EFFECT OF CHANGE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE IN SELECTED HOTELS IN NORTH CENTRAL, NIGERIA

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Abstract
This study examined the effect of change management on organizational performance in selected hotels in North Central, the population for this study is all employees in selected hotels in North Central totalled 505, with sample size 223 employees. Primary data was collected using 5-point Likert scale structured questionnaire for the study. The study employed the Partial Least Square Structural Equation Modelling (PLS-SEM) to model the regression analysis. The study found technology change has positive and significant effect on organizational performance. The decision was reached based on the t-value of 4.69 which is greater than 1.964 and a beta value of 0.164 with a p-value of 0.003. Leadership change has positive and significant effect on organizational performance of selected hotels in North Central. The decision was reached based on the t-value of 24.57 which is greater than 1.964 and a beta value of 0.751 with a p-value of 0.000. The study recommends that technological change is essential to the growth and effective operation of a firm. It is therefore important for hotels to implement new electronic communicative devices and adopt modern technologies on online bookings and payments. Also, the study recommends firms to adopt leadership change since it helps the firms to achieve their objectives effectively by linking job performance to valued rewards.
Keywords: *Change Management, Leadership change, Technology change, Organizational performance*

INTRODUCTION
Hotel performance is very essential to management and other stakeholders such as shareholders, debt holders and the government as it is an outcome which has been achieved by an individual or a group of individuals in an organization related to its authority and responsibility in achieving the goal legally, not against the law, and conforming to the morale and ethic ((Naser & Mokhtar, 2014). Increased competition, rapid change, reduced resources and mounting employee expectations, have all combined in such a way that organizations being expected to achieve more out of less (Neely et al., 2021). However, in the competitive market environment, Hotels seeking to improve their performance cannot simply rely on quality, but on change. Recognizing the need for change and leading organizations through that change is one of the most challenging for any leadership. Change management should be effective, for example have the ability to move freely, have the ability to influence others, and motivating the employees in the target systems and organizational goal (Harem, 2020). Balogun and Hailey (2020) argue that all organizations are currently undergoing some type of change. Many of these changes arise from management such as culture change, business process engineering, empowerment and total quality. Even though there has not been consensus as to the framework for organizational change management and firm performance, there seem to be an agreement that organizational change management improves firm performance (Balogun & Hailey, 2020).

Objectives of the Study
The main objective of this to examine the effect of change management on performance of selected hotels in North central, while the specific objective is to:

i. To investigate the effect of technology change on performance of selected hotels in North Central.
ii. To determine the effect of leadership change on performance of selected hotels in North Central.

LITERATURE REVIEW
Concept of Change Management
Change is inevitable, unavoidable and necessary process of becoming different in order to achieve stated objectives of the organization Chapman (2015). Nowadays, organizations have realized the essence of change management practices. Daniel (2019) defined change management as a process that involves the unfreezing, moving and refreezing values, practices and procedures within an organization. It is a systematic and organised application or approach (in organizational structure, leadership, culture and technology) that determine employees' organizational changes from a particular state to desired future state. The roles of managers during change in an organization are: communicator, advocate, coach, liaison and resistance. El-

Dirani et al., (2019) defined change management as a necessary processor defining and adopting corporate strategies, structure, technologies and procedures to deal with changes in external conditions and business environment. Change management is a systematic process of dealing with perspective change of an individual and organisations. It is a systematic and organised application or approach that determine employees' organizational changes from a particular state to desired future state. Change management factors are organizational structure, leadership, culture and technology. The roles of managers during change in an organisation are: communicator, advocate, coach, liaison and resistance

