

**CHANGE MANAGEMENT PRACTICES AND CORPORATE
SUSTAINABILITY IN THE ECO-HOTEL INDUSTRY, KENYA**

BY

NGUNYANGI ESTHER WANGUI

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION, FACULTY OF BUSINESS
AND MANAGEMENT SCIENCES, UNIVERSITY OF NAIROBI**

2023

DECLARATION

This research project is my original work and has not been presented for a degree in any other university.


Signature.....

Date.....6/12/23

ESTHER WANGUI NGUNYANGI

REG. NO: D61/11717/2018

This research project has been submitted for examination with my approval as the university supervisor.

Signature.....

Date.....6/12/2023

PROFESSOR ZACHARY AWINO

PROFESSOR OF STRATEGIC MANAGEMENT AND GLOBAL BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

UNIVERSITY OF NAIROBI

ACKNOWLEDGEMENT

I wish to express my sincere appreciation to my supervisor, Professor Zachary Awino, for his guidance and support throughout this research project. I'm also grateful to the various Eco-hotel managers who took part in the survey. Lastly, my utmost appreciation goes to God. By His will and sustenance, He has brought me this far.

DEDICATION

To my mother, Lucy, whose blood and sweat formed the foundation of my education.

TABLE OF CONTENTS

DECLARATION	ii
ACKNOWLEDGEMENT	iii
DEDICATION	iv
LIST OF FIGURES	1
LIST OF TABLES	2
ABSTRACT	3
ABBREVIATIONS & ACRONYMS	4
CHAPTER ONE: INTRODUCTION	5
1.1 Background of the Study.....	5
1.1.1 Change Management Practices	6
1.1.2 Corporate Sustainability.....	7
1.1.3 Eco-Hotels in Kenya	10
1.2 Research Problem	11
1.3 Research Objectives.....	12
1.4 Value of the Study	13
CHAPTER TWO: LITERATURE REVIEW	14
2.1 Theoretical Foundation	15
2.1.1 Stakeholder theory	15
2.1.2 The Burke-Litwin Model.....	17
2.1.3 Learning Organization Theory.....	19
2.2 Change Management Practices and Corporate Sustainability	20
2.3 Empirical Studies and Knowledge Gap	22

CHAPTER THREE: RESEARCH METHODOLOGY	25
3.1 Research Design.....	25
3.2 Population of the Study.....	26
3.3 Data Collection	27
3.4 Data Analysis	28
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION	29
4.1 Response rate	29
4.2 Demographic Results	30
4.3 Descriptive Statistics.....	31
4.3.1 Change Management	31
4.3.2 Environmental Protection	35
4.3.3 Social Impact	37
4.3.4 Economic Impact	38
4.4 Correlation Analysis	39
4.5 Regression Analysis.....	40
4.6 Discussion of Findings.....	42
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS..	47
5.1 Summary of the study	47
5.2 Conclusion	48
5.3 Recommendations.....	50
5.3.1 Recommendations to Policy	50
5.3.2 Recommendations to Theory	51
5.3.3 Recommendations to Practice.....	51
5.4 Limitations of the Study.....	52
5.5 Suggestion for Further Studies.....	54

REFERENCES.....	55
APPENDICES.....	63
Appendix I: Research Questionnaire.....	63
Appendix II: List of Eco Rated Hotels.....	67

LIST OF FIGURES

Figure 1: Hotel Turnover Rates	30
---	----

LIST OF TABLES

Table 1: Response rate	29
Table 2: Change Management Practices	31
Table 3: Environmental Protection	35
Table 4: Social Impact	37
Table 5: Economic Impact	38
Table 6: Correlation Analysis	39
Table 7: Model Summary	40
Table 8: Analysis of Variance.....	41
Table 9: Regression Coefficients	41

ABSTRACT

In the age of sustainable development, organizations strive to adapt to mounting pressures from stakeholders. To do this, corporations must incorporate sustainability into the overall company strategy. This shift necessitates change that firms have to undergo, to effectively implement sustainable initiatives. This study therefore, sought to determine the effects of change management practices on corporate sustainability in eco-hotels in Kenya. This study was guided by a descriptive cross-sectional survey. The population of this study was all hotels across the Country that have gained the green star rating and are categorised as eco hotels or lodges. The study was a census of all the 77 eco-hotels in Kenya. A systematic questionnaire was used to gather the primary data. The methodologies of data analysis used in this study were descriptive statistics which involved the analysis of mean scores and standard deviation and inferential analysis which involved correlation and regression analysis. The correlation analysis established a strong positive relationship between change management practices and corporate sustainability. The findings from regression analysis also showed that change management practices had a positive and significant effect on corporate sustainability of the eco-hotels in Kenya. Based on the study findings, it was concluded that change management practices lead to corporate sustainability. It was concluded that equipping the Management of ecohotels with the necessary skills to collect and analyze data, draw conclusions, recommend and assess alternative solutions leads to improved brand image among local and international tourists. It was also concluded that the ability of the management to identify and eliminate barriers to change within the organization leads to cost savings and cost efficiency through reduced costs of water, energy and low operating costs. Based on the study findings and conclusion, it was recommended that organizations should set up channels that aim to assist senior management to understand personal reactions and approaches to change, unique to each employee. It was also recommended that that organizational management should assist and encourage employees to work through change, in order to improve the organization's brand image. Moreover, managers should help employees understand what's in it for them in the change process in order to successfully implemented policies that balance tradeoffs between cost and environmental and social impacts.

ABBREVIATIONS & ACRONYMS

DJSI	Dow Jones Sustainability Indices
EPA	Environmental Protection Agency
GHG	Green House Gas
GRI	Global Reporting Initiative
KPI	Key Performance Indicators
NSE	Nairobi Stock Exchange
OGBC	Organizational Green Behavioral Change
SD	Standard Deviation
SDG	Sustainable Development Goals
SPSS	Statistical Package for Social Sciences
UN	United Nations

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Change management practices refer to the methodological approach to managing organizational change in regard to its objectives, processes and technologies (Kasiaheng, Lopian & Tumbuan, 2021). On the other hand, corporate sustainability refers to a firm's roadmap to providing its services and goods in a way that boosts both environmental sustainability and also economic success (Díaz-Iglesias, Blanco-González and Orden-Cruz, 2021). Maintaining the financial and environmental advancement of continuing market transformation is the major goal of change management (Ghisellini, Cialani, & Ulgiati, 2016). This has required organizations to adapt and implement innovations to move in cohesion with global processes, advanced technology and changes in the environmental sphere (Matyushok, Krasavina, Berezin & Garca, 2021).

This study was anchored on the Stakeholder's Theory, Burke-Litwin Model and the Learning Organization Theory. The Stakeholder Theory stipulates that it's in the organization's best interest to work in the direction of stakeholder pressure as by so doing, it will strengthen its relationship with its stakeholder's (Freeman, 2020). The Burke-Litwin Model presents a framework for assessing the internal and external environment of an organization that are pivotal to achieve the desired outcome (Burke, 2013). The learning organization theory emphasizes the importance of continuous learning within an institution to support the advancement and application of knowledge with the aim of maintaining competitiveness (Hoque, 2004).

The Eco-hotels in Kenya have been dealing with issues such as high electricity costs brought on by high fuel tariffs, high import taxes on coal, insufficient power supplies brought on by frequent blackouts, and power surges that have an impact on the production process. Other difficulties include inadequate clinker and cement production capabilities, inadequate Kenyan government assistance for policy issues, and the development of concrete roadways in the nation, which boosted cement demand even more. The condition of some Kenyan roads has significantly increased the cost of shipping both raw materials and completed goods (Yeswa & Ombui, 2019).

1.1.1 Change Management Practices

Change management practices refer to the methodological approaches to managing organizational change in regard to its objectives, processes and technologies (Kasiaheng, Lopian and Tumbuan, 2021). Vladoš' (2019) definition states that "change management practices" refers to any methods used to help groups, people, and organizations go through organizational change and comprises techniques that restructure or redefine the employment of resources, budgetary appropriations, business processes and other operations that notably alter a company or organization. According to Achieng'Nango, (2017) change management practices also refers to a methodical strategy that ensures changes are successfully and seamlessly executed as well as that their long-term advantages are realized. The current study will refer to change management practices as the methodological approach to managing organizational change in regard to its objectives, processes and technologies.

Effective communication, proper planning, managing resistance, employee participation, effective planning, and sustaining change are all examples of change management methods that can guarantee the success of change implementation. According to Queens Land Government (2014), the following strategies can be employed to bring about transformation inside an organization: good governance, commitment from top management, informed stakeholders, and a workforce that's in agreement. The correlation between the required change and the captains' (high management) knowledge, attitudes, and behaviors, as well as those of the rank and file (junior police officers) evidenced success (Wakonyo & Muchemi, 2020). The following change management techniques were also established by Achieng'Nango (2017): holistic approach to organizational culture, an effective communication strategy and well-planned change leadership strategy. In this study, the indicators of change management practices used included; organizational culture, employee involvement, change leadership strategy, and communication strategy.

1.1.2 Corporate Sustainability

Díaz-Iglesias, Blanco-González and Orden-Cruz (2021) define corporate sustainability as an organization's blueprint to providing its services and goods in a way which boosts both environmental sustainability and also economic success. Corporate sustainability gives long-term growth realized via sustainable methods a greater chance than it does for the short-term financial gains. So as to realize long-term stakeholders' value, corporate sustainability majors on ethical matters, environmental integrity, social equity, cultural preservation and attainment of economic growth of running a corporation (Ashrafi, Acciaro, Walker, Magnan & Adams, 2019).

These tactics are meant to promote longevity, transparency, and appropriate staff growth within corporate settings (Purkayastha & Faheem, 2019). Corporate sustainability is described by Stahl, Brewster, Collings and Hajro (2020) as a managerial effort to maintain a form of balance between expected social, economic, and environmental sustainability. According to Munck, Dias, and Borim-de-Souza (2012), for a company to ensure sustained growth in the political domain, a nation must invest in its economic, social, and natural resources. In a similar vein, Kim and Park (2017) argued that a company should prioritize long-term success over immediate financial results. These definitions lead us to the conclusion that business sustainability can be achieved by persistent resource acquisition, latent opportunity seizing, quick replacement of depleted resources, and the utilization of green management manufacturing strategies in reducing environmental contamination.

