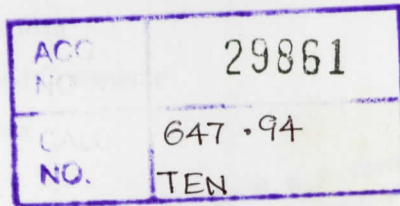




29861 #

Identification of Impediments for Effective Implementation of Strategies in Star Class Hotels in Sri Lanka

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ABSTRACT

Despite strategy implementation seems straight forward in Strategic Management process, transforming strategy into effect is far more complicated and fraught in star hotels in Sri Lanka. This study intends to reveal the impediments that are known as silent killers for effective strategy implementation in star hotels. Determining the nature of the relationships between impediments and the hotel performance, assessing the impact of the impediments on the performance, developing a model to identify the impediments and identifying remedies for impediments are objectives of the study. In order to obtain the views from the General Managers about the strategy implementation process and problems in the implementation, 39 General Managers of beyond two star hotels were interviewed with a questionnaire. Reliability was assessed by determining the Consistency and Stability. Convergent and Discriminant Validity were established using the Factor Analysis. Content Validity was established conducting a comprehensive literature review and including the viewpoints and ideas of experts. Test of Normality and Variance Inflation Factor test were also performed in order to assess the appropriateness of the data. Five hypotheses were developed to testify the relationships between impediments and the hotel performance and one was developed for identifying the differences of impediments in terms of the star grade. Univariate, Bivariate and Multivariate Analysis were performed for the purpose of carrying out the quantitative data analysis. Descriptive analysis was carried out for identifying the remedies for impediments adopted by General Managers. Overall findings of the study reveal five major impediments namely; Planning Consequences, Organizational, Individual, Managerial and Environmental Impediments that hamper the implementation of strategies in star hotels. Among them, Environmental impediments are the most influential impediments for all categories of hotels in Sri Lanka. On the other hand, Planning Consequences become a minor issue in implementing strategies. Every star category of hotels confronts all five impediments of strategy implementation regardless of the star grade. According to the Person's Product moment Correlation Coefficient values, all five impediments demonstrate a negative weak correlation with the hotel performance. All five impediments give a significant negative impact on the performance of hotels. First Five hypotheses were accepted and one was rejected. The model developed in this respect can explain 41% of variance in the hotel performance. General Managers of hotels have been adopting a number of remedies for impediments for effective strategy implementation. Precise strategic planning, effective strategic coordination, organizational commitment, Managers commitments, consensus

among the decision makers and bottom up involvement in crafting strategies have been mentioned as the key integral part of effective strategy implementation. The following are recommended as guidance for General Managers in order to achieve superior performance through effective strategy implementation in their hotels. Ensuring a regular monitoring and addressing of the impediments, developing a robust and comprehensive plan and communicating across all the level of the hotel, following an effective change management system, conducting comprehensive capability and skill audit prior to the implementation, introducing market intelligence system, adopting swift implementation and assessing the viability of structure and systems prior to the implementation.

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Content

Certification of Supervisor	I
Declaration of Student	II
Abstract	III
Acknowledgement	V
Table of Content	VI
List of Table	XI
List of Figure	XIV
Chapter One – Introduction	
1.0 Introduction	01
1.1 Background of the Research	01
1.2 Problem Context	02
1.3 Research Questions	05
1.4 Objectives	05
1.4.1 General Objective	05
1.4.2 Specific Objectives	05
1.5 Hypotheses	06
1.6 Significance of the Study	06
1.7 Methodology	07
1.8 Limitations	08
1.9 Structure of the Thesis	08
Chapter Two – Literature Review	
2.0 Introduction	10
2.1 Strategic Management	10
2.2 Strategy	11
2.3 Strategic Management Process	12
2.3.1 Strategy Implementation	17
2.4 Relationship between Strategy Implementation and the Organizational Performance	21
2.5 Factors Affecting Strategy Implementation	23
2.6 Impediments of Strategy Implementation	25
2.7 Organizational Performance	29

Chapter Three – Methodology

3.1 Introduction	32
3.2 Research Variables	32
3.3 Objectives	33
3.3.1 General Objective	33
3.3.2 Specific Objectives	33
3.4 Research Hypotheses	33
3.5 Conceptualization of Variables	34
3.5.1 Organizational Performance	34
3.5.2 Impediments of Planning Consequences	35
3.5.3 Organizational Impediments	35
3.5.4 Individual Impediments	35
3.5.5 Managerial Impediments	35
3.5.6 Environmental Impediments	36
3.6 Operationalization of variables	36
3.6.1 Impediments of Planning Consequences	36
3.6.2 Organizational Impediments	37
3.6.3 Individual Impediments	37
3.6.4 Managerial Impediments	38
3.6.5 Environmental Impediments	38
3.6.6 Organizational Performance	39
3.7 The Research Design	
3.7.1 Purpose of the Study	42
3.7.2 Type of the Investigation	42
3.7.3 Extent of Researcher Interference	43
3.7.4 Unit of Analysis	43
3.7.5 Time Horizon	43
3.8 Population	43
3.9 Data Collection	44
3.10 Methods of Measurement	45
3.11 Method of Measuring Independent Variables	45
3.11.1 Impediments of Planning Consequences	45

