings in the hotel facilities as opposed to opting for other competing alternatives such as zoom, google meet and video teleconferencing.

The Role of Market Culture in Business Recovery

Market culture has an attachment to market dynamics and external factors in an industry characterized by intense competition and rapid changes. It has a keen focus on market trends, competition, and customer demands. In an organization with this type of culture, importance is placed on earning, competitive differentiation, increasing market share and evolving into a leading organization (Asaah et al, 2015). Market culture is progressively becoming recognized as a critical component of outstanding company goals (Hussain, Ismail & Akhtar, 2015). An effective market culture plays an important role in customer retention by ensuring that the organisation’s position is strengthened in the market. A good market culture is a prerequisite for successful and sustainable company operations. This culture pays a keen attention on tracking moves made by competitors and responding to them using well designed products and services, ensuring that the reputation and corporate image is well maintained, positioning the organizations business to be superior compared to competitors and finally enabling organizations to pursue strategies that may lead to numerical growth in the number of customers.

The contribution of the market culture to organizational outcomes has been investigated from several lenses. In one study by Jyoti et al (2012) the influence of Market Orientation was investigated with regard to Organizational Performance. The study revealed a significant relationship between market orientation and business performance. The findings confirmed earlier research findings in the study by Stanley et al (2011) who in their study on firm strategy, market culture, and performance, had found a positive correlation between market culture dimension and superior performance. Much more recent efforts have supported the position of these early findings. The study by Morgan and Vorhies (2018) investigated the effects of a market-focused culture and set of practices on the financial success of companies in India. Their findings revealed that market-focused culture had a strong correlation with firm performance. According to Aboramadan et al (2020), their study underscored a critical role of a firm's organizational culture in determining its market orientation (MO) and, consequently, its ability to adapt and achieve superior business performance. The research, using a survey methodology, investigated various cultural orientations (such as Clan, Adhocracy, Market, and Hierarchy) and their relationship with MO behaviors, innovation, customer satisfaction, and business performance. The findings highlighted the significant direct and indirect effects of MO culture on firms’ financial performance and suggested that MO culture facilitates value-creating behaviors that extend beyond those traditionally identified in the marketing literature. In the Kenyan context, Mwashighadi and Kising’u’s (2017) focused on the connection between market culture and business success in Voi Sub-County. The findings
revealed that a robust market culture fuels organizational performance and success. Evans (2021) investigated the business practices, market climate, and competition intensity of private security businesses in Kenya and found a strong correlation between market orientation culture and organizational performance. The findings revealed that a more market-oriented mindset improved non-financial performance of security business.

In view of the conclusions drawn from the various researches relating market-oriented culture with diverse organizational outcomes that support the conceptual and theoretical reasoning of the contribution of a market-oriented culture, in the context of the hotel industry in Kenya, we propose that adoption of a market-oriented culture for purposes of attaining post covid-19 business recovery will have a positive effect on the level of business recovery. Thus, Hypothesis one of the study is stated as:

H1: The level of Adoption of a Market culture by the star rated hotels will have a significant statistical effect on the level of business recovery among the sampled hotels.

The Role of Customer Orientation Culture in Business Recovery

A customer orientation culture is an approach and fundamental mindset that prioritizes the needs and satisfaction of customers as an enabling driver of success. Hamel and Rademakers (2016) noted that customer orientation culture aims at creating and maintaining unique interactions with clients as the core component of key procedures for achieving efficiency in organizations. Research on the role of this type of culture has used several dimensions of customer orientation as advocated in marketing through concepts such as customer relationship, customer focus and customer orientation. Those focusing on customer focus have been done by Atieno et al (2018) who examined the relationship between customer focus and economic success among providers of sheet roofing in Nairobi, Kenya. The study discovered a link between customer focus and productivity. Domi, Capelleras, and Musabelulu (2020) examined how customer focus affects the success of SMEs in the animal feed industry in Kenya. The findings revealed that customer focus had a positive correlation with success of animal feed industry. The research by Zhao and Xin (2022) examined the role of customer orientation and customer relationship orientation as distinct constructs in driving firm innovativeness and supporting business growth among export firms. The findings of the study suggest that while customer orientation and customer relationship orientation independently drive innovativeness, they do not directly affect business growth. Instead, they require the innovativeness of an exporter to realize business growth. This study provides insights into the importance of focusing on customer needs and satisfaction, as well as retaining current customers and building customer relationships in international markets, contributing to firm innovativeness and business growth.

