

**ENTERPRISE RESOURCE PLANNING SYSTEM INTEGRATION AND THE
PERFORMANCE OF FOUR-STAR HOTELS IN MOMBASA COUNTY, KENYA**

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DECLARATION AND APPROVAL

Declaration

This thesis/project is my original work and has never been presented for any academic award in any institution.

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DEDICATION

This research is dedicated to my best friend and family members, especially my parents, the late Maj (Rtd). Charles Naule Diffu & Mrs. Naomi Diffu.



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It is with great appreciation that I acknowledge all those who have supported and played a pivotal role in the successful outcome of this research. I give special gratitude to God for his blessings and wisdom that helped me to finalize this research. Indeed, all things are possible through Him who strengthens us. I would also like to thank my supervisor, Dr. Njeri .S. Ngacha, for his profound insights and prompt feedback throughout this project. Lastly, to my colleagues, hotels, and experts whose insights enriched this research, I recognize your great inputs.



ABSTRACT

This study examined the impact of Enterprise Resource Planning (ERP) system integration on the performance of four-star hotels in Mombasa County. Specifically, it aimed to determine how ERP-driven knowledge management, top management support, staff training, and communication efficiency affect hotel performance. The research was based on the Theory of Constraints, Resource-Based Theory, Deming's Theory of Quality Management, and the Technology-Organization-Environment (TOE) Framework. A descriptive research design was used, combining both qualitative and quantitative methods. The target population included 140 respondents, such as senior and junior management, technical staff, hotel employees, and customers. The unit of observation was each respondent, while the unit of analysis was the four-star hotels themselves. Cluster sampling was employed, with each hotel representing a cluster. Data were gathered through structured and unstructured questionnaires, supplemented with non-participant observation and case study techniques. A pilot study involving ten participants from four-star hotels in Kilifi County was conducted to refine the research tools. Quantitative data were analyzed using SPSS version 28, while qualitative responses were quantified for interpretation. The findings provided insights into how ERP integration influences hotel performance, operational efficiency, and service quality. Results indicated that ERP system integration positively impacts the performance of four-star hotels in Mombasa County by improving service quality consistency, operational efficiency, and customer satisfaction. ERP-facilitated knowledge management enhanced access to real-time information and decision-making, though some optimization gaps persisted. Top management support significantly aided ERP implementation through resource allocation and strategic alignment, although some departments lacked consistent advocacy. Staff training proved crucial, with well-structured sessions improving ERP utilization and performance. ERP communication enhanced interdepartmental coordination and information flow, despite occasional technical issues. Inferential statistics showed strong positive correlations between performance and ERP system integration ($r = 0.701$), knowledge management ($r = 0.689$), top management support ($r = 0.722$), staff training ($r = 0.734$), and communication ($r = 0.707$). Multiple regression analysis resulted in an R^2 value of 0.653, indicating that 65.3% of the variance in hotel performance was explained by the five independent variables. The study recommends targeted actions for key stakeholders to improve ERP-driven performance in four-star hotels. Hotel IT departments should collaborate with ERP vendors to enhance knowledge management features. Hotel executives must establish ERP governance for better leadership and resource allocation. HR departments, working with ERP consultants, should implement ongoing, role-based training. Finally, operations managers and ICT teams need to strengthen ERP communication tools and infrastructure to ensure consistent interdepartmental coordination and service delivery. In conclusion, the study underscores the multifaceted benefits of ERP systems, supported by effective knowledge management, strong top management backing, and comprehensive staff training, in significantly enhancing the overall performance of four-star hotels in Mombasa County.

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LIST OF ABBREVIATIONS AND ACRONYMS

C-KMS	: Cloud-based Knowledge Management Systems
ERP	: Enterprise Resource Planning
GDP	: Gross Domestic Product
ICT	: Information Communication and Technology
KEMRI	: Kenya Medical Research Institute
KM	: Knowledge Management
NACOSTI	: The National Commission for Science Technology and Innovation
PLS-SEM	: partial least squares structural equation modeling
RBV	: Resource-Based View Theory
SAP	: Systems Applications Products
SMEs	: Small and Medium-sized Businesses
TAM	: Technology Acceptance Model
TMS	: Top Management Support
TOC	: Theory of Constraints
TQM	: Theory of Quality Management
UAE	: United Arab Emirates

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the current increasingly competitive economy, many industries and organizations strive to maintain and/or enhance their competitive edge. This increasing global business rivalry has encouraged organizations to leverage information systems as a crucial tool for improving or retaining their competitiveness, notably to improve customer service, cut cycle times, as well as decrease costs (Syofyan, 2020). Among such information systems, Enterprise Resource Planning (ERP) systems stand out as integrated platforms that encompass every facet of a business' operations. These systems, as elaborated by Escobar and Escobar (2010), consist of numerous modules that are customized to meet the needs of the company. When all these modules are centralized in a database, they expedite information gathering and storing distribution across organizational units (Chiarini, Vagnoni, and Chiarini 2018).

Global perspectives on ERP integration reveal the transformative impact of these systems across various industries. ERP systems are pivotal in modernizing business processes by integrating core functions such as finance, human resources, and supply chain management. This global perspective underscores how ERP systems streamline operations and improve organizational performance by fostering a unified approach to information management and process integration. Egeten and Sandag (2024) describe ERP as a critical tool for knowledge management, emphasizing its role in enhancing decision-making and operational efficiency. They further illustrate this by identifying key components of a knowledge management model essential for

effective ERP implementation in e-business. A study conducted in Australia explored the factors influencing the use of ERP systems across several companies. Involving five senior managers responsible for ERP implementation in their respective organizations, the research spanned five companies. The findings highlighted the critical role of financial resources, user involvement, and upper management support in the successful deployment of ERP systems (Dagher and Kuzic, 2019). Additionally, Budiman et al. (2021) observed that while some large and small Australian businesses have already implemented ERP, others are still navigating the process due to the system's complexity and the associated costs. SMES regions such as Nigeria are being urged to adopt their Odoo ERP system since it is seen to have the ability to reduce errors and boost productivity. After conducting a study on the factors influencing the adoption of ERP systems by medium-sized businesses in Oyo State, Aremu et al. (2020) concluded that organizational structure and technology advancements encourage the use of ERP systems in businesses. They added that to prevent failure when transitioning between systems, organizations must pay closer attention to organizational structure. They also mentioned that communication, senior management support, and technology infrastructures are important elements that affect ERP adoption.

1.1.1 Performance of ERP systems

ERP has become an effective tool for business that seek to optimize their functions and maintain a competitive edge. These systems offer significant benefits such as cost cutting and increased operational efficiency, Monk and Wagner (2019). Borrowing from these successful insights from the international organizations, business in regions such as Kenya have learnt to restructure their operations to remain competitive. In the manufacturing sector for instance, companies are now encouraged to collaborate closely with respectable establishments both domestically and abroad

that have effectively deployed the ERP system to fulfill their ambitions and eventually attain cost leadership and operational effectiveness. (Sheik & Sulphey, 2020).

Integrating an ERP system relevant to a specific business thus requires meticulous planning and execution to ensure its success. At the core, setting up an ERP like SAP demands a business's assessment of its current operations, developing a plan, deciding how to execute it, deploying and assessing ERP software, managing data, handling change, providing user training, and offering post-maintenance support (Andrew, 2020).

Despite what seemingly seems like a clear roadmap, businesses may likely face hurdles at the initial stages of setting up the system. One major hurdle is the difficulty in choosing the best ERP system that meets all the business's needs. Such technologies touch on all divisions within corporations and organizations as such, require extensive preparation and thought (Avalara.com, 2022). Beyond these complexities, the ERP may affect compliance. Unfortunately, many organizations are ignorant of the importance of compliance when making decisions concerning ERP. This includes issues such as modules to add, core ERP to choose, and how to integrate third-party systems. This lack of awareness may affect critical areas needed to make decisions in sensitive areas such as tax administration, collection, and reporting, observation which are both difficult and necessary. (Aroba, Chinsamy, et al., 2023; Aroba & Mnguni, 2023).

For the organizations or businesses that successfully navigate these initial hurdles, ERP proves to be an asset especially when facing unprecedented incidences that may create economic crisis. One such example is the COVID-19 pandemic which undeniably triggered global economic disruptions across various sectors worldwide. This global crisis particularly led to a major economic

depression in Sub-Saharan Africa, impacting both regional and worldwide viewpoints. The hotel and tourism industry took the brunt of the 2020 real GDP reduction which fell to 2.1% overall. This impact highly impacted the Eastern Africa Community, where the reduction was at 2.9% (World Bank, 2020). Despite facing such immense challenges, Kenya's hotel sector demonstrated remarkable resilience in navigating these economic difficulties amidst the pandemic.

Locally, the integration of ERP systems has had notable effects on business performance in specific locales. In Kenya, studies such as those by Odoyo and Ojera (2020) have examined the impact of top management support on ERP implementation in public universities, revealing that strong leadership is crucial for successful system integration. Additionally, Kemei, Oboko, and Kidombo (2018) have shown how top management support influences ERP system implementation in Kenya's energy sector, highlighting the need for effective project management and leadership. These insights emphasize that while ERP systems offer significant benefits, their successful integration is highly dependent on contextual factors such as management support and organizational readiness.

In the hospitality industry, the evolving needs of customer experiences call for emphasis on new and exciting offerings. In Mombasa County are hotels are renowned for their luxurious amenities aimed at providing a seamless experience for guests. Many of these hotels are situated along the coastline, capitalizing on the region's natural beauty of sun, sand, and sea. Recently, there has been increasing pressure on hotels in the area to adopt effective ERP adoption and embrace green supply chain initiatives for sustainable development. Green operational practices are considered crucial for enhancing hotel performance, and the adoption of ERP practices has shown to positively impact

operational efficiency (Kamau, 2018).

Specific hotels used in this study include Sarova Whitesands Beach Resort Spa, Hotel English Point Marina, Bahari Beach Hotel, Mombasa Continental Resort and Pride Inn Flamingo Beach Resort and Spa Mombasa. These establishments are recognized for their high-class facilities and commitment to providing a harmonious experience for their guests, reflecting a trend towards sustainable and environmentally conscious operations in the hospitality sector of Mombasa County.

1.1.2 Enterprise Resource Planning

ERP are comprehensive platforms designed to integrate and manage core functions of a business. According to Silva and Oliveira (2020), management controls an organization's collection of resources, which comprises both tangible and intangible assets, including ICT infrastructure. This collection of assets establishes an organization's inherent capacity to add value at any given moment. An integrated information system used in an organization to support resource management and business operations is called an ERP system. ERP systems have several modules that serve various functions. Furthermore, the systems enable data to be collected from key corporate activities such as finance, human resources, sales, manufacturing, and so on and stored in a single centralized repository (Laudon & Laudon, 2018). Dynamics suite, SAP business suite, Microsoft, and Oracle E-business suite are examples of ERP systems developed by prominent software manufacturers throughout the world (Laudon & Laudon, 2018).

According to Laudon and Laudon (2018), the main advantages of using an ERP are the increased operational efficiency it provides and the availability of company-wide data for managerial

decision-making. ERP also causes all departments to be integrated into a single technology platform and improves company procedures (Sundara et al., 2021). According to Laudon and Laudon (2018), implementing ERP is a comprehensive process that includes organisational transformation. Proper identification of variables impacting ERP deployment in enterprises is critical in optimizing potential success.

Regardless of the time and resources required for deployment, ERPs are helpful to a business. The systems increase resource and information timeliness, which in turn improves company operations and efficiency (Macharia, 2019). Using ERP requires a company to have exceptional data security in order to approve different expansion methods. The advantage of this integration is that it guarantees that the customer receives high-quality goods and services within the allotted time frame and boosts customer satisfaction by offering prompt responses (Macharia, 2019).

1.2 Problem Statement

Currently, the hospitality industry in the Coastal region, including its four-star hotels, faces an unprecedented crisis. With many hotels facing intense competition and the threat of new market entrants such as Airbnb, many hotels are operating at significantly reduced capacity or have closed entirely, severely impacting their staff and occupancy rates (Grant Thornton, 2020; Nzuve & Nyaega, 2019). Additionally, concerns persist over the industry's service quality levels, highlighting ongoing operational challenges (Ali, 2021). Despite the ERP system's potential to improve effectiveness, their impact in many hotels remains limited, prompting a critical evaluation of their effectiveness (Ali, 2021).

Despite the vibrancy of the hospitality industry in Mombasa County, the environment offers a challenging landscape where four-star hotels strive to attract and retain guests. These establishments frequently grapple with significant hurdles. The performance of four-star hotels in Mombasa County notably faces several challenges, including operational inefficiencies, inconsistent service quality, and high operational costs, which hinder their competitiveness in the hospitality industry (Olawale & Garwe, 2020). A major issue is the lack of seamless integration of Enterprise Resource Planning (ERP) systems, leading to fragmented staff training, delays in decision-making, and reduced customer satisfaction (Kamau & Wanyoike, 2021). Additionally, limited technological adoption exacerbates challenges in inventory management, financial reporting, and customer relationship management, further affecting overall performance (Mutua et al., 2022).

While considerable existing research extensively covers ERP integration across various industries like manufacturing and banking, a notable gap persists in the hotel industry. Specifically, there's limited understanding of how ERP system integration influences operational efficiency and service delivery within Kenya's four-star hotels. This study addresses that gap by investigating the role of ERP integration in improving the performance of four-star hotels in Mombasa County.

1.3 Research Objectives

1.3.1 Objectives of the Study

This study aimed to determine the influence of ERP system integration on the performance of four-star hotels in Mombasa County, Kenya. It specifically aimed:

- i. To establish the influence of ERP's knowledge management on the performance of four-star hotels in Mombasa County.
- ii. To establish the influence of ERP's top management support on the performance of four-star hotels in Mombasa County.
- iii. To evaluate the influence of ERP staff training on the performance of four-star hotels in Mombasa County.
- iv. To assess the influence of ERP system integration and communication on the performance of four-star hotels in Mombasa County.

1.4 Research Questions

1. To what extent does ERP's knowledge management influence the performance of four-star hotels in Mombasa County?
2. How does ERP's top management support influence the performance of four-star hotels in Mombasa County?
3. What is the influence of ERP staff training on the performance of four-star hotels in Mombasa County?
4. How does ERP integration influence communication among four-star hotels in Mombasa County?

1.5 Justification of the Study

This study is justified by the need to understand a critical knowledge gap in the specific impact of ERP systems integration on the performance of four-star hotels in Mombasa County. While there is an increase in adoption of the ERP system across various industries, there is limited research that explains its influence on knowledge management, top management support, staff training, and communication efficacy for optimizing system utilization and improving hotel performance. Understanding these relationships is crucial for optimizing system utilization, which is essential for improving overall hotel performance.

1.6 Significance of the Study

The study on the influence of ERP system integration on the performance of four-star hotels in Mombasa County, Kenya, offers significant benefits to various stakeholders. For hotel management and owners, the research will provide valuable insights into how ERP systems can enhance decision-making, improve overall performance, and streamline internal processes. Hotel leaders can become more engaged in ERP implementation, fostering a culture of continuous improvement.

Employees stand to gain significantly from the outcomes of this research. The emphasis on training and skill development ensures that staff members become adept at using ERP systems, which not only boosts their job performance but also enhances their career growth opportunities. A well-integrated ERP system can create a more organized work environment, reducing stress and increasing job satisfaction.

