Influence of millennials innovativeness on organization change in the hospitality industry in Naivasha sub-county, Kenya

(ID) *Serah Njoki Njenga* [(a)] (ID) *David Gichuhi* [(b)] (ID) *Peter Koome* [(c)]

[(a)] *Department of Development Studies, St. Paul's University; Kenya*

[(b)] *Senior lecturer, Department of Human Resource Development, Karatina University, Kenya*

[(c)] *Lecturer, Department of Development Studies St. Paul's University, Kenya*

ARTICLE INFO

ABSTRACT

The aim of this study was to determine millennial influence on organization change in the hospitality industry Naivasha sub-county, Kenya. The study was guided by the following specific objectives: determine the influence of millennial innovativeness on organization change. This study used innovation theory. The study will adopt a descriptive survey research design. The current study targets rated hotels in Naivasha. This study targeted 180 respondents the respondents were: 10 Managers, 40 departmental heads from the four departments in the hotels, 10 Millennial and 120 supervisors. Employees of these hotels will be the respondents in the study. Data was collected via a self – administered questionnaires and an interview guide. Validity and reliability were ensured by conducting a pilot test in Narok County. Analysis of data comprised descriptive statistics and regression analysis with the help of SPSS. Results indicate that organizational change in the hospitality industry was positively significantly associated with millennial Innovation change in the hospitality industry. From the findings, the researcher concluded that millennials are innovative and easily come up with new ideas further they are proficient in technology and techno-savvy.

Introduction

Millennials are those born between 1980 and 2000 who are currently entering the workforce in huge numbers and will shape the workplace for years to come. The corporate community of the twenty-first century can be defined by their career objectives, job practices, and grasp of emerging technology (PWC, Millennials at work, 2011). Generation Y was born into a technological environment and hence knows more about it than their professors and parents.2010 (Meter & Crocker). Technology remained a part of their daily life. They claim to have the perfect work-life balance and will not be able to commit until they truly deserve. As a result, they have the most power in establishing an innovation-friendly society. You are truly autonomous thinkers, but you work well in groups (Stanleigh, 2019). This generation continues to set high expectations for itself and its administrators, and if correctly led, can contribute to a slew of positive organizational outcomes. Patience, an understanding of Generation Y's motivators, and a regular supply of feedback are required for effective management and usage of this high-output inventive generation. They demand a steep curve and are rewarded with good results, as well as creative and passionate employees who can provide it (Shelter, 2014).

The Millenial generation has been joining the workforce for the past ten years, giving them the potential to alter workplace regulations (Smola & Sutton, 2010; Twenge & Campbell,2013). As a result, practitioners and the media are growing more interested in this young generation, also known as the Baby Boomers, Generation Y, and Next Generation, which was born between 1980 and 2000. (Alsop, 2008; Howe & Strauss, 2000; Zemke, 2012).

Several millennium myths founded on personal and untrustworthy information were circulated by these well-known publications (Wong, 2014). They perceive life and work from a different perspective than past generations. According to a Deloitte millennial poll (2014), a high percentage of Generation Y considers a company's innovation when considering whether or not they want to work there. They want to work for a company that encourages them to think beyond the box. Organizations must understand the Generation Y workforce, including who they are, what they want from work, and what they require to be engaged and productive.

Millennials are great achievers who are also regarded as the world's most demanding workforce (Tulgan, 2009).Others, on the other hand, believe that this group is the most productive (Burkus, 2010).This might be due to the fact that this group is more likely to choose job that contributes to a more sustainable and compassionate society rather than one that pays well (Deloitte, 2016). Millennials also prefer collaborative action (Kowske, Rasch, & Wiley, 2010), are more inclined to volunteer than non-millennials (McGlone, Spain, & McGlone, 2011), and have internalized a desire to give back as a result of growing up during the Great Recession (A. O'Connor & Raile, 2015).

Millennials have reached adulthood at a period of technological change, globalization, and economic turmoil. Ineffective change management can have a detrimental impact on an organization's performance, resulting in the loss of valuable personnel, lost productivity, active and passive opposition, lost skills, a slower rate of change adoption, failure to meet hotel financial targets, project completion on time, over budget, and ultimately unsatisfied customers.

Change is unavoidable and difficult, and the rate of change can only accelerate if historical patterns are any indication. Change is defined as a mechanism that requires adjustments or adjustments to an organization's priorities, technologies, and tasks. It is associated to the solution of an organization's challenges. Within two time periods, an organization transforms its policies, practices, or frameworks, resulting in organizational change (Shah, 2010). Employees are both the most important and the most difficult element to reform, therefore organizational change attempts cannot succeed without their support and enthusiasm (Rashid *et al,.* 2014). Acceptance to transition and the desire to accept it depends in large part on workers and their interactions. The first step in coping with it is to consider the responses of workers to transition. Generations react differently to changes, particularly if the changes refer to IT. Mobile devices are the primary means through which millennials get and access information. The typical millennial in the world touches their phone 43 times per day, according to an SDL study. If millennials make up a significant portion of the target audience and mobile devices are viable communication platforms, it may be worthwhile to use these technologies to communicate change messages.