Crane (2019) defined change management as the process of achieving the smooth implementation of change by planning and introducing it systematically, taking into account the likelihood of it being resisted. Ajmal et al., (2020) defined organizational change management as any systematic approach with the sole purpose of successfully enhancing your organization's goals, procedures, and strategies from an undesirable present state to a better-performing future state. In the words of Al-Asoufi et al., (2019), change management is a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies. The purpose of change management is to implement strategies for effecting change, controlling change and helping people to adapt to change. Alshahrani (2019) asserted, change management for organizations that are constantly changing requires the ability to react and adapt to change with ease and without friction. Change management, also known as organizational change management, is the practice of effectively engaging stakeholders, minimizing risk to efficient adoption and maximizing benefits through a focus on the organizational, cultural and people aspects of business transformations (Berntson, 2020). Change management is the official process for organizational change, comprising of a systematic approach and application of knowledge. Change management means "defining and adopting corporate strategies, structures, procedures, and technologies to deal with change stemming from internal and external conditions". Management of change is a critical part of any plan that leads, manages, and allows people to accept new processes, technologies, systems, structures, and values. It is the set of actions that helps people transform from their present way of working to the desired way of working. Change management is "the continuous process of aligning an organization with its marketplace-and doing so more responsively and effectively than competitors

Concept of Technology change

Elias (2019) stated that technological change may result from new inventions, discoveries or the accessibility of resources not previously available. It can alter the shape of the firm and its industry and can have far reaching impact on everyday life. Technological advancement changes the organizational policies and strategies (Boucekkine & Crifo, 2019). In any organization, most of challenges are generated by competition, advancing technology, enhancing employee efficiency and rapid growth, new leadership and management (Madsen et al., 2015).

Technology change refers to the process of adopting and integrating new technologies within an organization or industry. It involves the introduction, implementation, and assimilation of new technological advancements to replace or enhance existing systems, processes, or products. The concept of technology change is closely tied to innovation and is driven by various factors, including market demands, competitive pressures, and the pursuit of operational efficiencies.

According to Damanpour and Gopalakrishnan (2021), technology change can be classified into two broad categories: product innovation and process innovation. Product innovation involves the development and introduction of new or improved products or services, while process innovation focuses on the implementation of new or improved methods, techniques, or systems within an organization's operations. Technology change can have far-reaching implications for an organization's performance, competitiveness, and long-term sustainability. As highlighted by Utterback and Abernathy (2019), organizations that fail to adapt to technological changes risk becoming obsolete and losing their competitive edge. Consequently, effective management of technology change is critical for organizations to remain relevant and capitalize on emerging opportunities.

The process of technology change often involves various stages, including awareness, evaluation, acquisition, implementation, and routinization (Roger, 2023). Organizations must carefully assess the potential benefits and risks associated with adopting new technologies, as well as the readiness of their workforce and infrastructure to accommodate the change (Tornatzky & Fleischer, 2021).

Leadership Change

Effective leadership, according to Hurduzeu (2015), is a combination of the following: motivation, management, monetary compensation, and analytical skills. Achieving corporate goals and objectives is impossible without the use of human resources

Change leadership is the ability to influence and enthuse others through personal advocacy, vision and drive, and to access resources to build a solid platform for change (Higgs & Rowland, 2000). Leadership is often viewed as key to successful change (American Management Association, 1994). Change leadership is usually associated with a bigger vision and with the creation of a broader agency and urgency for change throughout the entire organization. The change leadership model motivates the members of the organization to be and lead the change, using collaborative, creative and motivational change approaches. Trainer (2021) pointed that, change leadership is strategic in nature. It sets the direction for change management. The first focus of a change leadership team is effective and purposeful communication disseminated much like any outreach initiative. Instead of a top-down approach, it is more effective for the team to focus on informing and educating the workforce, if it expects to diminish negative reactions Change Communication According to Grossman (2020), change communication is the informational component of the change management strategy that helps stakeholders understand what is changing and why and how it will specifically affect them. It delivers timely messages and materials aligned with key milestones, ensure stakeholders receive consistent information about what is important to them, and provides a mechanism to share feedback and ask questions. The author said, whether they are changing technology, business practices, leadership or combination of things, change management communication is essential to helping people move from where they are today to the desired "future state.

In terms of specific leadership styles, transformational leadership is particularly effective in promoting change. This style emphasizes the need for leaders to be inspirational, visionary, and able to empower employees to take ownership of change initiatives. Additionally, leaders should be aware of the latest management and leadership methods and be willing to adapt to new circumstances.

In summary, the concept of leadership change involves a combination of personal leadership qualities, leadership styles, and organizational culture. Effective change leaders must be able to inspire and empower employees, create a positive organizational culture, and adapt to changing circumstances to ensure successful organizational transformations.