Customers also benefit from the improved performance of hotels utilizing ERP systems. With better management and streamlined operations, hotels can offer better quality services, such as

faster check-in/check-out processes, accurate billing, and personalized experiences. This leads to greater customer satisfaction and loyalty. Additionally, industry stakeholders, such as tourism boards and industry associations, can use the study's findings to benchmark performance and promote best practices within the hospitality sector. Technology providers and consultants gain valuable market insights that can assist them customize their products and services to better address the specific needs of four-star hotels. Finally, the academic community benefits from the study's contributions to the existing body of knowledge, providing a foundation for further research.

1.7 Scope of the Study

This study aimed to assess the influence of Enterprise Resource Planning (ERP) system integration on the performance of four-star hotels in Mombasa County, Kenya. Specifically, it examined the impact of four key independent variables: ERP staff training, knowledge management, top management support, and communication integration on hotel performance. Five four-star hotels were selected for the study, targeting both hotel management and staff as respondents. Data collection involved both open-ended and close-ended questionnaires, and the analysis was conducted descriptively using SPSS software. The study was conducted between September and October 2024.

1.8 Limitations of the Study

The study has certain limitations. First, it was limited by geographical scope as it focused only on four-star hotels in Mombasa County. This restricted the applicability of the findings to other regions or types of hotels. To overcome this, future research could encompass hotels with varying star ratings. Additionally, the reliance on self-reported data from the targeted population create

potential response bias that yield desirable answers rather than truthful responses. To mitigate this, the researcher incorporated a range of data collection techniques such as interviews and secondary data analysis which validated the preliminary findings enhancing the study's reliability. Furthermore, the variability in the specific ERP systems used by different hotels introduced another layer of complexity, as not all ERP systems offered the same features and capabilities. Future research could address this by examining the specific ERP systems in use, categorizing, and comparing the impacts based on the features and functionalities of each system.

1.9 Delimitations of the Study

This study was limited to assessing the influence of ERP system integration in four-star hotels within Mombasa County, Kenya. It specifically focused on variables including knowledge management, top management support, staff training, and communication integration. Other aspects of ERP, such as customer relationship management or supply chain integration, were intentionally excluded to maintain a clear research scope. The study also excluded other hotel categories, such as five-star or budget hotels, to minimize variation in operational standards. Only hotel management and staff directly involved with ERP systems were selected as respondents, while customers and external stakeholders were not included, ensuring the study centered on those with practical ERP experience.

1.10 Assumptions of the Study

This study was guided by several key assumptions. First, it assumed that the hotel management and staff had sufficient knowledge of the ERP systems in use within their hotels. Second, it was presumed that the performance indicators applied such as operational efficiency, financial

outcomes, and customer satisfaction, accurately captured the overall performance of the hotels. Lastly, the study assumed a reasonable level of uniformity in ERP system implementation across the selected four-star hotels in Mombasa County, allowing for valid comparisons despite potential differences in specific modules or features.



1.11 Operational Definition of Key Terms

ERP Knowledge Management: refers to the process within a system that enables the collecting, retaining, sharing and effective use of information within a hotel.

Top Management Support: refers to the active support provided to junior staff by the senior leadership when utilizing the ERP system.

Staff Training: Refers to learning opportunities offered to staff on the effective utilization of the ERP system.

Communication Integration: refers to the adoption of a seamless flow of communication processes by the ERP system to different departments.

Performance of Hotels: refers to the overall performance of the hotels, measured against various indicators such as quality services, customer satisfaction e.t.c

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter 2 examined and synthesized existing theoretical and empirical studies on ERP system integration and its impact on the performance of four-star hotels. The reviewed literature was contextualized within Mombasa County to identify the knowledge gaps that the study aimed to address.

2.2 Empirical Literature Review

ERP is integral to any modern business operations, offering synchronized processes incorporated into management's core functions. The literature review delves into the impact and patterns of ERP system integration within the hotel sector. By studying previous scholars' literature on the aforementioned topic the paper aims to highlight how these systems enhance operational efficacy, efficiency, and customer satisfaction and improve performance.

2.2.1 ERP's knowledge management on the performance of four-star hotels in Mombasa County.

Knowledge is acknowledged as the intangible asset of an organisation. It is characterised by Davenport and Prusak (1998) as a dynamic blend of organised experiences, values, contextual knowledge, and expert insights that direct assessment and the incorporation of new data. Recent revolutionary changes in international business in the contemporary global economy have increased competitiveness in a number of industry sectors (Li and Li, 2000).

To thrive in today's fiercely competitive and rapidly expanding global market, efficient management of corporate knowledge is essential. Companies have swiftly adopted and

implemented ERP systems to enhance their competitiveness. In this dynamic environment, businesses are increasingly acknowledging that knowledge management is a critical factor for success. According to Parry, G., Graves, A. (2009)

Ahlawat, Sundaresh, Murugan, Sawadkar, Mule, and Kiran (2024) proposed an innovative ERP framework for business and knowledge management using a Tree-MLP model. The study emphasized that advanced IT solutions could optimize internal processes, supporting company objectives through effective ERP implementation. The research highlighted ERP's role in streamlining business operations across organizations of all sizes. By leveraging dense vector embedding and feature selection via Particle Swarm Optimization (PSO), the model improved ERP system log processing. The study demonstrated that the Tree-MLP approach outperformed traditional methods like Decision Trees and standard MLP, achieving a 94.30% improvement in accuracy. These findings underscore ERP's potential in enhancing knowledge management, system efficiency, and decision-making processes, making it a valuable tool for modern business environments.

Saratchandra and Shrestha (2022) performed a "systematic literature review of 133 journal articles and 24 conference papers from 2010 to 2021", focusing on cloud computing's role in knowledge management (KM) for SMEs. The review highlighted that while there are many studies on KM processes and tools in SMEs, few address how cloud computing can comprehensively support these processes. The study proposed that C-KMS could enhance all five KM processes, improving effectiveness in SMEs. It analyzed the benefits of C-KMS, including scalability, availability, dependability, safety, and cost-efficiency. The research emphasized the significance of cloud computing in optimizing KM in SMEs and suggested that adopting C-KMS could greatly benefit

SMEs in managing knowledge for better performance and sustainability. Nonetheless, Saratchandra and Shrestha (2022) concentrated on cloud-based knowledge management systems for SMEs, presenting a contextual gap since their study did not explore ERP system integration in the hospitality industry, which is the focus of the current research on four-star hotels in Mombasa County, Kenya.

Turulja et al. (2024) examined the integration of ERP systems with knowledge management to enhance organizational performance. The study emphasized that ERP systems played a crucial role in facilitating knowledge creation, storage, and sharing across departments. By integrating knowledge management, organizations improved decision-making, streamlined operations, and fostered innovation. Findings indicated that ERP-enabled knowledge management enhanced employee collaboration, reduced redundancy, and ensured efficient information flow. A key aspect was the role of ERP in structuring and centralizing organizational knowledge, enabling employees to access real-time, accurate data for better problem-solving and strategic planning. The study also highlighted challenges such as system complexity and user adaptability. Ultimately, it underscored the need for continuous training and a supportive organizational culture to maximize the benefits of ERP-driven knowledge management. However, Turulja et al. (2024) focused on general organizational performance, creating a gap in understanding how ERP-enabled knowledge management specifically influences the performance of four-star hotels in Mombasa County, Kenya.

Lara-Pérez, Canibe-Cruz, and Duréndez Gómez Guillamón (2024) investigated the role of professionalization and knowledge management in the adoption of enterprise systems within Mexican manufacturing firms. The study emphasized that knowledge management (KM) and professionalization (PR) significantly influenced the successful implementation of ERP and business intelligence (BI) systems. Findings indicated that ERP systems played a mediating role, enhancing the impact of KM and PR on BI adoption. Using PLS-SEM analysis on data from 120 firms, the study demonstrated that organizations with structured knowledge management practices and professionalized decision-making processes experienced smoother ERP integration. Additionally, the research highlighted the importance of training and expertise in maximizing ERP benefits. Overall, the study reinforced that effective knowledge management and professionalization were critical for leveraging ERP and BI systems to enhance organizational efficiency and competitiveness. However, Lara-Pérez, Canibe-Cruz, and Duréndez Gómez Guillamón (2024) focused on Mexican manufacturing firms, presenting a geographical gap in understanding how knowledge management and professionalization influence ERP adoption in four-star hotels in Mombasa County, Kenya.

Egeten and Sandag (2024) conducted a systematic literature review to identify key components of a knowledge management model essential for information system planning in e-business. By reviewing 30 studies from various databases, the research aimed to pinpoint the critical elements that support the successful deployment of information systems, which are vital for decision-

making and work efficiency in e-business. The study identified 12 key components of the knowledge management model, with four being the most frequently cited as crucial for enhancing the capacity and effectiveness of information systems. These findings underscore the importance of a well-structured knowledge management approach in improving the competitive advantage of e-business organizations through effective information system planning. However, the study by Egeten and Sandag (2024) focused on e-business environments, leaving a gap in understanding how ERP-driven knowledge management impacts the performance of four-star hotels, particularly in Mombasa County, Kenya.

Hadeeba & Alnuaimi (2023) investigated the impact of IT tools on the knowledge management (KM) process within the Ministry of Labour in the UAE. The study aimed to identify the IT tools that influence knowledge sharing and application in government organizations. Using a quantitative approach, data were gathered from 269 respondents and analyzed through SPSS and PLS-SEM. The study identified Online Conferencing Systems, Cloud Computing, and Mobile Technology as key IT tools, with Mobile Technology showing a significant relationship with the KM process. Additionally, organizational culture was found to mediate the relationship between these IT tools and KM processes, highlighting its importance in enhancing IT's role in knowledge management. The research emphasized the need for policy and decision-makers to integrate IT tools into organizational culture to effectively support the KM process.

Yahya and Khalefa (2021) explored the integration of green IT practices with ERP systems in the context of green software development processes. The study emphasized the significance in aligning ERP systems with sustainability objectives to reduce the negative environmental impact of information technology. By combining sustainability with IT, organizations can adopt greener

practices. The research aimed to design a model that enhances ERP systems in green software development by leveraging knowledge management as a facilitation tool. Through qualitative research, the study proposed a model that integrates green IT practices and knowledge management, highlighting their potential to improve ERP implementation and support environmentally sustainable business practices. This research concentrated on green IT practices in ERP systems, presenting a methodological gap as their study employed a qualitative approach, whereas the current research seeks to adopt a more comprehensive approach in examining ERP system integration in four-star hotels in Mombasa County, Kenya.

Even with ERP, it has been noted that many businesses are still unable to provide positive outcomes. Data indicates that many companies do not outperform ERP in terms of performance advancement, even though ERP is widely used by enterprises across industries (Chege, Wang, & Suntu, 2020). Organizations cannot also innovate or capitalize on ERP performance opportunities (Mumbi, 2017). According to Aremu, Shahzad, & Hassan (2018), it enhances organizational performance by ensuring efficient company processes that save money and time, as well as by providing clients with real-time data and reducing the production cycle.

2.2.2 The influence of ERP's top management support on the performance of four-star hotels in Mombasa County.

Various studies emphasize that top management support is crucial for ERP implementation, particularly in the early stages. This support includes providing financial, moral, and ethical

resources, and ensuring timely achievement of goals (Nizamani, Nizamani & Basir, 2015). Accordingly, top management plays a vital role in mediating between senior management and stakeholders to resolve political conflicts, address disputes, and eliminate uncertainties. Strong leadership from top management is essential for demonstrating commitment to the ERP project and ensuring its successful implementation.

Jayeola et al. (2022) looked into how top management support affected the relationship between economic achievement and cloud ERP implementation. Cloud ERP is increasingly favored for its cost-effectiveness, scalability, and subscription model. Despite its benefits, the effect of cloud ERP on business performance is not fully established. The research aimed to clarify Top Management Support's role during the business value realization phase of cloud ERP implementation. Surveying 204 SMEs in Malaysia, the study used PLS-SEM for data analysis. Findings revealed that TMS partially mediates the relationship between cloud ERP implementation and financial performance. Moreover, this relationship was found to be significantly stronger in SMEs with lower levels of TMS. The study concluded that while TMS is crucial for realizing positive financial outcomes from cloud ERP, its support must be carefully managed to prevent negative impacts on financial performance. However, this research focused on cloud ERP implementation in Malaysian SMEs, presenting a geographical gap as their findings may not directly apply to four-star hotels in Mombasa County, Kenya, where ERP system integration's influence on performance remains underexplored. Kemei, Oboko, and Kidombo (2018) investigated how top management support affected the association between project manager leadership competency and ERP system installation in Kenya's energy sector. The results showed that system deployment is directly impacted by the leadership skills of project managers. Additionally, the study showed that the deployment of ERP systems is positively impacted by top management support and execution

strategy. The findings also revealed that top management effectively established project structures and provided the necessary support and resources, though some companies reported delays in management responses to team requests. While Kemei, Oboko, and Kidombo (2018) examined ERP implementation in Kenya's energy sector, a contextual gap exists as their study did not focus on the hospitality industry. The influence of ERP system integration on the performance of four-star hotels in Mombasa County remains unexplored.

Odoyo and Ojera (2020) examined how top management support influences accounting information systems using ERP in three public universities in Western Kenya: Maseno University, Masinde Muliro University of Science and Technology, and Jaramogi Oginga Odinga University. The study found that top management support, both directly and indirectly, affects ERP implementation. This support includes training, technical assistance from IT staff, service provider support, management goodwill, immediate supervisor support, and peer support when using or facing challenges with ERP. While Odoyo and Ojera (2020) focused on public universities in Western Kenya, a contextual gap exists as their study did not explore ERP system integration in the hospitality industry. To close this gap, the current study looks at how the performance of Mombasa County's four-star hotels is affected by ERP system integration.

Ogada Anita (2013) investigated factors affecting the successful implementation of ERP systems in Kenyan parastatals, focusing on the role of top management involvement and support. The study revealed that some staff perceived the manager's role as primarily monitoring the implementation process. Findings revealed that 95.38% of employees reported that the involvement of top management had an effect on ERP implementation, while 3.85% thought it did not, and 0.77% were unsure about its impact. The study however does not show how the top managers affect the implementation process of the ERP nor the support that the staff received from top managers.

Ogada (2013) primarily focused on the influence of top management involvement in ERP implementation within Kenyan parastatals but did not provide details on how managerial actions directly impact the process. This creates a methodological gap, which the current study will address by examining the specific influence of ERP system integration on the performance of four-star hotels in Mombasa County.

2.2.3 The impact of ERP system training on staff productivity and utilization in the performance of four-star hotels in Mombasa County.

In the hotel industry, ERP can streamline the operations of different departments such as finance, human resources, supply chain, and customer relations. However, the success of these systems depends on how well the employees have been trained to increase productivity. Employee productivity is a key concern for managers and supervisors since their primary objectives delve to maximize the performance of individuals under their supervision. (Qutaishat et al. 2012). Enhancing employee productivity can be achieved by supplying timely information, a process facilitated by integrated technologies like ERP systems.

Conversely, inadequate training could minimize employee productivity perhaps due to fear on how to handle the systems. Qutaishat et al. (2012) studied the impact of successful ERP implementation on employees' productivity, service quality, and innovation in the telecommunications sector. While acknowledging that ERP implementation significantly affected these areas through organizational impact; for instance, improved employee satisfaction, service quality and innovation, it did not enhance productivity. This was attributed to the likelihood in inadequacy of training. Plausibly, the employees were still adjusting to the changes in business processes posed by such systems. The research recommended developing comprehensive training programs to

inform employees about changes in business processes resulting from ERP implementation, thereby addressing productivity issues.