3.11.2 Organizational Impediments	46
3.11.3 Individual Impediments	46
3.11.4 Managerial Impediments	47
3.11.5 Environmental Impediments	47
3.12 Method of Measuring the Hotel Performance	47
3.13 Methods of Data Analysis	48
3.13.1 Univariate Analysis	49
3.13.2 Bivariate Analysis	49
3.13.3 Multivariate Analysis	50
3.14 Validation of Measurements Properties	51
3.15 Test of Normality for the Hotel Performance	52
3.16 Chapter Summary	52
Chapter Four – Results and Data Presentation	
4.1 Introduction	53
4.2 Validation of Measurement Properties	53
4.3 Reliability Test	53
4.3.1 Stability	54
4.3.2 Internal Consistency	54
4.4 Validity Test for Instruments	55
4.4.1 Content validity	55
4.4.2 Construct Validity	55
4.4.2.1 Construct Validity of Impediments of Planning Consequences	56
4.4.2.2 Construct Validity of Organizational Impediments	58
4.4.2.3 Construct Validity of Individual Impediments	60
4.4.2.4 Construct Validity of Managerial Impediments	62
4.4.2.5 Construct Validity of Environmental Impediments	64
4.4.2.6 Construct Validity of Financial Perspective	65
4.4.2.7 Construct Validity of Customer Perspective	68
4.4.2.8 Construct Validity of Internal Business Process Perspective	70
4.4.2.9 Construct Validity of Learning and Growth	72
4.5 Test of Normality for the Hotel Performance	74
4.6 Demographic Factors of Hotels	77

4.7 Impediments of Strategy Implementation	77
4.7.1 Impediments of Planning Consequences	78
4.7.2 Impediments of Planning Consequences and Star Grade of Hotels	79
4.7.3 Organizational Impediments	79
4.7.4 Organizational Impediments and star Grade of Hotels	80
4.7.5 Individual Impediments and Star Grade of Hotels	82
4.7.6 Managerial Impediments	82
4.7.7 Managerial Impediments and Star Grade of Hotels	83
4.7.8 Environmental Impediments	84
4.7.9 Environmental Impediments and Star Grade of Hotels	85
4.8 Modes of Impediments of Strategy Implementation	86
4.9 Nature of the Relationships between Impediments of Strategy Implementation and the Hotel Performance	87
4.9.1. Impediments of Planning Consequences and the Hotel Perfumes	88
4.9.2 Organizational Impediments and Hotel Performance	88
4.9.3 Individual Impediments and the Hotel Performance	88
4.9.4 Managerial Impediments and the Hotel Performance	89
4.9.5 Environmental Impediments and Hotel Performance	89
4.10 Strength of the Impact of Impediments on the Hotels Performance	91
4.10.1 Impediments of Planning Consequences and the Hotel Performance	91
4.10.2 Organizational Impediments and the Hotel Performance	92
4.10.3 Individual Impediments and Hotel Performance	92
4.10.4 Managerial Impediments and the Hotel Performance	93
4.10.5 Environmental Impediments and the Hotel Performance	94
4.11 Test of Multicollinearity of Independent Variables	95
4.12 The Overall Impact of Impediments of Strategy Implementation on the Hotels Performance and the Research Model	96
4.13 Test of Hypotheses	99
4.14. Remedies Adopted to Overcome the Impediments of Strategy Implementation in Star Class Hotels in Sri Lanka	102
4.15 Chapter Summary	103

Chapter Five - Discussion, Conclusion & Recommendation

5.1 Introduction	105
5.2 Impediments of Strategy Implementation in Star Class Hotels in Sri Lanka	105
5.3 Impediments of Strategy Implementation in terms of Star Class of Hotels in Sri Lanka	110
5.4 Nature of the Relationships between Impediments of Strategy Implementation and the Performance of Star Class Hotels in Sri Lanka	110
5.5 The Overall Impact of Impediments of Strategy Implementation on the Performance of Star Hotels and the Research Model	111
5.6 Remedies Adopted to Overcome the Impediments of Strategy Implementation in Star Class Hotels in Sri Lanka	111
5.7 Conclusion	112
5.8 Recommendations	113
5.9 Further Research Avenues	114
List of References	116
Annexure 01	127