

The Role Of Technological Amenities On The Performance Of Hotel Industry In Himachal Pradesh

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Abstract

In recent years there have been various studies investigating factors that influence hotel performance in India. These studies have analyzed the drivers and factors influencing performance focusing at reasons why some hotels perform outstandingly while other do not. This study focused on how technological amenities affect the hotel performance. Resource base View theory was used in formulating the study framework. The study adopted a survey design which allowed easy sampling and analysis of data. The Target population was employees of 3 to 5 star rated hotels as classified by Hotel and Restaurants Authority (HRA) as its responses, with a sample of 324 from a population of 9,208 employees. SPSS software was used in analyzing and interpreting data that was collected. The sampling technique used was stratified random sampling. Primary data was collected by use of structured questionnaire instrument and a pilot study was conducted to check for the

reliability and validity of the research instruments which were administered through drop and pick method. The results showed that firms need to align their supply chain practices with the level of their technological amenities in order to achieve enhanced overall business performance. Based on these study findings the researcher concluded that a technological amenity has a significantly influenced on hotel Performance to very a great extent. In order for hotel managers to sustain their customer and retain the customer base , there is need to take into consideration on the quality and security of information they make available to their customers as well as their potential customers in order to make right decision e.g. on purchase, price, accommodation, service reservations among other services offered in hotels.

Keywords: Technological amenities, quality service, service reliability, timeliness and organizational performance

Introduction

Providing excellent and technological amenities and achieving customer satisfaction in pursuance of performance is the most important and challenging issue facing the contemporary service industry (Hung et al., 2003). There has been a vast amount of studies that empirically investigated the relationship between these concepts, reporting significant influence that technological amenities exert on customer satisfaction. However, only few of them examined the technological amenities dimensions and elements that affect performance in hotel industry.

One of the important questions facing business sector has been why some hotels perform outstandingly well while others fail and this has influenced a study on the drivers of organizational performance, observes (Iravo, Ongori and Munene 2013). Moullin (2007) asserts that performance measurement is one of the tools which accelerate firms in terms of monitoring performance, identifying the areas that need attention, enhancing motivation, improving communication and strengthening accountability. An organization requires adjusting itself to be in line with the changes in order to gain competitive advantage confirms (Donaldson, 2006). It is reasoned that for an organization to be successful it has to record high returns and identify performance drivers from the top to the bottom of the organization. Performance management and improvement is at the heart of strategic

management because a lot of strategic thinking is geared towards defining and measuring performance (Nzuve&Nyaega,2011).

Hotel services are considered as one of the most important and high customer contact services in the tourism industry (Shahin & Samea, 2010). Service quality management and improvement are the most critical factors in today's hotels' business. Hotels are intermediaries who bear the responsibility of satisfying customers by providing quality tourism service in terms of quality information to the tourists. It is therefore crucial to develop an understanding of the success of hotel business in the Himachal Pradesh context. Besides the numerous studies on the quality management and performance linkages, there is scarcity of empirical and conceptual studies on Himachal Pradesh hotels. Specifically, there are inadequate Technological amenities practices and its role on performance studies on hotels operating in Himachal Pradesh. Performance is affected by a number of factors, all of which should be taken into account when managing, measuring, modifying and rewarding performance (Armstrong & Baron, 1998). One of the factors is information quality and how this information is managed. There are various concepts in measuring performance, such as sales per employee, export sales, growth rates of sales, total assets, total employment, operation profit ratio, turnover and return on investment (Kempetal.,2003).Further, according to (Yusuf,2002), alternative measures of performance may be different, depending on the size and type of firm or its ownership.

Technological amenities is defined an assessment or measure of how fit in technological object is for use, (Jason et al., 2011). So what are the dimensions/factors that comprise technological amenities and thus lead to its final valuation? (Jason et al., 2011) affirms that dimensions within this group are accuracy (correct, reliable), believability (regarded as true and credible), objectivity (unbiased) and reputation (trusted in terms of source or content). The contextual quality group advances the discussion and emphasizes that quality cannot be judged without assessing the context at hand. Value-added (provide advantages from use), relevancy (applicable and helpful), timeliness (age of the data is appropriate), completeness (sufficient breadth, depth and scope) and appropriate amount of data (appropriate volume of data available) are therefore identified within this area. The representational quality group focuses on data representation aspects and includes interpretability (appropriate language and units and data definitions are clear), ease of understanding (without ambiguity and easily comprehended), representational

consistency (always presented in the same format and are compatible with previous data) and concise representation (compactly represented without being overwhelming) dimensions.