According to Gitonga, Naivasha town is rapidly evolving into not just one of the safest and fastest-growing communities in Nakuru County. Lake Naivasha is located in the Sub-County, as are other tourist attractions like as Hell's Gate National Park, Crescent Island Game Park, and the Crater Lake Game Sanctuary. Around the lake, there are many camping sites as well as a haven for bird watching and other game. Enashpai Resort and Spa, The Great Rift Valley Lodge Golf Resort, and others are among the many world-class hotels and lodges in Naivasha. According to Gitonga (2014), the lakeside area has become a retreat for local and foreign visitors seeking calm, quiet, and fun due to its cool climate.

Change cannot be avoided in an organization; it can only be driven by effective methods to accomplish its goals. The dynamic shifts in operation, structuring, customer handling and product offerings of hotel companies are being confronted in rapidly expanding cities such as Nairobi. Managers and other stakeholders are required to re-design plans that can respond to short and long-term changes while mitigating the risks of executing the transition at the same time. Organizational change is on the rise, but high failure levels suggest that these changes appear to be ineffectually controlled. Generation Y or Millennials constitute the currently emerging generation of employees. These are the individuals that are now entering the job market and they are said to be cut from a different cloth as compared to their predecessors.

Hospitality is one of the industries in the larger service sector, which emphasizes on leisure as opposed to more specific needs (Franco et al., 2020).Working in the hospitality industry usually entails working in a fast-paced setting while upholding high expectations, ensuring that the customer provides the best service possible at all times (Holston-Okae et al., 2018).The hospitality industry, on the other hand, has a very high employee attrition. Indeed, the hotel and motel industry has a turnover rate of 73.8 percent, which is far higher than the annual average of 10-15 percent (Franco et al., 2020). In Kenya, a study by Hassan (2018) found that attrition of employees particular in the lower cadre stood at 50% per annum between 2015 and 2017. Employee turnover affects the profitability, performance, and customer service of an organization.

Few studies have been done linking Millennials impact in change management of hospitality industry. Huyler et al. (2015) investigated the characteristics of Millennials in the workplace, including their use of technology, workplace participation, and the overall effect they have on organizational performance. The impact of Workplace Characteristics on Millennial Worker Organizational Commitment was studied by Heizman (2019). Otieno and Nyambegera (2019) reviewed the mechanism of organizational development change and the design of organizational development interventions on a local level. None of these studies, however, were carried out in the hospitality industry. Furthermore, the vast majority of studies concentrate on data collected internationally, with little respect for Kenya's background. As a result, it is essential to comprehend the Millennials' impact phenomenon in a local sense and to determine the relationship between Millennials' influence on organizational change

in Kenya's hospitality industry. This study will focus on millennials influence on organization change in the hospitality industry in Naivasha sub-county, Kenya

The general objective of the study was millennial influence on organization change in the hospitality industry in Naivasha sub-county, Kenya. This paper also aims to evaluate the influence of millennials innovativeness on organization change in the hospitality industry in Naivasha sub-county

Literature Review

Theoretical Review

The study adopted Lewins three-step change theory The efficiency with which corporations may alter their policies, operations, and structures is explained by change theories (Hussain *et al.,* 2018). The Three-Step Transition Theory of Lewin (1951) is a prominent change management theory. Lewin defines behaviour as a dynamic equilibrium of conflicting forces acting in opposite directions. Transitions are made easier when driving factors point employees in the proper direction. Employees are driven in the other direction by restraint powers, which inhibit change. By analysing these powers, the three-step Lewin model can help to change the equilibrium in the direction of the anticipated transition.

According to Lewin (1951), unfreezing the current condition or status quo is the first step in the process of modifying actions. The equilibrium condition is called the status quo. To overcome the stresses of individual resistance and collective compliance, it is necessary to unfreeze. There are three methods for thawing a frozen object. The next step is to enhance the driving forces that cause people to behave differently than they do now. Second, in the present equilibrium, eliminate any limiting variables that are blocking the flow. Finally, combine the two previously described processes. Individual empowerment via change preparation, building trust and respect for the need for change, and actively involving a group in recognizing problems and debating solutions are all events that may aid in the unfreezing process.

Lewin's (1951) movement is the second step of the behaviour-change process. At this point, the target system has to be reset to a new equilibrium level. Three measures that may aid in the campaign's process are persuading employees to acknowledge that the current status is not favorable to them and encouraging them to see the situation from a different perspective, collaborating on the search for new, relevant evidence, and connecting the group's views with well-respected, prominent leaders who support the change (Moran & Brightman, 2001).