Organizational Performance

To perform is to take a complex series of actions that integrate skills and knowledge to produce a valuable result. Performance measurement has great significance in effective management of an organisation and in the enhancement of the processes since only measurable things is manageable. Hence, the enhancement of the organizational performance requires some measurements to determine the impact of the level of change management upon business performance. In theory, the concept of performance forms the core of strategic management and empirically, most strategy studies make use of the construct of business performance in their attempt to examine various strategy content and process issues. In management, the significance of performance is clear through the many prescriptions provided for performance enhancement. Hence, organizational performance requires measures to identify the effect organizational recourses upon business performance. Performance measurement is very crucial for the organization's effective management and enhancement of the process is impossible without outcome measurement.

Gabriel (2021) defined organizational performance as a multi-dimensional construct whose measurement varies depending on several factors. It is an important aspect for every organization whether it is a profit-making or a non-profit-making entity. It is the extent to which an organization as a social system with the resources and means at its disposal fulfills its objectives without incapacitating its means and resources and

without placing undue strain upon its members. Ndahiro et al., (2015) noted that organizational performance is positively impacted by the presence of change management practices, change management tends to create a significant contribution to organizational competencies, and in turn, becomes a great advance for further enhancing innovativeness. Performance may be measured using different matrices such as revenue, profitability, customer count, staff counts, market segment occupancy, and even sales volume.
The concept of organizational performance is otherwise called organizational success or organizational worth which associates with goal attainment. However, Abbas et al, (2019) see it as the process of determining the extent of organization's performance level is called organizational performance. Igwe et al, (2015) stated that organizational performance is the extent to which an organization as a social system with the resources and means at its disposal fulfils its objectives without incapacitating its means and resources and without placing undue strain upon its members.

Empirical Review

Gohar and Masood (2022), conducted a study on organization change management and employee performance. The change management leaders have to highlight the needs of change in the organizations by establishing employee readiness. Managing the change process is as important as change itself. Employee willingness, change in their attitude and behaviour are the important for change adaptation. Change is the planned tools for the changeover of the individual or groups and firms from their current state to a needed future state. The study therefore examines the empirical change management and its impact on employee performance of Pakistani organizations. Change management has a significant impact on employee performance. Employee willingness, readiness, change in attitude and behaviour are the important factors required good organizations outcome through change management. The organizations can get competitive advantages through their employee good performance by adopting change and maintain it by change management. The objectives of the study were on employee's performance while the study am conducting was on organizational performance.

Gabriel (2021) examined the impacts of change management on organizational performance. Change management is necessarily inevitable in view of the intensive competition in any organisations thus, creating both a threat and a challenge for such organisation to continuously change their structural and functional characteristics to exist, survive and remain competitive at all times. The objective is to examine the impacts of change management on organisational performance; therefore, a content analysis approach research design was adopted. The study concludes that to improve performance, changes must be made to the organizations‟ processes and system structures or job roles. Therefore, the study recommends that iii. To avoid resistance to change, appropriate change strategies should be put in place by change managers the participative strategy is recommended for change managers. Also, organizations should employ the service of internal change managers to work hand-in-hand with such expert employed externally so as to facilitate growth in performance and smooth change implementation. The study was conducted on the impact of change management on organizational performance which the study am conducting it on effect of change management on organizational performance of selected hotels in North Central, Nigeria.

Onah et al., (2020) evaluated the effects of change management on the productivity of organizations in Nigeria. Change management practices relate to a variety of organizational interventions that when executed properly and in consistency with internal and external organizational events, facilitate the enactment of organizational change processes. A change in one aspect impacts another immediately. A major element of change is the application of policies. Implementation is therefore a key concern in the management of change. The inability to get things done and have crucial ideas and decisions implemented is widespread in organizations today. To achieve varied goals, managers need more than fragmentary ad-hoc change programmes dealing only with present challenges. They need change management methods to prepare for upcoming organizational competitive difficulties. Managers must gain knowledge how to build and manage a human group that is proficient of foreseeing the new, capable of changing its vision into technology, products, processes and services, willing and able to agree with the new. Attempts to execute change management have been many and extensive, but the promises made in its name have remained unsatisfied. The secondary source of data generation, which comprises of the use of textbooks written by different authors on the subject matter, journals, magazines, information from the internet and other published and unpublished materials applicable to the work. The study concludes that Managers must gain knowledge how to build and manage a human group that is proficient of foreseeing the new, capable of changing its vision into technology, products, processes and services, willing and able to agree with the new. And all organizations go through change.

