International Journal of Business and Management Review
Vol.11, No.8, pp.1-16, 2023
Print ISSN: 2052-6393(Print)
Online ISSN: 2052-6407(Online)
Website: https://www.eajournals.org/
Publication of the European Centre for Research Training and Development-UK

Effect of Competitive Aggressiveness On Performance of Star Rated Hotels in North Rift Region, Kenya

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doi: https://doi.org/10.37745/ijbmr.2013/vol11n8116 Published August 13 2023

Citation: Bii J., Akuku C. and Geoffrey K. and Onyango R. (2023) Effect of Competitive Aggressiveness On Performance of Star Rated Hotels in North Rift Region, Kenya, *International Journal of Business and Management Review*, Vol.11, No.8, pp.1-16,

ABSTRACT: *When customers are delivered a service that is merely 'acceptable', their heads will be easily turned if a better provider comes along. Therefore, hotels should constantly be competitively aggressive in order to sustain their customers delight for their profits to thrive and attain high performance. This is because* competitive aggressiveness has an effect on firm performance. However, there are limited studies conducted on the effect of competitive aggressiveness on the performance of star rated hotels in the context of developing countries. *In this regard, this study was designed to assess the effect of competitive aggressiveness on performance of star rated hotels in North Rift Region, Kenya. The study was grounded on stakeholders' theory. This study relied on positivism philosophy and explanatory research design based on samples drawn from across the star rated hotels in North Rift Region. The target population was 575 hotel employees. Data was collected by use of self-administered structured questionnaire and was analyzed by use of both descriptive and inferential statistics using SPSS version 25. The findings showed that competitive aggressiveness significantly affects performance of star rated hotels. Competitively aggressive star rated hotels are more likely to improve their competitive positions, market share, and increase their performance if they transform themselves and evolve with the times. Basing on the stakeholder theory, for competitive aggressiveness the hotels have to be incarnate of forward looking and opportunity seeking strategies in anticipation of future trends and demands of the stakeholders to capitalize on their performance.*

KEY WORDS*:* *competitive aggressiveness, performance and hotels*

INTRODUCTION

Globally hotel industry is *facing high competition with each other* due to globalization, technological innovation, almost similar service offering. This warrants the need for hotels becoming competitively aggressive by selecting the most suitable strategy to gain their competitive advantage. Competitive aggressiveness helps the hotels maintain their position as leaders and their market share relative to challengers (Aigboje, 2018). Therefore, the hotels have the obligation to aggressively capture their customers by analyzing and meeting their emerging needs in the rapidly changing environments to outperform its competitors in the marketplace. This is underpinned by the fact that meeting the customers experience should be the core of any business strategy.

However , Powell, (2023) notes that a 'good service' is expected by customers it is a hygiene factor that does not drive satisfaction higher, but it will drive it lower if it is not fulfilled. Thus, if customers are delivered a service that is merely 'acceptable', their heads will be easily turned if a better provider comes along. Therefore, hotels should constantly be competitively aggressive in order to sustain their customers delight for their profits to thrive and attain high performance. This is because *competitive aggressiveness has an effect on firm performance* (Linyiru & Ketyenya, 2017). Maintaining healthy competition among hotels is critical for consumers and operators. *Competitive aggressiveness* ensures guests get the best value for their money and quality customer service, and that all operators earn their fair share with maximum profitability (Pradip, 2023). Thompson et al., (2007) add that competitive advantage is the key to above average profitability and financial performance. This is because He says strong buyer preference for the company's products translate into higher sales volumes or ability to command higher prices, thus driving up earnings, return on investments and other financial performance indicators.