The study incorporated the dimensions of social, environmental and economic indicators of corporate sustainability. A managerial endeavor to ensure that an organization's operations do not endanger the environment and its people is known as environmental sustainability. It attempts to lessen environmental deterioration, including erosion of the soil, contamination of the land, pollution, aquatic habitat loss, energy waste, deforestation and general ecosystems harm (Kinyondo & Huggins, 2021). Due to organizations' use of the environment as a source of resources while dumping garbage and polluting the environment in return, which over time not only damages the ecosystem but also poses a health risk to people living there, this became required (Rasool, Wang, Tang, Saeed & Iqbal, 2021).

If a business is able to bring in money from content customers, it is said to be economically sustainable. In order to be economically sustainable, organizations must first maximize their own income before estimating the amount of outside support they would require. Despite the fact that this paradigm is essential to corporate survival, experts have stressed that it can be hazardous to place excessive focus on economic objectives at the expense of other considerations like the environment. This is because the economic perspective's sole conviction is that capital raising is largely done to boost shareholder profits (Dyllick & Muff, 2016).

Some sustainability measures include Dow Jones Sustainability Index/SAM, Ethibel Sustainability Index, and Calvert Social Index (Amandeep, 2017). Other resources include corporate sustainability reporting standards and ethics frameworks like GRI and UN Global Compact. KLD ratings, the DJSI, and the GRI were primarily employed by management researchers (Weber, 2017) to quantify corporate sustainability and to also compare organizations' performance of corporate sustainability. The other publications made use of a variety of other tools, including GRI, DJSI, Sustanalytics, or Environics. Additionally, the environmental component of corporate sustainability was considered by the U.S. EPA Toxic Release Inventory in 7% of empirical investigations (Kinyondo & Huggins, 2021). Corporate sustainability was measured by Eccles, Ioannou, and Serafeim (2018) using two levels: high sustainability and low sustainability.

1.1.3 Eco-Hotels in Kenya

An eco-hotel is a lodging establishment that has made significant environmental modifications to its design to reduce its negative environmental effects (Amandeep, 2017). In order to show their dedication to sustainability, the hotel industry undertook a number of initiatives, including the adoption of eco-labels, environmental management systems, and strategies for implementing sustainable behavior (Sewwandi & Fernando, 2019).

The Hotels and Restaurants Act governs hotel licensing and regulations (CAP 494). This law was passed to establish licensing requirements for restaurants, hotel management, and lodging facilities. The act provides guidelines for the regulation of hotels and restaurants and the taxation of workers in these establishments. The Act established the Hotels and Restaurants Authority (hence referred to as the jurisdiction), as the legal body authorized to grant, suspend and revoke licenses and investigate and rule on grievances.

There are 980 hotels in Kenya according to booking.com yet only 77 of these have received the Eco-Rating certification Scheme by Eco Tourism Kenya (Eco-tourism Kenya, 2022). This makes only 8% of hotels, and therefore, presents a significant problem if little investment is shown towards environmental protection. Some of the challenges experienced in the transition towards sustainable development are: access to capital, lack of know-how, and scale of production (Elhadi, 2012).

1.2 Research Problem

Effective change management practices enhance corporate sustainability. Businesses must be able to respond to shifting market conditions by using change management techniques, which have an impact on their sustainability and operational procedures. (Ghisellini, Cialani, & Ulgiati, 2016). Past studies have been conducted but no consensus has been determined on the interconnectedness between change management practices and corporate sustainability. Wobodo and Zeb-Obipi (2021); Rieg, Gatersleben and Christie (2021); Kipesha and Koech (2020) have found a positive correlation between change management practices and corporate sustainability.

Different studies have been conducted in the past on change management and corporate sustainability in various sectors including the hospitality industry, however, there is an apparent lack of exploration in the integration of Change Management strategies and Corporate sustainability in Eco hotels in Kenya. In Lamu County, Kenya, Fadhil (2015) investigated how green practices were being adopted in the hospitality and tourism sectors. Wanjihia (2019) examined how corporate sustainability affected the share prices of companies that were featured on the NSE. This therefore presents a contextual gap. Research also indicates conceptual gaps as the two concepts; change management and corporate sustainability are treated as separate units, even though the two are actually intertwined. There seems to be no consensus in knowledge of how change management influences corporate sustainability.

Chepkoech (2021) examined the strategic change management procedures adopted by state corporations in Kenya. Weber (2017) investigated Chinese Banks, seeking to determine a relationship between corporate sustainability and financial performance. Empirical gaps have also been presented in the past studies. Kipsha and Koech (2020) have found a robust correlation between change management practices and corporate sustainability (in terms of sustainable competitive advantage). Karani (2016) did not substantiate a relation between change management practices and the overall performance of National Bank of Kenya. Many hotels and particularly eco-hotels in Kenya have been associated with varied environmental problems. Due to environmental degradation, some managers have put a lot of effort into waste management to mitigate environmental harm by utilizing change management practices (Mugure, 2021).

However, the implementation of the waste management strategy differs significantly between the hotels, necessitating an evaluation of correlation between change management practices and the corporate sustainability within hotels. Hence the current study sought to respond to the question: What is the relationship between change management practices and corporate sustainability among Eco-hotels in Kenya?

1.3 Research Objectives

The objective of the study was to determine the effect of change management practices on corporate sustainability in eco-hotels in Kenya.

1.4 Value of the Study

The study is valuable to the management of hotels in Kenya in identifying areas that need to be improved in terms of change management practices and sustainability, as well as assessing the contributing elements that impede sustainability in hotels. This is because the study informs management about the need of evaluating various change management practices and sustainability strategies used in hotels. Management could therefore attain the capability of adopting the findings of the study in coming up with guiding principles on matters related to corporate sustainability. Management also stands to gain an understanding of the interconnectedness of change management practices and corporate sustainability and hence develop measures to improve the related aspects that may lead to better sustainability.

The government through the policy makers could benefit from the study. This is so, since the study emphasizes how important sustainability and change management practices are, which could improve their performance. The government through these bodies, could then be able to establish policies related to change management practices and corporate sustainability of the hotels that guides the hotels in adopting the strategies. Academics who intend to conduct future exploration on the correlation between change management practices and corporate sustainability could find the study's conclusions helpful, particularly in the hotel industry. The study constitutes a springboard for further research. Future researchers and scholars may find the study to be useful in forming the theoretical basis for their studies and may also identify areas that they can further explore through the gaps that the study may present. The researcher also made recommendations for a more in-depth analysis at the end of the study which future researchers may adopt for their studies.

CHAPTER TWO: LITERATURE REVIEW

This chapter evaluates the literature that covers the review of the empirical literature and the theoretical underpinnings. The chapter presents a discourse on theories used to anchor the study that include the stakeholder theory which is concerned with the function carried out by each stakeholder in an organization and the relevance of involving all shareholders to leverage on value creation for them. The chapter also discusses the Burke-Litwin Model which shows how the internal elements of an organization can be affected by the external elements hence the need to evaluate the organizational and external factors of a firm for better performance. The other theory discussed is the learning organization approach which emphasizes the need for learning in organizations in order to adapt to the changing business world for sustainability reasons.

The chapter also presents the review of related literature where research has been undertaken in line with the current study objective were reviewed in order to establish the gaps that are existing. The review is done in line with the study concepts that is change management practices and corporate sustainability. The empirical review focuses on identifying the knowledge gaps, the methodological gaps, contextual gaps and the conceptual gaps. The section is also used to understand the change management practices and corporate sustainability measures used by previous studies.

2.1 Theoretical Foundation

Three theories—the stakeholder theory, the Burke-Litwin Model, and the learning organization theory—will serve as the study's foundation.

2.1.1 Stakeholder theory

Freeman (1984) created the stakeholder theory. The Stakeholder Theory is a management theory that is concerned with issues of morality and ethics in doing business. The stakeholder theory of capitalism prioritizes the relationship between an institution and its stakeholders. A corporation should strive to maximize value for each of its stakeholders, according to the stakeholder hypothesis. The stakeholder theory of strategic management by Freeman (1984) largely involves roles played by the various stakeholders that draw a benefit from the going concern of a particular business.

The theory places an emphasis on the main responsibility of firms being value creation for all the various types of stakeholders attached to the firm such as customers, suppliers, the government, the general public, and not only the stockholders or investors in the firm. Freeman et al., (2020) notes that the definition of stakeholders extended to also include non-traditional stakeholders such as the natural ecosystem and posterity. This particular theory is normative, instrumental and also descriptive. Additionally, the stakeholder's theory advocates significantly for social responsibility according to (Jones, Harrison & Felps, 2018).

Given that organizational change depends on the resources that different stakeholders have and the buy-in of key stakeholders, the stakeholder theory presents a compelling viewpoint on the management of organizational change (Peltokorpi, Alho, Kujala, Aitamurto & Parvinen, 2008). By virtue of distinct hierarchical levels, occupational groups, or past socialization into particular tasks, Gallivan (2001) contends that individual stakeholders will have varying bases of experience and awareness, which affects how they perceive signals about change. According to Gallivan (2001), these dynamics make it necessary for implementers to take various stakeholder experiences and viewpoints into account when developing organizational change objectives, implementation strategies, and employee communication initiatives.

The stakeholder theory has a significant advantage, in that, it considers the needs of all the firm's stakeholders in a bid to enhance and improve market efficiency. Bridoux & Stoelhorst (2022), argue that a company's performance not only relies on its shareholders but is also contingent on its relationships with other stakeholders. This is a departure from the principles of the agency theory. The major drawback of this theory is that many researchers and academics find the theory to be fundamentally errored and they believe it violates the proposition of every organization - to focus on one specific objective that is highly valued which is the creation of wealth or the maximization of profits for the firm's survival.

With the general emphasis being placed on several stakeholders, the organization's management will be tasked with maintaining a focus on the key objectives of the different stakeholders which will many times lead to confusion and a general lack of purpose which will ultimately impact the organization's competitive edge and also survival (Jones, Harrison & Felps, 2018). Additionally, Freeman et al., (2020), notes that the lack of consensus on who should be considered a stakeholder and the possibility of powerful stakeholders co-opting the stakeholder theory, posits further hurdles to its implementation. The study of this theory is integral to this study as it displays how the ownership structure of the firm relates to the board and the stakeholders. Hence the theory is applied in addressing the corporate sustainability variable.