Okeke et al., (2019) examined change management and organizational performance in manufacturing companies in Anambra State, Nigeria. Descriptive surveyed design was adopted, and primary data was employed. Population of the study was 286 employees, and the test –retest method was used to test reliability of the research instrument. The study found that technological changes have a positive significant effect on organizational performance in manufacturing companies. Change management strategies have a positive significant effect on organizational performance in manufacturing companies in Anambra State. Leadership changes have a positive significant influence on organizational performance in manufacturing companies in Anambra State. The study concluded that change management has a positive significant effect on organizational performance in manufacturing companies in Anambra State.

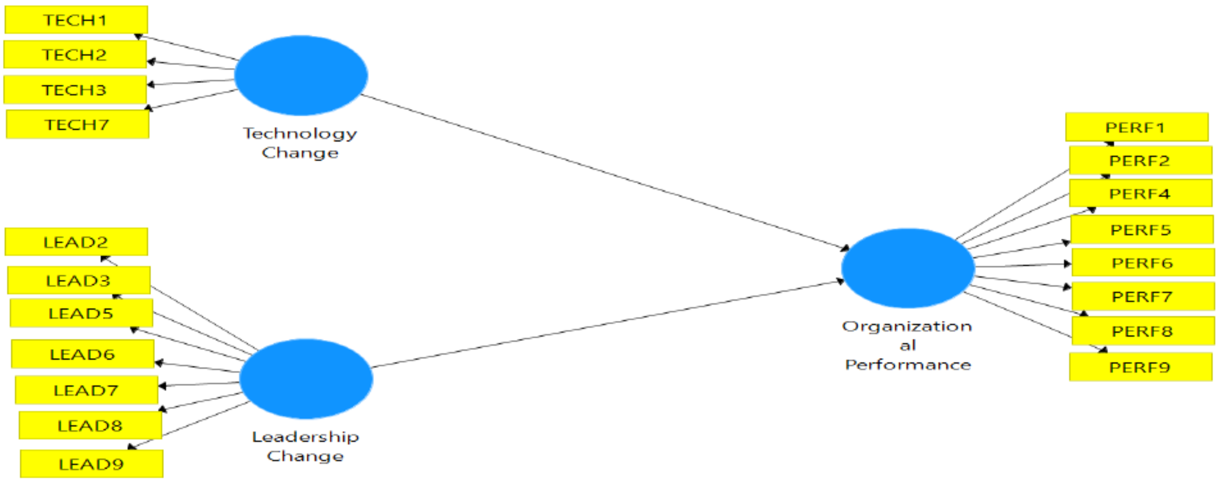
Cross (2019) conducted a study on effects of change management on the Performance of Firms in Nigeria. This paper is on the effects of change management on the performance of firms in Nigeria. The paper sought to determine the effects of organization enabler on growth and assess the nature of the relationship between management change and organizational effectiveness. The sources of data for the study were primary and secondary. Change Management is also used to define the process of following the change in the automated system, logging best practices or system upgrades. Management of change connects to people's encounter and the organizational process. The secondary source of data generation, which comprises of the use of textbooks written by different authors on the subject matter, journals, magazines, information from the internet and other published and unpublished materials applicable to the work. The study concludes that change is inevitable and managers all over the world are adapting to changing market conditions and at the same time facing the need for creating a proactive rather than a reactive managerial system.

Contingency Management Theory

Fiedler's Contingency Theory says there is no one best way to manage an organization. Fiedler's Contingency Theory of leadership says that a leader must be able to identify which management style will help achieve the organization's goals in a particular situation. The main component of Fiedler's Contingency Theory is the least preferred co-worker (LPC) scale which measures a manager's leadership orientation. The contingency theory definition depends upon both the internal as well as external factors of an organization. For example, the size of the organization, the leadership approaches of different managers of an organization, the number of employees versus the number of managers in the organization, the customer's perspective and the competition in the market. Fiedler's theory suggests three general variables that determine business management and structure which are: the size of the organization, the technology employed and the leadership at all levels of the business. What that means for the individual manager who subscribes to Contingency Management Theory is that they must be able to identify the particular management style suitable for every given situation. They must also be willing and able to apply that management style quickly and effectively whenever necessary.