The model's third move is to refreeze (Lewin, 1951). In order for a change to be sustained or stick over time, this step must be performed after it has been accomplished. If this step is not performed, the shift will most likely be transient, and the workforce will revert to its former condition of equilibrium (behaviors). That is how new concepts are really integrated into cultural beliefs and practices. By balancing both the moving and restraining forces, the goal of refreezing is to maintain the new equilibrium that follows from the change. This effort aims to enhance and institutionalize emerging trends through official and informal regulations and procedures. The outcomes of factors that either help or impede advancement are revealed in this model. Moving forces, in particular, aid change, whereas controlling forces obstruct it. When the combined strength of one group of forces exceeds the combined strength of the opposing group of forces, a shift occurs.

This theory was of value to the study because it provided a framework for evaluating organizational change in the hospitality industry and how millennials may influence this organizational phenomenon. Like other businesses, hospitality establishments operate in a constantly changing environment. As a result, they must adapt to their changing surroundings (Borg, 2017). Change is particularly important in the hotel business due to the labour-intensive operations that correspond to fluctuating demand for a perishable commodity. The hospitality scene has been constantly altered by managerial changes, alteration in ownership structures, the advent and expansion of online reservation systems, and the prevalence of lodging choices (Nassar, 2018). Changes in products, target market, revenue model, analytics, and industry mergers are also common in the hospitality industry. The study's major goal will be to see how millennials are impacting transformation in these areas of hotel operations.

Empirical Literature Review and Hypothesis Development

Millennials Innovativeness and Organization Change in the Hospitality Industry

Millennials grew up with the rise of MP3 players, cellphones, and the impact of technology on all aspects of their lives, including childcare, transportation, banking, and networking, during the dot.com bubble (Jacqueline, Rajesh, Sara, Donnie & Mitch, 2014). This generation influenced the technical advancements that occurred throughout their youth, college years, and in the job. Millennials are technologically savvy, adopting and customizing technology to meet their requirements (Gibson, 2019). Millennials trust and rely on technology to make their work simpler, yet they appear to be dissatisfied by their elders' desire for instant access to knowledge via the internet.

According to Löfsten (2014), product innovation is the process of creating and deploying new products. For a new (or updated) product, this includes technical design, R&D, and marketing activities. Rosli and Sidek (2013) revealed that product and

process innovations had the largest influence on firm performance in a study performed in Malaysia to evaluate the impact of innovation on SME performance in the manufacturing industry.

Löfsten (2014) investigated the relationship between product innovation processes and firm success in Swedish medium-sized technology-based industrial enterprises with Redefending's indicated that innovative processes contributes to sales and perhaps even employment in the firms because employment is normally influenced by sales. Process innovation, according to Un and Asakawa (2015), refers to new techniques and procedures introduced into operations that serve to improve efficiency or effectiveness while lowering production and delivery costs. Process innovation is sometimes a difficult and hazardous endeavor that necessitates the use of experienced personnel and access to tacit knowledge. Employees can gain skills and expertise from foreign rivals when businesses get technical information and assistance and utilize imported sophisticated technology. This can greatly increase process innovation and lead to long-term competitive advantages.(Shu and colleagues, 2015).

Some companies (such as Google and Apple) are adapting their IT strategies to better serve millennials, such as providing a smartphone alternative as an employee perk and aggressively promoting comprehensive business use of social media at work (Nando, 2017). This relationship with technology can be a source of generational conflict, which is also true in the workplace. The firm's bottom line will benefit from a well-thought-out strategy and new ideas to engage and recruit these employees (Nitya & Anand, 2016). Millennials should anticipate an instant messaging, social networking, blog-based office, and video-on-demand technology ecosystem. These networking tools allow this generation to interact, participate, connect and cooperate immediately with different generational units and managers in manners that are intuitive to them, contributing to increased organizational performance and productivity (Norum, 2013).

In Kenya, Kombo, K'Obonyo, and Ogutu (2015) performed a research on manufacturing business innovation. A cross-sectional survey research approach was used in this study. Among Kenya, there were 655 manufacturing companies in the target population. The study employed a stratified sample of 266 businesses spanning twelve manufacturing subsectors. Primary data was gathered from 184 businesses utilizing a standardized questionnaire that was distributed to the owners and managers of the businesses. The findings demonstrate that a firm's knowledge strategy has a favorable and significant impact on its innovation efforts. Higher levels of knowledge strategy, it is believed, will lead to more organizational creativity.