2.1.2 The Burke-Litwin Model

This model was developed in 1989 by Burke and Litwin and presents a framework for evaluating elements in the external and internal environments that are crucial to a positive shift. It implies that there exist relationships that try to explain how both internal and external influences can affect performance (Burke, 2013). It also demonstrates how these factors ought to be causally linked in order to produce a particular performance variance. The causal model connects what may be deduced from experience to what has been shown through theory and research, as indicated by Martins and Coetzee (2009). The model presents how various elements within an organization will be impacted by the external environment and then discusses how various parts relate to one another.

The theory is an important pillar because it serves as a framework for organizational diagnosis that is both planned and unplanned, for managed institutional transformation, and for cause-and-effect correlations that are flawlessly depicted (Burke & Noumair, 2015). This model lists the main forces influencing change in order of importance and illustrates them. The Burke Litwin Model of Organizational Change distinguishes four element groupings within organizations and lists them in columns. The model's backbone is usually referred to as the central column.

The first is an example of the hard parts, which are observable and quantifiable and consist of the work and individual abilities as well as the mission and plan structure. The second component is what is known as the "soft" elements, which are primarily abstract and consist of things like company culture, systems, and personal beliefs and desires. The components, which are also known as the transformational factors, are related to the organization as a whole. The final components have to do with organizational structure, which includes departmental division.

The transactional factors are another name for them. This model ideally predicts how a combination of the external environment, strategy and mission, organizational culture and structure, managerial practices, internal systems, workplace culture, jobs and skill sets, demands, and values of individuals, as well as incentive will likely impact individual and institutional performance (Olivier, 2018). This model was appropriate to the study as it enabled the assessment of stakeholder involvement, organizational learning, and leadership. The researcher primarily concentrated on evaluating how well-aligned the model's recommendations were in regard to the interplay between change management practices and the corporate sustainability in Eco-hotels.

2.1.3 Learning Organization Theory

The learning organization theory was developed by Hoque (2004). The learning organization theory is a change process that explicitly strives to support the advancement and application of information to boost capacity for ongoing change and learning processes. According to this theory, learning organizations continually pursue strategic transformation through learning, trying, and communicating in order to consistently and continuously reinvent themselves. In this situation, learning becomes essential for both managers and subordinates in order for any significant change to take place.

Outside of learning, the attitudes, skill-sets and behaviors that are necessary in the formulation and implementation of a new strategic initiative will not be achieved and neither will a new decision-making framework for selection and promotion (Hoque, 2004). Organizations that are progressive improve their capacity for problem-solving through knowledge- and value-based reforms. Learning organizations typically emerge as a result of individual initiative, strong mental models, shared objectives, and team-learning mentalities that are integrated into organizational daily duties (Reese, 2018).

This approach has been used to erratic and fast-paced situations when change is pushed from the top down. The applicability of this idea, according to some academics, may also depend on the organizational culture. This point of view contends that it is imperative for organizations to promote a learning culture within their workforce. It is preferable to think about an approach's suitability for the situation being addressed or evaluated rather than from a good/bad perspective. Therefore, the primary goal is to make sure that, to the greatest extent feasible, the strategy chosen is the best one that can be used given the current situation.

2.2 Change Management Practices and Corporate Sustainability

Change and Sustainability are interconnected. For corporations to fully engage in the Sustainable Development Agenda, they have to undergo significant change themselves and become sustainable (De Matos & Clegg, 2013). This necessitates a form of corporate transformation or change that propels sustainable principles in the corporate setting and encompasses changes in business procedures, coordination, tasks, values, social behaviour control and authority within the firm (Nordin et al., 2012); Benn et.al (2014) refer to this as organizational change for corporate sustainability.

Previous research has shown a seamless shift from the conventional way of doing business to sustainable business models. Well planned change management has direct influence on successful implementation of sustainable initiatives in the corporate context (Linnenluecke & Griffiths, 2010; Millar et al., 2012; Thakhathi et al., 2019; Zink, 2008). The multi-faceted nature of change management for corporate sustainability means that the internal and external environment of organizations will be affected, this therefore requires new perspectives (Thakhathi et al., 2019). However, the application of change management practices is a difficult ordeal owing to the complexity of corporate sustainability which is the balance of economic integrity, environmental integrity and social equity (Linnenluecke & Griffiths, 2010). Further complicating the situation, is that change management has to incorporate employee engagement, overhaul the organization culture, structure and processes, create awareness on sustainable development and integrate moral values and principles, methods and attitudes of all personnel (Millar, Hind & Magala, 2012; Visser & Crane, 2010; Zink, 2008).

Due to this complexity, it is considered best to attain corporate sustainability through gradual change and great change leadership to better manage conflicts that come about merging economic growth, environmental conservation and social responsibility (Hassan, 2021). The biggest challenge in change management is the 'people factor'. Employees come from diverse backgrounds and cultures, and this has a bearing on their perceptions on corporate sustainability, for instance in matters regarding resource efficiency, ecological preservation etc. (Linnenluecke & Griffiths, 2010; Sharma & Henriques, 2005). Thus, to ensure the effectiveness of corporate sustainability principles among personnel, it is crucial to adopt practical approaches such as creating supporting cultures towards sustainability, integrating sustainability attributes in performance appraisals, employee training, sustainability reports and (Sharma & Henriques, 2005; Baumgartner & Ebner, 2010; Linnenluecke & Griffiths, 2010).

In summary, the integration of organizational change and corporate sustainability encourages the inclusivity of all personnel to share similar attitudes, gain the required skills and effective dissemination of sustainability knowledge towards the successful attainment of corporate sustainability (Bansal, 2005; Linnenluecke & Griffiths, 2010; Zink, 2008; Hassan, 2021)

2.3 Empirical Studies and Knowledge Gap

Appelbaum, Calcagno, Magarelli, and Salib (2016) looked at the connection between organizational reform and company sustainability. The definition and methods of corporate sustainability were examined, along with the best ways to employ organizational change. Practitioner and empirical research publications were also examined. To attain any kind of corporate sustainability, the study showed that managers must be conscious of their goal and the social and psychological constraints preventing organizational change. A project's success may be boosted by improved communication with individuals responsible for implementing organizational change and a more precise explanation of the change's objective. The survey wasn't conducted in the hotel industry, though.

Wobodo and Zeb-Obipi (2021) analyzed change management as a tactical instrument for corporate sustainability. The literature on the two research variables was rigorously and exhaustively assessed in the report through an empirical analysis in order to comprehend the characteristics of each and their correlation. The adoption of incremental and radical techniques, as well as a continuum of the two in some circumstances, demonstrated the strategic value of change management for organizational sustainability in the present day. However, the study gathered secondary information from empirical analysis, which would not have given firsthand knowledge of the study's themes. Abdou, Hassan and Dief (2020) carried out an investigation on the perceptions of environmental managers on the degree of impact of green initiatives of 4 & 5-star hotels in achieving environment-specific Sustainable Development Goals (SDGs). A quantitative survey was conducted and the respondents were selected through a convenience sample method.

The research found that sustainability advocacy is the driving force for a green star label. Further, the results indicated that the implementation of green initiatives positively impacted the realization of SDG 6, SDG 12, SDG 7 and SDG 13. The researcher notes that, hotels should ensure the implementation of green initiatives is correctly integrated into the organization's operational plans. However, the study did not show how this relates with change management practices.

Ik and Azeez (2020) investigated organizational green behavioural change (OGBC) and the role that change management played, and sought to develop a connection between change management and the OGBC procedure. The research adopted a synthesised literature review methodology making use of journal articles from the online platform and manual library. The study found that change agents are significant in achieving OGBC; organizations require all-inclusive change packages which involve the integration of the diverse interests of stakeholders with the purpose of achieving desired outcomes. However, the study took place in a foreign country and not Kenya.

Rieg, Gatersleben and Christie (2021), carried out research investigating the function of organizational change management in ensuring sustainability of higher education institutions. In order to examine literature on managing organizational change that aimed to fully integrate sustainability in higher learning centers, the researcher used a systematic quantitative literature review methodology. The findings of the review indicate great significance in change processes, human aspects and organizational elements such as vision and strategy and the further emphasizes on the importance of stakeholder contribution and dedication to sustainability. However, the study was conducted among higher education institutions and not the hotel industry as is the case with the current study.

Mugure (2021), did a case study on 5-star hotels in Kenya, investigating adopted strategies that enhance sustainability initiatives in the industry. The researcher conducted a qualitative study in which 18 5-star hotels were surveyed. Content analysis was utilized to identify underlying interpretations in regard to the sustainability projects. The study established a positive link between waste management; climate change projects; diversity and sustainability. However, it was noted that hotels favored initiatives that were low cost than those that were perceived to be of high cost. Although the study examined the hotel industry it did not show the link between change management practices and corporate sustainability.

Kipsha and Koech (2020) focused on Effect of Strategic Change Management on Performance. Content analysis was employed to examine the data. The results revealed that market analysis is a crucial step in developing a strategy; inclusivity in the early stages of planning will prevent resistance to change; the level of competency and empowerment. However, unlike the current study, the focus of the earlier research was on bank performance rather than corporate sustainability in the hotel sector.

CHAPTER THREE: RESEARCH METHODOLOGY

The methodology adopted to collect data on change management practices and business sustainability is described in this chapter. The chapter covers the following subjects: ethical issues, research design, study population, sample size and design, data gathering and analysis. These sections are aimed at explaining the methodology that the researcher will employ with the objective to exhaustively and clearly realize the study objectives. The chapter provides a discussion of the research design which is the overall strategy that will be used to respond to the research question and which determine the methodology to be used. The chapter also discusses the population of the study that will be targeted and from which the sample is drawn for data collection purposes. Further, the data collection methods that will be utilized to gather the data for the study is discussed and the structure of the data collection instrument discussed. Finally, the data analysis techniques that the study proposes to use is explained and discussed where the process from cleaning to analysis of the data is explained.

3.1 Research Design

This study was guided by a descriptive cross-sectional survey. In a cross-sectional study, one employs a particular type of research methodology to collect data from many people at once. Cross-sectional research only involves observing the variables. (Labaree, 2013). Cross-sectional study design employs an observational study approach, where the researcher evaluates the subjects' exposures and results simultaneously. The inclusion and exclusion criteria for a cross-sectional study are utilized to select the participants.