Yang et al. (2002) developed a model, which is useful for deciding what to do to improve Technological Amenities (TA). The model's focus on product or service delivery and on how quality can be assessed by specifications or customer expectations employs quality aspects that are relevant to delivering better quality information. The TA model focused on accessing timelines, reliability, availability, targeted audience, completeness, confidentiality and integrity of the information. The management in hotel industry like any other can use the feedback on performance to make adjustments to policies and other modes of organizational operations (Wadongo, Odhuno & Kambona, 2010).

Previous studies on hotel performance cover factors, operation strategies, labor turnover and wastage, influence and drivers affecting hotel performance in India. This means that there are studies on strategic management on hotels (Jane Kemunto Ongori, Dr. Mike Iravo, Dr. Charles Elijah Munene (2013), factors affecting performance of hotels and restaurants in India, operation strategy and performance in the hotel industry (Ng'ang'a Anne Wangui 2013), assessment of labor turnover and wastage, Kung'u Samson Kuria 2011). Thus, there are studies on strategic management accounting (Collier and Gregory, 1995), the structure of cost accounting system (Brignall et al., 1991; Brignall, 1997), the general and relative importance of the knowledge in accounting techniques in hotel management (Damitio and Schmidgall, 1990), effect of Strategic Management Drivers on the performance of the hotel industry (Jean Mutindi Mzera Uzel, 2015).

The majority of hotels use traditional profitability measures for performance evaluation (Mia and Patier, 2001; Atkinson and Brown, 2001; Haktanir and Harris, 2005; Pavlatos and Paggios, 2007). (Jagels & Ralston, 2007) assert that without management's understanding of the technologies being provided, management's effectiveness will be greatly reduced. For the hospitality industry business it is necessary the organization of a managerial accounting system to analyze the performance of each department and to decide how to increase the profit and the quality of all services. To achieve this, (Jagels et al., 2007) continues to say that three types of technologies are necessary: technology about costs; technology about prices and technology

about contribution and profit policy. Black and Porter (1996) particularly emphasize that information technologies facilitate the availability of information in enabling the performance assessment systems for continuous improvement. Marchand, Kettinger and Rollins (2000) have recently elaborated the link between IT and firm performance. Based on a large sample survey of global firms, they concluded that three sets of factors explained these firms' continued success with the deployment of IT: (i) the quality of their information technology management practices (e.g., integrating IT into key operational and managerial processes), (ii) their ability to develop appropriate information management processes for sensing, gathering, organizing, and disseminating information, and (iii) their ability to instill desired information behaviors and values (e.g., pro-activeness, sharing, integrity).

Research Objective

The objective of this research was to determine the role of technological amenities on hotel performance.

Technological Amenities use and Performance

There are various definitions for technological amenities provided by reviewing literature; however, it is the concept of "fitness for use" that is most prevalent. Further, there is an abundance of attributes and dimensions that have been identified in the literature that explain technological amenities in more measurable terms. According to Gustavsson, M. and Jonsson, P. (2008) the attributes of technological amenities are complete, concise, reliable, timely valid, accessible, appropriate amount, credible relevant and understandable. Stvilia, B., Gasser, L., Twidale, M.B., Smith, L.C. (2007) assert that for firms' processes that depend on technology, the quality of echnology is one of the key determinants of the quality of their decisions and actions.

Such view is also shared by others, for example: Najjar (2002) connects TA to service quality in the banking industry, Miller (2005) links TA with firm's market share, Ross in (2007) associates TA with the performance characteristics of supply chains, whereas Vanden (2008) emphasizes the significance of TA in determining option prices. While it is broadly recognized that quality technology plays a critical role in the success of firms (Choo, 1996; Daft and Lengel, 1986; Porter and Millar, 1985), any technology acquired by decision-makers will deliver little impact on firm performance if it is not actually utilized in the making of decisions (Davenport and Beers, 1995;

Diamantopoulos and Souchon,1999).

Researchers increasingly claim that leveraging such performance benefits depends less on possessing the technology and more on the ability to best utilize the information in decision-making processes (Davenport and Beers, 1995; Diamantopoulos and Souchon, 1999; Rindfleisch and Moorman, 2001). Hotel Managers should recognize that employees' intention to use available technological amenities for their decision-making and process management activities depends on the quality of available technology. They should recognize that employees are more likely to engage in utilizing technology when its quality and the quality of the system itself meet employees' technological needs, (Xu et al., 2013). This will ensure firm performance since the technology is meeting user requirements. Gustavsson, M. and Jonsson, P. (2008) defines technology quality as concept of 'fitness for use'.