Neneh (2018) considered the role that networking had in the correlation between customer focus and business success. The findings revealed that customer orientation contributes to company success by showing a significant positive association amongst customer orientation culture and organizational performance. The results of the study done by Brockman et al (2012) on customer orientation and performance of small firms supported the overall positive influence of customer orientation on performance and suggested that the impact becomes more pronounced with heightened risk-taking, innovativeness and a focus on external opportunities. Bamfo and Kraa (2019) assessed the influence of customer-oriented culture on organizational performance in Ghana. The researchers found that performance was positively influenced by factors measuring customer and market attention. Additionally, the study of Wang and Huang (2019); Yue and Luo (2019); Jun and Feng (2019); Xuan (2019) on Customer Orientation culture and Business Performance revealed a positive correlation between customer orientation and business profitability and greater customer satisfaction. The findings on the relationship between customer orientation culture and performance were identified as the drivers of organizational culture and performance. The study done by Feng et al (2019) on Customer orientation and firm performance revealed that customer orientation culture had a positive impact on the profitability of the business.

Based on the findings from the multiple studies linking a customer-oriented culture to various organizational outcomes, the authors propose a positive relationship between customer orientation culture and business recovery in the hotel industry in Kenya Therefore the second hypothesis of the study is stated as:

H2: The level of Adoption of a Customer Orientation culture by the star rated hotels will have a significant statistical effect on the level of business recovery among the sampled hotels.

The Role of Innovation Culture in Business Recovery

An innovation culture represents a corporate environment and mindset that encourages development of new ideas, fostering creativity and innovative ideas development and implementation. An innovative culture is one that is imaginative, boosting, motivating, as well as risk-taking. Organizations can leverage on the innovation culture to create a desire and urgency to continuous improvement through adaptation and agility. A culture that encourages innovation through creating an environment that attracts best diverse talent and investing in them through training, offering incentives for employees who develop creative ideas and innovations, constantly redesigning process and activities with changes in technology, and leveraging on available data to increase competitiveness through developing new products and services by leveraging on data captured. This could lead to new revenue streams thus leading to increase in competitiveness, products and service improvements, and good service quality. Innovation culture has been argued to be an integral aspect of the other types of organizational culture. For example, in a study by Tuominen et al (2023), their research examined the role of customer orientation and customer relationship orientation as distinct constructs in driving firm innovativeness and supporting business growth among export firms. The study suggested that while customer orientation and customer relationship orientation
independently drive innovativeness, they do not directly affect business growth. Instead, they require the innovativeness of an exporter to materialize as business growth.

The innovation culture has been investigated in regard to how it affects several organizational outcomes including productivity, customer satisfaction, resilience and performance. Padilha, Klein, Gomes and Giancarlo (2016) conducted a study on culture of innovation and performance in innovating textile industry products and services. The study unveiled that an innovative culture wielded a more significant impact on processes success. Eirikur, Gunnar, and Thorhallur (2018) probed the cultural and performance determinants of innovation in Iceland. The results revealed a strong correlation between innovation efficacy and performance. A study by Aboramadan et al. (2020), on Organizational culture, innovation and performance revealed that innovation influenced firm performance. Jardoiu et al. (2020) examined the effect of organizational culture on performance of Small and Medium Enterprises. From the findings, innovation was revealed to have a beneficial and statistically significant connection with company performance. Bhatti et al. (2020) examined the role played by organizational culture among organizations in Pakistan. The findings indicated that a supportive and innovative workplace had a positive impact on employee satisfaction and output. In their examination of innovation culture as bedrock for business resilience and economic revival in Asia, Microsoft surveyed markets across Asia Pacific region over a six-month span before and after the onset of covid-19. The study uncovered innovation had a positive impact on business performance and resilience. Oboreh (2021) assessed the role of innovative company culture on productivity in Port Harcourt, River State, Nigeria. The Resources Based-View paradigm served as the research's foundation. Survey research was used in this study. The research revealed that innovation had a positive correlation with performance.

