STRATEGIC MANAGEMENT AND ORGANIZATIONAL PERFORMANCE IN THE NIGERIAN TOURISM INDUSTRY

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Abstract

This conceptual paper examines the relationship between strategic management and organizational performance in the tourism industry in Nigeria. It explores the joint effects of service quality and strategic change management on organizational performance, with a special emphasis on profitability and market share. Past research has frequently examined these variables independently, with a tendency to prioritize customer satisfaction above financial results. of the organization . This study adopts a qualitative approach to address this gap, using secondary data of journal articles, textbooks and industry reports. Empirical and conceptual reviews have shown that dimensions of service quality; reliability, responsiveness, and assurance, have a significant positive impact on customer satisfaction and loyalty. Strategic change management practices such as leadership support, effective communication, employee involvement and training are seen to benefit tourism organizations in terms of operational effectiveness. The study concludes that service quality or strategic change management alone will not lead to sustainable success. What is required is the integration of the two for profitability and a strong market position. Hence, the Nigerian tourism organizations should concentrate on service delivery improvement as well as internal change processes. Managers should invest in training programmes, responsive systems *and participatory strategies, whereas policy-makers should support capacity-building initiatives and infrastructure development. Finally, synergy between service quality and strategic change management is crucial for enhancing competitiveness in Nigeria's tourism industry.*

Keywords: Service Quality, Strategic Change Management, Profitability, Market Share, Tourism, Nigeria.

Introduction

The tourism industry plays a significant role in driving economic growth in Nigeria by creating jobs, generating revenue, and fostering cultural interactions both domestically and internationally. Despite its potential for expansion, the industry's progress remains inconsistent as only a few states have fully harnessed its opportunities. Persistent challenges such as inadequate service delivery, poor infrastructure, and ineffective management practices hinder its growth. These obstacles have led researchers to delve deeper into understanding what drives performance in tourism businesses, especially within hospitality. Service quality is widely recognized as a critical factor influencing success in tourism-related firms. It refers to an organization's ability to consistently meet or exceed customer expectations through reliable and efficient services. Prior studies have assessed service quality using various dimensions including reliability, responsiveness, assurance, empathy, and tangibility, most notably highlighted by the SERVQUAL model introduced by Parasuraman et al. (1988). This framework remains one of the most utilized tools for evaluating service quality in hospitality research today. Research conducted by Rahim (2016) and Olawuyi et al. (2024) demonstrates that reliability and responsiveness are particularly strong predictors of customer satisfaction and repeat business within Nigerian airlines and hotels. Similarly, Adeleke & Ogunsusi (2019), found that employee competence and responsiveness significantly influence service quality at heritage tourism sites. Strategic change management has also been identified as a pivotal element shaping organizational performance in rapidly evolving industries like tourism. It encompasses the structured process through which organizations adapt to internal and external changes. Key indicators include effective communication practices, leadership support, employee participation, organizational culture adaptability, along with training initiatives. Kotter (1996),emphasized that successful change hinges on robust leadership coupled with clear communication channels, while involving employees at all levels. Studies by Chukwuka & Eboh (2022) revealed that leadership support paired with effective communication significantly enhances employee performance within Nigerian hospitality enterprises. Khatri (2021) further established that adaptability along with employee participation positively influences organizational outcomes within service sectors. In the context of tourism-related businesses, organizational performance is frequently evaluated based on profitability and market share metrics. Profitability reflects the financial returns generated from operations , which is commonly measured through revenue growth rates or profit margins, as well as occupancy rates specific to hospitality establishments.

Walker (2021), noted that occupancy rates alongside operational efficiency strongly correlate with profitability outcomes in hotel settings. Market share measures an organization's competitiveness within its industry through metrics such as customer base expansion rate or brand recognition levels among patrons. Mulyono et al. (2020) underscored that both service quality perceptions and corporate image play significant roles in shaping customer loyalty alongside market penetration strategies. The theoretical foundation of this study integrates three primary theories: The SERVQUAL model elucidates how customers assess service quality based on discrepancies between expected versus experienced services; Kotter's Change Management Theory illustrates successful transformation processes rooted in structured leadership approaches,and finally, the Resource-Based View highlights how valuable internal resources contribute uniquely towards achieving superior organizational performance outcomes. Despite growing literature surrounding these topics from various authors,a notable gap however persists wherein most existing studies examine either service quality or strategic change management without synthesizing them into a cohesive framework tailored toward understanding overall impacts on organizational performance metrics like profitability or market shares together. Moreover, much empirical research thus far has largely concentrated upon banking sectors, manufacturing industries and transportation areas, leaving limited investigations focused directly on tourism and hospitality organizations . Therefore it is important to address this contextual gap, where service quality and change management are investigated under a single framework to determine their impact on organisational performance, in regards to profitability and market share. There is a wider theme in Nigerian policy research because Felix & Patrick (2026) also state that the capacity to deliver on strategic objectives is not a function of climate policy alone or of an organization's running performance, but very much based on how the strategic plans become a part of implementation mechanisms.