Competitive aggressiveness refers to a firm's propensity to intensively challenge its competitors to improve its market position and outperform industry rivals in a marketplace (Lumpkin & Dess, 1996). A hotels' extent of competitive aggressiveness depends on how forcefully it takes diverse actions to outperform its competitors in the marketplace. Indeed, the prior research has shown that competitively aggressive firms are more likely to improve their competitive positions, market share, and increase their performance (Asika & Konya, 2020). Competitive aggressiveness entails a combative and forceful approach toward rivals through pre-emptive actions and aggressive responses to attacks (Lumpkin and Dess 2001). By region, Europe (+6%) was the best performer in terms of hotels. Contrary to previous years, growth was higher in advanced economies (+5.0%) than in emerging ones (+3.8%), due largely to the strong results in Europe, and the setbacks in the Middle East and North Africa. Nigeria remains the most active market in sub-Saharan Africa for hotel development in 2013, with nearly 7,500 rooms under development, an increase of 10% from 2012. On the leisure side, coastal Tanzania is drawing international attention (Ngandu, 2014).

Besides, hotels succumb to stiff competition with some tourists preferring other destinations such as South Africa, Tunisia and Morocco to Kenya resulting in some hotels experiencing poor performance (Oketch, Wadawi, Brester, & Needetea, 2010). This is further evidenced by the hotels recording low occupancy rates averaging at 34.4% in Kenya against the Sub-Saharan market at 59.4%, which is an index of poor performance (Cytonn, 2019; KNBS, 2017). Therefore, hotels in Kenya embracing a competitively aggressive posture remains inevitable for their performance. However, most studies on competitive aggressiveness and performance of hotels have been conducted in developed countries. This has invoked the need for interrogating the effect of competitive aggressiveness on performance of hotels in North Rift region, Kenya.

Specific Objectives

The study was guided by the following specific objectives

i. To evaluate the effect of competitive aggressiveness on the performance of star rated hotels in North Rift Region, Kenya.

LITERATURE REVIEW

Stakeholders Theory

Stakeholder theory was introduced by Edward Freeman in 1984. Stakeholder theory emphasises the interdependencies between a company's different stakeholders, such as clients, suppliers, employees, investors, communities, and other people or organisations with a stake in the company. According to the theory, businesses should prioritise stakeholders overall rather than just shareholders. Managers must achieve a balance between the interests of different stakeholders to ensure sustainable and ethical value creation. Stakeholder theory posits that prioritising stakeholders contributes to an organization's ability to generate value across multiple dimensions, ultimately enhancing organisational performance.

An organization's objective concerning its customers is to develop products and services that are perceived as offering a favourable balance between the utility received and the value exchanged. Higher levels of competitive aggressiveness in an organisation are believed to lead to increased value for the firm's stakeholders. The entrepreneurial actions of organisations significantly impact the generation of stakeholder value. Competitive aggressiveness is crucial for meeting the demands of various stakeholders. Hitt, Ireland, Sirmon and Trahms (2011) argue that firms that take strategic actions based on stakeholder theory experience increased organisational competitiveness and performance. Hotels should prioritise competitive aggressiveness as a dimension of entrepreneurial orientation to ensure that stakeholders receive sufficient utility. This will foster continued and cooperative engagement with the hotel, leading to improved performance. Stakeholder theory posits that businesses achieve success by providing value to the majority of their stakeholders. Stakeholder theory has been criticised for its assumption that the interests of different stakeholders can only be compromised or balanced against one another.

The literature review examined the correlation between competitive aggressiveness and business performance.

Competitive Aggressiveness and Business Performance

Competitive aggressiveness is the term used to describe the strategic behaviours and activities used by organisations to outperform their competitors. For businesses to win a sizable market share in their respective industries, strong competition is essential. Competitive aggressiveness implies making significant attempts to outperform rivals in the same industry. Competitive aggression is the tendency to confront rivals head-on and forcefully rather than trying to elude or avoid them (Bleeker, 2011). A few examples of aggressive techniques are price cuts and increased funding for marketing, quality enhancement, and increased production capacity. When a company enters a market, its competitiveness aggressiveness is defined as its propensity to aggressively and vehemently fight its rivals in an effort to outperform them. The approach regarding competitiveness aggressiveness aligns with the traditional perspective of analysing strengths, weaknesses, opportunities, and threats. However, this approach may not be consistent with the hyper-competitiveness model and dynamic competitiveness line. According to Muhonen (2017), firms that take more actions and execute them quickly tend to achieve higher profitability and larger market share.