Once the study participants are selected, the researcher carries out an investigation assessing the exposure and results (Setia, 2016). A descriptive study design aims to describe an occurrence, phenomena or population through the collected data. Instead of focusing on the why, it directly assists in addressing the what, when, where, and how parts of the study topic (Siedlecki, 2020). Additionally, descriptive investigations entail the analysis of one or more variables without consideration of any casual or hypothesis and are simple to undertake. Furthermore, these studies are usually not subjected to rigid ethics review, unless the data is of a secret nature (Aggarwal, & Ranganathan, 2019).

3.2 Population of the Study

The population of this study encompassed all hotels across the country that have gained the green star rating and are categorised as eco hotels or lodges. This category of hotels was considered for the study due to their sensitivity to the implementation of all the three major pillars of sustainability; economic success, social equity and environmental integrity.

The management of these hotels are highly sensitised as to the value of building corporate sustainability into everyday operations and therefore these entities are going to be a good target study group for this research. The study focused on classification of hotels described as 'eco-hotels or eco-lodges' within Kenya. There are currently 77 hotels under this classification (Eco-tourism Kenya, 2022). The study was a census and therefore, all members of the population were included.

3.3 Data Collection

A systematic questionnaire was used to gather the primary data. The systematic questionnaire methodology is a standardized interview method in which researchers ask the same questions of a number of subjects on a given subject. The questions are pre-planned by the researcher, who also develops a pre-established question format. Primary data provides first-hand information, which is extremely valuable.

The fundamental benefit of employing questionnaires is that a sizable population can be reached quite quickly and affordably. For a study topic, a standard questionnaire delivers measurable results that are generally simple to interpret. The hotels' top management team, that is the general managers, provided the primary data. The general managers were selected because they had access to most information regarding change management practices and also sustainability practices of the hotels.

The 'drop and pick' approach was used to distribute the questionnaires, where the researcher was involved and made prior arrangements with the management. Subsequently, the researcher administered the questionnaires on the agreed date and then allowed them two weeks to fill in the questionnaires. After the two week-period, the researcher collected the submitted response for data analysis.

3.4 Data Analysis

Data analysis is the process of interpreting data with the aim of delivering pertinent insights required for drawing various inferences and making decisions. Cleanup and coding of the acquired raw data will take place in the Statistical Package for Social Sciences (SPSS). The methodologies of data analysis used in this study was descriptive statistics and inferential analysis.

Measures of percentages were included in descriptive statistics. The study involved the entire population of eco-rated hotels, and inferential statistics in the form of correlation and regression analysis was utilized as the researcher failed to obtain data from all the population elements; and was also be used to show the association amongst change management practices and corporate sustainability. A significance level of $p < 0.01$ was set for every statistical set. The following model was tested: $Y = \beta_0 + \beta_1 X_1 + \varepsilon$

Where; Y represents corporate sustainability

X_1 represents change management practices

β_0 is a constant

β_1 is the coefficient for change management practices

ε is the error term

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

In this chapter, an overview of the research findings, analysis and the corresponding discussions will be presented, following the survey that was conducted with various head of departments of the Eco-hotels in Kenya.

4.1 Response rate

Seventy-seven questionnaires were distributed to the respondents. Sixty-six questionnaires were dully filled as shown in the table below:

Table 1:Response rate

Response	Frequency	Percent
Returned	66	85.71%
Unreturned	11	14.29%
Total	77	100%

Source: Field Data (2023)

A total of 77 questionnaires were distributed. Out of this, 66 questionnaires were properly filled representing 85.71% response rate. According to Bailey (2000), a response rate of 50% is satisfactory while 70% and above is considered good. Thus, the return rate of 85.71% is suitable for a viable study.

4.2 Demographic Results

The demographic aspect of this study sought to establish the turnover rates within the various Eco-hotels, to gain insight into the sustainability and resilience of this industry and thus gain a holistic outlook of the industry's performance. The participants were required to reveal the turnover rates in their organization. The results are presented in Figure 1.

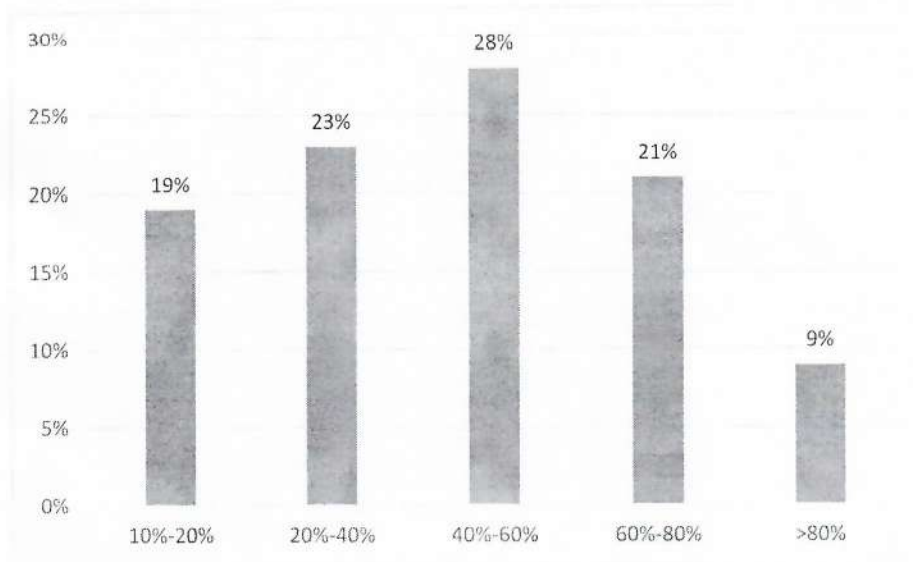


Figure 1: Hotel Turnover Rates

Source: Field Data (2023)

The results showed that 28% of the hotels had 40-60% turnover rate, 23% had a turnover rate of 20-40% while 21% had a turnover rate of 60-80%. The results showed that 19% of the hotels had 10-20% turnover rate while only 9% had a turnover rate above 80%.

4.3 Descriptive Statistics

The respondents stated their opinions on various questions. This followed a scale of 1 to 5 (where 1 means not at all, 2 means very little, 3 means to some extent, 4 means to a great extent, and 5 means to a very great extent). The results were analysed using means and standard deviations.

4.3.1 Change Management

The study aimed to establish the effect of change management strategies on corporate sustainability in the eco-hotels in Kenya. The results are shown in Table 2 below:

Table 2: Change Management Practices

Variables	Mean	SD
1. Management has in-depth knowledge of the industry, organization, and people.	4.50	0.79
2. Management is equipped with the necessary skills to collect and analyze data, draw conclusions, recommend and assess alternative solutions.	4.47	0.827
3. Management can identify and eliminate barriers to change within the organization.	4.53	0.728
4. Management is flexible and demonstrates the willingness to modify plans when necessary.	4.58	0.703
5. Management works with employees to evaluate and modify the organization's change efforts and to ensure that the its goals and objectives are accomplished.	4.58	0.745
6. Management understands the dynamics of change (planning, execution, and human behavior)	4.57	0.728
7. Management understands the specifics of the industry, its players, and competencies and makes use of the acquired information to obtain the required resources.	4.55	0.771
8. Management ensures the measurement of progress of a given project is done regularly according to the set KPIs (adherence to timelines, speed of execution etc.)	4.52	0.793
9. Management understands the motivators of human behavior	4.58	0.768
10. Management engages employees and rewards them in celebration of successful change efforts.	4.51	0.886
11. Management encourages employees to share their opinions, concerns, and suggestions for improvement.	4.52	0.812

12. The organization has set up channels that aim to assist senior management to understand personal reactions and approaches to change, unique to each employee.	4.58	0.748
13. Management assists and encourages employees to work through change.	4.54	0.752
14. Management helps employees understand what's in it for them in the change process.	4.51	0.850
15. The organization provides a culture that creates a conducive communication climate that is non-threatening, comfortable, and conducive for sharing, thus creating solid communication patterns.	4.58	0.768
16. The organization has clearly defined goals that guide customer engagement	4.63	0.762
17. Management engages the customers regularly through targeted feedback surveys, emails, focus group discussions, short video presentations in guest rooms etc.	4.65	0.717
18. Management and employees are encouraged to promote the organization's sustainable practices to customers	4.63	0.741
19. The organization undertakes environmental training to staff and senior management.	4.63	0.651
20. The organization monitors and reports its carbon and/or other greenhouse gas (GHG) emissions	4.57	0.749
21. The organization undertakes risk assessments to evaluate if its operations pose a risk to climate change.	4.55	0.811
22. The organization's R&D team is continuously searching for opportunities to generate its own sources of energy/power.	4.63	0.782
23. The organization has established policies that aim toward greenhouse gas emissions and pollution	4.66	0.644
24. The organization has established policies aimed towards decreasing and properly disposing waste	4.51	0.904
25. Management identifies the most vulnerable and underserved groups impacted by the organization's operations and considers the impact of its decisions on these groups	4.52	0.868
26. Management continuously identifies opportunities and barriers to more equitable outcomes	4.57	0.770
27. The organization has set up and implemented environmental protection regulations	4.50	0.789

Source: Field Data (2023)

The descriptive results regarding change management practices indicated that in most of the hotels, the management has in-depth knowledge of the industry, organization, and people (mean=4.50, SD=0.789). The findings further revealed that in most of the hotels, the management is equipped with the necessary skills to collect and analyse data, draw conclusions, recommend and assess alternative solutions (mean=4.47, SD=0.827). In addition, it was found that the management in most of the hotels can identify and eliminate barriers to change within the organization (mean=4.53, SD=0.728).

It was also found that the management in most of the hotels is flexible and demonstrates the willingness to modify plans when necessary (mean=4.58, SD=0.703). The management in most of the hotels works with employees to evaluate and modify the organization's change efforts and to ensure that its goals and objectives are accomplished (mean=4.58, SD=0.745). It was also determined that management understood the dynamics of change (mean=4.57, SD=0.728). The results further showed that the management in most of the hotels understands the specifics of the industry, its players, and competencies and makes use of the acquired information to obtain the required resources (mean=4.55, SD=0.771).