Technological Security and Performance

The ISO standard 27001 describes technology as an asset and an asset as anything that has value in an organization. ISO 2700 is an international Standard and the fundamental aim is to protect technology from security threats whether internal or external, deliberate or accidental such as virus attack, misuse, theft, vandalism/terrorism and fire. ISO 27001 quickly produces a return on investment giving thorough guidance on complying with regulations and contractual requirements regarding technological security, privacy and IT governance. ISO 27001, an technological security standard is an international Standard and the fundamental aim is to protect technology from security threats whether internal or external, deliberate or accidental such as virus attack, misuse, theft, vandalism/terrorism and fire. The standards guides the way to manage technological security by preserving the confidentiality, integrity and availability (commonly known as C.I.A.) of information assets. In order for organizations to establish this system, there is whole process given in the standard know nas risk assessment methodology (RAM).RAM is easy stematic process of identifying all organizational technological assets, valuation of such assets, identification of threats and Vulnerabilities (risks), selection of appropriate controls to identified risks in order to treat them. It gives guidance on the overall technological security management, based on a business risk approach, to establish, implement, maintain and continually improve technologicl security. The standards

indicate that technology is asset and an asset is anything that has value to organization. The controls are appended in the ISO 27001 standard in Annex A which is a normative document and guides the users to identify the controls which have 14 domains i.e. from A.5 – A.18 for application. This standard ensures business continuity in organizations because it safeguards security breaches on technologies.

Technological Quality and Performance

There are various definitions for technological quality provided by reviewing literature; however, it is the concept of “fitness for use” that is most prevalent. This definition takes the perspective of assuring quality based on user needs within organizations and between organizations asserts (Inda, Abu, Rohaizat ,Noriza 2014). Further, there is an abundance of attributes and dimensions that have been identified in the literature that explain technology quality in more measurable terms. According to the attributes of technology quality are complete, concise, reliable, timely valid, accessible, appropriate amount, credible relevant and understandable. Furthermore (Inda et al., 2014) argued that the components of technological quality are intrinsic data quality: consists of accuracy, objectivity, believability, and reputation; Contextual data quality: consists of value- added, relevancy, timeliness, completeness, and appropriate amount of data; Representational data quality: consists of interpretability, ease of understanding, representational consistency, and concise representation; Accessibility data quality: consists of accessibility and access security. Technological quality content, technology content, which consists of accurate, complete, concise, useful in daily jobs, and relevant for decision making; and technology format, which consists of good appearance and format, consistency, and easy to understand. TA can be measured by using various variable such as currency, completeness, accuracy, compatibility, and convenience of access to information.

The emerging popularity of Customer Relationship Management (CRM) and many other e-commerce initiatives are creating requirements for large, integrated data repositories and advanced analytical capabilities, (Vanden, J.M., 2008). Consequently, the quality of data in those data repositories has become a greater concern for firms. Poor technological quality impacts a typical firm in many ways on the operational, tactical and strategic level. These impacts include customer dissatisfaction, increased operational costs, less effective or wrong decision-making, and a reduced

ability to make and execute strategies adds (Vanden, J.M. 2008). Furthermore, poor technological quality reduces the employees' trust in the data, the employees' enthusiasm to use the data, and makes it more difficult to align the firm (Rai, Patnayakuni & N. Patnayakun 1997). Poor technology quality and its underlying causes are potent contributors to an "technology ecology" inappropriate for the Technological Age, (Davenport 1997).

Companies today are repeatedly recognizing that making quality decisions depends upon the quality of technologies available to support these decisions (Ge & Helfert, 2008), thus making the provision of quality technology the key to gaining a competitive advantage (Salaun & Flores, 2001). Nevertheless, simply acquiring or possessing technological amenities is not directly related to company's performance, but it is rather the utilization of technological amenities that is the key link between technological acquisition and the company's performance (Souchon & Diamantopoulos, 1996). If companies want the available quality technologies to contribute to their performance, such technological amenities must be used to improve their decision-making (Raghunathan, 1999).