Blackford (2010) investigated how competitive aggressiveness affected American corporate performance. According to the study, there is no connection between the level of hostility within a company and the violent statements made by CEOs. The study's findings indicate that CEO statements indicating competitive aggression have no discernible impact on the performance of their firms' competitors. The study also discovered that aggressive organisations performed better than others. The causal relationship between network capabilities, knowledge production, innovativeness, competitive aggressiveness, and business performance at private institutions in East Java, Indonesia, was examined by Panjaitan et al (2021). in 2021. According to the results, competitive aggressiveness plays a beneficial mediating function in the relationship between network capability, knowledge production, innovativeness, and company performance, demonstrating the validity of the model. The results show that while network capabilities does not significantly affect competitive aggression, knowledge generation and innovativeness do. The results cannot be transferred to the hotel sector because the study was restricted to academic institutions.

The various implications of each entrepreneurial orientation component on competitive strategy, as well as the consequences of cost leadership and differentiation on performance, were studied by Christian and Sveinn (2015). The differentiation strategy and innovation showed the strongest link. Risk-taking, competitive aggression, and both differentiation and cost leadership methods all had a negative connection. The association between performance and the strategies of differentiation and cost leadership was found to be favourable. The study looked at risk-taking and differentiation as competitive strategies that diverge from the prevalent strategy, which emphasises competitive aggression through parameters including demand cycle time, aggressive marketing, and durable competitive advantage. The conclusions of the study can only be applied to the Kenyan environment due to its French location.

Teresa and Covin stressed the importance of aggressive competition in terms of South African corporate success. The study's findings showed that in hostile situations, high-performing firms exhibited an aggressive competitive orientation, whereas low-performing firms tended to take a more passive stance. For the high- and low-performing categories, there was no discernible difference in the relationships between competitive aggression and environmental technological sophistication. Younger companies typically fare better in technologically advanced environments when they take a less aggressive stance. A small sample size and the study's setting posed limitations.

The effect of competitive aggression on the competitive advantage of small and medium-sized firms (SMEs) in Ogun State, Nigeria, was examined by Aroyeun, Adefulu, and Asikhia (2018). In this study, a survey research design was used. This study discovered that the competitive advantage of small and medium-sized firms (SMEs) is favourably and significantly impacted by competitive aggression. Because this study is specifically focused on the Kenyan environment, its application is only to star-rated hotels in Kenya. A study on the effects of competitive aggression on the performance of state enterprises in Kenya was done by Linyiru and Ketyenya (2017). According to the study, competitive aggressiveness has a substantial impact on how well Kenya's commercial state business' function. According to the study, aggressiveness in the marketplace affects business performance. The study was carried out in commercial state organisations, which differ from star-rated hotels in terms of management and organisational frameworks. This leaves a hole in the existing research.

2.3 Conceptual Framework

This study examines the connection between dynamic capabilities, entrepreneurial orientation, and business performance.

Independent Variable **Dependent variable**
(Competitive Agressiveness) **(Business Performance)**

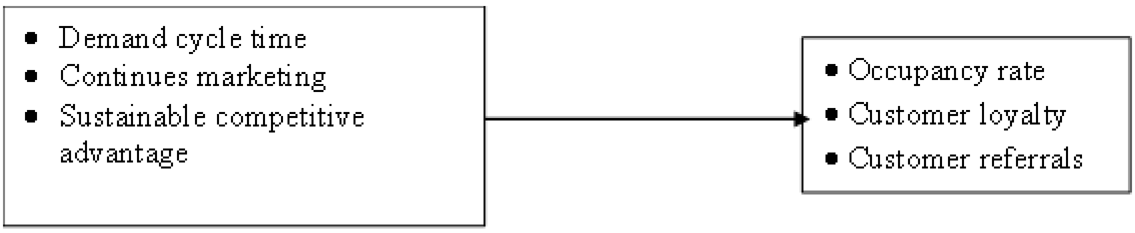

Figure 2.1 Conceptual Framework
Source Author (2023)