It was also found that the management in most of the hotels ensures the measurement of progress of a given project is done regularly according to the set KPIs (mean=4.52, SD=0.793), and understands the motivators of human behaviour (mean=4.58, SD=0.768). The management in most of the hotels engages employees and rewards them in celebration of successful change efforts (mean=4.51, SD=0.886). The management in most of the hotels encourages employees to share their opinions, concerns, and suggestions for improvement (mean=4.52, SD=0.812).

It was further shown that most of the hotels have set up channels that aim to assist senior management to understand personal reactions and approaches to change, unique to each employee (mean=4.58, SD=0.748). The findings further showed that the management assists and encourages employees to work through change (mean=4.54, SD=0.752). Moreover, it was found that in most of the hotels, the management helps employees understand what is in it for them in the change process (mean=4.51, SD=0.850).

It was also revealed that most of the organizations provides a culture that creates a conducive communication climate that is non-threatening, comfortable, and conducive for sharing, thus creating solid communication patterns (mean=4.58, SD=0.768). Furthermore, most of the organizations have clearly defined goals that guide customer engagement (mean=4.63, SD=0.762). The management in most of the studied hotels engages the customers regularly through targeted feedback surveys, emails, focus group discussions, short video presentations in guest (mean=4.65, SD=0.717). Moreover, in most of the hotels, management and employees are encouraged to promote the organization's sustainable practices to customers (mean=4.63, SD=0.741).

It was also shown that most of the organizations undertake environmental training to staff and senior management (mean=4.63, SD=0.651). It was further found that most of the organizations monitors and reports its carbon and/or other greenhouse gas (GHG) emissions (mean=4.57, SD=0.749). The study further found that most of the organizations undertakes risk assessments to evaluate if its operations pose a risk to climate change (mean=4.55, SD=0.811). The results further indicated that the R&D team in majority of the hotels is continuously searching for opportunities to generate its own sources of energy/power (mean=4.63, SD=0.782).

Further, most of the hotels have established policies that aim toward greenhouse gas emissions and pollution (mean=4.66, SD=0.644). From the findings, most of the hotels have established policies aimed towards decreasing and properly disposing waste (mean=4.51, SD=0.904). The management in most of the hotels identifies the most vulnerable and underserved groups impacted by the organization's operations and considers the impact of its decisions on these groups (mean=4.52, SD=0.868). The Management continuously identifies opportunities and barriers to more equitable outcomes (mean=4.57, SD=0.770). It was also found that most of the hotels have set up and implemented environmental protection regulations (mean=4.50, SD=0.789).

4.3.2 Environmental Protection

This section aimed to gain insight on how change management strategies affect environmental protection aspect of corporate sustainability. The results are shown in Table 3 below:

Table 3:Environmental Protection

Variables	Mean	SD
1. Total Greenhouse gas emissions produced by the hotel have significantly reduced	4.03	0.764
2. The organization has successfully implemented policies and actions to mitigate climate risks in the sector	4.03	0.744
3. The organization has successfully implemented policies and actions to adapt to the effects of climate change	4.08	0.669
4. The organization has successfully implemented innovative strategies that for energy efficiency and conservation	4.14	0.747
5. The organization has successfully implemented innovative strategies that for solid waste disposal, reduction and recycling	4.11	0.773
6. The organization has successfully implemented innovative strategies to obtain renewable energy & low-carbon fuels	4.08	0.568
7. The organization has successfully implemented innovative strategies that for efficient water usage and wastewater Systems.	4.08	0.692

8. The organization has successfully implemented innovative strategies that for natural resource and biodiversity protection of the area.	4.18	0.748
---	------	-------

Source: Field Data (2023)

According to the findings shown above, most respondents conveyed that the total Greenhouse gas emissions produced by their hotels have significantly reduced as supported by a mean of 4.03 and standard deviation (SD) of 0.764. Most of the respondents indicated that their organization has successfully implemented policies and actions to mitigate climate risks in the sector (mean=4.03 SD=0.744). Most of the respondents further indicated that that their organization has successfully implemented policies and actions to curb the climate change risks as depicted by a mean of 4.08 and SD of 0.669.

Most of the respondents indicated that their organization has successfully implemented innovative strategies that for energy efficiency and conservation, as shown by a mean of 4.14 and SD of 0.747. Moreover, most respondents revealed that their organizations have successfully implemented innovative strategies that for solid waste disposal, reduction and recycling as shown by a mean of 4.11 and SD of 0.773. Furthermore, most of the respondents indicated that their organizations have successfully implemented innovative strategies to obtain renewable energy & low-carbon fuels, as supported by a mean of 4.08 and SD of 0.568. Moreover, most respondents admitted that their organization has successfully implemented innovative strategies that for efficient water usage and wastewater Systems, with a mean of 4.08 and SD of 0.692. Most respondents also indicated that their organization has successfully implemented innovative strategies that for natural resource and biodiversity protection of the area, as supported by a mean of 4.18 and SD of 0.748.

4.3.3 Social Impact

In this section, the study aimed to determine if change management strategies affect their social impact aspect of corporate sustainability. The results are shown in Table 4 below:

Table 4: Social Impact

Variables	Mean	SD
1. The organization has successfully implemented a Health & Safety policy and risk register for its employees and guests.	4.17	0.741
2. The organization has successfully implemented a grievance mechanism for its employees and guests.	4.12	0.740
3. The organization has successfully implemented policies that support diversity and equal opportunity.	4.17	0.741
4. The organization has successfully implemented policies and programs that aim to improve social equity, through participation from local communities.	4.23	0.679
5. The organization has successfully implemented policies that aim to protect and conserve the communities' cultural heritage assets.	4.12	0.781

Source: Field Data (2023)

As shown above, the results reveal that most respondents concurred that their organizations have successfully implemented a Health & Safety policy and risk register for its employees and guests (mean =4.17, SD = 0.74). Moreover, it was expressed that most organizations have successfully implemented a grievance mechanism for their employees and guests (mean=4.12, SD=0.740). it was perceived that the organizations successfully implemented policies that support diversity and equal opportunity (mean=4.17, SD=0.741). it was also determined respondents viewed their organizations as having successfully implemented policies and programs that aim to improve social equity, through participation from local communities (mean=4.23, SD=0.679). it was further indicated that their organizations have successfully implemented policies that aim to protect and conserve the communities' cultural heritage assets (mean=4.12, SD= 0.781).

4.3.4 Economic Impact

This section aimed to gain insight on whether change management strategies affect the economic aspect of corporate sustainability. The results are shown in Table 5 below:

Table 5: Economic Impact

Variables	Mean	SD
1. The organization's Brand image has improved among local and international tourists.	4.20	0.733
2. The organization has achieved cost savings and cost efficiency through reduced costs of water, energy and low operating costs.	4.22	0.760
3. The organization has successfully implemented policies that balance tradeoffs between cost, environmental, and social impacts.	4.23	0.766
4. The organization has managed to improve guest satisfaction.	4.22	0.760

Source: Field Data (2023)

Results in table 4.5 showed that for most organizations, their brand image improved among local and international tourists (mean=4.20 and SD=0.733). It was perceived that most organizations have to a great extent achieved cost savings and cost efficiency through reduced costs of water, energy and low operating costs (mean=4.22 and SD=0.760). It was also been indicated that most organizations have successfully implemented policies that balance tradeoffs between cost, environmental, and social impacts (mean=4.23 and SD=0.766). Additionally, it was noted that most organizations managed to improve guest satisfaction (mean=4.22 and SD=0.76).

4.4 Correlation Analysis

Pearson's Correlation analysis was undertaken to determine the relationship between change management practices and corporate sustainability in the eco-hotels in Kenya. The results of the analysis are shown in table 6 below:

In this research:

$r = +0.7$ indicates strong association

$r = +0.5$ to 0.69 is a moderate association

$r = 0.3$ to 0.49 weak association

whereas $r < 0.29$ is very weak association.

$r = 0$ it indicates that there is no association.

Table 6: Correlation Analysis

Variables		Change Management Practices	Corporate Sustainability
Change Management Practices	Pearson Correlation	1	.717**
	Sig. (2-tailed)		.000
	N	67	67
Corporate Sustainability	Pearson Correlation	.717**	1
	Sig. (2-tailed)	.000	
	N	67	67

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

Source: Field Data (2023)

The results showed that there is a strong positive correlation between change management practices and corporate sustainability ($r= 0.717, p=0.000$). This implies that the two variables move in the same direction, that is, an improvement in change management practices results to enhanced corporate sustainability. This concurs with the findings by Ik and Azeez (2020) who found that change agents are significant in achieving corporate sustainability. The findings further agree with that of Mugure (2021) whose study established a positive link between change management practices and corporate sustainability.

4.5 Regression Analysis

Regression analysis was done to establish the influence of change management and corporate sustainability. The model summary was shown in Table 4.7.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717 ^a	.515	.507	.41031

Source: Field Data (2023)

From the results derived from the model summary, change management aspects significantly explains the corporate sustainability in the eco-hotels in Kenya, and is evidenced by R square of 0.515 indicating that change management practices explain 51.5% of the total variations in the corporate sustainability of the eco-hotels in Kenya while 48.5% can be attributed to other factors excluded in the model.

Table 8: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.600	1	11.600	68.900	.000 ^b
	Residual	10.943	65	.168		
	Total	22.542	66			

a. Dependent Variable: CS

b. Predictors: (Constant), CM

Source: Field Data (2023)

The findings as demonstrated above reveal that the model of regression was statistically substantial and change management practices was a good predictor of corporate sustainability of the eco-hotels in Kenya. This is according to the calculated F statistic of 68.900 and the reported p-value of (0.000).

Table 9: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.508	.318		4.742	.000
	Change management practices	.577	.070	.717	8.301	.000

a. Dependent Variable: Corporate sustainability

Source: Field Data (2023)

Findings from the analysis in the table above indicate that change management practices have a positive and considerable outcome on corporate sustainability of eco-hotels in Kenya ($\beta=0.577$, $p=0.000$). This implies that a unit improvement in change management practices would lead to an improvement in corporate sustainability by 0.577 units.

Therefore, the following optimal regression model was deduced:

$$Y = 1.508 + 0.577 \text{ Change management practices} + \varepsilon$$

4.6 Discussion of Findings

This research sought to explore the effect of change management practices on corporate sustainability within the context of Eco-hotels in Kenya. The research findings revealed a compelling correlation between change management practices and corporate sustainability.