In today's business environment quality technological amenities is a matter of primary interest. For more and more companies, technologies has increasingly become a critical resource and an asset in their business processes (Kirk, 1999). According to Stvilia, Gasser, Twidale, & Smith (2007), for companies' processes that depend on technological amenities, the quality of technological amenities is one of the key determinants of the quality of their decisions and actions. The contribution of high-quality technological amenities to companies is that it makes it easier to convert available technologies into amenities, by helping to interpret and evaluate the technologies, by assisting the connection with prior knowledge, and by facilitating the application of the technological amenities to new contexts (Eppler & Wittig, 2000).

Research Methodology

This research employed a survey to obtain data measuring participants' perceptions of technological quality in the hotel performance. The self-administered questionnaires were used to collect data between February and April 2021. The research was carried out in Himachal Pradesh, where only 3 District was carried out Shimla, kullu & Manali and Dharmshala which has the majority of rated hotels. Explanatory research designs were utilized in this

study. The target population comprised of 3 - 5 star hotels with a total of 9,208 staff in these selected destinations. One hundred and eighty six (186) responses were obtained out of an anticipated maximum number of two hundred and forty six (246) translating to 75.61% approx 76%. A questionnaire instrument was used to collect the data. The researchers observed confidentiality of respondents by ensuring that ethical procedures were adhered to.

In order to assess technological amenities quality we adopted previously used and validated indicators provided by Jason et al., (2011). The questionnaire used was structured questionnaire with 5-point Likert scales and 15 of the information quality criteria items were used. The performance of the hotels was measured by the level of business performance. Data collected was analyzed by use of descriptive and inferential statistics.

Study results and findings

Reliability test on the moderating variable, Technological Amenities (TA) and Hotel Performance

Reliability was measured using Cronbach's Alpha coefficient which was used to measure the internal consistency of the research instrument. The Cronbach's alpha coefficient ranges between 0 and 1 and an alpha coefficient of a minimum of 0.70 is considered appropriate. The variables were found to be highly reliable with an alpha coefficient greater than the minimum accepted Cronbach's alpha coefficient of 0.70 (Hair et al., 2010). The results were summarized in Table1

Table 1: Reliability Check on the moderating variable, TA

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
Technological Amenities	.825	15
Hotel Performance	706	6

Descriptive Statistics

From Table 2 and 3 all the factors on both variables attained mean scores of above 3.5 implying that most respondents on average agreed with statements

on the variables. These findings further concur with the study carried by Gustavsson, M. and Jonsson, P. (2008) that the attributes of technological quality are complete, concise, reliable, timely valid, accessible, appropriate amount, credible relevant and understandable make technologies 'fit' for use.

Stvilia, B., Gasser, L., Twidale, M.B., Smith, L.C. (2007) assert that for firms' processes that depend on quality of technological amenities makes the best decision since its one of the key determinants of the quality of decisions and actions they make. Such view is also shared by others, for example: Najjar (2002) connects TA to service quality in the banking industry, Miller (2005) links TA with firm's market share, Ross in (2007) associates TA with the performance characteristics of supply chains, whereas Vanden (2008) emphasizes the significance of TA in determining option prices. (Choo, 1996; Daft and Lengel, 1986; Porter and Millar, 1985) assert that any information acquired by decision-makers will deliver little impact on firm performance I fit is not actually utilized in the making of decisions. This confirms the fact that a mean of over 3.5 agreed on tested variable on Technological amenities quality.

Table 2: Descriptive Statistics of Technological Amenities

Variables	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Climate Control System	3.64	1.021	-.635	.135	.003	.270
WIFI/High Speed Internet	3.45	1.138	-.411	.135	-.621	.270
In-Room Electronic Locker	3.53	1.212	-.455	.135	-.711	.270
Keyless Entry	3.57	1.118	-.688	.135	-.177	.270
Digital Menu	3.77	.970	-.763	.135	.381	.270

Automatic Sanitizer dispenser	3.76	.994	-.624	.135	-.082	.270
Smarts Room	3.80	.918	-.680	.135	.386	.270
Movie on demand	3.76	1.003	-.807	.135	.367	.270
Video Game-on demand	3.69	.981	-.604	.135	.163	.270
Pay Per View TV	3.72	.976	-.539	.135	-.087	.270
Live Streaming	3.67	1.129	-.804	.135	-.009	.270
Virtual Concierge	4.02	.892	-.965	.135	1.038	.270
Temperature Control	4.03	.963	-1.066	.135	1.017	.270
Digital payments	3.99	.957	-.892	.135	.516	.270
Video Surveillance	4.09	.916	-.913	.135	.549	.270
N = 324						

Table 3: Descriptive statistics on the dependent variable

Hotel Performance	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Investing in new technologies provide a better working experience.	3.59	1.008	-.556	.135	-.095	.270