When employees are trained, it increases their confidence in handling the systems, and generally, at the inception of the system integration, it influences the perceptions of acceptance or denial. Bradley and Lee (2007) conducted a study focusing on ERP training and user satisfaction, aiming to understand how users' perceptions of training effectiveness from before to after the system's deployment. Additionally, to understand how training influences the Technology Acceptance Model, differences in perceptions of training adequacy among various groups, and factors on perceived user-friendliness, effectiveness, and adeptness of ERP systems. The findings affirmed the importance of training during ERP implementation in universities and large organizations. These findings underscored the necessity of thorough training programs when implementing ERP systems in university settings.

Wohan (2024) explored the necessity of implementing ERP systems within sales and service organizations, emphasizing the critical role of ERP training in enhancing organizational productivity. The study highlighted that while ERP systems streamline operations and improve efficiency, their overall effectiveness significantly relies on the extent of user training. Proper ERP training ensures that employees can fully utilize the system's features, leading to improved decision-making, reduced errors, and better overall performance. The research underscored that organizations investing in comprehensive ERP training saw significant gains in productivity and operational efficiency, making training an essential component of successful ERP implementation. Wohan (2024) focused on the role of ERP training in sales and service organizations, highlighting its impact on productivity and efficiency. However, this study did not explore the integration of ERP systems within the hospitality industry. This presents a contextual gap that this study

addresses by examining the influence of ERP system integration on the performance of four-star hotels in Mombasa County, Kenya.

Limmen (2024) conducted a case study on ERP utilization within the lifting industry, specifically focusing on the Alise Group. The study addressed the gap in industry-specific models for ERP implementation, emphasizing the unique factors critical to the lifting industry. Key aspects examined included top-management leadership styles, training and support, performance expectancy, perceived reputation, system anxiety, and system scalability. The findings highlighted that effective user training and support were crucial in significantly enhancing organizational performance. By building on existing models like the TAM, the research provided valuable insights into the successful implementation of ERP systems in a dynamic manufacturing environment, demonstrating the importance of tailored strategies for industry-specific ERP adoption. Limmen (2024) examined ERP utilization in the lifting industry, emphasizing industry-specific factors influencing ERP implementation. However, this study focused on manufacturing, leaving a contextual gap in understanding ERP system integration within the hospitality sector.

Using user training as a moderating variable, Lutfi et al. (2024) investigated the ways in which technological elements impact the efficacy of ERP systems in Jordanian industrial enterprises. 92 genuine managerial replies were obtained from the survey, which focused on 55 companies listed on the Amman Stock Exchange. The results indicated that elements including perceived utility, convenience of use, and digital competency were strongly positively correlated with ERP effectiveness. However, system efficiency was hampered by insufficient user training. Furthermore, the relationship between ERP performance, digital proficiency, and perceived utility was favourably mitigated by firm size. In order to boost ERP productivity, increase operations, and facilitate well-informed decision-making in Jordanian industrial enterprises, the study

highlights the necessity of combining important technological elements with thorough user training.

2.2.4 The influence of ERP system integration and communication efficacy on the performance of four-star hotels in Mombasa County.

Effective communication and collaboration aid in achieving shared objectives and cultivating a positive work culture. They lead to better decision-making, increased efficiency, and foster creative thinking, which results in innovative solutions. Orwa (2019) conducted a study to assess the implementation experiences of public universities with ERP systems. The research sought to examine the impact of ERP systems on quality, communication, and service delivery in these institutions. The study found that many respondents reported significant uncertainty regarding institutional connectivity, with frequent communication interface problems. Frequent issues with communication interfaces undermined the dependability of communication processes across ERP platforms in public universities. This underscored the necessity for institutions to resolve connectivity issues to maintain uninterrupted communication and seamless integration of their enterprise systems.

Dubois (2024) researched the impact of ERP systems on business performance, utilizing a quantitative analysis approach. The research analyzed data from various industries to assess key performance indicators, including operational efficiency, financial outcomes, and customer satisfaction, before and after ERP implementation. The study found that ERP systems significantly enhanced business performance, particularly in operational efficiency, communication effectiveness, and financial metrics. However, the benefits varied across industries and were influenced by factors such as the scale of ERP adoption, organizational readiness, and the level of

post-implementation support. The study provided empirical evidence on the role of ERP systems in driving business success and offered practical insights for organizations either considering or already implementing ERP solutions.

Ramachandran, Govindarajan, Khan & Goel (2024) examined how integrating cloud technologies into ERP systems enhanced efficiency and performance. Traditional ERP systems struggled with scalability, flexibility, and real-time data access, limiting their effectiveness. By incorporating cloud computing, organizations improved infrastructure scalability, reduced costs, and enhanced collaboration. The study analyzed public, private, and hybrid cloud models, assessing their impact on ERP functions such as staff training, resource allocation, and reporting. Additionally, the adoption of AI and ML further optimized ERP processes. Key performance indicators (KPIs) measured improvements in operational efficiency, user satisfaction, and data accuracy. The findings indicated that cloud-integrated ERP systems increased agility, responsiveness, and innovation. Notably, ERP system integration played a crucial role in enhancing communication efficiency by enabling real-time data sharing and seamless stakeholder collaboration, ultimately driving business growth.

Sari (2024) analyzed the effectiveness of SAP-ERP implementation on bill payment management procedures at PT Dirgantara Indonesia, utilizing the Technology, Organization, and Environment framework. The research, conducted through a qualitative-descriptive approach, gathered data from observations, semi-structured interviews with their key informants, and company documents. The findings revealed that while the company faced challenges during ERP implementation, the system significantly improved communication and streamlined the bill payment procedures. Additionally, the research identified specific solutions that addressed the challenges, leading to enhanced operational efficiency within the company. The study highlighted

the practical benefits of SAP-ERP in improving organizational processes, particularly in financial management and communication effectiveness. Feng and Ali (2024) investigated how business practices, digital transformation, and ERP systems improved organisational effectiveness in manufacturing companies. The study integrated qualitative insights to analyse business operations and variable interactions with quantitative data to gauge ERP adoption levels. Findings highlighted that ERP systems optimized resource use, improved workflow efficiency, and strengthened operational processes. Additionally, digital transformation played a key role in enhancing organizational effectiveness by integrating advanced technologies. The study emphasized the importance of seamless ERP integration for achieving operational excellence. A crucial aspect was improving communication efficiency through streamlined data flow and enhanced coordination among departments, fostering better decision-making. The research also addressed data privacy and cybersecurity challenges in digital transformation, proposing solutions to safeguard ERP-integrated systems while maximizing efficiency in manufacturing enterprises.

Mauye (2024) examined the impact of ERP implementation on user performance in public universities, focusing on technology utilization, system quality, and information quality. The study, involving 80 purposively selected heavy users, utilized Pearson's correlation analysis to explore these relationships. Findings revealed strong positive correlations between technology utilization ($r = 0.686$), system quality ($r = 0.682$), information quality ($r = 0.757$), and user performance, all statistically significant ($p < .05$). The research emphasized that effective integration of technology with user tasks, coupled with high system and information quality, significantly enhances user performance. The study concluded that these elements should be central to ERP system design and implementation, particularly in enhancing communication and overall performance.

2.3 Theoretical Literature Review

The study relied on four theories namely; the Theory of Constraints, Resource Based Theory, and Deming's Theory of Quality Management and Technology-Organization-Environment framework.

2.3.1 Theory of Constraints

TOC, developed by Dr. Eliyahu M. Goldratt, proposes that every manageable system has at least one constraint that limits its ability to achieve its goals (Tulasi & Rao, 2012). TOC views these constraints not as problems, but as opportunities to enhance the system. The theory advocates restructuring the organization to address these constraints, focusing on a five-step process (Goldratt, 1990). The initial step involves identifying the constraints within the system, which could be anything from a bottleneck to a flaw in the system. The goal is to prioritize these constraints based on their impact on achieving the overall objectives, ensuring that less critical issues do not divert attention.

Following the identification, the next step is to exploit the constraints, aiming to maximize their effectiveness. This involves making sure that the system is fully utilized to optimize the performance of the identified constraints. The third step is to subordinate everything else to this decision, meaning that resources not directly affecting the constraint should be managed to support the constraint's effectiveness. By aligning non-constraint resources with the constraint, the overall efficiency of the system can be improved (Rahman, S. U., 2002). The fourth step focuses on elevating the constraints, meaning that any additional limitations should be addressed through further improvements, such as additional training or acquiring more resources to enhance the constraint's performance. In the context of ERP system integration in four-star hotels in Mombasa

County, TOC was relevant in identifying and addressing constraints related to knowledge management, top management support, staff training, and communication efficacy. TOC helped in optimizing these factors by ensuring that the most critical constraints are addressed first and continuously improved, thus supporting the effective implementation of ERP systems and contributing to better organizational performance.

2.3.2 Resource-Based View Theory

RBV is a crucial framework in strategic management that identifies key resources enabling an organization to achieve a sustainable competitive advantage, especially within project management. This theory, initially postulated by Edith Penrose and developed further from the Theory of the Growth of the Firm, emphasizes leveraging internal resources to explain and predict a company's performance (Utami & Alamanos, 2023). According to RBV, resources such as assets, capabilities, knowledge, and information play a vital role in enhancing efficiency and effectiveness (Barney, 1991). These resources are categorized into physical capital, including equipment and technology; human capital, involving employee skills and insights; and organizational capital, which covers the company's formal structures and systems.

RBV assumes that for an organization to secure and maintain a competitive edge, it must continuously adjust its resource orientation. The theory suggests that firms with valuable, rare, and inimitable resources can sustain a competitive advantage over those without such assets. To leverage these advantages, organizations need to continuously recombine and reconfigure their resources to meet changing market demands (Utami & Alamanos, 2023). This approach highlights that the success rates among organizations vary based on their resource management and capabilities, emphasizing that customized and developed resources are not easily replicated by competitors.

The Resource-Based View (RBV) aligned with the study's goals by supporting the assessment of ERP's influence on hotel performance. It emphasized how ERP systems strengthen physical assets, human skills, and organizational processes in four-star hotels, highlighting how these distinctive internal resources can drive long-term competitive advantage and enhance operational effectiveness.

2.3.3 Deming's Theory of Quality Management

W. Edwards Deming, renowned for his management theories, proposed a transformative approach to organizational processes and quality management in the mid-20th century. His key assumptions include the necessity of viewing processes as integrated systems and the importance of continuous improvement. Deming's theory emphasizes that quality is defined by customer needs and requires a commitment to reducing variability through systematic methods and leadership (Suarez, 2022). Criticism of Deming's approach includes its potential impracticality in organizations with entrenched practices or those resistant to cultural change. Critics argue that his principles might be difficult to implement fully in organizations lacking a strong commitment to continuous improvement and employee empowerment (Anderson et al., 2023). Additionally, some view his focus on statistical methods and system integration as potentially overwhelming or overly complex for smaller organizations.

In the context of ERP system integration in four-star hotels, Deming's theory was relevant as the principles guide the implementation of ERP systems by emphasizing the need for continuous improvement and effective leadership. Applying Deming's approach can help hotels optimize their ERP systems, enhance staff training, and improve communication efficacy, leading to better performance and customer satisfaction (Yang & Yang, 2024).

2.3.4 Technology-Organization-Environment (TOE) Framework

The Technology-Organization-Environment (TOE) Framework, proposed by Tornatzky and Fleischer (1990), explains how technological, organizational, and environmental factors influence an organization's decision to adopt and implement technological innovations. The framework suggests that technology adoption is shaped by three main contexts: technological factors (existing and emerging technologies relevant to the firm), organizational factors (internal characteristics such as structure, size, and management support), and environmental factors (external pressures such as competition, regulations, and market trends). TOE has been widely applied in information systems research to analyze technology integration in various sectors, including the hotel industry (Baker, 2012).

The assumptions of the TOE framework include the idea that technological adoption is a dynamic and context-dependent process, influenced by both internal and external factors (Oliveira & Martins, 2011). It assumes that firms do not adopt technology in isolation but are influenced by their organizational readiness and external pressures (Awa et al., 2017). Despite its broad applicability, TOE has been criticized for being too general and lacking specificity in defining which factors are most important for adoption (Dedrick & West, 2004). Additionally, it does not fully consider individual user behaviors and perceptions, which are critical for successful technology implementation (Low, Chen, & Wu, 2011).

In the context of this study, the TOE framework is relevant to the influence of ERP knowledge management, top management support, and ERP system integration on hotel performance. The technological aspect aligns with how ERP knowledge management supports data-driven decision-making, while the organizational component relates to top management support and staff training in ERP adoption. The environmental factor ties into external influences, such as market

competition and industry regulations, that drive hotels to integrate ERP systems effectively (Gangwar, Date, & Ramaswamy, 2015). By applying the TOE framework, this study can better understand the multidimensional factors affecting ERP adoption and its impact on the performance of four-star hotels in Mombasa County.

2.4 Conceptual Framework

The study's conceptual framework (Figure 2.1) provides a visual representation of the theoretical basis guiding the investigation of ERP system integration and the performance of four-star hotels in Mombasa County. It explains how organizational factors influence the overall performance of these hotels. KM refers to the process within a system that enables the collecting, retaining, sharing and effective use of information within a hotel. This has been measured against functional effectiveness, client satisfaction, economic performance, and service quality of the ERP. TMS pertains the active commitment and support provided to junior staff by the senior leadership when utilizing the ERP system. This is assessed through the effective utilization of data for decision-making, accessibility of relevant information, providing a centralized repository for storing and accessing knowledge, and practical knowledge application. Staff training involves the learning opportunities offered to staff on the effective utilization of the ERP system.

The investigation of staff training focuses on the effectiveness of addressing the specific needs of hotel staff, providing formal training sessions to relevant staff, using clear and easy-to-understand training materials, and regularly reviewing ERP training. Communication integration refers to the integration of communication processes facilitated by the ERP system. This variable is evaluated based on aspects such as timely information, user-friendly communication channels, overall information flow, and connectivity efficiency. All these variables aim to understand their influence on the performance of four-star hotels, which is measured through refers to the overall performance

of the hotels, measured against various indicators such as quality services, customer satisfaction e.t.c in this study, this comprehensive measure includes service quality (guest satisfaction with services), revenue growth, customer satisfaction, operational efficiency, market competitiveness, and financial performance.