The study concerns a very important issue that despite the various strategic efforts of the tourism organisations across Nigeria towards sustainable organisational profitability and growth, many still are faced with low profitability figures and diminishing market share, indicating inadequacies in their implementation effectiveness. That means that there is the need to look at the extent of service quality that customers receive. It also seems to imply that internal processes within these organisations need to be improved to cope effectively with changes in the industry. These changes could be driven by globalisation, digital transformation or a sense of insecurity in the country and around the world. Therefore the leadership of such organisations should have the right change management process in place.

The main purpose of this study is to investigate the link between service quality and strategic change management on organizational performance in the tourism industry in Nigeria. The particular objectives are:

- To investigate the effect of service quality on profitability in the tourism companies in Nigeria.
- To assess the effect of service quality on market share of tourism organizations.
- To determine the effect of strategic change management on profitability in these organizations.
- To investigate the impact of strategic change management on tourism businesses' market share.

Importance of the Study

This research is theoretically and practically valuable. In principle, it brings together service quality and strategic change management within a single theoretical framework, thereby advancing the current knowledge on organizational performance in the tourism and hospitality industries. The results will assist managers in these industries to develop efficient service delivery systems and implement strategic changes to be more profitable and competitive in practice. Such insights may also be used by policymakers in the tourism industry in Nigeria to develop strategies for upgrading service standards and improving the overall industry performance.

Theoretical Framework

Theory of Service Quality SERVQUAL

Parasuraman et al. (1988) suggests that service quality is determined by the gap between customers' expectations and their actual perception of the services rendered by tourism organizations. It describes five key dimensions of service quality, that is tangibility, reliability, responsiveness, assurance and empathy. This theory is especially relevant to tourism because the services offered are experiences, which are frequently judged by the customer's expectations. In places such as hotels, travel agencies and resorts, customer's perception of service quality directly influences their satisfaction, loyalty, profitability and market reach. The SERVQUAL model is an important framework in this study for understanding the impact of service quality on organizational performance.

Kotter's Change Management Theory

This research also employs another theory, the Change Management Theory developed by Kotter (1996) which consists of eight steps for successful organizational change. He suggests that successful change should be organized into phases. These phases are establishing a sense of urgency, forming a powerful guiding coalition, creating a vision for change, communicating the vision, empowering others to act on the vision, creating short-term wins, consolidating improvements, and institutionalizing new approaches within the culture of the organization. The theory suggests that strategic change needs strong leadership endorsement, clear communication, employee engagement and flexibility to be effective. Kotter's model is applicable to organizations that wish to adopt changes that will improve their services and effectiveness in the current competitive tourism environment which is characterized by fast-paced technological advancement and changing consumer preferences.

Resource-Based View (RBV) Theory of Firm Performance

Barney (1991) argued that superior organizational performance is a function of the efficient utilization of resources that are valuable, rare, inimitable and non-substitutable (VRIN). RBV principles suggest that organizations do well when they manage key resources well, such as skilled staff members, strong service culture, innovative abilities and operational systems. This theory is particularly important for tourism organizations that have resources such as trained hospitality personnel, high-quality service protocols, brand reputation and advanced technological infrastructure to assess profitability and market share as measures of success.

Theories' Integration

These three theories provide a sound conceptual framework for this study. The SERVQUAL framework describes how different dimensions of service quality combine with external performance outcomes such as customer satisfaction and loyalty to influence customer perceptions. Kotter's Change Management Theory, on the other hand, is focused on the internal processes in the organizational transformation, which improves it's services in the face of changing conditions. Finally, the Resource-Based View looks at how making use of internal strengths leads to better profitability and market share.

The Concept of Strategic Management

This concept relates to the independent variable which the study is investigating to see how it impacts on organisational performance within the tourism and hospitality industry. Our research under this focuses on service quality and strategic change management.