The studies reviewed offer overwhelming evidence for a positive effect of Innovation culture on organizational outcomes. Since the conceptual and theoretical literatures are in support of the same conclusions made by the empirical studies, we base our proposition for the third hypothesis on this evidence to suggest a positive effect of innovation culture on business recovery among the star rated hotels in the south coast region of Kenya. Thus, hypothesis three of the study is stated as:

$H_3$: The level of Adoption of an Innovation culture by the star rated hotels will have a significant statistical effect on the level of business recovery among the sampled hotels.

The Role of Adhocracy Culture on Business Recovery

Organizations that depict an adhocracy culture constantly explore new markets, strategies and products. Such organizations are change oriented, and agile in making decisions. An adhocracy culture allows organizations to respond effectively to unexpected opportunities and challenges through innovative ideas and new products initiatives (Migdadi et al., 2017). Employees can also participate freely in strategy formulation through implementation which leads to a result driven approach that puts strategic goals first. The role of this type of culture has been investigated in several sectors in terms of how it contributes to outcomes at intermediate and ultimate levels of organizational analysis. Strengers et al. (2022), in their study explored organizational culture within scale-ups using the Competing Values Framework, which includes adhocracy culture. The study found that top managers and employees often have different perspectives on the dominant culture in their organizations. Notably, the clan and adhocracy cultures were positively correlated to performance and were preferred by employees, while market and hierarchy cultures were negatively correlated to performance and less preferred. The study provided empirical evidence on the effectiveness of adhocracy culture in driving organizational performance, particularly in fast-growing companies like scale-ups.

Felipe et al. (2017) study revealed a positive correlation between adhocracy culture and firm productivity. According to the survey, businesses where success and efficiency are the norm should motivate their staff members by establishing ambitious but attainable goals and giving them feedback on how they are doing. Gulali et al. (2018) investigated how an adhocracy culture affected the effectiveness of Kenya's public institutions. The outcome indicated a positive correlation between improved corporate success and adhocracy culture. Misigo et al. (2019) also examined the impact of adhocracy culture on the effectiveness of Kenya's public water utilities, using descriptive and correlation research techniques. Adhocracy culture was found to have a positive correlation with performance. Khedhaouria et al. (2020) assessed the role of adhocracy culture on organizational performance in Tunisia. The results revealed that adhocracy culture had a positive correlation with performance. Gachagua and Kinyua (2022) examined the impact of Kenya's level five hospitals' adhocracy culture on productivity. The regression results demonstrated a positive and statistically significant impact of an adhocracy culture on business success. Gurjar et al. (2022) did a study on impact of adhocracy culture on Automobile Industry. The study revealed that adhocracy culture had a positive correlation with performance. Another study done by Opuala-Charles et al. (2023) in Nigeria on adhocracy culture and performance across different firms. The study revealed that adhocracy culture positively influences employee engagement, collaboration, talent attraction and organizational agility.

The findings on these studies on adhocracy support a case for a positive relationship between adhocracy culture and organizational outcomes. Relying on this evidence therefore, hypothesis four proposes a positive effect of adhocracy culture on business recovery. Thus, hypothesis four is stated as:

$H_4$: The level of Adoption of an Adhocracy culture by the star rated hotels will have a significant statistical effect on the level of business recovery among the sampled hotels.
Research Methodology

Research Design

The study utilized a combination of explanatory and descriptive research designs. The goal of the descriptive research design was to gather information about organizational culture in south coast hotels in terms of advocacy, market culture, customer orientation culture, and innovative culture without modifying the research variables or respondents. Generally, descriptive studies summarize raw data into a usable format. Explanatory study approach on the other hand made it possible to pinpoint how organizational culture affects performance. A research design that explains "why" and "how" a link exists between two or more characteristics of a scenario was also used. The explanatory design was employed in order to allow for a thorough analysis of the causes and effects of the four organizational culture determinants on recovery within the research population of particular star-rated hotels. (Smith & Johnson, 2022).