METHODOLOGY

The study adopted a descriptive survey research design. The study population comprised all total number of 505 employees from selected hotels in North Central. This number comprised of all the managers and the junior staff as they were all considered employees in selected hotels in North Central, Nigeria. These hotels are Benue Hotels and Resorts, Golden Palace Guest Inn Minna, Transcorp Hilton Abuja, Crispan Suites and Events Center Jos, Seatof Hotel and Suites Lokoja, Wingate Exotic Ilorin and Ta'al Conference Hotel Lafia. A sample size of 223 employees with the attrition of 10% of the sample size was added after applying Taro Yamane formula, all the copies of 245 questionnaires were distributed, however 215 copies of questionnaires were duly completed and returned and was used for data analysis. Primary data was collected using 5-point Likert scale structured questionnaire for the study. The study employed the Partial Least Square Structural Equation Modelling (PLS-SEM) to model the regression analysis. PLS-SEM is a non-parametric method that does not require that the data meet certain distributional assumptions. However, the parametric significance tests (e.g., as used in regression analyses) cannot be applied to test whether coefficients such as outer weights, outer loadings and path coefficients are significant. Instead, PLS-SEM relies on a nonparametric bootstrap procedure to test the significance of various results such as path coefficients, Cronbach's alpha, HTMT, and R^2 values. (Efron & Tibshirani, 1986; Davison & Hinkley, 1997). The model for the path analysis is specified thus:



Theoretical Model on Effect of change management on organizational Performance of selected hotels in North Central.

RESULTS AND DISCUSSION

Out of the two hundred forty-five (245) distributed questionnaires, 215 were properly filled and returned giving a response rate of 90%. Subsequently, all further analyses were done using 215 responses data.

Table 4.1: Descriptive Statistics

variable	Mean	Median	Min	Max	SDV	Kurtosis	Skewness
TECH	2.69	2.00	1.00	5.00	1.24	-1.04	0.23
LEAD	2.98	2.88	1.00	5.00	1.19	-0.83	-0.37
PERF	3.03	3.11	1.00	5.00	1.13	-0.71	-0.07

Source: SMART, PLS Output, 2024.

Data on the study variables were described in Table 4.1 above in terms of the mean, minimum, maximum, standard deviation, skewness and kurtosis values. Technological Change (TECH) revealed an average value of 2.69 with a standard deviation value of 1.24. However, the minimum and maximum values stood at 1 and 5 respectively. Leadership Change (LEAD) had minimum and maximum values of 2 and 5 respectively however, it showed an average of 2.98 along with a standard deviation of 1.19. Furthermore, Performance (PERF) showed a minimum value of 1 and a maximum value of 5 with an average value of 3.03 accompanied with a standard deviation value of 1.13. All the skewness and kurtosis values were less than 1 which shows that there is a normal distribution of data.

Assessment of Measurement Model

In assessing the measurement model, we begin by assessing the item outer loadings. As a rule, loadings above 0.708 are recommended, as they indicate that the construct explains more than 50 percent of the indicator's variance, thus providing acceptable item reliability (Hair, et al., 2019). However, Hair, et al., (2019) posited that low but significant indicator loading of 0.50 can be included hence justifying why indicators with loadings less than 0.708 and above 0.50 were not deleted from the model as seen in figure 2 below.