Independent Variables

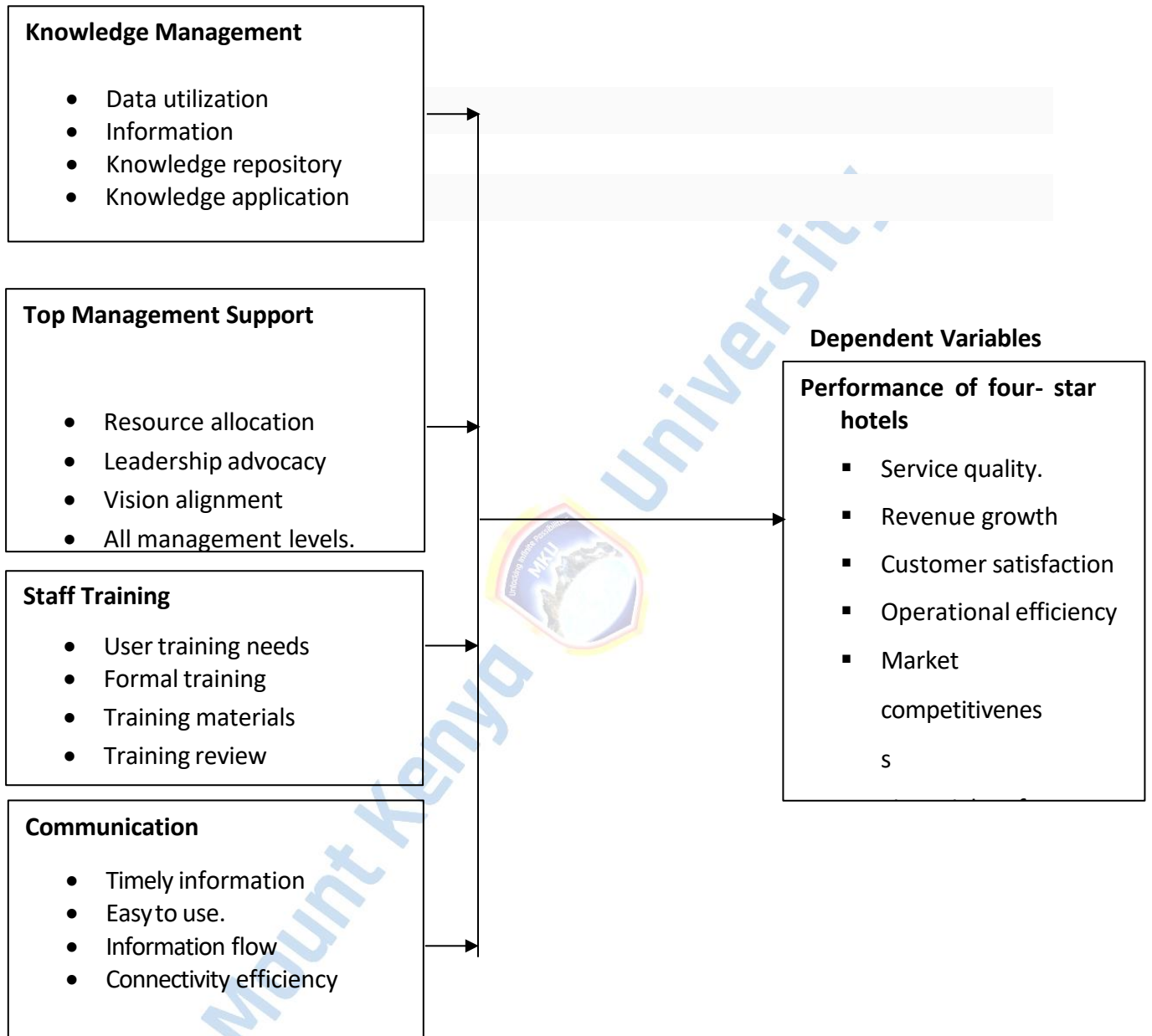


Figure 2 1: Conceptual Framework

Source: Researcher (2025)

2.5 Recap of the Literature Review and Research Gaps

Chapter 2 highlighted a comprehensive review of the existing literature on ERP system integration and its effects on four-star hotel performance. This chapter synthesized empirical research, focusing on various aspects such as knowledge management, top management support, training, and communication efficacy. Notable studies include Egeten and Sandag's (2024) identification of key components in knowledge management models essential for e-business, and Hadeeba & Alnuaimi's (2023) examination of IT tools like Cloud Computing and Mobile Technology that impact knowledge management. Research also underscores the critical role of top management support, as demonstrated by Jayeola et al. (2022) and Kemei et al. (2018), who emphasize that senior management involvement is crucial for successful ERP implementation. Furthermore, Wohan (2024) and Limmen (2024) highlight the importance of ERP training in boosting employee productivity, while studies by Orwa (2019) and Dubois (2024) illustrate how effective communication and integration improve organizational performance.

Existing studies on ERP system implementation have provided valuable insights into various industries, but gaps remain in methodology, context, and geography. Lara-Pérez, Canibe-Cruz, and Duréndez Gómez Guillamón (2024) focused on Mexican manufacturing firms, using PLS-SEM to analyze the impact of knowledge management and professionalization on ERP and business intelligence adoption. However, this study lacks geographical relevance to Kenya's hospitality sector. Similarly, Yahya and Khalefa (2021) explored green IT integration with ERP in software development but did not examine its applicability to service industries such as hotels. Turulja et al. (2024) investigated ERP-driven knowledge management to enhance organizational performance but did not consider sector-specific ERP challenges in hospitality. Additionally, Saratchandra and Shrestha (2022) highlighted cloud computing's role in knowledge management

for SMEs but did not explore ERP system integration in larger service-based organizations like four-star hotels. These studies demonstrate the impact of ERP on organizational efficiency but lack a direct focus on Kenya's hospitality industry.

Several studies have also emphasized the role of top management support in ERP adoption but present contextual and methodological gaps. Jayeola et al. (2022) examined cloud ERP adoption in Malaysian SMEs, showing that top management support partially mediates financial performance but did not address performance impacts in hospitality. Kemei, Oboko, and Kidombo (2018) assessed top management's moderating role in Kenya's energy sector, while Odoyo and Ojera (2020) focused on accounting information systems in Kenyan public universities—both studies omitted ERP integration in hotels. Ogada (2013) examined ERP adoption in Kenyan parastatals, identifying the role of top management but failing to explain how managers directly influence ERP implementation. Wohan (2024) and Limmen (2024) explored ERP training in sales, service, and manufacturing industries, highlighting the importance of training but overlooking sector-specific implementation challenges in hospitality. This study aims to bridge these gaps by investigating the influence of ERP system integration on the performance of four-star hotels in Mombasa County, Kenya.

The theoretical literature review in Chapter 2 introduces three pivotal theories relevant to ERP system integration: the TOC, RBV, and Deming's Theory of Quality Management. TOC, proposed by Goldratt (1990), emphasizes identifying and addressing system constraints to enhance overall performance. RBV, articulated by Barney (1991), focuses on leveraging valuable and unique resources for competitive advantage. Deming's Theory advocates for continuous improvement and systematic quality management. These theories collectively offer a framework for understanding

how ERP systems can optimize hotel operations by addressing constraints, utilizing unique resources, and fostering a culture of continuous improvement.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The case chapter comprehensively discusses the research design, methodology and procedures employed in collecting and analyzing the data. As a result, it was used as a roadmap that described the method through which the research study was carried out in order to answer the research questions.

3.2 Research Methodology

The study was conducted using a mixed research approach where both quantitative and qualitative methods of research were used to explore the issue in great details. The quantitative component entailed formal interviews that were conducted on hotel managers and employees with the aim of gathering quantifiable data on impact of ERP on the efficiency of operations, decision support and performance. Qualitative element involved in-depth interviews and case studies, to discuss experience, issues and contextual influences that intervenes in the implementation of ERP. This method offered a balanced point of view, which allowed statistically verifying the outcomes and seizing the specific details of the integration process.

3.3 Research Design

This research used a descriptive research design which entailed the use of both quantitative and qualitative methods to determine the effect of the integration of ERP system on the performance of four-star hotels in the Mombasa County. The quantitative methodology used to evaluate the effect of ERP on the main performance indicators, and a qualitative method provided additional material on the experience of the management and staff. Observations and case studies were employed to find possible complexity and interrelationships between ERP technology, people and process and its impacts in decision making and operations.

3.4 Study Area

The research was conducted in the four-star hotels located in Mombasa County, Kenya. Being one of the major tourist destinations that has a well-developed hospitality sector, Mombasa offered the best environment to explore the influence that the integration of ERP systems has on the performance of a hotel. The competition in these four-star hotels is very stiff and requires efficient use of resources, streamlined operations as well as better decision making all of which ERP systems make the difference. This site provided an appropriate backdrop to test the ability of ERP implementation to improve service delivery, operational efficiency and the overall success of any hospitality organization.

3.5 Target Population

Target population refers to the specific segment of the entire population that the researcher focuses on, has access to, or is most likely to gather the required data from (Mugenda & Mugenda, 2019). In this study, the unit of observation included a target population of 140 respondents, including top and junior management, technical personnel, hotel officials, and customers of four-star hotels in Mombasa County. These participants provided firsthand information on the integration and impact of ERP practices within four-star hotels in Mombasa. The level of analysis was the hotel itself (four-star hotels), as the research aimed to evaluate the effect of ERP implementation on the overall performance and efficiency of the hotel operations. The study assessed how ERP application improves service delivery and operational processes within the hospitality industry of Mombasa, based on data collected from various stakeholders in these hotels.

Table 2. 1

A table indicating the target population

Category	Target Population Per hotel	Total
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Senior Management	5	20
Junior Management	6	24
Hotel Employees	10	40
Customers	10	40
Total		140

(Source: Researcher 2025)

3.6 Sample and Sampling Techniques

The sample is a subset of the population whose information is being researched. Sampling is the process of choosing this subset to research and make conclusions about the whole population (Giedre & Sliogeriene, 2020). In this study, census sampling was employed using four-star hotels in Mombasa County as the clusters. There were 140 respondents in these hotels (senior management, junior management, staffs in technical department, staffs in hotel, and the customers). This approach yielded a myriad of insights in every hotel, ensuring the data was representative of the stakeholders involved in ERP implementation. The census sampling enabled us to reach the targeted population limiting error in the selected subset.

3.7 Data Collection Instruments

The study employed primary data collection methodologies which involved case studies and observations, to gather detailed information on the integration of an ERP system. Observation was selected as a methodological approach that also allows viewing the real-time actions and activities as well as the interaction, whenever direct questioning may fail to generate comprehensive or correct information (Kumar, 2018). Non-participatory observation was used to allow the researcher to observe the activities in the hotel without interference. This reduced the levels of bias, and reliability was maintained because real behavior was captured (Angrosino, 2007). All these approaches provided a comprehensive overview of the manner in

which the ERP systems are used in the hotels.

The case study allowed the researcher to dig deep into interaction of various parts of ERP integration in the particular environment in the hotels. Yin (2009) asserts that case studies are ideal in understanding the research issue and suitable in grasping the real life events and significant issues that shape a context. Considering the dynamics of the operation that are unique to it of hotels- like changing demand and the importance of customer service, a case study method provided an industry-specific analysis of the effect of ERP on performance (Stake, 1995). Structured and unstructured interviews were conducted in order to gather all the relevant data needed in the case study.

The closed questionnaire consisted of two parts; the first was used to obtain the demographic details of the respondents, and the second determined the influence of the four independent variables on the dependent variable. The structured surveys contributed to the standardization of answers that allowed simpler statistical analysis and comparison with a large sample (Nayak & Singh, 2021). Conversely, unstructured interviews gave in-depth information on the experience and perceptions of the participants. Senior management staff were interviewed to gather detailed qualitative data, further refining our understanding of ERP implementation and its impact on hotel performance.

3.7.1 Piloting of Instruments

The researcher sampled the piloting group through convenience sampling and narrowed it to the four-star hotels within Kilifi County. This method ensured accessibility and ease of conducting preliminary tests while maintaining the relevance to the study. Due to similarity in tourism dynamics, hotel operations and ERP uptake model with that of Mombasa County; Kilifi was selected making it an ideal setting to test research instruments without interfering with the primary study population. By carrying out the pilot in Kilifi the researcher was in a position to test and refine data collection methodologies and tools while avoiding contamination of the

primary study sample. Findings of the pilot contributed to strengthening the reliability and validity of research instruments to ensure that these captured the intended data.

3.7.2 Validity of the Research Instruments

Validity is the scope of sampling designs to accurately gauge the study's goal and value and effectively capture the intended measures. (Creswell, 2024). The validity of the questionnaire was checked with a test-retest technique. Additionally, the validity was attained through the application of well-established data gathering tools, which were piloted to certify their clarity and pertinence incorporating feedbacks from the field specialists and the research supervisor to enhance accuracy.

3.7.3 Reliability of Instruments

Reliability of data collection tool used was established by use of pilot study, computing of Cronbach alpha with internal consistency, and established procedures involved in data collection analysis (Field, 2024). This methodology established that the instruments yielded consistent results that were stable with time.

3.8 Data Collection Methods and Procedure

The documentation of the data was initiated by getting the formal consent of the Ethical Review Committee (ERC) of the Mount Kenya University, to ensure that the study followed and achieved ethical standards of research. Following the ERC's approval, an application seeking permission to conduct research (permit) was applied to the National Commission for Science, Technology, and Innovation (NACOSTI) to approve the collection of data in the County of Mombasa. Additional consents were sought from the Mombasa County Government, Ministry of Tourism, and management of some of the four-star hotels to facilitate access to the respondents. Once approvals were obtained, the semi-structured questionnaires and the interview guides were administered to the senior management, junior management, technical

personnel, hotel employees, and the customers. Data collection methods were broad and inclusive, utilizing face-to-face interviews, online surveys, and physical questionnaires. This comprehensive approach effectively gathered insights, especially from participants involved in the ERP system integration, regarding its impact on overall hotel performance.

3.6 Data Analysis and Presentation

This procedure aimed to uncover meaningful trends, develop an informed opinion and draw support to decision-making by analyzing, transforming, modifying and modelling data. For analysis qualitative data were transformed to quantitative forms. Quantitative analysis was done by SPSS 28 software in which statistical estimates of each variable as well as frequency distribution tables were obtained. To reduce the data, descriptive statistics, central tendency and dispersion were computed. Additionally, a multiple linear regression model was used to investigate the influence of the independent variables on the dependent variable to have an idea about their relationships and effects.

The present research used the following specific

$$\begin{aligned}
 &\text{multiple regression model: } Y = \beta_0 \\
 &+ \beta_1 * X_1 + \beta_2 * X_2 + \beta_3 * X_3 + \beta_4 * \\
 &X_4 + e
 \end{aligned}$$

Where: **Y** =
 Hotel
 Performance **X1**
 = Knowledge
 Management **X2**
 = Top
 Management

Support $X_3 =$

Staff Training

$X_4 =$

Comm

unicati

on $e =$

error

term

$\beta_0 =$ represents the constant

$\beta_1, 2, 3, 4$ are regression coefficients.

3.7 Ethical Considerations

To ensure the results credible and applicable, the study on the ERP in hotels was carried out diligently to not compromise on rights of the participants while upholding the authenticity of the study. Before conducting the study, the researcher obtained the university's approval. This was followed by an approval from NACOSTI authorizing the undertaking of the research. Permission was sought from the selected hotels to conduct the study.

During data collection, ethical research guidelines were adhered to throughout the organization and development of the study, including obtaining informed consent to guarantee that participants were aware of the study's purpose and had the option to discontinue participation at any time. To protect participants' privacy, their data were anonymized and kept confidential. Participants were treated with dignity, and their views were valued throughout the research process. There was an informed consent in the study to assure the participants of the study objectives and that they had a choice of withdrawing from the study at any time.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter shares the presentation and interpretation of the collected data from the study on the ERP systems and the performance of four-star hotels in Mombasa County. It starts with the description of the demographic features of the respondents, followed by a thorough description of the findings pertinent to each of the study-specific objectives.