Target Population and Sampling

The study was done in the hotel industry in South Coast region of Kenya. The hotel industry comprises those businesses involved in travel and tourism, entertainment and recreation, food and beverages. The study’s population comprised of star rated hotels in South Coast of Kenya. The South Coast is the eastern half of Kenya’s coast that connects to Mombasa Island. The south coast has a variety of hospitality areas, including Diani Beach, being the longest and friendliest of a shoreline, Shimba Hills National Reserve, Marine Parks and Islands. There are about 67 star rated hotels in the South Coast of Kenya according to Kenya Association of Hotel Keepers (2022). The unit of analysis was the star rated hotel while that of observation was the various functional units in each hotel. Multi stage sampling technique was used. The first stage involved clustering the hotels into different strata according to the star ratings from 1-5. The second stage involved application of stratified sampling method to select a representative sample of the unit of analysis. The Yamane formula for determining sample size was applied to calculate the appropriate sample size of the units of analysis at 95% level of confidence and margin of error of 0.01 which yielded a sample size of 57 hotels. Proportionate stratified sampling method was then used to select the number of hotels in each stratum based on the relative weight attained by each stratum from the total number of hotels. In the last stage, purposive sampling method was then applied to select respondents from the relevant functional units in the departments of customer service, housekeeping, production, sales and marketing, food and beverages. The resulting sampling frame is presented in table 1.a

Table 1: Target Population and Sampling Design

<table>
<thead>
<tr>
<th>No. of Hotels</th>
<th>No. departments (1)</th>
<th>Total population of respondents</th>
<th>Proportionate sample(x/67x57) (2)</th>
<th>Sample respondents (1x2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>19</td>
<td>3</td>
<td>57</td>
<td>16</td>
</tr>
<tr>
<td>2</td>
<td>17</td>
<td>3</td>
<td>51</td>
<td>14</td>
</tr>
<tr>
<td>3</td>
<td>12</td>
<td>5</td>
<td>60</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>10</td>
<td>5</td>
<td>50</td>
<td>9</td>
</tr>
<tr>
<td>5</td>
<td>9</td>
<td>5</td>
<td>45</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>67</td>
<td>263</td>
<td>57</td>
<td>225</td>
</tr>
</tbody>
</table>

Research Data

The study utilized structured questionnaires to collect primary data. The questionnaire was preferred owing to its capability to collect large volumes of data within a concise timeframe and avoid bias and interference from the research. The questionnaire was mainly quantitative with closed-ended questions. It was structured into three sections with the first section obtaining data on demographic details of the respondents, while the remaining two sections collected data regarding the four independent variables and the dependent variable respectively. The second section was on the extent of adoption of the types of organizational culture. The third section was on the level of business recovery attained. The level of recovery of star rated hotels in post covid-19 era was measured using 5-point Scale where 1 represented decline in growth (–ve %), 2 no growth (0 %), 3 represented slight change in growth (1-20%), 4 moderate change (20-40%) and 5 high growths above 40%. Prior to its administration, the questionnaire was first pilot-tested to ascertain its reliability and validity. Once it was ascertained to be valid and internally consistent, the questionnaire was administered physically using drop and pick method. Three trained research assistants were engaged to speed-up the process of data collection.

The research data was analyzed using both descriptive and inferential analysis statistics. Factor analysis was performed to extract clusters of factors which did not significantly differ from the initial categorization of variables and their constituent components. Various diagnostic tests were done to test conformity of the research data to the regression assumption of linearity, normality, heterogeneity and the findings showed that these assumptions were not violated.
Findings and Discussions

Response Rate and Respondents characteristics

The study achieved a survey rate of 83.1% where out of the 225 questionnaires issued, 189 were properly completed and submitted for analysis. This being higher than the 60% threshold, it was considered adequate for analysis. The summary of the demographic characteristics is presented in table 2.