Using multivariate linear regression analysis, Gakure, et al. (2013) investigated the role of innovation in Kenyan electrical and electronic manufacturing firms. Their findings indicated that innovation and business competitiveness had a substantial beneficial link .R&D, Human Capital, and Learning/Knowledge Sharing all had a role in innovation, according to the findings of the study.Najib (2013) conducted research into the internal causes of competitiveness in small and medium-sized Indonesian food processing firms.In his research, he looked at the potential of market orientation and innovation as competitiveness drivers in food processing companies. Business performance was used to indicate competitiveness in the research. Sales volume, profitability, and market share were used to operationalize business success as a composite variable. According to the research, innovation has a beneficial impact on a company's competitiveness. They came to the conclusion that one of the most significant things that can be employed to improve competitiveness is innovation. Njogu (2014) concluded that product, process, and marketing innovation had positive significant impacts on the financial performance of manufacturing businesses in Nairobi county in her research of the influence of innovation on the financial performance of manufacturing firms in Nairobi. In their study to "explore the influence of Innovation on the competitive advantage of food manufacturing businesses in Malaysia," Aziz and Samad (2016) found that innovation had a substantial positive impact on manufacturing firms' competitive advantage, accounting for 73.5 percent of the competitive advantage. The study also discovered that the age of a company has a moderating influence on the link between innovation and competitive advantage. Mbogori, Gichohi, and Moguche (2018) investigated the impact of product innovation on the performance of Kenyan cement manufacturers. It used a descriptive research approach. The target population was all of Kenya's cement manufacturing companies' department heads. The research enlisted the participation of all 79 department heads. The correlation results revealed a strong positive relationship between product innovation and cement manufacturing company success. A significant connection was also found in the regression findings According to the findings, product innovation has a favorable and considerable impact on the performance of Kenyan cement companies. The findings have implications for product technical requirements, product research and development, customer-centric product features, and product enhancement in all Kenyan cement companies. Through the instance of Central Kenya, MbguaWamitu and Kinyamun (2017) attempted to determine whether strategy forecasting has a relationship with manufacturing company performance in Kenya. A descriptive survey research approach was used for this study. Questionnaires were utilized to collect information for the research. The sampled respondents received all (110) surveys, with an 82 percent response rate. Business trends in central Kenya have a significant impact on manufacturing firm performance, according to the research. The research concluded that employees in manufacturing businesses should be educated on strategic goals in connection to forecasting.The research also suggested that manufacturing business management take into account seasonal fluctuations, which were found to have a minimal correlation with firm performance, and that management engage in capacity expansion.
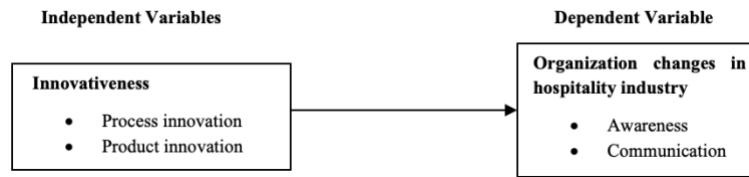
The "first high-tech generation" is referred to as millennia's (Norum, 2013). They are technologically fascinated internet natives (Bess & Bartolini, 2011). Indeed, millennia's consider technology's significant position in their life to be a fundamental distinction from previous generations (Pew Research Center, 2010). Mobile technology's value cannot be emphasized. Millennials have used mobile phones and similar electronic technology gadgets for e-mailing, texting, and online and interactive internet access since they were children (Jacqueline, Rajesh, Sara, Donnie & Mitch, 2014). Moon (2014) observed that millennials enter organizations with great creativity and enthusiasm. If not management appropriately, these traits can cause friction with employees from other generations. For the innovativeness to translate to positive organizational change, the millennials should mentored, directed, and guided appropriately.   According to McAdam and Keogh (2014), firms that are more inclined to technological innovation have a competitive advantage regardless of the competitive environments in which they operate, but others looked at proper timing and product acceptance as a proper way to measure the contribution of innovation to performance. For instance, Mamoghli and Mabrouk(2010) asserts that as the innovation process continues overtime, banks considered to be innovative will be able to continue enjoying attractive returns on the newer or improved products. However, supernormal profits will decrease following widespread adoption of the new technologies.

The study by Mamoghliand Mabrouk(2010) asserts that as the innovation process continues overtime, banks considered to be innovative will be able to continue enjoying attractive returns on the newer or improved products. However, supernormal profits will decrease following widespread adoption of the new technologies. Chesbrough (2010) found that the effects of innovation were reflected in higher levels of products, better standards of products as well as process-oriented outcomes such as improved production flexibility and increased production capacity. Nwokah et al., (2009) and Chesbrough (2010) focused on one aspect of product innovation while the current study focuses on four different aspects of technological innovations. Moss (2010) suggest that being innovative reveals an organization's inclination to support new ideas, to investigate and come up with innovative processes that result to innovative products, processes and services. The market environment is rapidly changing and firms need to innovate so that they maintain or improve their competitive advantage to sustain the business. Innovation is therefore vital to make progress and grow the organization. Covin and Lumpkin(2011) contend that innovativeness plays a significant role in the construct of strategic posture. Innovativeness is also affected by culture and the norms of the firm, which suggests that the culture and the practices of the employees in the firm may or may not support innovation. According to Rouse, (2012), risk takers are most often the innovators within organizations. The uniqueness of risk takers is that they possess creative ability that distinguishes them from the rest of other personalities. For instance, caretakers are those who wait for the risk takers to develop an idea, sell it, and make it safe enough before they get on board. They rarely see opportunities in threats, so they don't try. On the other hand, undertakers area group of employees, who are extremely resistant to any change and its related persuasions. They can bury projects or sabotage innovation just to maintain the status quo(Henry, 2016).