It was determined that there is a strong direct correlation between change management practices and corporate sustainability ($r = 0.717$, $p=0.000$). This implies that the two variables are unidirectional, that is, an improvement in change management practices result in enhanced corporate sustainability. This concurs with the findings by Ik and Azeez (2020) who found that that change agents are significant in achieving corporate sustainability. The findings further agree with that of Mugure (2021) whose study established a positive link between change management projects and corporate sustainability. The data supports the findings of Sánchez-Rodríguez et al. (2019) who found that change management practices, such as employee engagement has the ability to boost environmental performance of organizations.

In a similar vein, Bocchino et al. (2018) inferred that the effective employment of sustainable initiatives can be attained through various change management approaches, such as communication and leadership. Boiral (2014) conducted a meta-analysis which established a positive correlation between change management practices, environmental management systems and environmental performance. Boiral concluded that the implementation of change management techniques is essential to the success of environmental management initiatives. The evidence likewise corresponds with Kianto and Andreeva's (2018) findings that change management practices, are vital factors in the promotion of sustainability initiatives in organizations, and that effective change management practices can facilitate the adoption of sustainability initiatives, subsequently contributing to the attainment of corporate sustainability.

The findings derived from regression analysis revealed that change management practices had a positive and significant effect on corporate sustainability of the eco-hotels in Kenya ($\beta=0.577$, $p=0.001$). This implies that a unit improvement in change management would lead to an improvement in corporate sustainability by 0.577 units. The respondents perceived their organizations as having successfully implemented change initiatives geared towards addressing environmental and social concerns such as the reduction of emission of greenhouse gases, implementation of strategies that address climate risks, incorporation of energy efficient and waste reduction strategies, and the implementation of strategies aimed at improving social equity among others. This concurs with Gao et al. (2019) who showed that change management practices, such as employee involvement, training and communication, can enhance the social and environmental performance of supply chains.

It was also determined that communication influences corporate sustainability to a great extent. The findings showed that sustainability goals and objectives were communicated effectively within the organizations. This, compounded by the ability to communicate to employees what's in it for them, further enhanced its effective execution. Garvin & Roberto (2005) note that, change leaders must thoroughly communicate change through word and deed to persuade employees that the chosen new path is the way to go, failure to do this makes change difficult – effective communication empowers employees to act accordingly. Effective communication informs employees about the desired change and how work will be altered, this will then have an effect on readiness to change allowing them to support and implement the sustainability initiatives, and will further create trust and commitment with the organization (Diana, 2023).

It was found that, employee engagement influences corporate sustainability to a great extent. The research findings revealed that management went to great lengths to assist and encourage employees to work through sustainability initiatives, helping them to understand what they stood to gain from the change and further established reward systems in place to celebrate successful change efforts. These factors positively influenced the successful achievement of corporate sustainability in the eco-hotels. This concurs with Kotter (2012), who states that employees will not adapt to change unless they buy into the idea that useful change is conceivable; this can only be made possible through credible communication. In a similar fashion, Temel et al., (2022) asserts that corporate sustainability is reliant on employee's willingness to collaborate and take part in the advancement and execution of sustainability initiatives.

The research also established that organizational culture had a positive influence on corporate sustainability in eco-hotels. It was found that management in most of the eco-hotels have created a conducive environment that is non-threatening, comfortable and conducive for sharing and further set up channels that aimed at assisting senior management to understand personal reactions to change, unique to every employee. Organizational culture is a very useful tool in driving change towards achieving sustainability (Walker, 2017).

Tatarusanu et al. (2015) noted that organizational culture must be taken into consideration while attempting to change the attitudes of employees towards the adoption of sustainability initiatives. Organizations with a culture driven towards sustainable development made strides into implementing sustainability initiatives and attained long-term success (Bertels et al., 2010). According to Gutterman (2020), organizations need to adopt values and principles slanted towards sustainability to create a consensus among its members with regard to corporate sustainability.

On change leadership strategy, the research findings revealed that effective leadership influences corporate sustainability to a great extent. Top management had in-depth knowledge of the industry, were equipped with the necessary skills to manage change, and demonstrated flexibility and a willingness to modify plans where practical by engaging employees to evaluate and modify change efforts and thus ensure that the defined goals and objectives were accomplished. Garvin and Roberto (2005) assert that, effective change leadership provides a platform for managers and their subordinates to express and voice their concerns while working towards the required change all while seeking guidance.

Change leadership is crucial in maintaining the process of change and the operational reliability of the firm; any inadequacy in change leadership, could have a negative impact on the achievement of the defined goals (Makumbe, 2016). Similarly, Agrawal (2023) notes that leadership is the driving force behind employee mindset and the implementation of policies; corporate sustainability therefore is impossible to achieve without proper leadership.

Effective change management practices are crucial in the attainment of sustainable development within the context of eco-hotels in Kenya. These findings not only affirm the correlation of change management practices and corporate sustainability, but also highlights the possibility of higher sustainability performance of eco-hotels if effective change management practices are enhanced and prioritized.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter presents a synopsis of the research findings, and presents the conclusion and recommendations, in line with the objective of the study. This chapter also addresses the limitations of the study and provides areas for further research.

5.1 Summary of the study

The purpose of this study was to determine the effect of change management practices and corporate sustainability in the eco-hotels in Kenya. This study was guided by a descriptive cross-sectional survey. The population of this study was all hotels across the Country that have gained the green star rating and are categorized as eco hotels or lodges.

The findings established a strong positive correlation between change management and corporate sustainability ($r= 0.717, p=0.000$). this was further confirmed by the regression analysis findings which revealed that change management has a positive and significant effect on corporate sustainability of eco-hotels in Kenya ($\beta=0.577, p=0.001$). The findings regarding change management indicated that most of the studied hotels have implemented change management practices in their operations. It was established that effective communication of the goals and the benefits of change to the employees positively impacted the successful implementation of sustainability initiatives.

The study also revealed that management's efforts to engage employees in the change processes through the establishment of reward systems and explaining what's in it for them, enhanced their commitment to change and thus had a positive influence on change management process, and consequently corporate sustainability. It was also determined that fostering a conducive environment that provides a platform for employees to express their concerns and opinions, served as a catalyst for the successful execution of sustainability initiatives.

Effective change leadership strategy is pivotal in executing change initiatives. From the research findings, it is evident that senior management of the eco-hotels in Kenya were well knowledgeable about the industry's nuances and intricacies, demonstrated flexibility and had a willingness to adapt plans based on the contributions of employees. These factors were instrumental in ensuring the achievement of the defined sustainability objectives.

5.2 Conclusion

Based on the research findings, it can be concluded that effective change management practices lead to the successful implementation of corporate sustainability. It was concluded that equipping the Management of eco-hotels with the necessary skills to collect and analyze data, draw conclusions, recommend and assess alternative solutions leads to improved brand image among local and international tourists. It was also concluded that management's capacity to identify and eliminate barriers to change within the organization leads to cost savings and cost efficiency through reduced costs of water, energy and low operating costs.

It was also concluded that when the management is flexible and demonstrates the willingness to modify plans when necessary, it leads to successful implementation of policies that balance tradeoffs between cost and environmental and social impacts. The study further concluded that when the hotel management works with employees to evaluate and modify the organization's change efforts and to ensure that the its goals and objectives are accomplished, it leads to improved guest satisfaction. Additionally, it was determined that encouraging employees to promote the organization's sustainable practices to customers results to environmental, social and economic sustainability in an organization.

The study also concluded that managements understanding on the motivators of human behavior leads to improved organizational brand image. Furthermore, it was concluded that engaging employees and rewarding them in celebration of successful change efforts leads to successful implementation of policies and actions to mitigate climate risks in the sector. Additionally, it was determined that encouraging employees to work through change leads to successful implementation of innovative strategies. This research defines the importance of an effective communication strategy, employee engagement, positive organizational culture and effective change leadership strategy in navigating effective change management practices. These factors, when employed cohesively, significantly impact the attainment of corporate sustainability within eco-hotels in Kenya.

5.3 Recommendations

In light of the strong correlation between change management practices and corporate sustainability, the following recommendations provide actionable pathways to policy, theory and practice in the advancement of integration of effective change management practice and corporate sustainability.

5.3.1 Recommendations to Policy

While sustainable standards have been developed and certification programs established for the eco-hotel industry in Kenya it is recommended that mandatory sustainability reporting be enforced. This is to ensure transparency and accountability and should entail an extensive assessment of the eco-hotel's sustainability efforts.

It is also recommended that tax incentives and subsidies be introduced for eco-hotels. This move is aimed at offsetting the initial costs incurred in the transition towards achieving sustainability in the eco-hotel industry. Policy frameworks should also be developed to that address the incorporation of change management practices within corporate sustainability initiatives and also provide guidelines on how organizations can effectively merge change management practices with corporate sustainability.

Training programs should be provided in order to strengthen capacity within institutions to effectively carry out change management practices and in so doing ensure the smooth transition into sustainable businesses. To further enhance capacity in organizations, it is recommended that institutions invest in creating partnerships through knowledge sharing on best practices regarding the integration of sustainability in the corporate context and effective change management practices.

5.3.2 Recommendations to Theory

Researchers should examine the interconnectedness between change management and corporate sustainability with the aim of developing a more theoretical framework that investigates the incorporation of change management theory into the corporate sustainability field. This will shed more light on how effective change management practices can enhance the successful achievement of corporate sustainability.

It is recommended that researchers develop that merge theories of change management and corporate sustainability to provide in-depth understanding, further emphasizing the importance of change management practices in enhancing corporate sustainability within various organizations. It is recommended that researchers carry out longitudinal studies and comparative analysis as this will allow the observation and assessment of long-term effects of change management practices on corporate sustainability across various industries.

5.3.3 Recommendations to Practice

It is recommended that organizations should prioritize change management training programmes to enable senior management and their subordinates to gain change management skills. It's also recommended that organizations should establish sustainability committees that aim drive change and oversee the implementation of sustainability initiatives and further assist and encourage employees to work through change.