Table 2: Respondents Characteristics

<table>
<thead>
<tr>
<th>Age bracket</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Educational Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25 years</td>
<td>27</td>
<td>14.4</td>
<td>High School 10</td>
</tr>
<tr>
<td>26-35 years</td>
<td>27</td>
<td>14.4</td>
<td>Diploma 76</td>
</tr>
<tr>
<td>36-45 years</td>
<td>58</td>
<td>31</td>
<td>Bachelor’s degree 85</td>
</tr>
<tr>
<td>46-55 years</td>
<td>41</td>
<td>23.9</td>
<td>Master’s degree 14</td>
</tr>
<tr>
<td>Above 55 years</td>
<td>34</td>
<td>18.2</td>
<td>PhD 1</td>
</tr>
</tbody>
</table>

The Extent of Adoption of Organizational Culture

The first objective of the study sought to identify the level/extent to which each of the four types of culture have been embraced by the surveyed hotels. Table 3 presents the summary of the findings reported through the respective cultural type mean and standard deviation.

Table 3: Variable Characteristics and Correlations

<table>
<thead>
<tr>
<th>Variable</th>
<th>aScore</th>
<th>Mean</th>
<th>Std.Dev</th>
<th>Correlations 1 2 3 4 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Market Culture</td>
<td>0.866</td>
<td>4.05</td>
<td>0.721</td>
<td>1.000</td>
</tr>
<tr>
<td>2.Customer Culture</td>
<td>0.867</td>
<td>4.09</td>
<td>0.667</td>
<td>0.298** 1.000</td>
</tr>
<tr>
<td>3.Innovation Culture</td>
<td>0.868</td>
<td>4.07</td>
<td>0.671</td>
<td>0.113** 0.244** 1.000</td>
</tr>
<tr>
<td>4.Adhocracy Culture</td>
<td>0.867</td>
<td>4.18</td>
<td>0.606</td>
<td>0.331** 0.278** 0.117** 1.000</td>
</tr>
<tr>
<td>5.Business Recovery</td>
<td>0.867</td>
<td>3.84</td>
<td>0.709</td>
<td>0.384** 0.308** 0.170** 0.313** 1.000</td>
</tr>
</tbody>
</table>

The results show that the four types of culture were embraced to a high extent (M=4) with a relatively low variation in the manner they were adopted and practiced among the hotels (standard deviation<1.0). In addition, the four types of culture have a low but significant positive correlation among themselves and with the dependent variable of the business recovery.

Level of Business Recovery Attained

The second objective of the study focused on the extent of business recovery resulting from the adoption of the four culture types. Business recovery was measured using six components that reflected the nature of the industry and the suitable indicators of its performance. The findings are reported in table 4.
The study was guided by three objectives. The first objective sought to establish the extent to which the four types of culture have been adopted by the sampled hotels in the post covid-19 period in helping the hotels recover from the covid-19 period effect leading to loss of business. The study reported that there was almost a uniform level of adoption of the four types of organizational cultures. The four types of cultures that were investigated in the study were adopted due to the premise that their adoption would align closely with the strategic management process of planning with regard to aspects of the core values and key beliefs (Pearce & Robinson, 1997; Thompson & Strickland, 2000). To the extent that these four cultures are adopted to a level of high extent it would be of relevance in the post covid era. The literature reviewed had argued that market culture, customer orientation and adhocracy culture types have an effect on the role of strategic thinking and the need to enact appropriate sets of mechanisms suitable to translate the strategic thought into a corresponding set of strategic actions. According to Alhosseiny (2023) the various components of strategic thinking guide the strategic management process when managers undertake discussions and implications

The results show that the corresponding level of recovery varied across different components of business recovery. The hotels had the highest score of recovery in customer satisfaction while the lowest was in the number of conferences. The degree of variation in terms of the level of recovery is relatively low with the standard deviation varying between 0.6 and 0.8. The overall level of recovery is moderate at between 20–40% growth for most of the items and high at above 40% for customer satisfaction levels.

### Effect of Culture on Business Recovery

The third objective of the study focused on determining the effect of the level of adoption of the various types of organizational culture on the level of business recovery attained by the sampled star rated hotels. Four hypotheses were tested to help address the objective. The multiple regression results are presented in table 5. The multiple regression results indicate that the regression analysis model has a good fit with $R^2=0.220$. The Beta coefficients for the four culture types show that market culture, customer orientation and adhocracy culture are positive and significant at $P<0.05$. The coefficient for innovation culture is negative and is not statically significant. Based on these results, hypotheses 1, 2 and 4 of the study are supported while hypothesis 3 of the study is not supported. This leads to the conclusion that market culture, customer and adhocracy culture types have an effect on business recovery in the post covid-19 era among the star rated hotels in the coastal region of Kenya. Innovation culture however, even though demonstrating a negative effect is not statistically significant.