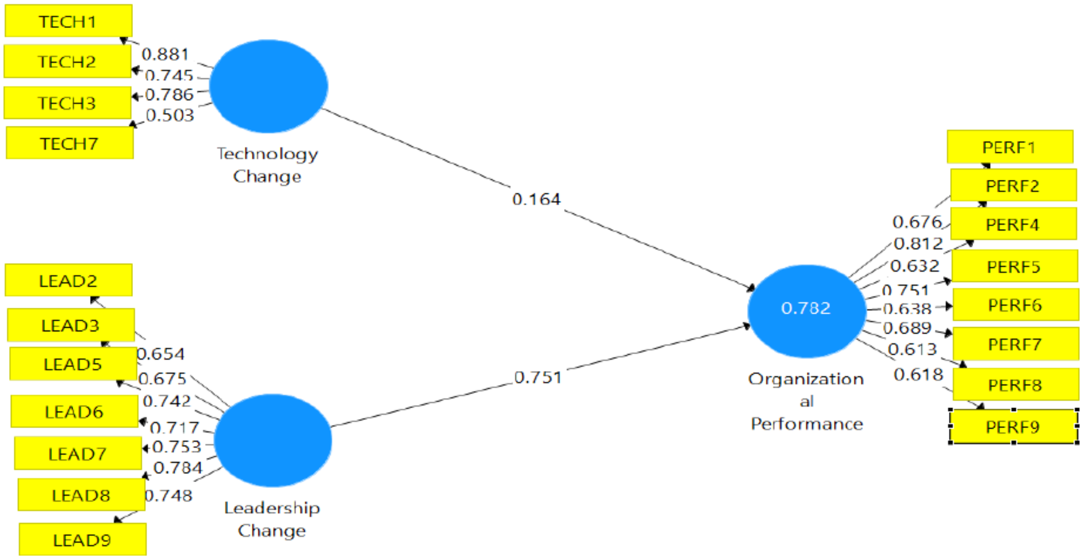


Fig 2: Indicator Loadings

Table 4.2: Reliability of study scale

S/N	Variables		Factor Loadings	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)	No of Items
1	Technological Change (TECH)	TECH1	0.881	0.711	0.826	0.551	7
		TECH2	0.745				
		TECH3	0.786				
		TECH7	0.503				
2	Leadership Change (LEAD)	LEAD2	0.654	0.850	0.886	0.527	9
		LEAD3	0.675				
		LEAD5	0.745				
		LEAD6	0.717				
		LEAD7	0.753				
		LEAD8	0.784				
		LEAD9	0.748				
3	Organizational Performance	PERF1	0.676	0.835	0.876	0.512	9
		PERF2	0.812				
		PERF4	0.632				
		PERF5	0.751				
		PERF6	0.638				
		PERF7	0.689				
		PERF8	0.613				
		PERF9	0.618				

Source: SmartPLS Output, 2024

Composite reliability of Jöreskog's (1971) was applied to test for internal consistency of the study. All the values fall within the Hair, et al., (2019) rating of good consistency. The Cronbach alpha value was above 0.60 which is the minimum threshold as recommended by Sekaran (2010). To test for the convergent validity, the average variance extracted (AVE) was used. All the latent variables showed values greater than 0.50 which indicates that the constructs explain at least 50 percent of the variance of its items. According to Henseler et al., (2015) the Fornell-Larcker criterion does not perform well when explaining discriminant validity, particularly when the indicator loadings on a construct differ only slightly. As a replacement, they proposed the Heterotrait-Monotrait (HTMT) ratio of the correlations which is the mean value of the item correlations across constructs relative to the (geometric) mean of the average correlations for the items measuring the same construct (Voorhees et al., 2016). Discriminant validity problems are present when HTMT values are high than 0.90 for structural models (Henseler, et al., 2015).

Heterotrait-Monotrait Ratio (HTMT)

	TECH	LEAD	PREF
TECH	**1.000**		
LEAD	**0.047**	**1.000**	
PREF	**0.058**	**0.462**	**1.000**

Source: SmartPLS Output, 2024

The variance inflation factor (VIF) was used to evaluate collinearity of the formative indicators. All the VIF values were less than 5 indicate the absence of critical collinearity issues among the indicators of formatively measured constructs (Hair, et al., 2019).

Model Goodness of Fit (GoF)

Sequel to the need to validate the PLS model, there is a need to assess the goodness of fit of the model as Hair, et al. (2017) suggested. This study used the standardised root mean square residual's (SRMR). The choice of this index was based on the fact that the SRMR provides the absolute fit measure where a value of zero indicates a perfect fit. The study adopted Hu and Bentler (1998) suggestion that a value of less than 0.08 represents a good fit while applying SRMR for model goodness of fit. The study result indicates an SRMR value of 0.030. This indicates the model is fit.