4.2 Response rate

In Table 4.1, which provides a summary of the response rates, 119 questionnaires out of 140 issued to the respondents, i.e., senior management, junior management, technical staff, hotel employees, and customers of the four-star hotels in the county of Mombasa, were returned. 7 questionnaires however, were incomplete, meaning that 112 questionnaires were received fully completed and usable. This provides a valid response rate of about 81.4% which is good and acceptable to survey based research. Babbie (2015) in his argument indicated that a response rate of over 70 percent is normally considered excellent and it depicts strong involvement and interest of participants in a study. The return rates and the completion rates are very high, making the findings credible and reliable as they minimize bias and ensure that a sufficiently large dataset is statistically significant, allowing generalizations to the target population.

Table 4. 1
Response Rate Summary

Total Questionnaires Issued Out	Total Number of Returned Questionnaires	Number of Incomplete Questionnaires	Completed Questionnaires Received	Response Rate
140	119	7	112	81.4%

Source: Researcher (2025)

4.3 Reliability Results

The researcher used the completed questionnaire to generate the Cronbach Alpha Coefficients.

Table 4. 2

Reliability Results on Independent Variables

	Items	Coefficients
Knowledge Management	4	.863
Top Management Support	4	.833
Staff Training	4	.881
Influence of Communication	4	.802
Performance of Four-Star Hotels in Mombasa County 6		
		.898

In Table 4.2, the reliability coefficients of the study constructs have been provided based on Cronbach alpha. The findings show that the internal consistency values of all the variables are high. Knowledge Management got its Cronbach alpha of 0.863, Top Management Support had 0.833, Staff Training had 0.881 and the Influence of Communication had 0.802. The values are above the standard accepted level of 0.70 meaning that the survey questions used in each of the variable correctly measured the constructs (Nunnally, 1978).

The strong levels of reliability coefficients indicate that the measures applied in this research were reliable and steady and would be used to obtain the precise data in regard to the ERP system integration aspects and its effect on the four star hotels performance within Mombasa County. This kind of consistency enhances the believability of the future statistical investigation and the achievement of the study findings believability (Field, 2018).

4.3 Demographic Attributes of Respondents

The demographic section was intended to obtain the formative background data of the hotel employees and clientele in order to know the nature of the study sample. In the case of the technical personnel and the employees of hotels, data on sex, age, years served in hotel industry and the education level was compiled to give us an insight on the diversity as well as expertise of the workforce in the four-star hotels. With hotel customers, demographical information of customers including age, visitation rate to the hotel and the reason to come to the hotel was collected to determine the picture of the type of guests that accessed hotel services.

4.3.1 Percentage Response by Sex

The sex ratio of people working in the hotel and the sex ratio of people who visited the hotel were analysed in order to determine how various sex are presented in the research. The determination of sex enabled the technical personnel and the hotel employees to discern the collective diversity of the workforce and the probable sex-related dynamic that surrounds the adoption of the ERP systems. The demographic information given by sex among the hotel customers helps to determine how customers are distributed demographically and the information will be critical in customizing services to meet needs of different customers as well as understanding the effects on the ERP integration to various customer groups.

Table 4. 3

Distribution of the population by sex

Sex	Frequency	Percentage (%)
Female	43	38.4%
Male	69	61.6%
Total	112	100.0%

Source: Researcher (2025)

In Table 4.3, the sex of the 112 respondents who took part in the study have been shown. Of the total respondents, 69 were male which translates to about 61.6 percent and 43 were females

translating to about 38.4 percent. This implies that the sample was composed of male respondents. The ratio of male respondents could be higher because of the sex balance that is common in categories of technical staffs and hotel employees of four-star hotels in Mombasa County. This distribution is significant because it could shape the attitude towards the integration and functioning of the ERP system. It also shows the necessity of sex dynamics being advanced to idolize the finding, so that the conclusion could be sensitive to sex-based variance of the experience and attitudes (Mugenda & Mugenda, 2019).

4.3.2 Age Distribution

The age profile of the respondents is also illuminating as regards bringing about the demographic picture of the people who took part in the study. The representativeness of the age groups will assist in the contextualization of the findings because different age cohorts can have diverse experiences, tech-savviness and views towards integration of ERP systems. In this section, the distribution of respondents in various brackets of age is considered so that the variety of the sample could be valued.

Table 4. 4

Distribution of the respondents by Age

Age	Frequency	Percent %
Below 24	8	7.1%
25-35	33	29.5%
36-45	21	18.8%
46-55	21	18.8%
56-59	18	16.0%
Above 60 Years	11	9.8%
Total	112	100%

Source: Researcher (2025)

The age grouping of the various respondents comprising the hotel workers and consumers covered the entire spectrum of people who engaged in the four star hotels of Mombasa County. The most common age category was 25-35 years of age as 29.5 percent of the respondents were in this group recording high number of young adults as the staff or regular customers. The 36-45 years and the 46-55 years had 18.8 percent and 18.8 percent respectively which means that they are experienced workers who have constructive pieces to offer. The 56-59 age category and more than 60 years old aged population made up 16.0 and 9.8 respectively, which show that older customer and in-house staffs were included; their opinion matters greatly as they possess long years of experience. The respondents under the age of 24 formed 7.1 percent of the pool and probably constituted the new workers or the younger clientele. It is this diverse age bracket that brought the full view of how integration of ERP affected various stages of life and different roles in the hotel setting.

4.3.3 Highest Level of Education

The section on the highest level of education of technical personnel and hotel personnel sought to get academic qualification of the respondents. This information was important to know the education levels that may have an impact on their capability of dealing with as well as using ERP systems in hotel world. Through measuring levels of education, the research determined the effectiveness of professional training and professional qualification on the level of competence and technology adjustment of the staff and on the total performance.

Table 4. 5

Distribution of respondents as per academic qualifications

Category	Frequency	Percent %
Certificate	18	21.7%
Diploma	36	43.4%

Degree	22	26.5%
Masters	7	8.4%
Total	83	100%

Source: Researcher (2025)

The statistical presentation of the academic status of respondents in the survey has shown that most of them have achieved diplomas, representing 43.4 percent (36) of the technical staff and the hotel personnel who were interviewed. This was then followed by certificate holders with 21.7 percent (18) and degree holders with 26.5 percent (22). A lesser percentage 8.4 (7) had completed their education at the master level. These findings revealed that more than half of the employees had medium level academic credentials, which further added to sensible knowledge about ERP systems and stay in a hotel. It was proposed that the diploma holders had a strong presence indicating a workforce that had vocational and technical training and this is useful in hands-on jobs that needs specialized skill set. The high level of degree attainment indicated a well-educated group of people who were able to deal with non-trivial tasks and have a chance to develop in a complex technologically advanced environment. Limited representation at the higher academic levels was brought out by the relatively low percentage of master degree holders, and it may influence the strategic and managerial aspects in implementation of ERP. The overall picture of educational background implied a healthy ratio between technical skills and professional expertise of the work force of the hotels.

4.3.4 Years of Experience for the Technical Staff and Hotel Employees

Questions in the Years of Experience category of technical workers and hotel workers were meant to determine the number of years of experience the respondents had in the hospitality sector. This demographic variable is significant because it helps understand how many skills and how much previous experience people can have about how hotel works and how to use the

ERP system. Knowledge of the distribution of experience can be used to determine the extent to which experience in the tenure of the workforce is likely to affect effectiveness of ERP integration and overall performance of the hotels.

Table 4. 6

Distribution of the respondents by years of Experience

Age	Frequency	Percent %
Less than 1 Year	5	6%
1-3 Years	21	25.3%
4-6 Years	26	31.3%
7-10 Years	17	20.3%
More than 10 Years	14	16.7%
Total	83	100%

Source: Researcher (2025)

Table 4.6 identifies the distribution of the years of experiences of the technical staff and the hotel employees. Most of the respondents, 31.3 percent bracketed their level of industry exposure as 4 to a maximum of 6 years. The range of 1 to 3 years of experience stood at 25.3%, a sign of a large number of rather new employees. The percentage of employees with 7 to 10 years' experience amounted to 20.3 and over 10 years of experience in the hotel industry were 16.7 implying a strong pool of experienced employees. Less than 1 in 10 of those surveyed had less than one year of experience and this provision shows that there is a lack of new names. This distribution of experience spreads advocates an even proportion of workforce with new ideas and experience with the institution. This kind of diversity can have a positive effect in terms of incorporating the ERP systems since older, more experienced personnel will have a lot to contribute and on the other hand, their younger counterparts are more likely to adjust faster to the changes in technology. The blend facilitates the successful implementation of ERP

systems and this aids the general performance in the hotels.

4.3.5 Descriptive Statistics on Performance of Four-Star Hotels in Mombasa County.

In the Descriptive Statistics section, the researcher analyzes the evidence in terms of the performance of four-star hotels in the Mombasa County within the spectrum of the 5-point Likert scale of response strongly disagree-strongly agree. The scale enabled the respondents to offer the degree of their assertion with several statements that were touchy to hotel performance, as well as measuring the perceptions regarding critical indicators, including functional effectiveness, client satisfaction, economic performance, and service. Application

Statements	1	2	3	4	5	Mean	SD
The ERP system has enhanced the consistency of high-quality services delivered to guests	5%	9%	13%	49%	24%	4.24	0.752
The hotel has experienced revenue growth as a result of the ERP system's integration	8%	13%	29%	36%	14%	3.21	0.964
Customer satisfaction levels have significantly improved with the implementation of the ERP system	7%	13%	9%	42%	29%	4.28	0.642
Technology integrated into the ERP system has enhanced the hotel's operational efficiency	4%	7%	13%	46%	30%	4.44	0.552
The hotel's market share has increased since implementing	8%	14%	17%	41%	20%	4.04	0.792

the ERP system

The hotel regularly meets or exceeds its financial targets and projections with the support of the ERP system

8% 11% 17% 39% 24% 4.18 0.742

exceeds its financial targets and

projections with the support of

the ERP system

4.07 0.714

of this scale helped in quantifying the subjective evaluations though a systematic manner that enables the general format of performance levels to be captured and understood by various stakeholders.

Table 4. 7

Descriptive Statistics on Performance of four-star hotels in Mombasa County

Compos

ite mean

and

compos

ite SD

N=112

Source: Researcher (2025)

The descriptive statistics shown in Table 4.7 indicate what is perceived by the respondents in relation to the performance of four-star hotels in Mombasa County after the implementation of the ERP system. The results revealed that the ERP system had significantly increased consistency in delivery of quality services to the guests and the mean value (4.24) with a standard deviation (0.752) depicted a significant agreement among the respondents. In the same way, customer satisfaction seemed to increase significantly because of the application of ERP,

which was justified by the fact that the mean notably high (4.28) as well as standard deviation low (SD = 0.642) demonstrating that the respondents tend to agree that the ERP systems impacted the experiences of guests positively. The use of technology in the ERP system was regarded to have increased operational efficiency a lot and it was the highest mean of 4.44 (SD = 0.552) implying a high level of agreement.

In other regard, the attitude towards the impact of ERP on the generation of revenue was relatively medium. The lowest mean of 3.21 (SD = 0.964) of this item gave indication of mixed responses with the more extended views. Some of the respondents confirmed that there has been an improvement in finances; however, others may not have seen a direct relationship between the use of ERP and the increase in revenue. The market share outcome measure of ERP showed a relatively positive mean of 4.04 (SD 0.792), indicating that most companies have a general consensus that the use of ERP has enabled hotels to be in a better competitive position. Moreover, the statement on the ability of the hotel to achieve financial goals was also given a high mean score of 4.18 (SD = 0.742) indicating positive financial effects that come with the use of ERP.

In general, the overall composite score of the performance items was 4.07 with the standard deviation of 0.741. This implies that the average respondent agrees that ERP systems had positive impact on the performance of four-star hotels within the Mombasa County. The moderate level standard deviation indicates that the pattern of responses is relatively constant, which also proves credibility of a positive trend that may be observed. These results justify the usefulness of ERP systems in enhancing operational procedures, the experiences of customers, and strategic hotel objectives.

The qualitative interviews conducted on the hotel customers established that there were several themes connected with the role of technology on hotel performance. Many of the customers provided feedback to the effect that the implementation of the ERP systems contributed to an increase in

frequency and service effectiveness in their stay. Productivity was streamlined with individual departments that integrated well; a trait that guests picked up frequently, as they jokingly indicated that they saved plenty of time during their check-in and check-out. One respondent shared, *“Everything was coordinated without delay—I didn’t have to keep explaining my needs.”* The reliability of the reservations systems and the ability to make their preferences to be properly captured as claimed by the customers contributed to their improved personal experiences and made them feel more professional. All in all, the system was viewed as a backstage facilitator that has ensured that service provision in the hotel is unhindered and reliable throughout various service points in the hotel.

It was also identified in the interviews that ERP systems did impact the customer satisfaction significantly, in such areas as billing, on the service request handling, and communication. Automated billing was very precise and quick, as noted by several guests, and one of them stated that, *“For the first time, my hotel bill was error-free and instantly available.”* Others commended the swift response on service requests which they associated to the enhancement of internal communication that came with the use of technology. Time sensitivity of the ERP was observed to decrease confusion among staff and guarantee the urgency of tackling guest issues. More so, elements like online booking confirmations and room readiness notifications were among the features that increased the confidence of the respondents to the service delivery of the hotel. The mentioned advantages, expressed by the customers, contributed to the perception that the ERP system is able to enhance the quality and the reliability of hotel services considerably.

Also, the interviews demonstrated the role of ERP systems in increasing the effectivity of the hotel personnel. Customers found the workers to be better organized, responding, and quite well informed when they were empowered with the technology. One customer remarked, by way of example, that, *“The staff knew who I was and what I needed—it felt like they had all the info at*

their fingertips.” This was considered to be as a direct outcome of the availability of the data through ERP system. Nonetheless, when asked for areas to improve on, other participants brought out some areas as well. Others added that there are still cases of delayed response (particularly at the peak time) implying that there should be stronger optimization of the system or staffing approaches. Others suggested an endeavor into adding mobile friendly capabilities so that guests could be able to do real-time service requests more conveniently. Inasmuch as the ERP technology was highly valued, such observations suggest that there is a possibility of making it more usable and effective to better the hotel experience.

The results of this paper are in line with other empirical results insisting on the beneficial role that ERP systems have in organizational performance in hospitality industry. To give an example, Al- Shboul et al. (2022) verified that ERP integration has a significant boost in the activity of service quality and operational efficiency in a hotel context since it simplifies the procedure and increases the availability of information. Likewise, the study by Kimaro and Ismail (2023) indicates that the use of ERP contributes to increased customer satisfaction and more equal service delivery, which is why the same aspect is observed in this paper as statistically significant in response to the question of guest service quality and satisfaction with it. Additionally, the improved performance that is evident by Ghosh and Majumdar (2021) to be contributing to ERP systems, in regards to finance-based performance is also aligned with the positive perceptions on improved firm financial performance measured on financial projections. The average composite score of 4.70 in this research reflects the trend in the world where ERP system can be viewed as strategic to enhance competitiveness, efficiency and decision-making in the hotel sector (Sulaiman & Khalid, 2024).

4.3 Objective 1: To establish the influence of ERP’s knowledge management on the performance of four-star hotels in Mombasa County.

This section presents the analysis conducted to establish the influence of ERP systems' knowledge management on the performance of four-star hotels in Mombasa County. It begins with descriptive statistics to characterize the sample's perceptions of ERP's knowledge management components and the various indicators of hotel performance. Subsequently, regression analysis was employed to test the hypothesized relationship.