Competitive aggressiveness refers to a firm's strong drive to enhance its position and surpass its competitors (Lumpkin & Dess, 1996 as cited in Azlin, Amran, Afiza, & Zahariah, 2014). This attribute has been found to have a positive association with business performance. This study assesses competitive aggressiveness by examining three factors: demand cycle time, continuous marketing, and sustainable competitive advantage. Subjective and objective measures can be utilised in assessing business performance. Objective measures are derived from an organization's annual accounts or financial records, whereas subjective measures involve obtaining the perception of owner/managers regarding the overall performance of their organisation in comparison to their competitors over a specific time frame. Obtaining objective measures is challenging due to the conservative nature of owner/managers, who are typically reluctant to disclose accurate financial information to external parties. This supports the utilisation of subjective indicators to assess business performance, aligning with empirical research. Numerous indicators are commonly utilised in existing empirical studies. Business performance is commonly assessed using three methods: perceived financial, perceived non-financial, and archival financial (Rauch, et al., 2009). This study utilised non-financial strategic indicators and tools, such as quality of service (occupancy rate, customer loyalty), and customer referrals, which were derived from previous studies (Rajnoha & Lorincova, 2015; Wambugu, et al., 2015), to measure business performance.

RESEARCH METHODOLOGY

This study aimed to gather reliable evidence on the relationship between study variables. The data was collected from knowledgeable respondents who could provide accurate information. The study followed a deductive approach based on positivism. This study utilised an explanatory research design. Elahi and Dehdashti (2011) argue that the research design is optimal for assessing the association between variables and predicting the occurrence of social or physical phenomena. The study concentrated on staff members at five-star hotels in Kenya's North Rift Region. As the unit of analysis, hotels with stars were the main subject of the study. 585 participants in the study were chosen from star-rated hotels in Kenya's North Rift region. The administrative and service workers were picked as participants because they deal with customers and are familiar with the hotel industry's competitive environment. As a result, they can offer insightful commentary on the causes behind the study's variables, which they can then extrapolate to a wider range of situations. Using the modified sample size formula developed by Kent and Myers, as mentioned in Etuk and Akpabio, a sample size of 236 workers was chosen. 575 people made up the target demographic, according to Taro Yamane (1967), who was mentioned in Adam.
Where:
n = Sample size
N = Population size
e = the error of Sampling
This study allowed the error of sampling of 0.05. Thus, sample size was 286:
= 236
Lundström and Särndal (2002) argue that non-response results in non-response bias in estimates. Additionally, non-response leads to increased variance in estimates due to a reduction in the effective sample size. The non-response rate was calculated using a formula derived from Nilima (2017) based on the sample size. The formula for calculating the final sample size is the effective sample size divided by one minus the anticipated non-response rate. The study accounted for an anticipated non-response rate of 15% when calculating the final sample size.
236/1-0.15= 278
The final sample size was thus 278 respondents.

A sample of employees and managers from star-rated hotels were given a standardised questionnaire in order to gather the data. Close-ended questions and items using a 5-point Likert Scale, a commonly used instrument in the social sciences for evaluating perceptions, attitudes, values, and behaviours, made up the questionnaire. We checked the data for consistency and completeness. Addressing missing data and confirming response rates were part of the data processing and screening procedure. missing data were removed from further

analysis. Percentages, the mean, and the standard deviation were all used as descriptive statistics.
In addition, inferential statistics, such as simple linear regression, were used to analyse the data.
$Y = \beta_0 + \beta_1 X_1 + \varepsilon$ ……………………………………………………………………………………………(1)
Where;
Where, Y represents the performance of hotels.
The symbol β0 represents a constant value.
β1 represents the coefficients of the variables in the model.
X1 represents competitive aggressiveness, while ε represents the error term, which is an unmeasured variable.
The statistical tests mentioned above were conducted using SPSS version 25.