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Value</th>
<th>P-Value</th>
<th>Observation</th>
</tr>
</thead>
<tbody>
<tr>
<td>$R$</td>
<td>0.469</td>
<td></td>
<td>Effect of organizational culture on the level of hotel recovery. 22% variation in hotel recovery explained.</td>
</tr>
<tr>
<td>$R^2$</td>
<td>.220</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adj.$R^2$</td>
<td>.203</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$F$</td>
<td>12.812</td>
<td>0.000</td>
<td>Model fit good</td>
</tr>
<tr>
<td>SSE</td>
<td>20.23</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MSE</td>
<td>3.374</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$\beta$ market culture</td>
<td>1.659</td>
<td>.028</td>
<td></td>
</tr>
<tr>
<td>$\beta$ Customer orientation</td>
<td>.255</td>
<td>.000</td>
<td>$H_1$ Supported</td>
</tr>
<tr>
<td>$\beta$ innovation culture</td>
<td>.125</td>
<td>.026</td>
<td>$H_2$ Supported</td>
</tr>
<tr>
<td>$\beta$ adhocracy culture</td>
<td>.057</td>
<td>.238</td>
<td>$H_3$ not Supported</td>
</tr>
</tbody>
</table>

### Discussions and Implications

The study was guided by three objectives. The first objective sought to establish the extent to which the four types of culture have been adopted by the sampled hotels in the post covid-19 period in helping the hotels recover from the covid-19 period effect leading to loss of business. The study reported that there was almost a uniform level of adoption of the four types of strategies. The mean scores rated at the level of high extent and the low standard deviations confirmed this level of uniformity in the adoption of the four types of cultures. The four types of cultures that were investigated in the study were adopted due to the premise that their attributes would align closely with the strategic management process of planning with regard to aspects of the mission of an organization. The high level of adoption would be interpreted as an indication of the extent to which managers in the hotel industry consider strategic thinking to be of relevance in the post covid era. The literature reviewed had argued that organizational culture is an essential component of strategic thinking that needs to be embedded in the strategic management process at the phase of formulation through the dimension of the organization mission that defines the corporate personality in terms of the core values and key beliefs (Pearce & Robinson, 1997; Thompson & Strickland, 2000). To the extent that these four cultures are adopted to a level of high extent is an indication of a high level of awareness among managers in the hotel industry on the role of strategic thinking and the need to enact appropriate sets of mechanisms suitable to translate the strategic thought into a corresponding set of strategic actions. According to Alhosseiny (2023) the various components of strategic thinking guide the strategic management process when managers undertake
practices that are consistent with defining attributes of strategic thinking such as creativity, strategic formulation, collaboration and innovation.

The second objective of the study focused on the extent to which the adopted types of culture have contributed to business recovery among the sampled star rated hotels. The indicators of the recovery used reflected the relevant set of performance metrics for the hotel industry so as to illustrate how the various dimensions of performance of the hotel industry have been attained since the end of the covid-19 era. While the overall level of recovery was at a moderate level in growth ranging between 20-40%, it was also noted that one of the areas of business that experienced recovery to a high extent of growth of above 40% was that of customer satisfaction. This observation is important in that the metric of customer satisfaction is at the core of the mission of organizations in two dimensions, the purpose for existence and the concern for survival (Pearce & Robinson, 1997).). According to the strategic management literature, when defining the mission, an organization needs to clearly define its domain, the types of needs it seeks to satisfy, describe its purpose for existence as well as indicate how it will attain its concern for survival in the foreseeable future. The purpose for existence has been explained in organizational studies to lie along satisfaction of societal needs from which an organization obtains its customers, while the concern for survival is attained through a sustained level of profitability generated from transactions undertaken as the organization engages in value delivery activities that seek to satisfy market needs (Robbins, 2004; Jones, 2010). Thus through adoption of the various types of cultures, the sampled hotels have been able to address their strategic planning interests espoused in the mission through the level of business recovery attained.