4.3.1 Descriptive Statistics on KM and Performance of four star hotels in Mombasa County.

This part provides the descriptive statistics of knowledge management and its impact upon the performance of the four-star hotels in the Mombasa County. The data was obtained via 5-point Likert base with the scale of 1 (Strongly Disagree) to 5 (Strongly Agree)

Table 4. 8

Descriptive Statistics on Knowledge management

Statements	1	2	3	4	5	Mean	SD
The Knowledge Management (KM) system within the ERP enables effective utilization of data for decision-making	13%	12%	14%	41%	20%	3.38	0.843
The ERP's KM system ensures that information is easily accessible to all relevant hotel staff	6%	15%	16%	40%	23%	4.22	0.667
The ERP's KM system provides a centralized repository for storing and accessing	9%	21%	18%	30%	22%	3.40	0.834

knowledge								
The ERP's KM system has	9%	15%	16%	40%	20%	4.16	0.644	
improved the application of								
knowledge in everyday hotel								
operations.						3.79	0.747	
Composite mean and								
composite SD								
<hr/>								
N=112								

Table 4.8 descriptive results demonstrate how the respondents perceived the involvement of knowledge management (KM) systems in ERP platforms as a contribution in improving operations in the hotels. ERP KM system makes information readily accessible to all the concerned people at the hotel and this statement had a mean score of 4.22 and a standard deviation of 0.667. This was accompanied with the thought that the KM system enhanced knowledge usage in the daily hotel activities (M =4.16, SD = 0.644). These results indicate that ERP systems enhance clarity, effective access of information as well as utilization of common knowledge in work areas as it applies across department.

The remarks that considered the system as the contributor to the decision-making (M = 3.38, SD = 0.843) and the addresser of the centralized knowledge repository (M = 3.40, SD = 0.834) were received with some level of moderation positive ratings. This implies that even though users understood the advantages of KM functions in ERP systems, there might still be a disparity in achieving optimal result in the use of data-based decisions and the centralized knowledge sharing. This could be related to the issues of staff training or lack of use of full

potential of the system in certain hotel environments.

Those findings agree with the previous researches. In the case of the ERP-based knowledge management, Abubakar et al. (2021) found that it enhances decision-making in operations and allows a shared learning experience in the service units of the hotels. In line with this, Mensah and Boateng (2023) pointed out that the ease of access of knowledge via centralization systems is very important in creating innovation and receptivity in service provision. Further affirmed by Gamage and Silva (2024), the hotels that embrace the KM systems supported by ERP are more destined to record the enhanced coordination, uniformity of service delivery, and decision-making.

Thematic analysis of interviews of junior and senior management staffs indicated that the ERP system was playing a viable position in maximizing knowledge utilization and application at different hotel departments to the greatest extent. One of them was a centralized access to information that allowed them to make decisions in a shorter period and coordinate within different departments. One senior manager noted, *“Before the ERP system, departments operated in silos. Now, we all access real-time data from one platform, which has greatly improved collaboration.”* Similarly, a junior manager echoed this by stating, *“It’s easier to retrieve guest histories, inventory levels, and staff rosters across departments — decisions are now informed and quicker.”* This theme points out that the ERP have eliminated the departmental boundaries such that there is comprehensive exchange of knowledge.

The other important theme that was realized was enhanced uniformity in service delivery due to collective knowledge. Managers emphasized the harmonization of standard procedures which previously were in a piecemeal form. As an example, one of the respondents said: *“Standard operating procedures are now documented and accessible to all staff. This ensures everyone follows the same guidelines, especially during peak seasons.”* These

observations indicate that ERP systems have helped hotels to convert informal knowledge to structured and retrievable content that has led to an increase in efficiency as well as the quality of services offered.

4.3 Objective 2: To establish the influence of ERP’s TMS on the performance of four-star hotels in Mombasa

This section shows the analysis conducted to establish the influence of ERP systems' TMS on the performance of four-star hotels in Mombasa County. It begins with descriptive statistics to characterize the sample's perceptions of ERP's TMS components and the various indicators hotel performance. Subsequently, regression analysis was employed to test the hypothesized relationship.

4.3.1 Descriptive Statistics on TMS and Performance of four-star hotels in Mombasa County

The description of statistics on the top management support as well as how they are perceived to influence the Performance of four-star hotels in Mombasa County is done in this section.

With a 5 point likert scale (1 = Strongly disagree, 5 = strongly agree).

Table 4. 9

Descriptive Statistics on Top management support

Statements	1	2	3	4	5	Mean	SD
Top management ensures adequate resources are allocated for the successful implementation of the ERP System	5%	9%	18%	41%	27%	4.33	0.531
Top management actively	16%	21%	20%	27%	16%	3.25	0.958

advocates for the use of the

ERP system across all

Departments

The ERP system is aligned with the hotel's long-term vision as supported by top management.	7%	13%	22%	36%	22%	3.85	0.851
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Top management ensures that support for the ERP system is consistent across all management levels	7%	11%	18%	40%	24%	3.98	0.801
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						3.85	0.785
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Composite mean and composite SD

N=112

The Table 4.9, top management support has a varying result indicating the degree of the leading group engagement on the implementation of ERP within four-star hotels in Mombasa County. The mean of the high respondents (4.33) in agreement to management providing sufficient resources on ERP success, shows a low standard deviation (SD = 0.531) that portrays a consistent opinion among respondents. The response concerning the alignment of ERP with the long-term vision of the hotel was also high (mean = 3.85, SD Strength (-0.851), which implies that strategic planning and ERP integration are strongly connected. Moreover, there was a positive perception of the involvement of the management in maintaining the ERP in the form of ERP implementation support in all management levels (mean = 3.98, SD =0.801). However a slight effect was identified in the scope to which the top management promotes the use of ERP systems within the departments. The lowest agreement was taped in this item (mean=3.25,

SD=0.958), and thus, it should be explained by differences in opinions and even inconsistencies in promoting ERP tools at the departmental level. The negative value of standard deviation indicates the diverse experiences and experiences of some staff have made them not feel supported. It implies that there is a necessity toward a more regular participation and evident directional work in promoting the adoption of ERP by working forces. There is also a possibility of the disconnection between the operational reinforcement and strategic support.

The qualitative interviews performed on junior and senior management personnel demonstrated that top management was used as the key in the successful integration and continued use of the ERP system in four star hotels. The central theme was resource assistance and strategic direction in which majority confirmed that the leadership made it clear that budget, system selection and technical assistance would be made the priority. One of the senior managers had observed that, *“our leadership had pumped a lot of money in the training and updating the systems. ERP was obviously perceived as long-term game-changer by them.”* Another respondent said, *“Top executives ensured the system was aligned with our hotel’s vision and constantly checked on implementation progress.”* This shows that dedication and monitoring by the management made an enabling environment towards achieving an easy adoption of ERP.

The other important theme was the interdepartmental support and advocacy. On the one hand, top leadership in the promotion of using ERP was mentioned as quite constant by several respondents; on the other hand, the lack of equal support was seen as an issue by some respondents. One of the junior staffs noted, *“While the GM supports ERP, some heads of departments rarely push its use, making it feel optional.”* Other people were of the view that the left to right advocacy of ERP integration was mostly superficial in the early stages and not followed up. This implies that despite the fact that the top management inaugurated the process successfully, long term backing is irregular in all levels. These results indicate that it is

necessary as well as decisive that an ERP implementation needs having the top management support in its first phase but thereafter advocacy and cross-departmental follow-through as well as mid-management congruence are believed to be a key to success in the long run.

The conclusions of the absence of resources described by Al-Shboul et al. (2022) fully match our findings because the ability to engage in ERP can only be achieved by the top executives doing more than just facilitating the resources but to ensure that they are the advocates of ERP use throughout the course of an organization and lead the manner in which the organizations are supposed to be improved. On the same note, Musa and Masele (2023) discovered that a departmental unwillingness to undergo system adoption could be caused by the absence of continuative advocacy by the top managers. The general composite mean was 3.85 and the composite SD was 0.785 signifying pretty good perceptions yet there is still something to be improved. This makes it clear that the existence of top management support does home in the need to have a more pronounced and sustained advocacy and communication in order to achieve to the full the benefits of ERP within hotel operations.

4.4 Objective 3: To evaluate the influence of ERP Staff training on the performance of four-star hotels in Mombasa County

This section presents a descriptive analysis of staff training related to ERP system implementation and its perceived impact on the performance of four-star hotels in Mombasa County. It was attained through quantitative descriptive statistics from a staff survey vis-à-vis qualitative insights derived from interviews with junior and senior management personnel. The findings illuminate the nature and effectiveness of ERP training programs within these hotels and the staff's perception on the overall hotel performance.

4.4.1 Descriptive Statistics on Staff training and Performance of four-star hotels in Mombasa County

This section makes a descriptive analysis of staff training and perceived impact on the Performance of four-star hotels in Mombasa County.

Table 4. 10
Descriptive Statistics on Staff training

Statements	1	2	3	4	5	Mean	SD
The ERP system training provided effectively addresses the specific needs of hotel staff	6%	9%	20%	39%	26%	3.90	0.776
The hotel provides formal training sessions on the ERP system for all relevant staff	8%	11%	18%	41%	23%	3.96	0.712
The training materials provided for ERP system training are clear and easy to understand	6%	16%	13%	42%	23%	4.08	0.724
The effectiveness of ERP training is regularly reviewed and assessed by the hotel's Management	4%	9%	18%	43%	26%	4.21	0.598
Composite mean and composite SD						4.04	0.702

N=112

The results of investigations concerning staff training with regard to the implementation of ERP systems in four-star hotels in Mombasa County indicated that the perceptions were favoured in

most features. A sizeable percentage of the respondents affirmed that there was adequate coverage of the training needs of hotel staff, and the mean is 3.90 (SD= 0.776), which indicates that training was focused. Furthermore, structured trainings were said to be provided to the concerned employees on a regular basis with a mean of 3.96 (SD = 0.712). These findings mean that the majority of hotels are keen on preparing employees so that there can be good utilization of ERP. The answers indicate that training sessions were designed to enhance competence and understanding of the system to employees.

Ease and ease of training materials were also positively rated. Respondents concurred that ERP training materials were understandable with an average score of 4.08 (SD 0.724) and the finest statement was of the routine assessment of training effectiveness with the average of 4.21 (SD 0.598). These results have shown that besides training programs being well communicated, there was also monitoring of the influence of the training programs by the management. Training should be assessed continuously to fill in the gaps and make an improvement in the following training so that the outcomes were fully accessible to the practical application of the system. All the responses would come to a unified set of mean in 4.04 with a standard deviation of 0.702, meaning that there is a lot of satisfaction with the training process regarding the introduction of ERP.

According to the qualitative interviews conducted on junior management and senior management personnel, it was found out that ERP training programs were considered quite efficacious and vital in improving performance of staff. A number of participants added that the training sessions were structured well, legible, and focused to the functional areas of the hotel. One of the junior IT students said to me, the training was practical and it actually made many of us to get to grips as to how to use the ERP system practically rather than in-theory. Some liked the fact that this was a technical and functional training on the use of ERP so that workers in various departments could comfortably accommodate the system in their day-to-

day activities. Additionally, the training empowered the staff in that they feel productive and more confident after attending the training and one of the senior managers commented that, *“Our staff could manage bookings, billing and reporting with lesser errors and delays after the training.”*

Moreover, it was shown in the interviews that the continuous follow-ups and periodic refreshers played an important role in maintaining the improvement of performance. Managers also revealed that the evaluation of performance and periodical ERP competency reviews were some of the operational cultures of the hotel. One interviewee said, *“One of the guarantees that the hotel gives to the staff is the provision of constant updates when new modules of ERP are launched.”* It was assumed that the culture of continuous learning minimized frustrations and idle time in the system. Participants stressed the role played by the top management in ensuring that the training process is championed and this provoked commitment among the staff. The research results, however, implied that ERP training programs not only proved useful in the imparting of requisite skills to the personnel but created a culture of life-long learning that improved the efficiency levels within the various departments.

These discoveries are consistent with the recent findings that stressed the importance of training the staff members regularly to increase the performance of ERP. As an example, Muli and Odoyo (2023) discovered that transparent, customized, and properly assessed ERP training makes a large difference and contributes positively to the effectiveness of operations and promotes confidence among users. In the same manner, another study conducted by Wahome et al. (2022) found that steady training will lead to a seamless integration of the ERP system and less resistance among employees. In addition, Onyango and Mwaura (2024) have underscored the importance of periodical measure of training effects that would help hotels to adjust to changing system upgrades and labor requirements. These articles confirm that effective ERP implementation in hospitality industry requires sturdy employee training

program.

4.5 Objective 4: To assess the influence of ERP system integration and communication on the performance of four-star hotels in Mombasa County

This section presents a descriptive analysis of how communication, facilitated by ERP systems, influences the performance of four-star hotels in Mombasa County. The objective was assessed using quantitative descriptive statistics from a staff survey and enriched by qualitative insights from interviews with junior and senior management personnel. The analysis aims to elucidate the extent to which ERP systems contribute to effective communication channels within these hotels and the perceived impact on various aspects of hotel performance.

4.5.1 Descriptive Statistics on Influence of communication and Performance of four-star hotels in Mombasa County

This segment gives the descriptive statistics of the influence of communication and its effect to the Performance of four-star hotels in Mombasa County. The data were collected by means of applying a 5- point Likert scale: 1 Strongly Disagree, 5 Strongly Agree.

Table 4.10:

Descriptive Statistics on Influence of communication

Statements	1	2	3	4	5	Mean	SD
The ERP system provides timely information that helps in making informed decisions	5%	9%	11%	45%	30%	4.20	0.576
The ease of use of the ERP system has contributed to better communication among hotel	7%	11%	18%	40%	24%	3.96	0.712

Departments

The ERP system facilitates a smooth flow of information between different departments in the hotel	6%	16%	12%	43%	23%	4.10	0.614
The ERP system maintains reliable connectivity, ensuring that staff can communicate effectively at all times.	9%	18%	18%	32%	23%	3.21	0.898
Composite mean and composite SD						3.87	0.70

N=112

The results relating to the impact of use of communication via the ERP systems show that there is the overall perception by the respondents that the system is an important contributor to efficient communications in the hotels. More than half of the respondents also reported that the ERP system delivers timely data, enabling sound judgments thus the large mean score of 4.20 (SD = 0.576). Moreover, the respondents indicated that the flow of information within the hotel is done through the ERP systems without trouble (M = 4.10, SD = 0.614). Consequently, interdepartmental coordination should be enhanced. These findings confirm the necessity of ERP relevance in the improvement of internal communication and operational decision-making in the hotel environment.

Additional results demonstrate that regarding ease of use of the ERP systems and its contribution to the enhancement of communications. The answer resonated with most respondents. ($M = 3.96$, $SD = 0.712$), however, the certainty towards the capacity of the system to ensure stabilized connectivity at every moment was a touch less ($M = 3.21$, $SD = 0.898$). This implies that although ERP systems are usually good communication tools, there are technical limitations that could affect smooth communication such as reliability of a network or network interruption. However, the composite mean should record an acceptable view of the communication ability of the ERP system in all the hotels sampled at 3.87 ($SD = 0.70$). Findings from the qualitative interviews with junior and senior management staff revealed that the implementation of the ERP system significantly enhanced internal communication and information flow across hotel departments. Many respondents appreciated that the ERP system enabled real-time sharing of operational data, reduced reliance on manual updates, and allowed departments to work with synchronized information. A senior front office manager remarked, *“We can now access guest information instantly, and this helps us serve them faster and better.”* Similarly, a finance officer noted that the system has *“streamlined the reporting process, making inter-departmental coordination much easier and more accurate.”* These comments indicate that ERP integration has created a more connected and responsive communication environment, especially in critical areas like guest management, billing, and procurement. Nevertheless, some of the respondents had concerns over the consistency of communication benefits across all the departments. Others opined that the ERP system provides a technical potential to effectively communicate but the effect is neutralized by the lack of consistency or training. As an example, one of the junior housekeeping supervisors told me, *“To some extent, we still use phone calls since not all of them make responsible use of the system or update it on time.”* One more kitchen manager continued, *“There is an improvement in communication flow but when it is rush time, system delays may hinder the process.”* These insights presuppose that the communicative

significance of ERP does not only depend on the system itself, but also on the extent to which it is uniform and professionally applied to the various hotel departments.