RESEARCH FINDINGS AND DISCUSSION

Descriptive Results for Variables

This study sought to learn what respondents thought about the performance and aggression of star-rated hotels in Kenya's North Rift Region.

Competitive Aggressiveness

According to Table 4.1, the study's objective was to ascertain the degree of competitive aggression in star-rated hotels in Kenya's North Rift Region.

Table 4.1: Competitive Aggressiveness

Statement	N	MIN	MAX	SKEW	KURT	M	SD
		%	%	%	%		
The hotel enters new markets first.	238	1	5	-1.057	.530	4.05	1.036
New services are introduced before competitors by the hotel.	238	1	5	-1.137	1.539	4.02	.907
Hotels always provide innovative services to beat competitors quickly.	238	1	5	-1.189	1.437	3.99	.974
To stay competitive, the hotel constantly alters service offering.	238	1	5	-1.500	2.659	4.17	.937
Our hotel invests heavily in marketing.	238	1	5	-1.509	2.196	4.06	1.021
Sustainable marketing helps our hotel gain market share.	238	1	5	-1.124	1.251	4.13	.895
The hotel promotes existing items aggressively.	238	1	5	-.738	-.572	3.61	1.297

Source: Research study 2023
Key: N stands for "number," MAX="maximum," SKEW="skewness," KURT="kurtosis," M="mean," and SD="standard deviation."

The majority of respondents (mean = 4.05) agreed that hotels should enter new market segments before their rivals. The data also displayed positive kurtosis (0.530) and negative skewness (-1.057). Nevertheless, there were a few respondents who disagreed or were unsure, as shown by a standard deviation of 1.036 from the mean. Star-rated hotels in the North Break area use market segment strategies to get an advantage over their rivals. The majority of respondents (mean = 4.02) agreed that their hotels frequently offer innovative services before their competitors. Despite this, a standard deviation of 0.907 from the mean indicates that a few respondents differed or were unsure. Additionally, the data displayed a -1.137 negative skewness and a 1.539 positive kurtosis. Star-rated hotels in the north crack district frequently provide innovative services before their competitors, giving them the advantage. The majority of respondents (Mean= 3.99, SD=.974) agreed that their hotels consistently familiarise new services with rivals quickly. However, just a small number of respondents disagreed or were unsure (Minimum=1, Maximum=5). The majority of survey participants (mean = 4.06, skewness = -1.509, kurtosis = 2.196) agreed that their accommodations regularly alter their administration delivery cycles to increase intensity. In any case, with a standard deviation of 1.021 from the mean, a few respondents expressed uncertainty or disagreement. As a result, it is very likely that highly rated hotels in the North Crack neighbourhood regularly enhance the seriousness of their administration conveyance systems. The majority of respondents (mean = 4.13) agreed that their hotels provide a lot of money to deal advancement. Nevertheless, with a standard deviation of 0.895 from the mean, few respondents disagree or are unclear. On a scale of 1 to 5, the North Crack region's star-rated hotels dedicate significant financial resources to business development. With a mean score of 4.13, the majority of respondents demonstrated that hotels will often increase their share of the market through ethical marketing strategies. However, a few respondents felt compelled to disagree with a standard deviation of 0.895 from the mean. The North Break district's star-rated hotels exhibit a strong propensity to increase their market share by implementing workable promotion strategies, as evidenced by a supportive score ranging from 1 to 5.

The majority of respondents (mean = 3.61) agreed that their inns pique new interest through persuasive advertising. Despite this, a standard deviation of 1.297 from the mean was found among a small number of respondents who disagreed or were unsure (Least = 1, Most extreme = 5). The North Crack area's star-rated hotels' negative skewness (-0.738) and kurtosis (-0.572) suggest that these hotels use aggressive public relations strategies to generate interest in their present offerings. The evaluation reveals that star-rated accommodations in the North Fracture District continue to exhibit brutal competition. The likelihood that someone may confront their rivals with force with the goal of getting ahead or bettering their position is estimated in this file. Their contribution to the industry will generally increase primarily through igniting fresh enthusiasm. According to Muhonen (2017), businesses that take more actions and carry them out quickly will often benefit more and control a larger share of the market.