Technology at the hotel has an impact on the employee decision when choosing his/her work place.	3.64	1.099	-.632	.135	-.274	.270
Technological amenities increase more efficiency in work.	3.67	.979	-.513	.135	-.330	.270
Technological amenities increase job retention in the hotel.	3.43	1.089	-.503	.135	-.371	.270
Technological contribute to the success of the hotel.	3.66	.958	-.592	.135	-.091	.270

Investing in technological amenities increase customer base.	3.67	1.050	-.673	.135	-.044	.270
N = 324						

Performance against TA

Correlation analysis of TA and performance

The study sought to establish whether there was correlation between hotel Performance and Technological Amenities. The findings were summarized in Table 4. From the table, a positive correlation coefficient existed between hotel performance and technological amenities.

Table 4: Correlation coefficient between IS Planning and Firm Performance

Correlations		
	Hotel Performance	Information Quality
Hotel Performance	1	.464**
Information Quality	.464**	1
Pearson Correlation Sig. (2-tailed) = .000		
N = 324		
**. Correlation is significant at the 0.01 level (2-tailed).		

Linear regression analysis of performance and IQ

A regression analysis was carried out to investigate the extent of influence that Technological Amenities had on Hotel Performance. The Model Summary Table 5 shows that 21.3% (Adjusted R Square = .213) of the total variability in the dependent variable (Hotel Performance) can be explained by Technological Amenities.

Table 5: Model Summary Table of Technological Amenities and Hotel Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.464 ^a	.215	.213	3.920
a. Predictors: (Constant), Technological Amenities				

From the ANOVA Table 6, the regression model is statistically significant as p-value was less than .05 threshold at Sig. = .000. In addition, the null hypothesis that Technological Amenities does not have a statistically significant influence on Hotel Performance is rejected and the alternative hypothesis that Technological Amenities has a statistically significant

influence on Hotel Performance is accepted.

Table 6. Anova Table of Technological Amenities and Hotel Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1358.635	1	1358.635	88.410	.000 ^b
	Residual	4948.337	32	15.368		
	Total	6306.972	33			
a. Dependent Variable: Hotel Performance						
b. Predictors: (Constant), Technological amenities						

The Coefficient Table 7 shows that Technological Amenities contributes a statistically significant value of .193 for every unit change in the dependent variable (Performance).

Table 7: Coefficients Table of Technological Amenities and Hotel Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.781	1.177		9.159	.000
	Information quality	.193	.020	.464	9.403	.000
a. Dependent Variable: Hotel Performance						

Multiple Linear Regression Analysis Firm Performance and Information Quality

A regression analysis was carried out to investigate for the extent of contribution of factors on Technological Amenities to Hotel Performance. The Model Summary Table 8 shows that 24.3% (Adjusted R Square = .243) of the total variability in the dependent variable (Hotel Performance) can be explained by factors on Technological Amenities.

Table 8: Model Summary Table of Technological Amenities and Hotel Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.527 ^a	.278	.243	.64050

a. Predictors: (Constant), Understandability, Accessibility, Free-of-error, Ease of operation, Objectivity, Relevancy, Representation, Concise, Completeness, Security, Timeliness, Interpretability, Consistent, Appropriate amount, Believability

From the Anova Table 9, the regression model is statistically significant as p-value was less than .05 threshold at Sig. = .000. In addition, the null hypothesis that Technological Amenities does not have a statistically significant influence on Hotel Performance is rejected and the alternative hypothesis that Technological Amenities has a statistically significant influence on Hotel Performance is accepted.

Table 9: Anova Table of Technological Amenities and Hotel Performance ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	48.585	15	3.239	7.895	.000 ^b
Residual	126.354	30	.410		
Total	174.939	32			

		3	
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a. Dependent Variable: Hotel Performance

b. Predictors:(Constant),Understandability,Accessibility,Free-of-error,Easeofoperation, Objectivity, Relevancy, Representation, Concise, Completeness, Security, Timeliness, Interpretability, Consistent, Appropriate amount, Believability

From the Coefficient Table 10 shows that Accessibility, Consistent, and Free-of-error factors contributes statistically significant values of .124, 119 and -.156 respectively, for every unit change in the dependent variable (Performance).