These results are consistent with those reported in recent research that asserts that ERP systems make communication efficient within the service organizations. As an example, Xu et al. (2021) noted that ERP platforms promote the exchange of data and the making of decisions in real time when it comes to the hospitality industry. Equally, Sulaiman and Khalid (2024) reported that successful implementation of the ERP minimizes silos at the departmental level and enhances operational synergy due to improved communication patterns. This is also stated in Opoku-Asante et al. (2022) since according to them, communication-based ERP systems play an essential role in enhancing performance, particularly in situations when the technology is combined with a productive infrastructure and familiarization with its use.

4.6 Diagnostic Tests

4.6.1 Test for Autocorrelation

An autocorrelation test refers to the analysis of the presumption of an independence of residuals on a regression model, instead they are correlated against one another depending on a period of time. When statistical inferences need to be done, it is important to recognize when autocorrelation may influence them.

Table 4. 11
Test for Autocorrelation

lags (p)	chi2	Df	Prob > chi2
1	3.234	1	0.537

Table 4.11 provides the outcome of the autocorrelation test carried to determine whether or not the residuals of regression model possess serial correlation that could influence the accuracy of the results obtained on the topic of ERP system integration and performance of the four star

hotels within Mombasa County. The single lag ($p=1$) test accepted gave the chi- square statistic with 1 degree of freedom with 3.234. The associated p-value of 0.537 is significantly higher than the common significance level of 0.05, so there is no justification to presume the null hypothesis (that the residuals do not contain an autocorrelation) wrong. This indicates that the residuals in the model are not autocorrelated which makes the regression conclusions not to be biased. As a result, the results on the role of the ERP knowledge management, the top management support, staff training, and system integration in the hotel performance can be deemed as statistically sound and valid in terms of the study.

4.6.2 Heteroscedasticity

To find out heteroscedasticity, Breusch-Pagan test was used which advances the assumptions that the variance of residuals was non-homogenous throughout the model. It is necessary to identify whether the heteroscedasticity exists because it might impact the accuracy of regression estimates and statistical conclusions.

Table 4. 12
Heteroscedasticity

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity		
Chi2 (1)	=	0.621
Prob > chi2	=	0.7032

Table 4.12 illustrates the findings of the Breusch-Pagan / Cook-Weisberg test which was carried out to identify the existence of heteroscedasticity in the regression model that measures the ERP integration and the performance of the four stars in the Mombasa County. The chi- square statistic obtained was 0.621 with one degree of freedom and a p- value of 0.7032. The p - value is significantly greater than the 0.05 level of significance hence we do not reject the null hypothesis of homoscedasticity. This implies that the residuals mean squared error remains the

same in the entire scope of the independent variables and thus there is no issue of heteroscedasticity in the model. The lack of heteroscedasticity also provides credence to the validity and effectiveness of the regression estimates, and there is consequently a certainty that the interrelationship established among the knowledge management of ERP, top management support, staff training, cross-integration, and hotel performance are statistically and not altered by the unequal precisions in error.

4.6.3 Multicollinearity

The test of multicollinearity was verified via variance inflation factor (VIF) test and tolerance test. Such tests are identified to determine how far the linear relationship is between a set of predictors and a criterion and this may affect the reliability of estimating coefficients and the model as well.

Table 4. 13
Multicollinearity

Collinearity Statistics

Variables	Tolerance	VIF
Hotel performance	0.863	1.012
Knowledge management	0.832	1.201
Top management support	0.697	1.551
Staff Training	0.814	1.342
Influence of communication	0.824	1.236

Source: Researcher (2025)

Table 4.13 are demonstrated by tolerance and Variance Inflation Factor (VIF) statistics of the independent variables in the regression model based on the ERP integration and performance

of the four-star hotels within Mombasa County. The tolerance levels on all the variables lie between 0.697 and 0.863, whereas the related VIF levels lie between 1.012 and 1.551. Given that all values of tolerance are more than the standard cut off of 0.1 and that the values of VIF are far below its critical point of 10, the findings show that there is no multicollinearity issue in the study. It means that the alignment of the independent variables, (ERP knowledge management, top management support, staff training and communication) is not so strong with each other (i.e. there is no absorption of one factor in another), which guarantees that the influence of the individual predictors on the hotel performance can be accurately measured without being affected by the presence of redundant data. The coefficients of regression can, therefore, be explained with assurance, and this makes the study finding strong.

4.7 Correlation Results

The correlation results that this study gives some valuable information concerning the strength and direction of relationships between the major independent variables such as knowledge management, top management support, staff training, and the influence of communication towards the performance of the four-star hotels in the Mombasa County.

Table 4. 14
Correlation Results

		Hotel Performance	Knowledge management	Top management support	Staff training	Influence of communication
Hotel Performance	Pearson Correlation Sig. (2- tailed)	1				
Knowledge management	Pearson Correlation	.692**	1			

		Sig. (2-tailed)	.000			
Top management Support	Pearson Correlation		.643*	.402	1	
		Sig. (2-tailed)	.000	.390		
Staff training	Pearson Correlation		.570**	.462	.315	1
		Sig. (2-tailed)	.000	.378	.196	
Influence of communication	Pearson Correlation		.611	.355	.241	
		Sig. (2-tailed)	.000	.498	.218	.4114

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

**. Correlation is significant at the 0.01 level (2-tailed).

c. Listwise N=112

Table 4.14 represents the Pearson correlation coefficients that are related to hotel performance and the main independent variables: ERP knowledge management, top management support, staff training, and impact of communication. The findings depict an excellent and significant positive relationship between knowledge management and performance of hotels ($r = 0.692$, $p < 0.01$) and, therefore, greater extent of productive knowledge management by use of ERP systems is related to high hotel performance in four-star hotels in Mombasa County. In the same manner, there is a low positive relationship between top management support and hotel

performance ($r = 0.643$, $p < 0.05$) which reveals that commitment and support of top management holds a significant role in increasing the performance of hotels. Performance also positively correlates with staff training ($r = 0.570$, $p < 0.01$), which demonstrates the fact that building the capacity of employees on the use of ERP helps in achieving better operational outcomes. The impact of communication, however, slightly below but still showing a significant positive relationship with performance levels in hotel ($r = 0.611$, $p < 0.01$), thus confirming how effective communication channels are to the integration of ERP system.

These inter-relationships between the independent variables themselves are in general positive but smaller and mostly statistically insignificant because they measure different aspects of ERP integration in the hotels. As an example, knowledge management has a medium correlation with staff training ($r = 0.462$), less with top management support ($r = 0.402$) and communication ($r = 0.355$). The findings suggest that while each factor influences hotel performance, their contributions might be individual rather than synergistic. All these correlations support the significant industry of total ERP integration, attempted with a mixture of knowledge management, leadership backing, employee improvement, and communications, to produce improved performance on the four-star hotel industry in Mombasa County.

4.8 Regression Results

Table 4.15 presents the summary statistics for the regression model.

Table 4. 15
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641 ^a	.501	.429	.36444

a. Predictors: (Constant), Knowledge management, Top management support, Staff training, Influence of communication

Source: Researcher (2025)

Table 4.15 presents the model as per the regression analysis carried out to explore the effects of ERP knowledge management, support by top management, staff training and communication in the performance of four star hotels in Mombasa County. The R value of the model is 0.641 with a moderate positive relationship with the combined predictors and the performance of the hotels. This implies that a combination of these independent variables is fairly associated with change in performance in the hotel.

The R Square measure of 0.501 indicates that about 50.1 percentage of the variance in hotel performance can be attributed to the joint effects of four factors in ERP integration in officer variable developed by the model. On the one hand, the Adjusted R Square of 0.429 also taking into consideration the number of predictors confirms rather good fit based on adjustments of potential model complexity. The standard error of the estimate (0.36444) signifies a mean separation of the observed and predictive performance values and shows a fairly good degree of accuracy of prediction in the given situation.

Table 4. 16
Analysis of Variance

Model		Sum of Squares	Df	Mean		
				Square	F	Sig.
1	Regression	78.240	4	19.560	117.102	.000 ^b
	Residual	77.211	107	.721		
	Total	155.451	111			

a. Dependent Variable: Hotel Performance

b. Predictors: (Constant), Knowledge management, Top management support, Staff training and Influence of communication

Analysis of Variance (ANOVA) of the regression model to measure the effect of the knowledge management of Hospitality ERP, support of top management, training of staff in Mombasa County and communication on the performance of the Energy Star hotels was provided in Table 4.16. These findings indicate that the regression model uses a large amount of these variation with F-statistic of 117.102 and p-value of 0.000 which is excellent compared to the 0.05 limit. This is to say that the overall model is statistically significant and that an overall importance of the independent variables on hotel performance are of significance. The regression sum of square (78.24) to the residual (77.211) also confirms that the predictors are capable of contributing a significant amount towards the variance of the performance outcomes. Thus, the model is dependable in its ability to forecast the performance of a hotel depending on the choices of the ERP integration factors.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The summary of main findings, conclusions which were made in the course of the study, and recommendations referring to the results are presented in Chapter Five.

5.2 Summary of Findings

The research sought to investigate how the implementation of the ERP system in four-star hotels within Mombasa County of Kenya impacted on hotels' performance. Specifically, it sought to study the influence of ERP knowledge management, the support of the top management, personnel training and system integration, and communication on hotel performance. All these factors were used as independent variables to identify how each would help in enhancing operational efficiency, in making decisions and the general provision of services in the hotels. In this emphasis, the research aimed at giving a well-rounded picture of the main components of ERP that fuel improved performance in the hospitality industry in Mombasa County.

5.2.1 Performance of four-star hotels in Mombasa County.

Components of the dependent variable showed that integration of ERP systems had a positive effect on the performance of four-star hotels in the County of Mombasa. Respondents felt strongly that ERP increased consistency of the quality of services and customer satisfaction as well as their efficiency of operations, which implies engaging in quicker operations and better coordination. The financial performance was fairly good, and hotels were breaking even or surpassing expectations but there were mixed views of revenue growth. ERP was attributed to enhanced

market positioning and enhanced internal communication and consequently favourable experiences among the guests and responsiveness of staff. These findings were supported by qualitative feedback that pointed at less chaos in operations and customized service and yet there is more to improve where it mentions that during peak times, system optimization must be made as well as the mobile accessibility to guests must be improved.

5.2.2 Knowledge management and Performance of four-star hotels in Mombasa County.

The results of the first objective also showed that knowledge management in the ERP system had a positive effect in enhancing the performance of the four-star hotels in the county of Mombasa. The respondents affirmed that the knowledge management functions of the ERP increased the access to information as well as the utilization of knowledge in the day to day operations. There was a fair consensus in regard to the use of the system in decision-making and centralized storage of knowledge, though these areas still had few gaps to fill in order to achieve optimum conditions. Qualitative responses showed that the silo effect that surrounded the various departments was disintegrated through the ERP implementation that increased access to information in real-time as well as improvements in coordination. This resulted in enhanced service delivery and equalized processes, which eventually resulted in efficiency of operations and execution of the hotel.

5.2.3 Top management support and Performance of four-star hotels in Mombasa County.

The results of the second objective revealed that top management support was elemental, in boosting the performance of the four-stars hotels in Mombasa County. The respondents concurred that the management was cautious enough in ensuring adequate resources were provided in

the implementation of ERP, and they also concurred that the system was harmonized with the long-term vision of the hotels. Consistency on showing support towards use of ERP by people in varying levels of management was also realized. The promotion of ERP adaptation to all other departments also lacked a regular pattern, and some of the personnel became unsupported. Interviews also identified high leadership commitment in funding and guarding the direction but saw the necessity of increased and visible ongoing implementation of the use of ERP in all the areas.

5.2.4 Staff training and Performance of four-star hotels in Mombasa County

The results of the third objective pointed out that the staff training had remarkable impacts on the performance of four-star hotels in Mombasa County. In general, most of the respondents believed that ERP training was resourceful in addressing staff requirements, and formal sessions were regularly availed to relevant employees. The training education information was simple and straightforward and the management constantly evaluated the advantages of these training program. Qualitative findings were that a hands-on and well-organized training gave the staff more confidence and skills in using the ERP system and made them more accurate and efficient when handling their daily operations. Periodic refresher courses and management steering cultured the spirit of life-long learning that further aided in the maintenance of improved performance in the differing departments.

5.2.5 Influence of communication and Performance of four-star hotels in Mombasa County

The results of the effects of communication in the behavior of four star hotels along the Mombasa County established that the ERP system was very effective in enhancing the exchange

of information in a timely manner and interdepartmental integration, which helped in making competent decisions. The ease of use of the system was a factor that was valued by the respondents, which facilitated communication but raises were made regarding the connectivity sometimes. Qualitative feedback showed greater real time data flow and automation of manual processes, which was beneficial to serving the guest, and reporting. Still, problems in communication effectiveness were sometimes caused by uneven use and technical issues. All in all the benefits of a communication platform offered by ERP system are based on the factors of ensuring stable polled infrastructure as well as continuity in the application of the system with the staff and appropriate training so that the positive results continue to be shown in the overall hotel operation.

5.2.6 Inferential Statistics

The correlation test indicated that the four-star hotels in Mombasa County have a positive relationship with knowledge management, top management support, staff training, and influence of communication as all the four independent variables had a significant relationship with the performance of four-star hotels. The closest correlation was with knowledge management ($r = 0.692$, $p < 0.01$), the top management support ($r = 0.643$, $p < 0.05$), staff training ($r = 0.570$, $p < 0.01$), and communication influence ($r = 0.611$, $p < 0.01$). All these variables explained 50.1 per cent of the performance variance ($R^2 = 0.501$) with a significant fit ($F = 117.102$, $p < 0.001$) and proved their combined significant influence in its performance.

5.3 Conclusion

Through the research, it was concluded that knowledge management in the ERP system proved to have a great impact on the performance of the hotel through providing better access to

information and allowing decision- making in real- time. The tool could facilitate the elimination of departmental siloes and enhance the establishment of common processes in the operation of the hotels. Nevertheless, there were also those respondents who commented that knowledge storage and use could also be further optimized towards being efficient. These facts prove that well managed knowledge systems play a critical role in the maintenance of uniform service delivery and coordination.

Support of top management appeared to be an important element of successful implementation of ERP and increase of its performance. Indeed, to corroborate this fact, respondents were found to have affirmed that leadership has sufficient resources and the ERP projects were coordinated with long-term objectives of the hotel. Yet, the difficulties in terms of establishing a consistent approach to advocacy and support within all departments were identified, which means that leadership should be more visible. Interview data supported the need of continuous strategic support in order to maintain the advantages of ERP.