An understanding of the need to innovate and the advantages or success that innovation may offer is a crucial component in integrating innovation into any business. Is the customer looking to innovate in order to grow their business, or have you discovered the need for innovation as a business advisor? It's critical to spend time with your customer to learn about their reason for inventing and to make sure they grasp the possible advantages. SMEs frequently fail to see the connection between innovation management and profitable development. To assist put 'innovation' into context, it is sometimes useful to use suitable case studies of related firms or industries (Econ IT2, 2015). According to the Business Knowledge Resource, (2015), innovators encounter issues and hurdles in the areas of financial support and marketing their innovations. In other words, it entails getting the appropriate financing, which is critical for delivering innovation. The existing imbalance between inventors must be overcome. Financing methods that provide risk capital to early-stage inventions are necessary. Provisions must also be established for withdrawing from non-profitable inventions. According to MIT, (2015)innovation products and services have the ability to create organization sustainability and competitive advantage. As a result, organizations that are able to create massive innovative products and services will always stay ahead of the rest in profitability, development, market share and performance. These argument is also based on the fact that innovation related benefits are distinct from any other benefits associated with normal products.

Business innovation, in theory, is beneficial to a company's long-term viability and high financial yields or gains. It is the development of new items that your consumers desire to buy, resulting in an increase in revenue. It is the process of increasing operational efficiency while lowering expenses. It involves the creation of new business models in order to increase income sources. It is the development of fresh marketing communications strategies that encourage new consumers to buy your products again, therefore boosting revenue. (Baumgartner, 2013). According to a review from the innovation management, (2013) If you want your company to be creative, you need to make sure that your workers are working for the company's benefit rather than for their own. While this may sound like employees are being programmed to become mindless business cogs whose sole concern is the firm's success, the reverse is true. Workers who believe in their company and work to assist it accomplish its corporate goals are more likely to be pleased employees who feel like they are a valuable part of the team. As a result, goals must be communicated throughout the business.

Conceptual Framework

Independent Variables

Innovativeness

- Process innovation
- Product innovation

Dependent Variable

Organization changes in hospitality industry

- Awareness
- Communication

Source: Researcher (2021)

H_{01}: Millennials innovativeness has no significant influence on organization change in the hospitality industry in Naivasha sub-county.

Research Methodology

Research Design

This study adopted a descriptive survey design. Furthermore, the researcher does no control over the variables in order to modify them. Zigmund (2003) found that surveys offer swift and precise information when performed correctly. In addition, it aims to measure social activities especially conflicts, situations, or problems, generally encountered in society. The survey is more effective and expensive than any instrument. This design may help decide whether there are important correlations between factors based on available services and the target population at any point in time. This design offers the researcher the opportunity to establish Millennials influence on organization change in the hospitality industry in Naivasha sub-county, Kenya

Target Population

The current study targets rated hotels in Naivasha. Rated hotels are preferred because hotels use their rating as a marketing tool and as such, rated hotels attract more customers and therefore have a higher number of employees that non-rated hotels. There are 10 rated hotels in Naivasha with a total workforce of 2359. However this study targeted 180 respondents, the respondents were: 10 Managers, 40 departmental heads from the four departments in the hotels, 10 millennials and 120 supervisors.

Sample Size And Sampling Design

Because of the small number of rated hotels in Naivasha, the study used census approach to include all 10 hotels. Stratified random sampling was used to include employees of the hotels who were the respondents in the study. Stratified random sampling is a method used to get a representative sample. In stratified random sampling, the population is classified into several sub-populations called strata and the items selected from each stratum constitute a sample (Sheth, Bhrambhatt & Macwan, 2009) Departmental heads and supervisors were grouped in their respective categories and then selecting 30% of the respondents from each department, therefore 12 head of department will be selected and 36 supervisors. According to Mugenda and Mugenda (2003) 10%-30% of the population is a good representation of the target population. This study used purposive sampling technique to sample 10 Managers and 10 millennial. Therefore the whole sample size were 68 respondents

Data Collection Procedures and Instruments

Data from manager's, departmental heads and supervisors was collected via self –administered questionnaires while an interview guide was utilized to gather information from millennia's. Questionnaires are preferred because they are able to collect a lot of data from a large population in a short time. The questionnaires were partitioned into 5 parts to collect data on demographic characteristics of respondents, innovativeness, readiness, teamwork and passion. The questionnaire used the 5-point Likert scale type questions. These types of questions make it easy for respondents to understand and respond appropriately. They're also easy to analyse.