Organizations should also set up channels that encourage employees to voice or express their personal reactions and approaches to change. Moreover, organizations need to undergo cultural transformation, clearly defining its goals and incorporating them into the defined performance metrics, to encourage a culture of sustainability. It is further recommended that organizations prioritize and ensure effective communication and engagement of its employees and other stakeholders including the local communities, in the pursuit of sustainable development, as this will foster positive social impact and consequently a good brand image of eco-hotels.

Organizations should also embed sustainability principles within organizational values, objectives, operations and strategies to ensure overall commitment to sustainability practices. Top management should also be trained on effective change management practices and sustainable development to enhance their skills to lead change and foster sustainable practices within their areas of jurisdictions.

5.4 Limitations of the Study

While this research provides a significant perspective on the correlation between change management practices and corporate sustainability in eco-hotels in Kenya, there were some limitations. First, although the study conducted a census of all 77 eco-hotels in Kenya, the sample size is still relatively small, which may present a limitation in the applicability of findings to other contexts beyond eco-hotels in Kenya and therefore, any generalizations based on these findings should be made with caution.

The research was also reliant on self-reported data akin to socially desirable responses, and thus could be susceptible to bias. The utilization of a cross-sectional design provided a glimpse of the relationship between change management and corporate sustainability within a small window of time and didn't allow for the examination of changes over time or causality. While the researcher employed various strategies to curb the occurrence of this bias, it is important to note that it may have influenced the accuracy of the results.

Moreover, the study only assessed the linkage between change management practices and corporate sustainability within the context of eco-hotels in Kenya. Therefore, these findings may not be applicable to other types of organizations or industries. Another limitation is that the study relied solely on quantitative data, thus, a holistic perspective on the complex relationship between change management practices and corporate sustainability may not have been achieved. Qualitative data may have provided a more nuanced understanding of the experiences and perceptions of the respondents and also aided in triangulation of findings.

Data collection also presented some limitations in the form of missing data points. This then means that the validity of the findings may be compromised. Statistical limitations may have also influenced the results from this research. Furthermore, not all eco-hotels responded to the survey. The implication of this is that, the eco-hotels that didn't respond may differ significantly from the hotels that took part in the survey. The disparities in this context may have impacted the validity of the study findings and data interpretation.

Temporal limitations have to be taken into consideration as the survey was conducted in a season that experiences a significant influx of tourists. This presents the implication that the seasonal variations may not have been captured. Additionally, this factor may have also fed into the self-report bias and thus affect the applicability of the findings. Lastly, the study investigated specific variables to change management and corporate sustainability. It is important to recognize that other factors relevant to the study were omitted in the survey. This omission may have affected the thoroughness of this research.

5.5 Suggestion for Further Studies

The R square of the study was of 0.515, which means that change management just explains 51.5% of the total variations in the corporate sustainability of the eco-hotels in Kenya. Further research could be conducted to find out the other factors that influence corporate sustainability. To examine the changes in the relationship between change management practices and corporate sustainability over time, future research could use a longitudinal design that follows organizations over a period of time.

REFERENCES

- Achieng’Nango, H. E. L. L. E. N. (2017). *Change management and performance of the Kenyan churches—case of the Anglican and African inland churches in Kenya*. Doctoral dissertation, Doctoral Dissertation, Kenyatta University.
- Aggarwal, R., & Ranganathan, P. (2019). Study designs: Part 2—descriptive studies. *Perspectives in clinical research*, 10(1), 34.
- Agrawal, S. (2023). Influence of Leadership on Sustainable Development Practices in Organizations. *Journal of Emerging Technologies and Innovative Research*, 10 (3).
- Amandeep, A. (2017). Green hotels and sustainable hotel operations in India. *International Journal of Management and Social Sciences Research*, 6(2), 9-16.
- Appelbaum, S. H., Calcagno, R., Magarelli, S. M., & Saliba, M. (2016). A relationship between corporate sustainability and organizational change (Part One). *Industrial and Commercial Training*.
- Ashrafi, M., Acciaro, M., Walker, T. R., Magnan, G. M., & Adams, M. (2019). Corporate sustainability in Canadian and US maritime ports. *Journal of Cleaner Production*, 220, 386-397.
- Berezan, O., Raab, C., Yoo, M., & Love, C. (2013). Sustainable hotel practices and nationality: The impact on guest satisfaction and guest intention to return. *International Journal of Hospitality Management*, 34, 227-233.
- Bocchino, R., Lagioia, G., & Mazzola, E. (2018). Change management for sustainability: An integrative review. *Sustainability*, 10(8), 2935. doi: 10.3390/su10082935

- Bridoux, F., & Stoelhorst, J. (2022). Stakeholder theory, strategy, and organization: Past, present, and future. *Strategic Organization*, 20(4), 797-809.
<https://doi.org/10.1177/14761270221127628>
- Burke, W. W. (2013). *Organization Change: Theory and Practice: Theory and Practice*. Sage Publications.
- Diana, D (2023) The impact of effective communication strategies on developmental policies and initiatives. *B & FT Online*, August 8th 2023. Accessed November, 2023 from <https://thebftonline.com/2023/08/08/the-impact-of-effective-communication-strategies-on-developmental-policies-and-initiatives/>.
- Díaz-Iglesias, S., Blanco-González, A., & Orden-Cruz, C. (2021). The progress of Corporate Social Responsibility from a Gender perspective through the Change Management. *Harv. Deusto Bus. Res*, 10, 93-108.
- Dyllick, T., & Muff, K. (2016). Clarifying the meaning of sustainable business: Introducing a typology from business-as-usual to true business sustainability. *Organization & Environment*, 29(2), 156-174.
- Eccles, R. G., Ioannou, I., & Serafeim, G. (2014). The impact of corporate sustainability on organizational processes and performance. *Management science*, 60(11), 2835-2857.
- Elving (2005). The Role of communication in organization change. *Corporate Communications: Int. J.* 10(2):129-138. Emerald Insight J.
- Freeman, R.E. (2003). *The Blackwell handbook of strategic management*. Oxford: Blackwell publishers.

- Freeman, R.E., Phillips, R. and Sisodia, R. (2020), "Tensions in stakeholder theory", *Business and Society*, Vol. 59 No. 2, pp. 213-231.
- Garvin, David A., and Michael A. Roberto. "Change Through Persuasion." *Harvard Business Review* 83, no. 2 (February 2005): 104–112.
- Gao, Y., Zhu, Q., & Sarkar, M. (2019). Change management practices for promoting sustainability in supply chains: Evidence from case studies. *Journal of Cleaner Production*, 236, 117558. doi: 10.1016/j.jclepro.2019.117558
- Ge, H., Zhao, M., Sun, L., Wang, Z., Tan, G., Zhang, Q., & Chen, C. P. (2018). A many-objective evolutionary algorithm with two interacting processes: Cascade clustering and reference point incremental learning. *IEEE Transactions on Evolutionary Computation*, 23(4), 572-586.
- Ghisellini, P., Cialani, C., & Ulgiati, S. (2016). A review on circular economy: the expected transition to a balanced interplay of environmental and economic systems. *Journal of Cleaner production*, 114, 11-32.
- Gutterman, A.S. (2020). *Organizational Culture and Sustainability*.
- Hoque, S.R. (2004). A contingency model of the association between strategy, environmental uncertainty and performance measurement: impact on organizational performance. *International Business Review*, 13(4), 485-502.
- Kotter, J. P. (2012). *Leading change*. Boston, M. *Harvard Business Review Press*.
- Jones, T. M., Harrison, J. S., & Felps, W. (2018). How applying instrumental stakeholder theory can provide sustainable competitive advantage. *Academy of Management Review*, 43(3), 371-391.

- Kasiaheng, N. A., Lapian, S. L., & Tumbuan, W. J. (2021). Change Management, Employees' resistance, Organizational Communication, And Organizational Commitment Toward Change Implementation at Pt. Bank Sulutgo. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 9(4), 632-639.
- Kianto, A., & Andreeva, T. (2018). The role of change management practices in promoting sustainability-oriented innovation. *Journal of Cleaner Production*, 184, 1127-1136. doi: 10.1016/j.jclepro.2018.02.235
- Kinyondo, A., & Huggins, C. (2021). State-led efforts to reduce environmental impacts of artisanal and small-scale mining in Tanzania: Implications for fulfilment of the sustainable development goals. *Environmental Science & Policy*, 120, 157-164.
- Kipasha, E. N., & Koech, P. (2020). Effect of strategic change management on performance of selected government owned entities in Mombasa County. *International journal of advanced research and review*, 5(4), 1-19.
- Kirat, M. (2015). Corporate social responsibility in the oil and gas industry in Qatar perceptions and practices. *Public Relations Review*, 41(4), 438-446.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques* (2nd ed.). New Delhi: New Age International.
- Labaree, R. (2013). LibGuides. *Organizing Your Social Sciences Research Paper. Writing a Field Report*.
- Laguna, M., & Marklund, J. (2018). *Business process modeling, simulation and design*. Chapman and Hall/CRC.

- Lozano, R., & Garcia, I. (2020). Scrutinizing sustainability change and its institutionalization in organizations. *Frontiers in Sustainability, 1*, 1.
- Makumbe W., (2016). Predictors of effective change management: A literature review. *African Journal of Business Management, Vol. 10(23)*, pp. 585-593.
- Marques, R. C., da Cruz, N. F., & Pires, J. (2015). Measuring the sustainability of urban water services. *Environmental Science & Policy, 54*, 142-151.
- Martins, N., & Coetzee, M. (2009). Applying the Burke–Litwin model as a diagnostic framework for assessing organizational effectiveness. *SA Journal of Human Resource Management, 7(1)*, 13–pages.
- Matyushok, V., Krasavina, V., Berezin, A., & García, J. S. (2021). The global economy in technological transformation conditions: A review of modern trends. *Economic Research-Ekonomska Istraživanja, 34(1)*, 1471-1497.
- Montiel, I., & Delgado-Ceballos, J. (2014). Defining and measuring corporate sustainability: Are we there yet?. *Organization & Environment, 27(2)*, 113-139.
- Mugure, L. N. (2021). *Enhancing sustainable business practices in the hotel industry in Kenya: A Case Study of 5-Star Hotels*. Doctoral dissertation, United States International University-Africa.
- Olivier, B. (2018). Psychometric validation of an Organisational Performance Questionnaire (OPQ) based on the Burke-Litwin model. *Journal of Psychology in Africa, 28(1)*, 46-51.