The third objective of the study measured the effect of the level of adoption of the four culture types on the level of business recovery attained. The behavior of the variables was clustered into two categories. Those that do not have a significant effect and those with significant positive effect. In the first cluster, the corresponding hypothesis 3 that was not supported tested the effect of innovation culture on business recovery among the sampled star rated hotels. The findings reported negative non-significant effect of innovation culture on business recovery. The attributes of this culture that were measured could explain the findings reported. The study focused on learning from the market, empowering employees, creativity and the continuous improvement of products and processes. The conditions of the post covid-19 era may not have provided fertile ground for this cultural practice as most of the businesses found themselves financially constrained to be able to make the necessary investments in the practices associated with this culture. In addition, some previous empirical work had argued on the basis of the needed conditions for innovativeness to drive business growth. In their research, Zhao (2022) investigating how customer orientation would support business growth pointed out that the customer orientation culture would operate through innovativeness so as to realize the goal of growth. We find this suitable in explaining the case for a non-significant negative effect. The finding by Zhao (2022) can be interpreted in terms of the RBV postulates in the process of resource bundling and configuration to combine resources to produce and offer value in a unique manner. It would then appear that even though the hotels have adopted the different types of culture, yet an important aspect of the RBV may not have been adhered to in configuring the various practices that are in line with each of the culture types. Through this hypothesis, the authors provide an important insight into the integration of the RBV postulates in the strategy formulation phase when developing strategies in line with the need to align the focus of each strategy with that which is espoused in the mission of the organization that has implications for the role of the organizational cultural attributes.

The second cluster of hypotheses with a significant positive effect on business recovery were those involving hypotheses 1, 2 and 4 that featured market culture, customer orientation and adhocracy culture. There is a common feature among these three types of culture when assessed from the viewpoint of strategic thinking. They focus on fulfillment of the mission of the organization in the manner they address the domain (selected market) for the organization (Pearce & Robison,1997; Robbins, 2004; Jones, 2010). The strategic management literature when emphasizing the role of the mission calls on organizations to define their market, the needs they seek to satisfy as well as the manner in which they will satisfy them in a way that will lead to attainment of sustainable competitive advantage (Porter, 1985). The operational indicators that were used for each of the three types of culture highlighted important aspects of strategic management that the hotels have implemented to a high level of extent; these were on differentiation, branding, internal and external customer relationship management as supported by employee motivation. To arrive at the decision to adopt each of these aspects of strategic management, the management of the hotels needed to reflect on their strategic management processes which were preceded by strategic thinking processes that would require management to analyze their external context, reflect on the future of the hotels, and identify the required internal alignment. Pearce and Robinson (1997) pointed that the strategic decisions undertaken in conformity with strategic thinking involve top management reflecting and highlighting critical issues suitable for consideration for the survival of the organization. Thus Goldman (2012); Liedtka (1998); and Heracleous (1998) highlighted several dimensions of strategic thinking that are considered in shaping the strategic management process which include development of appropriate strategy, creativity, collaboration, adaptability, mental reflection of the strategy selected and visionary implementation of the strategy. In view of this then, it would appear that the hotels by adopting the various attributes of the four types of culture, they were able to implant strategic management processes that were drawn from the relevant set of strategic thinking by the management of the hotels.

The reported findings on these three hypotheses are comparable to those of previous researches. For instance, similar results were observed in the study by Evans (2021), who analyzed the business practices, market climate, and competition intensity of private security businesses in Kenya. Similarly, Aboramadan et al (2020), in their research highlighted the critical role of a firm's organizational culture in determining its market orientation (MO) and, subsequently, its ability to adapt and achieve superior business
performance. Moreover, Naveed et al (2022) revealed that adhocracy culture builds spontaneity, adaptability, and creativity in an organization thus promoting business recovery through encouraging employees to take risks, experiment, and make independent decisions. Feng et al (2019) observed that Customer orientation culture has a positive impact on the profitability and growth of the business.