Service Quality

Service quality is the ability of an organization to consistently meet or exceed customer expectations through efficient delivery of services . Service quality is of great importance in the tourism industry to promote customer satisfaction, loyalty, competitiveness, and overall success as tourism services are predominantly intangible experiences (Parasuraman et al., 1988). High levels of service quality bring in repeat customers and boost reputation, which ultimately leads to sustained profitability.

One of the indicators related to Service Quality is **Reliability**. This refers to an organization's ability to provide the services it promises accurately, consistently and dependably. Timely bookings, correct billing, reliable transport and other uninterrupted services that customers expect are significant contributions to memorable experiences or valued clients. Reliability builds up trust with customers and they generally prefer establishments that put effort in meeting their commitments (Parasuraman et al.,1988; Zeithaml et al.,2018).

Responsiveness means the willingness and readiness of the employees to provide assistance promptly and services in a timely manner when required. In practice, in tourist operations, the responsiveness is manifested in the rapid resolution of complaints, fast answers to questions, efficient check-in/check-out processes and immediate support during interactions. Responding to customers results in higher customer satisfaction and operational efficiency (Kotler et al.,2020).

Assurance: This includes things like employee competence, courtesy and professionalism, all of which are crucial in building customer confidence during engagements. Tourists usually value staff members who display knowledge, honesty and professionalism, especially regarding accommodation options, safety measures and various travel experiences (Parasuman et al.,1988).

Empathy: Empathy is giving personalized attention and genuine concern for customers' needs. Empathetic tourism firms take time to understand individual preferences while respecting cultural differences and thus provide tailored solutions which strengthens emotional connections leading further towards retention (Lovelock & Wirtz,2016). It is showing real care for a customer's needs and doing what is necessary to help him or her find satisfaction. In other words, it is a high-end service.

Tangibility: Tangibility is the physical features of the facilities, equipment, personnel and communication materials associated with the delivery of the services respectively. This includes hotel ambient, cleanliness, appearance, transport, logistics, technological infrastructure and physical attractions therein. Customers often use tangible evidence to judge the overall perceived level of satisfaction with their respective experiences (Bitner et al., 1994).

Customer care is the promise to develop positive relationships prior to, during and after each engagement, including feedback mechanisms and follow-up initiatives that go a long way towards enhancing enduring relationships and patronage (Armstrong & Kotler,2020). In conclusion ,an enhanced accessibility translates into more available acquisition opportunities via easier booking systems, effective communication channels, accessible places and flexible operating hours thus reducing hindrances and increasing satisfaction from each respective journey made. This increases the likelihood of clients returning over time.

Strategic Change Management

Strategic change management is a systematic process by which organizations implement and manage changes that are necessary to achieve long-term objectives and to cope with environmental challenges. Tourism organisations operate in highly dynamic environments, characterised by technological innovation, changing customer tastes, globalisation and intense competition. Thus, the ability to manage strategic change is a necessity to stay competitive and grow (Kotter, 1996). Indicators of Strategic Change Management in this research work are: **Communication** which means providing information about organisational change initiatives to those who need to know in an effective manner. Employees and stakeholders require enough information about the goals, benefits and implications of change. Thus effective communication practices minimize uncertainty, resistance and gain employees support for organizational transformation (Kotter, 1996; Lewis, 2019). Another indicator is **support from leadership.** It demonstrates the commitment and active participation of senior management to effect and sustain change. Leaders provide guidance, motivation and strategy during organisational transformation. Strong leadership support greatly impacts employee acceptance of change and the successful implementation of strategies (Yukl, 2013). **Employee participation** is the involvement of workers in decisions and processes of organizational change. Participation helps employees become committed, owner and accepting of change initiatives, and minimizes resistance and facilitates innovation (Robbins & Judge, 2019). **Organisational culture** is the shared values, beliefs and norms that influence the attitudes and behaviours of employees. A flexible, adaptive culture fosters learning, innovation and change. Supportive cultures in tourism organizations increase the likelihood of successful strategic transformation (Schein, 2017). The connection of organisational values with results of sustainability is also emphasised outside tourism. According to Obizue et al. (2025), introducing ethical and values-related education into the management system enhances effectiveness of the organisation and helps to pursue the goals of a country's long-term development. Training and development programmes are designed to provide employees with the skills and knowledge required to adapt effectively to change. Continuous learning improves employee competence, technological adaptability and service efficiency in the tourism organisations (Noe, 2020). **Adaptability**: The organisation's ability to respond adequately to environmental changes, market trends, customer demands and technological developments. Adaptive tourism organizations are better able to cope with environmental uncertainties and remain competitive in the industry (Burnes, 2017). **Resource availability** means providing the financial, technological, human and material resources needed to implement strategic changes. Organisations that have enough resources are better positioned to succeed with transformation initiatives (Daft, 2021). **Resistance management** is the set of strategies used to identify, manage and reduce resistance to organizational change. Effective resistance management may include counselling, communication, involvement of employees and motivation programs to ensure successful implementation of change (Kotter & Schlesinger, 2008).