Performance of Star Rated Hotels

The study aimed to assess the performance of star-rated hotels in the North Rift Region of Kenya, as indicated in Table 4.2.

Table 4.2: Performance of Star Rated Hotels

Statement	N	MIN	MAX	SKEW	KURT	M	SD
Occupancy has increased in recent years.	238	2	5	-.266	.064	3.96	.512
Hotel bookings exceed bed capacity.	238	3	5	-.368	.346	4.07	.325
Our hotel has few client complaints.	238	2	5	-.621	-.270	3.91	.632
Our guests are very loyal.	238	2	5	-.653	.748	4.04	.588
Our hotel exceeds guest expectations, keeping them returning back.	238	2	5	-.263	.374	3.68	.470
Our service culture improves hotel image.	238	2	5	-.284	-.466	3.88	.549
Renovated facilities have increased hotel referrals.	238	2	5	-.310	.177	4.05	.497

***Source*:** Research study 2023
Key: N stands for "number," MAX="maximum," SKEW="skewness," KURT="kurtosis," M="mean," and SD="standard deviation."

The majority of respondents (mean = 3.96) agreed that the occupancy rate of their hotels has increased in recent years. However, there was some disagreement and indecision among respondents, as indicated by a standard deviation of 0.512 from the mean. The range of responses varied from a minimum of 1 to a maximum of 5. Star rated hotels have achieved high occupancy rates as a result of their strategic orientation. This has led to an increase in market share, as indicated by a skewness of -0.266 and a kurtosis of 0.064. The majority of respondents agreed, with a mean of 4.07, that hotel room bookings exceed the bed capacity, with a variation of .325 from the mean. This implies that star-rated hotels consistently meet the demands of emerging markets, resulting in booking rates that exceed their maximum occupancy capacity (ranging from a minimum of 3 to a maximum of 5). The majority of respondents (mean = 3.91, SD = 0.632) agreed that their hotels do not experience high customer dissatisfaction. However, there were some respondents who disagreed or were undecided. Star-rated hotels have made efforts to address customer complaints by providing effective service loyalty, with ratings ranging from 2 to 5. The majority of respondents (mean = 4.04) expressed agreement regarding the high customer loyalty of their hotels. However, a few respondents were either in disagreement or undecided (standard deviation = 0.588, range = 2-5). Based on the skewness of -.653 and kurtosis of .758, it can be inferred that star-rated hotels have prioritised providing high-quality service in order to maintain customer loyalty.

The majority of respondents agreed that their hotels consistently meet and exceed customer expectations, with a mean rating of 3.68 and a standard deviation of 0.470. However, there were also respondents who disagreed or were undecided about this matter. The ratings ranged from a minimum of 2 to a maximum of 5. Meeting and surpassing customer expectations is crucial for business performance and competitiveness. The respondents agreed that their service cultures have improved the hotels' images, with a mean of 3.88 and a standard deviation of 0.549 (range: 2-5). However, there were individuals who held differing opinions and remained undecided. This suggests that star-rated hotels prioritise the needs of their customers, resulting in a positive service culture.

The majority of respondents (mean = 4.05) agreed that the refurbished facilities have resulted in increased customer referrals for the hotel. However, there was some variation (standard deviation = 0.497) around this mean, indicating that some respondents disagreed or were undecided (range: 2-5). Star-rated hotels must implement effective maintenance management strategies to ensure efficient service delivery and maximise customer referrals. The findings indicate that star-rated hotels in the North Rift Region demonstrate entrepreneurial orientation and dynamic capabilities, which contribute to high customer satisfaction and a positive image. The hotels have also experienced significant levels of customer loyalty as a result. To remain competitive, businesses must continuously adopt entrepreneurial orientation and dynamic capabilities. The combination of entrepreneurial orientation and continuous improvement allows hotel companies to enhance their performance by integrating, reconfiguring, and consistently renewing their resources and capabilities (Ali et al., 2020).