Assessing the Structural Model

Having satisfied the measurement model assessment, the next step in evaluating PLS-SEM results is to assess the structural model. Standard assessment criteria, which was considered include the path coefficient, t-values, p-values and coefficient of determination (R^2). The bootstrapping procedure was conducted using a resample of 5000.

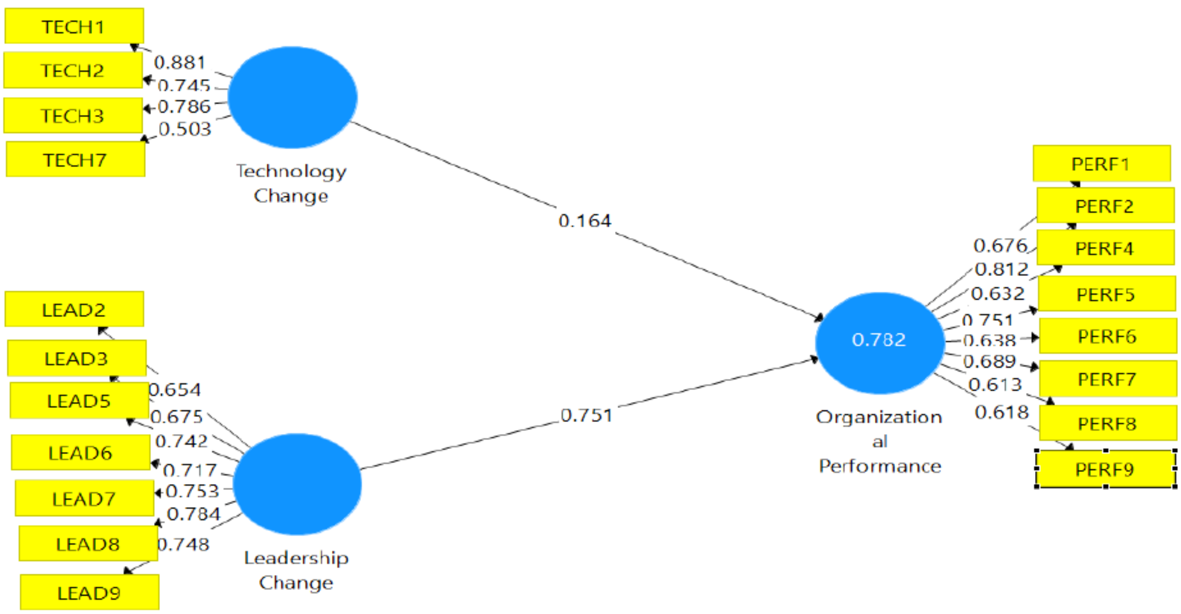


Fig. 3: Path Coefficients of the Regression Model.

The R-square value stood at 78% indicating that change management proxied by technology change and leadership change are responsible for 78% variation in organizational performance. The remaining 22% variation could be explained by other factors not included in the study. Based on Hair et al., (2019), the r-square is considered moderate base on the findings of the study. The result of the path analysis is presented in the table below:

Table 4.4: Path Coefficients

Hypothesis	Variable	Path Coefficient ***(Beta)	t-value	p-value	Findings
Ho_1	**Technology change**	**0.164**	**4.69**	**0.003**	**Rejected**
Ho_2	**Leadership change**	**0.751**	**24.57**	**0.000**	**Rejected**

Source: SmartPLS Output, 2024

The result from the analysis indicates that technology change has positive and significant effect on organizational performance. The decision was reached based on the t-value of 4.69 which is greater than 1.964 and a beta value of 0.164 with a p-value of 0.003. Thus, implying that the null hypothesis lacks sufficient ground to be accepted and as such the alternate hypothesis which states that technology change has significant effect on organizational performance is accepted. This finding is in agreement with that of Dennis et al., (2017) who both found technology change to be positive and significant effect on organizational performance of selected hotels in North Central

The result from the analysis indicates that leadership change has positive and significant effect on organizational performance of selected hotels in North Central. The decision was reached based on the t-value of 24.57 which is greater than 1.964 and a beta value of 0.751 with a p-value of 0.000. Thus, implying that the null hypothesis lacks sufficient ground to be accepted and as such the alternative hypothesis which states that leadership change has significant effect on organizational performance is accepted. This finding agrees with that of Daniel, (2020) who made similar findings about leadership change and organizational performance of selected hotels in North Central.