Training of staff was also the deciding factor in the performance as it gave the personnel the assorted skills and confidence of utilizing the ERP systems. Training programs were systematic, clear and updated regularly according to their effectiveness. Findings of qualitative responses pointed to the fact that practical training increased accuracy and efficiency of operation. A sense of learning culture resulted with continuous supports and refresher sessions that continued to strengthen performance in different hotel departments.

The researcher comes to a conclusion that effective communication which is aided by the ERP system has a positive impact on the performance of the four-star hotels in the Mombasa County. The system improved the communication of information on a timely basis and coordination among the departments resulting in improved decision- making and delivery of service to the guests.

5.4 Recommendations

The study's recommendations are as follows;

- i. It is also thought that hotel IT departments should work together with ERP vendors to improve the level of customization in the knowledge management tools associated to the ERP systems. This involves the creation of centralized dashboards and in-time analytics which would enable the information retrieval and sharing processes between departments to happen in less time. They should also be able to update the information regularly and make the interface convenient to all employees.
- ii. Board members and executives of hotels are supposed to institutionalize ERP governance models that explicitly define the leadership in the use or support of ERPs. These would include periodically promoting the strategic value of ERP, the budgets to upgrade the system and consistently participating in cross-departmental ERP review sessions. The open and active participation of the top management will reinforce system insinuation, and will gear the use of the ERP towards achieving long term organization goals.
- iii. Together with ERP training consultants, human resource departments ought to establish continuous on-the-job training on a role basis which should consist of onboarding and refresher trainings and scenario-based simulations. All concerned users should be trained obligatorily and the training should be updated to changes in technology or software updates.
- iv. Operations managers and ICT teams must make it a priority to incorporate modules in their ERP system that would enhance communication including instant alerts and interdepartmental chats. Reliable internet infrastructure and mobile ERP measures that are accessible to communication will minimize interruption in the flow of communication and

enhance consistency in communication.

5.5 Recommendations for Further Studies

The researcher suggests more studies on the following issues;

A possible future research may be to investigate whether ERP integration has an effect on the performance of a hotel of various star ratings (e.g., two-star ratings, three-star rating, etc.) and determine whether this effect indeed varies according to the star rating of a hotel. It would assist in determining whether the positive returns noted in four-star hotels happen throughout the hospitality industry or only to other facilities. The issue of research that could be done pertaining to the same is: How can organizational culture contribute to the effective adoption and utilization of ERP systems in hospitality industry? Some of the variables that can be tested in order to determine the moderating effects on the performance of an ERP include openness of staff to change, leadership styles, and collaboration of the departments.

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APPENDICES

APPENDIX I: RESEARCH TOOLS

QUESTIONNAIRE FOR TECHNICAL STAFF AND HOTEL EMPLOYEES SECTION 1:

DEMOGRAPHICS

Sex

Male

Female

Intersex



Age

Below 24

25-35

36-45

46-55

56-59

Above 60

Years of Experience for those working in the hotel industry:

Less

than

1

year

1-3

years

4-6 years

7-10

years More than 10 years

Level of education

No education Primary Secondary Certificate Diploma Undergraduate Masters

PHD

SECTION B: Performance of Four-Star Hotels in Mombasa County

Thank you for taking the time to participate in this survey. The purpose of this questionnaire is to gather insights on the performance of four-star hotels in Mombasa County, Kenya. Your responses will provide valuable information regarding key performance areas such as service quality, revenue growth, customer satisfaction, operational efficiency, market competitiveness, and financial performance. Please rate each statement below according to your level of agreement,

where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree." Your honest feedback is greatly appreciated.

Scale: Strongly Disagree represented by 1: Disagree represented by 2: Neutral represented by 3: Agree represented by 4: Strongly Agree represented by 5

	Statement	1	2	3	4	5
(a)	The ERP system has enhanced the consistency of high-quality services delivered to guests					
(b)	The hotel has experienced revenue growth as a result of the ERP system's integration					
(c)	Customer satisfaction levels have significantly improved with the implementation of the ERP system					
(d)	Technology integrated into the ERP system has enhanced the hotel's operational efficiency					
(e)	The hotel's market share has increased since implementing the ERP system					
(f)	The hotel regularly meets or exceeds its financial targets and projections with the support of the ERP system					

SECTION C: Knowledge Management and Performance of Four-star Hotels

The purpose of this questionnaire is to gather insights on how the integration of Knowledge

Management (KM) systems, particularly through ERP, impacts the performance of four-star hotels in Mombasa County, Kenya

	Statement	5	4	3	2	1
(a)	The Knowledge Management (KM) system within the ERP enables effective utilization of data for decision-making					
(b).	The ERP's KM system ensures that information is easily accessible to all relevant hotel staff					

(c)	The ERP's KM system provides a centralized repository for storing and accessing knowledge					
(e)	The ERP's KM system has improved the application of knowledge in everyday hotel operations.					

SECTION D: Top Management Support and Performance of Four-Star Hotels in Mombasa

County

	Statement	5	4	3	2	1
(a)	Top management ensures adequate resources are allocated for the successful implementation of the					

	ERP system					
(b).	Top management actively advocates for the use of the ERP system across all departments.					
(c)	The ERP system is aligned with the hotel's long-term vision as supported by top management.					
(d).	Top management ensures that support for the ERP system is consistent across all management levels.					

SECTION E: Staff Training

	Statement	5	4	3	2	1
(a)	The ERP system training provided effectively addresses the specific needs of hotel staff					
(b).	The hotel provides formal training sessions on the ERP system for all relevant staff					
(c)	The training materials provided for ERP system training are clear and easy to understand					
(d).	The effectiveness of ERP training is regularly reviewed					

	and assessed by the hotel's management					
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SECTION E: Influence of Communication on the Performance of four-star Hotels in Mombasa

County

	Statement	5	4	3	2	1
(a)	The ERP system provides timely information that helps in making informed decisions					
(b).	The ease of use of the ERP system has contributed to better communication among hotel departments					
(c)	The ERP system facilitates a smooth flow of information between different departments in the hotel					
(d).	The ERP system maintains reliable connectivity, ensuring that staff can communicate effectively at all times.					

Thank you for your Participation

INTERVIEW SCHEDULE FOR CUSTOMERS

Customer Demographics

Sex

Male

Female

Intersex

Age

Below 24

25-35

36-45

46-55

56-59

Above 60

OPEN-ENDED QUESTIONS ON HOTEL PERFORMANCE AND TECHNOLOGY INTEGRATION

In your experience, how has the use of technology (e.g., ERP systems) influenced the overall performance of the hotel during your stay?

(Please describe any noticeable changes or impacts.)

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Can you describe how technology has affected your satisfaction with specific hotel services such as check-in/out, billing, or handling of requests?

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In what ways do you think technology has helped hotel staff become more effective in delivering services?

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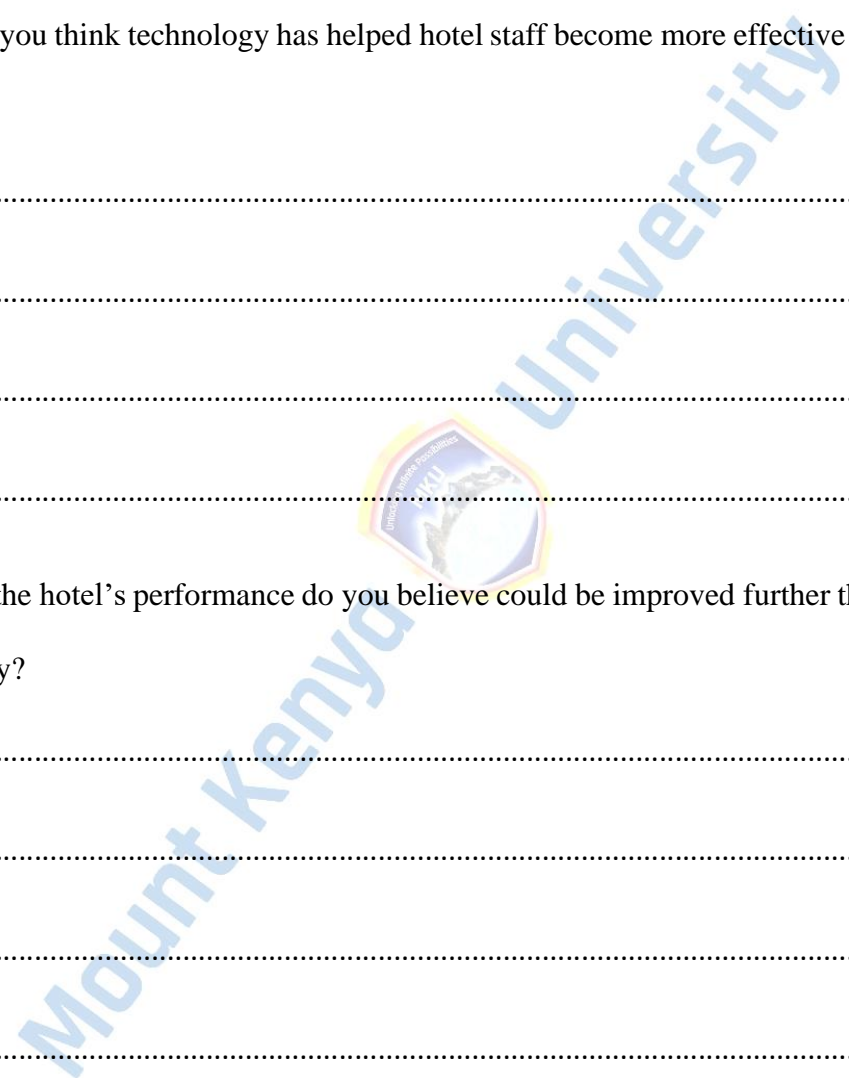
What aspects of the hotel's performance do you believe could be improved further through better use of technology?

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Thank you for your Participation



INTERVIEW SCHEDULE FOR JUNIOR AND SENIOR MANAGEMENT STAFF

1. Has the ERP system enhanced the way your hotel utilizes and applies knowledge across different departments? (Kindly explain)

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2. Has the top management influenced the successful integration and ongoing use of the ERP system in your hotel? (Kindly Explain)

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3. Can you describe the effectiveness of the training programs provided for ERP system use, and how they have impacted staff performance?

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4. Has the implementation of the ERP system improved communication and information flow within the hotel? (Kindly Explain)

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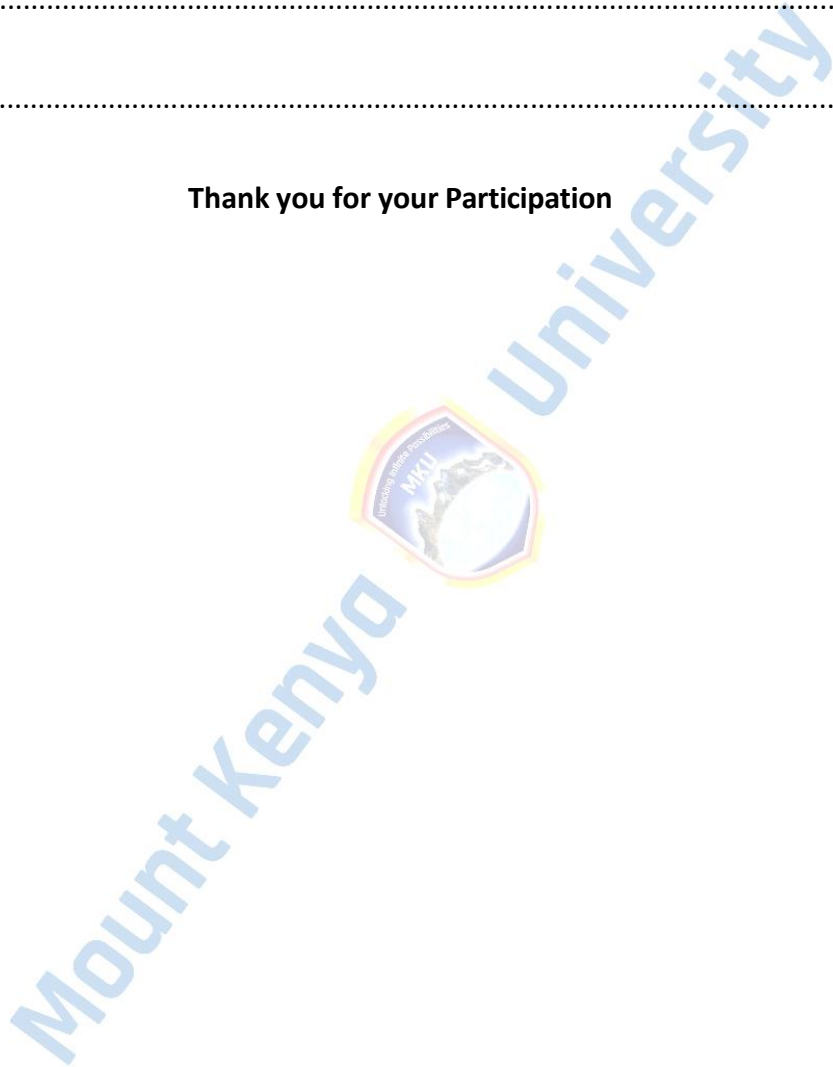
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Thank you for your Participation



APPENDIX II: ETHICS REVIEW COMMITTEE CERTIFICATE



REF: MKU/ISERC/4937
TO: EDWIN DIFFU

Date: 14 April 2025

REG: MSCPM/2023/39833

Dear Sir/Madam,

RE: ENTERPRISE RESOURCE PLANNING SYSTEM INTEGRATION AND THE PERFORMANCE OF FOUR-STAR HOTELS IN MOMBASA COUNTY, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3659**. The approval period is **14/04/2025 - 13/04/2026**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



APPENDIX III: INTRODUCTION LETTER FROM MKU



DIRECTORATE OF GRADUATE STUDIES

MSCPM/2023/39833

15th April, 2025

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: EDWIN DIFFU – REGISTRATION NO. MSCPM/2023/39833

The purpose of this letter is to introduce the above named student who is pursuing **Master of Science in Project Management** in the **Department of Management** in the school of **Business and Economics**.

The title of the research is **“Enterprise Resource Planning System Integration and the Performance of Four-Star Hotels in Mombasa County, Kenya.”** It has been cleared by the University’s Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **April, 2025 and June, 2025**.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.

Mount Kenya University
P.O. Box 342 - 01000, THIKA
Office of the Director,
Graduate Studies

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to.
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. Neither the license nor any rights thereunder are transferable.
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

APPENDIX V: RESEARCH AUTHORIZATION



To: WHOM IT MAY CONCERN

Acknowledgment of Educational Interview – Mr. Edwin Diffu

Dear Sir/Madam,

We wish to formally acknowledge that on 12th June 2025, an educational interview was conducted at your prestigious establishment with **Mr. Edwin Diffu**.

This interview was held for purely educational purposes, as part of Mr. Diffu's academic development under Mount Kenya University. We appreciate Mr. Edwin Diffu for choosing our resort for the interview and looking forward for the feedback after his publication.

Should you require any further documentation or clarification regarding the interview session, please feel free to contact us directly at +254 200541312 or via email at Mombasacontinental@resorts.com.

Thank you for your cooperation and kind assistance.

Yours faithfully,

Juma Charo

Assistant Public Officer

Public Relations Office



APPENDIX VI: TURNITIN REPORT

Edwin Diffu Final Project

ORIGINALITY REPORT

17%

SIMILARITY INDEX

15%

INTERNET SOURCES

9%

PUBLICATIONS

9%

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APPENDIX VII: RESEARCH SITE MAP