Validity

The validity of an instrument is the accuracy of the inferences added to the conclusions of the study (Kothari, 2003). Validity refers to the degree to which the measurement phase calculates the element to be measured. Face validation was determined by the subjective assessment of the validity measurement instrument by the researcher and therefore the degree to which the researcher assumes that the instrument will be accurate. This analysis focused on methods developed in other similar studies, ideas created from a broader variety of countries and applicable literature. By sending it to a double search, content validity was guaranteed by ensuring that all the four main areas of the analysis are addressed by the questionnaire.

Reliability

According to Mugenda and Mugenda (2003), reliability refers to a measure's accuracy or the degree to which a test instrument produces consistent results after repeated experiments. Reliability will be assured in this study by performing a pilot test in Narok County. Narok County is preferred because, like Naivasha, it has a large number of rated hotels that draw a large number of tourists all year. This necessitated obtaining 10% of respondents from rated hotels by distributing the suggested questionnaire. Prior to performing the main analysis, pilot test respondents were selected at random and their responses were analyzed. The results of the pilot study indicate that the findings were correct, and the questionnaire was considered to be sufficiently accurate enough to be used in the main study (Lees, 2007).

This test is designed to detect inconsistencies in the nature of the main dissertation while also providing the researcher with valuable information about the issues that needed to be addressed before the main thesis could be completed (Zigmund, 2003).The reliability was determined using Cronbach's Coefficient Alpha, with a cut-off point of 0.7

DATA ANALYSIS AND PRESENTATION

Statistical Package for Social Sciences was used to code and enter the data collected (SPSS). Descriptive statistics and regression analysis are used in data analysis. Percentages, frequencies, and standard deviation were examples of descriptive statistics. The relationship was discovered using a multivariate regression model, as shown below.

$Y = \beta_0 + \beta_1 X_1 + \varepsilon$

Where: Y = Organization change in hospitality industry

β_0 = Constant Term;

Performance = X_1Coefficients of the independent variables

X_1 = Innovativeness

Findings And Discussions

Table 1: Influence of millennials innovativeness on organization change

Innovativeness	N	SD	D	N	A	SA	Std. Deviation
Millennials are innovative and easily come up with new ideas	51	4%	2%	2%	49%	43%	.91309
Millennials are proficient in technology and techno savvy	51	4%	5%	1%	42%	48%	1.01170
Millennials innovativeness has led to introduction of new products and services in the organization	51	3%	5%	0%	41%	51%	1.08790
Millennials use new and modern technology in development of new ideas, process and products	51	8%	4%	0%	41%	47%	1.15538
millennia's innovations has significantly advance the existing businesses	51	5%	7%	2%	39%	47%	.97377

From the findings majority 92% agreed that millennia's are innovative and easily come up with new ideas while minority disagreed that 7% disagreed that millennia's are innovative and easily come up with new ideas with a Std=0.9130. This implies that Millennials are innovative and easily come up with new ideas. Majority 90% of the respondents with Std=1.01170 agreed that millennial are proficient in technology and techno savvy while 10% of the respondents disagreed that millennial are proficient in technology and techno savvy. This implies that millennials are proficient in technology and techno savvy. 92% of the respondents agreed that millennial innovativeness has led to introduction of new products and services in the organization while minority 8% of the respondents disagreed that millennial innovativeness has led to introduction of new products and services in the organization. This implies that millennials innovativeness has led to introduction of new products and services in the organization.

From the findings 47% of the respondents strongly agreed that millennial use new and modern technology in development of new ideas, process and products, 41% of the respondents agreed that millennial use new and modern technology in development of new ideas, process and products, 4% disagreed, 8% strongly disagreed that that millennial use new and modern technology in development of new ideas, process and products with STD of 1.15538.This implies that millennials use new and modern technology in development of new ideas, process and products. Finally 47% of the respondents strongly agreed that millennia's innovations has significantly advance the existing businesses, 39% of the respondents agreed that millennia's innovations has significantly advance the existing businesses 2% were neutral on the statements, 7% disagreed that millennia's innovations has significantly advance the existing businesses while 5% strongly disagreed that millennia's innovations has significantly advance the existing businesses. This implies that millennia's innovations has significantly advance the existing businesses. The findings are consistent with Harris (2013), who cites a survey conducted by global business consultancy Deloitte that found nearly 80% of generation Y employees believe innovation is critical to business development

Conclusion

The researcher concluded that millennia's are innovative and easily come up with new ideas further they are proficient in technology and techno savvy. In addition, millennias employ new and contemporary technology in developing new ideas, processes, and products, and they substantially enhance existing enterprises.