CONCLUSION AND RECOMMENDATIONS

Technology change has a positive impact on firm performance by producing an improved market position. Technology change enhances competitive advantage and superior performance. As such, hotels seek technological innovation in order to gain competitive advantage. This is done by implementing new electronic communicative devices within the firms that will enhance the communication process as well as the adoption of modern technologies on online bookings and payments. Increase in online communication with clients and staff is notable though the implementation of E-procurement and ERP together with IFIMS is uncertain. On the whole, technological change has resulted in improved firm performance. Leadership change makes it possible for firms to have improved firm performance. Leadership change results in high levels of cohesion, commitment, trust, motivation within the organization. Leaders therefore have a strong influence on firm functioning and overall performance. Firms therefore regularly change its managers and keep those managers that ring changes to the firm. In light of this, leaders are willing and able to try new things and balance risk/reward. These points to the need for business and management strategies to match the CEO's leadership style.

The study recommends that technological change is essential to the growth and effective operation of a firm. It is therefore important for hotels to implement new electronic communicative devices and adopt modern technologies on online bookings and payments. Besides, hotels have to increase their use of online communication with clients and staff. The focus should therefore be on the combination of ICT with the use of other technologies other than using only one or two isolated technologies.

The study also recommends that leadership change impacts positively on firm performance. It is therefore important for firms to have leadership change since it helps the firms to achieve their objectives effectively by linking job performance to valued rewards. Firms should therefore keep those managers that bring new changes to the firm. Also, hotel leaders need to be willing and able to fully appreciate other person's experience of change and to attach a value judgment to it. Firm performance is enhanced when there is flexibility in terms of employee adaptation of change. Firms should therefore allow new innovative ideas among its employees and ensure that they are regularly trained.

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QUESTIONNAIRE: Section A

	TECHNOLOGY CHANGE (TECH)					
		SA	A 4	UD 3	D 2	SD 1
1.	The adoption of new technologies has made our organization more competitive in the market					
2.	The implementation of new technologies has been well-planned and managed in our organization					
3.	The adoption of new technologies has streamlined our organization's processes and reduced inefficiencies					
4.	What degree do you believe the technology changes have improved the hotel's guest experience and satisfaction levels.					
5	Our organization has been able to adapt quickly to technological changes in our industry.					
6.	The implementation of technological changes can improve our organization's customer service and satisfaction.					
7.	The impact of technological changes on our organization's performance has been positive					
	LEADERSHIP CHANGE (LEAD)	SA 5	A 4	UD 3	D 2	SD 1
1	The new leadership has a clear vision and direction for the organization's future.					
2	The transition of leadership change will smooth and well-managed					
3	To what extent do you agree that the hotel's brand reputation has been enhanced due to the leadership changes?					
4	The leadership changes have had a positive impact on employee morale and job satisfaction.					
5	The new leadership has implemented changes that have improved organizational efficiency and productivity.					
6	The leadership changes have fostered a culture of innovation and creativity within the organization.					
7	The new leadership has been effective in addressing and resolving internal conflicts and issues.					
8	The leadership changes have improved the organization's ability to adapt to changing market conditions.					
9	The effect of leadership changes on our organization's performance has been positive					
	ORGANIZATIONAL PERFORMANCE (PERF)	SA 5	A 4	UD 3	D 2	SD 1
1	The hotel's organizational structure and management practices contribute to its overall performance.					
2	The hotel's employee training and development have a positive impact on service quality and customer satisfaction.					
3	The hotel's will strategies effectively attract and retain customers.					
4	The hotel's financial management practices contribute to its profitability and overall financial performance.					
5	The hotel's use of technology and innovation has improved operational efficiency and guest experience.					
6	The hotel's commitment to sustainability and environmental practices positively impacts its reputation and performance.					
7	The hotel's ability to adapt to changing market trends and customer preferences affects its overall performance					
8	The hotel's leadership and management team effectively communicate and implement strategic goals and objectives.					
9	The hotel's performance is influenced by its location, accessibility, and surrounding amenities.					