Regression analyses

This study employed simple linear regression models to examine the direct impact of predictor variables on the predicted variable, namely the performance of star-rated hotels in the North Rift region. Table 4.3 displays the findings of the simple regression analysis.

Table 4.3: Effect of Competitive Aggressiveness on performance of star rated hotels

	Standardized Coefficients		**Standardized Coefficients**		
	B	**Error**	**Beta**	**t**	**Sig.**
(Constant)	2.493	.116		21.403	.000
Competitive Aggressiveness	.362	.029	.633	12.571	.000
Model Summary statistics					
R	0.633				
R Square	0.401				
Adjusted R Square	0.399				
Std. Error of the Estimate	0.262				
R Square Change	0.401				
Good of fit statistics					
ANOVA (F stat)	158.020				
ANOAV (F prob)	0.000				

a Dependent Variable: Performance of Star Rated Hotels

Source: Research Data, (2023)

The goal of the study was to ascertain whether there is a statistically significant correlation between competitive aggression and the success of star-rated hotels in the North Rift region. The coefficient B = 0.364 (t = 12.571; p-value = 0.001, = 0.05) indicates that competitive aggressiveness has a statistically significant effect on the performance of star-rated hotels, which leads to the rejection of the null hypothesis. The study came to the conclusion that competitive aggressiveness greatly affects the performance of star-rated hotels despite finding no evidence to support the notion. The results show a positive relationship between competitive aggressiveness and star-rated hotel performance, with performance possibly increasing by up to 0.364 units for each unit rise in competitive aggressiveness. Competitive aggressiveness is the deliberate attempt to outperform rivals. According to the model summary, competitive aggressiveness is responsible for 40.1% of the performance variance among hotels with different star ratings. This study showed that the performance of star-rated hotels may be predicted with a 40.1% probability by the degree of competitive aggression (R squared = 0.401).

Competitive aggressiveness is suitable for firms operating in hostile environments or mature industries. A company's competitive position, market share, and overall performance can all benefit from aggressive business practises. There is a favourable and considerable influence of competitive aggressiveness on organisational success, as discovered by Covin and Teresa (2011) and Christian and Sveinn (2015). Theories of stakeholders and dynamic capabilities provide the foundation for this. Star hotels can stay competitive by consistently exceeding guest expectations and responding quickly to shifts in the marketplace. Hotels may improve their performance in a competitive market by giving priority to meeting the demands of their customers quickly and consistently, giving them a leg up on the competition. Hotels can gain a competitive edge by adopting proactive and opportunistic tactics that look ahead to emerging trends and customer needs.

CONCLUSION

Based on the results of the study, 5-star hotels should be more aggressive in their pursuit of business by constantly and strategically confronting their rivals. The study's results back up the claim that competitive aggression significantly affects the success of hotels with high star ratings. Hotels with a higher number of stars are more likely to increase their competitive position, market share, and performance if they are flexible enough to adjust to dynamic business environment. This is inline with the stakeholder theory which suggests that in order for hotels to remain competitive, they must employ proactive, opportunity-seeking practises. Improving performance through foreseeing future trends and satisfying stakeholder needs. Therefore, enhancing competitive aggressiveness is crucial for improving the performance of star-rated hotels in the hospitality industry. Fostering competitive aggressiveness remain imperative for performance of star rated hotels. Therefore, star rated hotels need to strengthen their competitive aggressiveness further to enhance their performance. The hotels have to be incarnate of forward-looking and opportunity seeking strategies in anticipation of changing future trends and demands to capitalize on their performance. Thus, there is need for stimulating new demand on existing products by investing on sustainable marketing strategies.

Besides the star rated hotels should employ appropriate price control mechanism. Conducting similar studies across diverse industries and sectors with a larger sample size would be beneficial. This is because competitive aggressiveness strategies differ depending on the specific sector and industry, thus allowing for more comprehensive generalisations.

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Print ISSN: 2052-6393(Print)
Online ISSN: 2052-6407(Online)
Website: https://www.eajournals.org/
Publication of the European Centre for Research Training and Development-UK

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