From the findings the researcher recommends that the hospitality industry should employ more millennia's since they are innovative and easily come up with new ideas which are of great importance to performance of hospitality industry further millennia's are proficient in technology and techno savvy, led to introduction of new products and services in the organization, use new and modern technology in development of new ideas, process and products and innovations has significantly advance the existing businesses.

References

Alla, (2016) Generational Cohorts expectations in the workplace: A study of NewZealanders. *Asia Pacific Journal of Human Resources, 49, 476-49.*

Alsop, R. (2008). *The trophy kids grow up: How the millennial generation is shaking up the workplace*. John Wiley & Sons

Armenakis, A. A., Bernerth, J. B., Pitts, J. P., Walker, H. J. (2007). Organizational change recipients' beliefs scale: Development of an assessment instrument. *Journal of Applied Behavioral Science, 43, 495-50*

Balda, J. B., & Mora, F. (2011). Adapting leadership theory and practice for the networked, millennial generation. *Journal of Leadership Studies, 5(3), 13-2*

Bannon, S., Ford, K., & Meltzer, L. (2011). Understanding millennial in the workplace. *CPA Journal, 81(11), 61-6*

Barry P. H., (2011), The impact of generational differences onthe workplace, *Journal of Corporate Real Estate, Vol. 13 Iss 2 pp. 98 –10*

Bowen, J. A. (2015). *Exploring similarities and differences in perceptions of organizational culture by generations present in The Ohio State University Extension Organization* (Doctoral dissertation, The Ohio State University)

Collins, C., Buhalis, D., & Peters, M. (2003). Enhancing SMTEs' business performance through the Internet and e-learning platforms. *Education+ Training*.

Dannar, Paul R. (2013).mMillennials: What They Offer Our Organizations and How Leaders Can Make Sure They Deliver,mThe Journal of Values-Based Leadership, 6(1). Available at: http://scholar.valpo.edu/jvbl/vol6/iss1/3

Dawson, P., & Andriopoulos, C. (2021). *Managing change, creativity and innovation*. Sage.

Deloitte, T. (2014). Big demands and high expectations: The Deloitte millennial survey.

Erickson, T. (2009). Generational differences between India and the US. *Harvard Business Review*, *1*.

Franco, S., Caroli, M. G., Cappa, F., & Del Chiappa, G. (2020). Are you good enough? CSR, quality management and corporate financial performance in the hospitality industry. *International Journal of Hospitality Management*, *88*, 102395.

Gedeon, K. (2013). Millennials have the highest employee turnover rate, employers call them expensive. *Madame Noire Business Magazine*, *1*.

Gong, B., Greenwood, R. A., Hoyte, D., Ramkissoon, A., & He, X. (2018). Millennials and organizational citizenship behavior: The role of job crafting and career anchor on service. *Management Research Review*.

Hassan, I. B. (2018). *Effect of Strategic Organizational Practices on the Performance of the Hotel Industry in Kenya* (Doctoral dissertation, JKUAT-COHRED).

Heizman, K. E. (2019). The Effect of Workplace Characteristics on Millennial Worker Organizational Commitment.

Helyer, R., & Lee, D. (2012). The twenty first century multiple generation workforce: Overlaps and differences but also challenges and benefits. *Education+ Training*.

Holston-Okae, B. L., & Mushi, R. J. (2018). Employee turnover in the hospitality industry using Herzberg's two-factor motivation-hygiene theory. *International Journal of Academic Research in Business and Social Sciences*, *8*(1), 218-248.

Hussain, S. T., Lei, S., Akram, T., Haider, M. J., Hussain, S. H., & Ali, M. (2018). Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change. *Journal of Innovation & Knowledge*, *3*(3), 123-127.

Huyler, D., Pierre, Y., Ding, W., & Norelus, A. (2015). Millennials in the workplace: positioning companies for future success. *SFERC 2015*, *114*.

Jacqueline K., Rajesh Iyer, Sara Liao-Troth, Donnie F. Williams, Mitch Griffin. 2014. "The Role of Involvement on Millennials' Mobile Technology Behaviors: The Moderating Impact of Status Consumption, Innovation and Opinion Leadership." Journal of Marketing Theory and Practice*, 22 (4): 455-470. http://dx.doi.org/10.2753/MTP1069-6679220407*

Kaifi, B., Nafei, W., Khanfar, N, & Kaifi, M. A. (2012). Multigenerational workforce: managing and understanding millennials. *International Journal of Business and Management, 7(24) 88-93*

Karakas, Fahri and Manisaligil, Alperen and Sarigollu, Emine, Management Learning at the Speed of Life: Designing Reflective, Creative, and Collaborative Spaces for Millenials (November 15, 2014). The International Journal of Management Education, 13 (3), 2015, pp. 237–248. , Available at SSRN: https://ssrn.com/abstract=2691186

Lewin, K (1947b) Group decision and social change. In: Newcomb, TM, Hartley, EL (eds) *Readings in Social Psychology. New York: Henry Holt, 330–344*

Ludviga, I., & Sennikova, I. (2016). *Organizational change: Generational differences in reaction and commitment.* Paper presented at 9th International Scientific Conference of Business and Management, Vilnius, Lithuania. http://dx.doi.org/10.3846/bm.2016.10.