Concept of Organisational Performance

Understanding Profit: Better Profitability is the ability of an organization to earn a financial profit from its operations over a given period of time. It is an important measure of the performance of an organisation, showing things such as operational efficiency, management effectiveness and long term viability. Profitability is essential for the growth, investment opportunities and survival of tourism business in a competitive environment (Porter, 1985). Main Profitability Parameters n this study include Revenue growth .It s the most important indicator of profitability. This shows the growth of an organization's revenue in a period of time from different tourism services like accommodation, transportation, food, tours and entertainment. If revenue is increasing steadily, the business is growing and doing better overall (Gitman et al., 2021). Another key measure is profit margin, or the percentage of revenue that remains after operating costs are deducted. Tourism organizations with high-profit margins are managing costs and smart pricing strategies (Brigham & Houston, 2019). Return on Investment (ROI) measures the financial returns of investment in areas such as tourism infrastructure, technology, marketing and service innovation. This metric is used to evaluate the efficiency of an organization in utilizing its resources to generate profits (Pandey, 2016). Cost reduction is also very important, as it helps to cut down the operating costs without compromising the quality of service. Better management of costs enhances the efficiency of the operations and boosts the profitability to a large extent (Daft, 2021). Occupancy rate is the number of occupied rooms or facilities, over a period of time. High occupancy rates in hotels and resorts can lead to higher revenue and profitability (Walker, 2021). The last indicator is the sales volume. It is the total number of sold tourist products and services in some period of time . The increased sales volumes often lead to higher revenues and better financial performance of the business (Kotler et al., 2020).

Market Share Awareness :It is a portion of total industry customers or sales that a company has with respect to its competitors. It shows the competitiveness of an organization and acceptance of the organization by customers while showing its strategic position in the tourism industry (Porter, 1985). Key indicators of market share are Customer base growth: A measure of growth in the number of customers who interact with an organization over a certain period of time. The increased customer base indicates to better competitiveness and market acceptance (Kotler et al., 2020). Second, Competitive position which compares an organization's competitiveness with its competitors in terms of pricing strategies, service quality, degree of innovation and customer preferences. Good competitive position is able to increase market dominance (Porter, 1985). Next is brand awareness. Brand recognition is the extent to which customers can easily recognize and remember an organization's brand when making purchasing decisions. According to Aaker (1996) strong brand recognition will lead to more customers and more market share. We have customer loyalty which indicates customers' willingness to select a tourism organization on a regular basis due to their satisfaction with its offerings and trust. Loyal customers contribute to the consistent flow of revenue and sustainable growth in the market through repeat purchases (Oliver, 1999). Market penetration is the ability of an organization to increase its share of the existing markets by attracting new customers and getting its existing customers to use its services again (Ansoff, 1957). Next is the Patronage level, which looks at how often customers use tourism services and how much they spend. The high patronage levels are a sign of customer satisfaction and strong competitiveness for the organization (Armstrong & Kotler, 2020). Finally, we look at geographic expansion, which is the expansion of tourism operations into new areas or markets. Technology and social media sites play a huge role in this expansion in the digital world of today. The growth leads to increased visibility, customer reach and market influence (Hill et al., 2019).