Based on the findings and the corresponding explanations, the authors raise several implications for strategic management theory and practice. The first implication draws from the insight on how organizational culture enhances strategy formulation processes in organizations. This is through the articulation of the relevant set of strategies that derive from the expressed components of organizational culture that are implemented together at the market as well as those that are internally focused in aligning organizational systems with the demands of the market. Secondly, there is an implication regarding how culture would be deployed in organizations to drive the agenda to achieve business goals. The findings have cited the role of the necessary level of awareness of the need for strategic thinking and taking the necessary steps towards linking strategic thinking with strategic management actions. Organization culture provides a relevant means of achieving the business goals by identifying the relevant culture types and implementing appropriate strategic actions derived from the culture attributes that lead to the realization of the desired business goals.

Thirdly, the findings point to the complimentarity between the postulates of RBV and those of organizational culture theory in a way that ties to the mission of an organization. In terms of practice, the managers in this industry would enhance their relevance to the market by reviewing their strategic plans for the post covid-19 period in a way that more strongly embeds dimensions of organizational culture into their selected strategies. Practical ways of doing this would entail dimensions of strategic thinking preceding the strategic planning where more critical thinking is embraced, environmental scanning undertaken and a projection into the expected future more clearly described. The strategic planning process would then need to spell out the components of the mission to ensure its aspects that draw from culture are more pronounced and chooser of applicable business strategies that directly derive from the mission oriented cultural dimensions.

**Conclusion**

The study had three objectives. Conceptualization was logically undertaken to support hypotheses that were drawn from conceptual, theoretical and empirical evidence and primary data used to test each of the hypotheses. The findings reported in the study lead to several conclusions. First, the study concludes that the various types of organization culture have been adopted in the post Covid-19 era among star rated hotels in the south coast region of Kenya to a high extent. The extent of this adoption is in line with the level of awareness by the management of the hotels on the role of strategic thinking in contributing to their strategic management processes suitable to help their businesses recover and survive in the post Covid-19 era. Secondly, the study observes that the level of adoption of the various types of organizational culture have contributed to a moderate level of business recovery rated at the level of business growth ranging 20-40%. The manner in which the cultures have made the contribution is through relevant business practices that are aligned with the mission of the hotels particularly addressing the mission components of the hotels purpose for existence, customer satisfaction and the concern for survival. Thirdly, the level of adoption of different types of organizational culture has varied effect on the level of business recovery attained. While market, customer orientation and adhocracy have a significant positive effect on business recovery, innovation culture does not have a significant contribution to business recovery among the sampled hotels. The conclusions made raise several implications on the role of the culture of organizations with regard to how it is aligned with the strategic management process of strategy formulation phase through the component of the business mission. Organizational culture provides an essential component for designing viable strategic actions that operationalize the mission of an organization in line with the postulates of the RBV approach to strategy. Thus, extant theories underpinning the role of organizational culture in strategic management processes need to be deployed alongside the RBV approach.

The conclusions made however may face several limitations. First, the conceptualization of the study did not include a comprehensive set of strategic thinking dimensions as well as include a range of relevant items of this perspective in the research data. Secondly the research data was self-reported by the respondents thus opening room for possible biases. The self-reported data used in the study may have biases resulting from respondents being more favorable on areas investigated, lack of accuracy and objectivity. Respondents may also have misunderstood the concepts that were measured in the study due to lack of awareness of the conceptual and practical nature of the constructs measured. These biases have potential to affect reliability of the findings reported using this self-reported data. To mitigate these limitations, future research can consider investigating the role of organizational culture types in organizational outcomes when strategic thinking elements are included. The conceptualization can consider using the strategic thinking elements as antecedent factors for possible explanation on how they contribute to the predictive power of organizational culture. The research can enhance objectivity of the data by obtaining longitudinal quantitative data from records as well as involve more stakeholders as respondents.
Acknowledgement

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Author Contributions: Conceptualization, Methodology, Data Collection, Formal Analysis, Writing—Original Draft Preparation, Y.L., M.M.; Writing—Review And Editing with equal participation by authors. All authors have read and agreed to the published final version of the manuscript.

Institutional Review Board Statement: Ethical review and approval were waived for this study, due to that the research does not deal with vulnerable groups or sensitive issues.

Data Availability Statement: The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy.

Conflicts of Interest: The authors declare no conflict of interest.

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