Marston, C. (2009). *Myths about Millennial: Understand the myths to retain millennial.*

Martirosyan, L., Arah, O. A., Haaijer-Ruskamp, F. M., Braspenning, J., & Denig, P. (2010). Methods to identify the target population: implications for prescribing quality indicators. *BMC Health Services Research*, *10*(1), 1-8.

Moon, T. (2014). Mentoring the next generation for innovation in today's organizations. *Journal of Strategic Leadership, 5*(1), 23-35.

Mugenda, O. M. (1999). Research methods: Quantitative and qualitative approaches. Nairobi, KE:Acts Press

Myers, Karen K., and Kamyab S. (2020). Millennials In The Workplace: A Communication Perspective On Millennials' Organizational Relationships And Performance. *Journal of Business and Psychology, 25.2 (2010): 225-238.*

Nassar, M. A. (2017). Psychological empowerment and organisational change among hotel employees in Egypt. *Research in Hospitality Management*, *7*(2), 91-98.

Noreen C. M. (2015) Are Millennials Really the "Go-Nowhere" Generation? *Journal of the American Planning Association, 81:2, 90-103*

Nowsu, M.C., Igwe, K.N., & Nnadozie, C.O. (2016). Managing generational diversity in the workplace: Implications for the digital era university library management. *International Journal of Applied Technologies in Library and Information Management, 2*(2), 4-28. https://www.researchgate.net/publication

Ogaga, Y. D. (2015). *Strategic change management practices and performance of companies in the hospitality industry in Kenya* (Doctoral dissertation, University of Nairobi).

Otieno, J. O., & Nyambegera, S. M. (2019). Millennials and Generation Z Employees are here: Is your Organization ready?. *Journal of Language, Technology & Entrepreneurship in Africa*, *10*(2), 68-85.

Patalano, C. (2008). *A study of the relationship between generational group identification and organizational commitment: Generation X vs. Generation Y.* Nova Southeastern University.

PWC (2011) *Millennial at work Reshaping the workplace. PWC*

Rashid, Z. A.; Sambasivan, M.; Rahman, A. A. 2004. The influence of organizational culture on attitudes toward organizational change, The Leadership and Organizational development Journal 25(2*): 161– 179. http://dx.doi.org/10.1108/01437730410521831*

Ricciardi A, Hoopes MF, Marchetti MP, Lockwood JL (2013) Progress toward understanding the ecological impacts of non-native species. Ecol Monogr 83:263–282

Robinson R.S. (2014) Purposive Sampling. In: Michalos A.C. (eds) Encyclopedia of Quality of Life and Well-Being Research. Springer, Dordrecht. https://doi.org/10.1007/978-94-007-0753-5_2337

Sartori, R., Costantini, A., Ceschi, A., & Tommasi, F. (2018). How do you manage change in organizations? Training, development, innovation, and their relationships. *Frontiers in psychology*, *9*, 313.

Seijts, G. H.; Roberts, M. 2011. The impact of employee perceptions on change in a municipal government, *Leadership & Organization Development Journal 32(2): 190–213.*

Shah, N.; Shah, S. G. 2010. Relationships between employee readiness for organizational change, supervisor and peer relations and demography, *Journal of Employee Information Management 23(5): 640–66*

Shelter Diagnostic Systems (2004). Managing Generation Y. Techniques and recommendation for managing the generation gap. *The Humane Society of the United States*

Tulgan, B. (2004). Trends point to a dramatic generational shift in the future workplace. *Employment Relations Today 30(4), 23–31. doi:10.1002/ert.101*

Twenge, J. M. & Kasser, T. (2013). Generational Changes in Materialism and Work Centrality, 1976-2007 Associations with Temporal Changes in Societal Insecurity and Materialistic Role Modeling. *Personality and Social Psychology Bulletin, 39(7), 883-897.*

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.

Werner RM, Konetzka RT, Liang K. State adoption of nursing home pay for performance. *Med Care Res Rev.67:364–77*

Williams, B. R. (2015). Reporting on sustainability by Australian councils–a communication perspective. *Asian Review of Accounting*.

Wong, M., Gardiner, E., Lang, W., & Coulon, L. (2008). Generational differences in personality and motivation: Do they exist and what are the implications for the workplace? *Journal of Managerial Psychology, 23, 878-890*

Woodall D. M. (2004), Enter the Millennials: *ASEE Prism, Vol. 13, No. 9 p. 59 Published by: American Society for Engineering Education*