Empirical Review

Ologundudu et al. (2026) carried out a comprehensive study on Service Quality Delivery and Customer Satisfaction in the Hospitality Industry: The Moderating Role of Institutional Context in Southwest Nigeria. They adopted survey design and gathered data from 422 customers from luxury hotels and fast food outlets in Southwest Nigeria. Hierarchical regression analysis and descriptive statistics were used to analyze the data. Their findings showed that variables like staffing adequacy, responsiveness, and reliability and stability of ownership had a significantly positive impact on customer satisfaction and competitiveness in the hotel industry. Therefore, they suggested improved institutional support, continued employee development and ongoing improvement of service quality delivery systems in Nigerian hospitality organizations. Another significant study was done by Olawuyi et al. (2024) on Service Quality of Hotels as a Driver of Beach Tourism: A Study of Landmark Hotel, Lagos State, Nigeria. The current study adopted a quantitative survey design on 195 hotel customers. Descriptive statistics and multiple regression analysis were used to analyse the data. Results showed that reliability, assurance, empathy and responsiveness played significant roles in influencing customer patronage, tourism experiences and loyalty . Based on these findings, the authors proposed that hotel managers should focus on improving the responsiveness of employees, customer relations and reliability of services which would boost tourism growth and increase market share. Incorporating the institutional context is likewise supported by Nigeria's broader development research. Prekebena et al. (2026), in their investigation of NGOs in Nigeria, have also shown how outcomes are influenced by the effectiveness of the governance structures in place; the reason being that weak states can lead to the failure of effective interventions when aid is terminated, a situation that is similar to the negative effect of absent institutional context on the quality of services provided by tourism businesses.

Chukwuka & Eboh (2022) Research on Strategic Change Management and Employee Performance in the Nigerian Hospitality Industry. The survey design was employed and the employees from the selected hotels in Southeast Nigeria were used. Regression analysis and Analysis of Variance (ANOVA) were used to analyse the data collected. Their findings showed the importance of leadership support, training and development programs, effective communication, and organizational culture in improving employee performance and operational effectiveness. They called for ongoing staff training programs, improved communication systems and greater employee involvement in strategic decision-making processes. Walker (2021) explored hospitality management and Organisational Profitability using a case-study method of some hospitality organisations. Descriptive analysis was used by Walker along with financial ratio analysis in interpreting the data. The study found that levels of customer satisfaction, occupancy rates, sales volume and operational efficiency had a significant impact on profitability for these organizations. He also called for improvements in customer service delivery mechanisms and operational efficiency to improve profitability. Khatri (2021) studied Strategic Change Management and Organizational Performance in Service Organizations. The research design was descriptive survey design with managers and employees of different service organizations. The data evaluation through regression analysis and correlation statistics showed that communication practices, leadership support systems, employee participation practices, and flexibility significantly impacted organizational performance during periods of strategic change. Khatri suggested that managers should encourage active employee participation and effective communication in organizational transformation projects.

Mulyono et al. (2020) examined The Effect of Service Quality and Corporate Image on Customer Loyalty in the Hospitality Industry .They used the quantitative survey design with customers of Hospitality organizations which enabled them to use Structural Equation Modeling (SEM) with regression analysis of their evaluation methods. The authors found that empathy, assurance and tangibility had significant impact on customer loyalty and market share and that corporate image mediated the relationship between service quality perceptions and customer retention outcomes. They recommended the continued development of employees and improved service facilities that were customer-centered to be more competitive in the market. Adeleke & Ogunsusi (2019) conducted a research on Antecedent Predictors of Service Quality in Heritage Tourism Destinations. Multiple regressions and descriptive statistical tests were used from a survey design involving questionnaires distributed among tourists visiting the National Theatre and National Museum in Lagos State . Their findings revealed that responsiveness levels of staff members, tourism packaging strategies and employee competence had significant influences on perceptions of service quality leading to increased customer satisfaction in heritage tourism settings. Hence, it was recommended that staff training initiatives should be enhanced to improve tourist product packaging, and more attention should be paid to the needs of clients.

Rahim (2016) gave an empirical assessment of perceptions of service quality: an empirical assessment of modified SERVQUAL model among domestic airline carriers in Nigeria. In a cross-sectional design, 800 airline passengers were surveyed across Lagos State. Pearson correlation analyses with exploratory factor analysis were employed to gain a comprehensive understanding of the impact of reliability factors and responsiveness measures on passenger perceptions of overall service quality experience. Thus those two attributes emerged strongly linked to higher levels of customer satisfaction. Which in turn presents recommendations to enhance professionalism among staff members and ensure consistent operational reliability across all flight operations. Williams et al., (2014) researched on An Empirical Analysis of Effective Customer Service on Nigeria Banks Profitability. An empirical survey design was adopted for the study using customer service and profitability data from selected Nigerian banks. Data analysis was conducted through regression analysis and queuing analytical techniques. The results indicated that good customer service significantly increased profitability, operational efficiency and customer retention while poor responsiveness and long waiting time had a negative impact on the organisational performance. The researchers recommended improved customer relationship management systems and improved service delivery mechanisms. Oyeobu et al. (2014) studied on 'An Assessment of Effects of Service Quality on Performance of a Road Transport Company in Nigeria'. The study was done using survey design. The study was conducted among customers and staff of ABC Transport Plc in Lagos State. The data collected were analyzed by descriptive statistics and regression analyses. The results indicated that reliability, responsiveness and assurance had a significant effect on organisational performance, customer satisfaction and customer retention. The study recommended enhancing profitability and competitiveness in transport and tourism related organisations by improving employee responsiveness and customer care systems and operational reliability.