- Peltokorpi, A., Alho, A., Kujala, J., Aitamurto, J., & Parvinen, P. (2008). Stakeholder approach for evaluating organizational change projects. *International journal of health care quality assurance*.
- Purkayastha, D., & Faheem, H. (2019). In Search of the Triple Bottom line-Case Studies in Corporate Sustainability. *IBS Case Research Center*.
- Reese, S. (2018). A view of the learning organization from a practical perspective: interview with Michael Marquardt. *The Learning Organization*.
- Rieg, N. A., Gatersleben, B., & Christie, I. (2021). Organizational Change Management for Sustainability in Higher Education Institutions: A Systematic Quantitative Literature Review. *Sustainability*, 13(13), 7299.
- Sánchez-Rodríguez, R., Aragón-Correa, J. A., & Hurtado-Torres, N. (2019). The role of change management in fostering environmental performance: A dynamic capabilities view. *Journal of Cleaner Production*, 231, 905-915. doi: 10.1016/j.jclepro.2019.05.293
- Setia, M. S. (2016). Methodology series module 3: Cross-sectional studies. *Indian journal of dermatology*, 61(3), 261.
- Sewwandi, G. D. M., & Fernando, P. I. N. (2019). The Impact of Physical Environmental Attributes of an Eco-Hotel on Guest Loyalty with Special Reference to Eco Lodges in Dambulla.
- Shukla, S. (2020). Concept of population and sample. *How to Write a Research Paper*, June, 1-6.

- Siedlecki, S. L. (2020). Understanding descriptive research designs and methods. *Clinical Nurse Specialist*, 34(1), 8-12.
- Stahl, G. K., Brewster, C. J., Collings, D. G., & Hajro, A. (2020). Enhancing the role of human resource management in corporate sustainability and social responsibility: A multi-stakeholder, multidimensional approach to HRM. *Human Resource Management Review*. 30(3), 100708.
- Stead, J.G.; Stead, W.E. (2008). Sustainable strategic management: An evolutionary perspective. *Int. J. Sustain. Strateg. Manag.* 2008, 1, 62–81.
- Temel, M., Lozano, R. & Gen, M. B. (2022). Making Organizations Sustainable Through Employee Participation: An Analysis of Factors and Their Interactions. *IEEE Engineering Management Review*, 50 (2).
- Thomas, O. O. (2014). Change management and its effects on organizational performance of Nigerian telecoms industries: Empirical Insight from Airtel Nigeria. *International Journal of Humanities Social Sciences and Education*, 1(11), 170-179.
- Vlados, C. (2019). Change management and innovation in the “living organization”: The Stra. Tech. Man approach. *Management Dynamics in the Knowledge Economy*, 7(2), 229-256.
- Vlados, C. (2019). Change management and innovation in the “living organization”: The Stra. Tech. Man approach. *Management Dynamics in the Knowledge Economy*, 7(2), 229-256.

- Wahyuni, D. (2012). The research design maze: Understanding paradigms, cases, methods and methodologies. *Journal of applied management accounting research*, 10(1), 69-80.
- Weber, O. (2017). Corporate sustainability and financial performance of Chinese banks. *Sustainability Accounting, Management and Policy Journal*.
- Wobodo, C. C., & Zeb-Obipi, I. S. A. A. C. (2021). Change Management: A Strategic Tool for Corporate Sustainability in Contemporary Times.
- Yeswa, L. S., & Ombui, K. (2019). Influence of talent management strategies on employee retention in hotel industry in Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(7), 83-103.

APPENDICES

Appendix I: Research Questionnaire

SECTION A: Background Information

1. Name of your Organization: _____

2. What is the estimated turnover rate at your organization?

- 10-20%
 20-40%
 40-60%
 60-80%
 >80%

SECTION B: Change Management

Please rate how much your organization uses each of the following change management techniques on a scale of 1 to 5, where 1 means not at all, 2 means very little, 3 means to some extent, 4 means to a great extent, and 5 means to a very great extent.

	1	2	3	4	5
Management in-depth knowledge of the industry, organization, and people.					
Management is equipped with the necessary skills to collect and analyze data, draw conclusions, recommend and assess alternative solutions.					
Management can identify and eliminate barriers to change within the organization.					
Management is flexible and demonstrates the willingness to modify plans when necessary.					
Management works with employees to evaluate and modify the organization's change efforts and to ensure that the its goals and objectives are accomplished.					
Management understands the dynamics of change (planning, execution, and human behavior)					

Management understands the specifics of the industry, its players, and competencies and makes use of the acquired information to obtain the required resources.					
Management ensures the measurement of progress of a given project is done regularly according to the set KPIs (adherence to timelines, speed of execution etc.)					
Management understands the motivators of human behavior					
Management engages employees and rewards them in celebration of successful change efforts.					
Management encourages employees to share their opinions, concerns, and suggestions for improvement.					
The organization has set up channels that aim to assist senior management to understand personal reactions and approaches to change, unique to each employee.					
Management assists and encourages employees to work through change.					
Management helps employees understand what's in it for them in the change process.					
The organization provides a culture that creates a conducive communication climate that is non-threatening, comfortable, and conducive for sharing, thus creating solid communication patterns.					
The organization has clearly defined goals that guide customer engagement					
Management engages the customers regularly through targeted feedback surveys, emails, focus group discussions, short video presentations in guest rooms etc.					
Management and employees are encouraged to promote the organization's sustainable practices to customers					
The organization undertakes environmental training to staff and senior management.					
The organization monitors and reports its carbon and/or other greenhouse gas (GHG) emissions					
The organization undertakes risk assessments to evaluate if its operations pose a risk to climate change.					

The organization's R&D team is continuously searching for opportunities to generate its own sources of energy/power.					
The organization has established policies that aim toward greenhouse gas emissions and pollution					
The organization has established policies aimed towards decreasing and properly disposing waste					
Management identifies the most vulnerable and underserved groups impacted by the organization's operations and considers the impact of its decisions on these groups					
Management continuously identifies opportunities and barriers to more equitable outcomes					
The organization has set up and implemented environmental protection regulations					

SECTION C: Corporate Sustainability

On a scale of 1 to 5, where 1 means not at all, 2 means very little, 3 means to some extent, 4 means to a great extent, and 5 means to a very great extent, please indicate the extent to which you believe change management strategies in your organization affect the below aspects of corporate sustainability.

Environmental Protection					
Total Greenhouse gas emissions produced by the hotel have significantly reduced					
The organization has successfully implemented policies and actions to mitigate climate risks in the sector					
The organization has successfully implemented policies and actions to adapt to the effects of climate change					
The organization has successfully implemented innovative strategies that for energy efficiency and conservation					
The organization has successfully implemented innovative strategies that for solid waste disposal, reduction and recycling					

The organization has successfully implemented innovative strategies to obtain renewable energy & low-carbon fuels					
The organization has successfully implemented innovative strategies that for efficient water usage and wastewater Systems.					
The organization has successfully implemented innovative strategies that for natural resource and biodiversity protection of the area.					
Social Impact					
The organization has successfully implemented a Health & Safety policy and risk register for its employees and guests.					
The organization has successfully implemented a grievance mechanism for its employees and guests.					
The organization has successfully implemented policies that support diversity and equal opportunity.					
The organization has successfully implemented policies and programs that aim to improve social equity, through participation from local communities.					
The organization has successfully implemented policies that aim to protect and conserve the communities' cultural heritage assets.					
Economic impact					
The organization's Brand image has improved among local and international tourists.					
The organization has achieved cost savings and cost efficiency through reduced costs of water, energy and low operating costs.					
The organization has successfully implemented policies that balance tradeoffs between cost and environmental and social impacts.					
The organization has managed to improve guest satisfaction.					

Appendix II: List of Eco Rated Hotels

1. Afro Chic Diani
2. Amboseli Serena Lodge
3. Amboseli Sopa Lodge
4. Angama Mara Lodge
5. Ashnil Aruba
6. Bahari Beach Hotel
7. Bamburi Beach Hotel
8. Basecamp Masai Mara
9. Bateleur Camp Masai
10. Cottars 1920's Camp
11. Diani Reef Resort and Spa
12. Eagle View Camp
13. Elephant Pepper Camp
14. Elsa's Kopje
15. Emboo River Camp
16. Encounter Mara Camp
17. Entumoto Safari Camp
18. Governors Camp
19. Great Rift Valley Lodge and Golf Resort
20. Hemingways Watamu
21. Il Moran Governors Camp
22. Karen Blixen Camp
23. Kicheche Bush Camp
24. Kicheche Laikipia Camp
25. Kicheche Mara Camp
26. Kicheche Valley Camp
27. Kichwa Tembo
28. Kifaru House Lewa
29. Kilaguni Serena
30. Kilima Camp

31. Lake Elmenteita Serena Camp
32. Lake Naivasha Country Club
33. Lake Naivasha Sopa Resort
34. Lake Nakuru Sopa Lodge
35. Leopard Hill Camp
36. Lewa Safari Camp
37. Little Governors Camp
38. Loisaba Lodo Springs
39. Loisaba Star Beds
40. Loisaba Tented Camp
41. Mara Bush Camp
42. Mara Engai Lodge
43. Mara Expeditions
44. Mara Explorer Camp
45. Mara Intrepids Camp
46. Mara Ngenche Camp
47. Mara Nyika
48. Mara Plains Camp
49. Mara Serena Safari Lodge
50. Mara Sopa Lodge
51. Medina Palms
52. Naboisho Camp
53. Ol Donyo Lodge
54. Ol Pejeta Bush Camp
55. Ol Seki Hemingways
56. Olare Mara Kempinski Tented camp
57. Olarro Lodge
58. Olarro Plains
59. Rekeru Camp
60. Samburu Intrepids Camp
61. Samburu Sopa Lodge.

62. Sanctuary Olonana Camp
63. Sand River Camp
64. Saruni Mara Camp
65. Saruni Samburu
66. Satao Camp
67. Satao Elerai Camp
68. Sentinel Mara Camp
69. Serena Beach Resort and Spa
70. Severin Safari Camp
71. Severin Sea Lodge
72. Sirikoi Lodge
73. Sweetwaters Serena Camp
74. Tawi Lodge
75. The Sands at Nomad
76. Tipilikwani Mara Camp
77. Tortilis Camp

Source: Eco-tourism Kenya, 2023