Table 10: Coefficient Table of Technological Amenities and Hotel Performance Co efficient^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	1.958	.212		9.234	.000
(Constant)					
Climate Control System	.124	.053	.173	2.335	.020
WIFI/High Speed Internet	-	.055	-	-.567	.571
In-Room Electronic Locker	.031	.057	.049	-.008	.994
Keyless Entry	.040	.053	.061	.755	.451
Digital Menu	.010	.051	.013	.195	.846
Automatic Sanitizer dispenser	.119	.057	.161	2.106	.036
Smarts Room	.034	.055	.042	.621	.535
Movie on demand	.034	.055	.042	.621	.535
Video Game-on demand	.034	.055	.042	.621	.535
Pay Per View TV	.090	.052	.122	1.722	.085

Live Streaming					6
Virtual Concierge	-	.046	-	-	.00
Temperature Control	.156		.208	3.418	1
Digital payments	.034	.055	.046	.620	.53
Video Surveillance					5
	.074	.044	.113	1.677	.09
					4
	-	.058	-	-.643	.52
	.038		.045		1
	.037	.055	.048	.666	.50
					6
	.031	.055	.040	.564	.57
					3
	.066	.056	.082	1.183	.23
					8

a. Dependent Variable: Hotel Performance

Summary of results and findings

The researcher sought to find the influence of Technological Amenities on Performance. A curvilinear graph showed that a positive linear relationship existed between Technological Amenities and Hotel Performance. Technological Amenities and Hotel Performance had a positive correlation coefficient of .464. A regression analysis between Technological Amenities and Hotel Performance showed that 21.3% of the total variability in the dependent variable (Hotel Performance) can be explained by Technological Amenities. ANOVA indicated that, the regression model was statistically significant as p-value was less than .05 threshold at Sig. = .000. In addition, the null hypothesis that Technological Amenities did not have a statistically significant influence on Hotel Performance was rejected and the alternative hypothesis that Technological Amenities had a statistically significant influence on Hotel Performance was accepted. The beta Coefficients shows that Information Quality contributes a statistically significant value of .193 for every unit change in the dependent variable (Hotel Performance).

Conclusion

Based on the findings above, this study draws two main conclusions can be

made. First, hotel performance depends on Technological Amenities very much. Secondly and in addition, it was found that Technological Amenities and performance have correlation. A regression analysis between Technological Amenities and Hotel Performance showed that the dependent variable (Hotel Performance) could be explained by Technological Amenities. Also, the findings revealed that Technological Amenities and Hotel Performance had a positive correlation coefficient of .464. Based on these study findings the researcher concluded that Technological Amenities significantly influenced Hotel Performance to very great extent. In a similar study Hitt and Brynjolfsson (1996) found that some hotels were obtaining significant competitive advantages while others were not. The reason firms did not obtain competitive advantages could be because their Technological Amenities systems did not work effectively and efficiently to produce high quality to help their business operations or influence consumer behaviors in a positive way. In other words, their technological systems were not as well managed and utilized as they should be, or maybe their expensive technology systems were processing and producing the data with high rates of errors so that there was not much useful output from which the firm could benefit. Therefore, it is important that hotel frequently update the different new kind of technological amenities for their future concepts as it can be useful to the consumers.

Recommendations

The findings confirmed a study by Zhilinet al. (2005) that Technological Amenities is defined in terms of the kind of technologies it avails to the customer i.e. Accurate technologies, Up-to-date technologies, Customized technological presentation, Valuable tips on products/services, Reliable professional opinions, In-depth market analysis and Unique content. Based on this findings and conclusion that Technological Amenities significantly influenced hotel Performance, firms must follow the dimensions articulated in Zhilinet al. (2005) when organizing and evaluating the technologies they avail to their customers.

This study therefore, makes both policy recommendations and gives directions for future research in this area. On policy, the study recommends that hotels needs to implement Technological Security Management System (TSMS) which will ensure preservation of confidentiality, Integrity and Availability (C.I.A) of technology to enhance technological security through

the efforts of Ministry of information, Communications and Technology and that of Indian Standards Body i.e. Bureau of Indian Standards(BIS). In addition, the hoteliers need to undergo awareness training to pass knowledge on the kind of technological amenities they should use for their customers. In conclusion, the authors suggest that hotels managers should take a more proactive role to technological amenities. This is qualified in the study because while carrying out this study it was noted that that hotels technology in terms of accessibility, consistent and free of error contributed significantly to values of 124, 119 and -156 respectively. Implementation of such technological mechanisms could go a long way in elevating both the national and international service quality levels and competitiveness. Perhaps future studies will consider the use of longitudinal data which would reveal the dynamic of this phenomenon over an extended period of time.

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