Relationship between sSrategic Change Management and Organisational Performance

Service quality is closely related to organizational performance as it affects the customer perception, satisfaction, and their future behavior. Tourism organizations that provide reliable, responsive and empathetic services are more likely to have customers who return, recommend the services to others and are loyal. The studies have found that improvements in reliability, responsiveness, assurance, empathy, and tangibility increase customer satisfaction and market positioning in hospitality organizations (Rahim, 2016; Olawuyi et al., 2024). On the other hand, strategic change management is an internal mechanism that delivers a high quality of service. Studies have revealed that leadership support and employee engagement greatly enhance organizational effectiveness and service delivery outcomes (Chukwuka & Eboh, 2022; Khatri, 2021). Service quality has a positive effect on customer satisfaction and market demand. Strategic change management is the process of aligning internal systems and processes to support the consistent delivery of services. In the end, external customer-related and internal management-related factors impact the organization's performance in terms of profitability and market shares. High service quality leads to customer retention which in turn increases profitability. Effective change management strategies reduce operational inefficiencies and optimize resource utilization. First, it provides a comprehensive picture of the accomplishments of these entities through a combination of good internal management practices and superior service delivery. Second it states that neither service quality nor strategic change management alone can fully explain organizational success, but rather their combined effect yields stronger overall results. It reveals that sustainable competitiveness of Nigerian tourism organizations depends on effective integration of service quality initiatives and strong strategic change management processes that will lead to improved profitability and enhanced market positioning. However, it is important to note that the study did not consider the different variables in the context of government policies which could enhance or negatively affect the profitability and growth of businesses.

Method of Research

The research is qualitative, using secondary data analysis through an empirical review of literature consisting of published journal articles, textbooks, and related reports on tourism and hospitality. The methodology consists of a systematic review of the literature on service quality, strategic change management, profitability and market share, in order to identify patterns and similarities or differences in different contexts. This approach synthesizes existing knowledge and does not involve collecting primary data using empirical review techniques, like comparing the way different researchers have measured key variables such as reliability, responsiveness, leadership support, adaptability and customer loyalty, especially within the context of tourism or related industries . It helps identify research gaps and highlights inconsistencies or contextual limitations from prior studies, especially those concerning the Nigerian tourism industry . Furthermore, it improves the theoretical integration by considering the empirical findings in relation to well-established frameworks such as the SERVQUAL model, Kotter's Change Management Theory, and Resource-Based View, thereby explaining the roles played by related aspects such as service quality and effective strategic change in impacting the dynamics of overall organisational performance.

Suggestions from Research

Based on the synthesis of empirical literature and the relationship between service quality, strategic change management, profitability and market share in the Nigerian tourism industry, the following suggestions are made: Firstly, tourism organizations need to pay more attention to the dimensions of service quality, such as, reliability, responsiveness, assurance, empathy and tangibility. Delivering consistent service, responding quickly to customer needs and keeping facilities well maintained are all important for increasing customer satisfaction, repeat business and positive word-of-mouth, which in turn increases profitability and market share. Again, management in tourism and hospitality organisations would need to develop their strategic change management practices. This includes enhancing internal communication, fostering leadership involvement, giving employees a voice in decision-making, and providing continuous training and development. These actions will expand the capacity of the employees to respond to change and provide better services in a competitive environment. The tourism organizations need to implement a more integrated management approach, which supports the improvements in service quality with effective internal change processes. Combining employee behaviour, organisational culture and service standards will lead to consistency in customer experience and sustainable organisational growth. Policymakers and stakeholders should promote capacity-building initiatives, infrastructure development and regulatory frameworks to raise standards of service delivery and to foster innovation in the tourism industry. Finally, future research should move beyond the cross-sectional studies and adopt longitudinal approaches that are more appropriate to capture the long-term effect of service quality and strategic change management on organisational performance, especially from the lens of profitability and market share in Nigeria’s tourism industry.

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