



Contribution of Meetings and Events on the Performance of Hotels in Rwanda: A case of Kigali Serena Hotel

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Abstract

This paper assessed the contribution of meetings and events on the performance of star rated hotels in Rwanda with a case of Kigali Serena hotel. Specifically, the paper: examined effect of infrastructure development, human resource development and revenue generation on the performance of Kigali Serena hotel. This study adopted descriptive research design to get results, the target population was 116 while sample size was 90. Researcher applied stratified random sampling. The source of data was primary and secondary methods. Questionnaires were used to collect primary data and documentary review applied for secondary data. The data was analyzed using descriptive statistical analysis and inferential statistics by the use of Pearson correlation (r) and multiple linear regression analysis. Results on effect of infrastructure development on the performance felt that 92.3% agreed that room facilities were increased to speed up performance of Kigali Serena hotel, infrastructure development influence performance of hotel at strong positive of correlation of .892. Results on the contribution of human resource development on the performance of Kigali Serena hotel reveal that 83.8% agreed that hiring qualified candidates contributes to the performance of Kigali Serena hotel, human resources development influences performance of Kigali Serena at strong positive correlation of .950. Results to the effect of revenue generation on the performance of Kigali Serena hotel show that 87.7% agreed that provision of conference services boost performance of Kigali Serena Hotel. The results showed that there is strong positive correlation between revenue generation and performance of hotel at .869. The study concluded that infrastructure development, human resource development and revenue generation highly influence performance of hotel hotels where all results of coefficient correlations and multiple regressions indicated that combination of infrastructure development, human resource development and revenue generation influenced performance of Kigali Serena hotel. The study recommended managers and owners of hotels to put more effort in improvement of infrastructure to stimulate the extent in which hotels host mega events and meeting to get more revenues.

Keywords: *Hotel performance, Infrastructure development, Human resource development, Revenue generation, Meetings and Events.*

1.0 Introduction

For venues that want to profit from the meeting and events practices, understanding the contribution of meetings and events practices on hospitality performance is crucial. Destinations must become specialists in every element of the meetings and events sector due to the increasing competition. Destinations need to be aware that, despite the fact that all meetings and events require adequate and modern infrastructure, qualified personnel, quality service and facilities at destination area and effective meeting and event management to ensure everything are performed successful. However, numerous researchers indicate that meeting and events are challenged by various factors. According to Bohdanowicz and Zientara (2021), inadequate infrastructure and poor skills of hospitality employees affect negatively successful of meetings and events in Senegal. On other the hand, uncompetitive facilities and lack of trained staff decrease the contribution of meetings and events on the performance of star rated hotels in Uganda.

Even though, meeting and events are rapidly grown, high competition, inadequate qualified staff, lack of diversification of products and inadequate qualified affect capability of hospitality industry in Rwanda to host meetings and events. Furthermore, despite having licenses and ratings, those hotels and lodging facilities do not offer a wide range of services, which results in fewer days spent there and/or a lower willingness to pay for services. Additionally, Rwanda is regarded as a costly insufficient international air connection at the destination (Horwath, 2018). The aforementioned dangers decrease the number of guests staying in Rwanda's expanding hotels and lodging facilities, increasing competition, distorting their performance, and making it harder for them to survive. Mitchell stated that country fail to host meetings and events at extent of 43% due to inadequate infrastructure and unqualified human resources. By consideration of above information, researcher discovers the following gaps all researches have been conducted no one examined the contribution of meeting and events on the performance of star rated hotels in Rwanda using hospitality infrastructure development, human resource development and revenue generation using a case of Kigali Serena hotel. Therefore, the purpose of this research is to examine the contribution of meetings and events on the performance of star rated hotels in Rwanda using the main contribution of

meetings and events on the performance of star rated hotels such as infrastructure development, human resource development and revenue generation. Specifically, the paper had.

i.To examine the infrastructure development on the performance of Kigali Serena hotel

ii.To determine the contribution of human resource development on the performance of Kigali Serena hotel.

iii.To establish the contribution revenue generation on the performance of Kigali Serena hotel.

2.0 Review of Related Literature

2.1 Empirical Literature

2.1.1 Infrastructure Development on the Performance of Hotel

Astroff and Abbey (2018) conducted research about the influence of mega events on the development of infrastructure in hospitality industry in Mozambique. The population was 623 while the sample size was selected using stratified random sampling where 296 respondents were sampled to fill questionnaires. Findings showed that 45% strongly agreed and 48% agreed that hotel improves the room facilities and food and beverage facilities during preparation of hosting attendees. Furthermore, the results showed that mega event influence development hotel facilities at strong positive correlation of $r=.93$. The study concluded that hotel improve various facilities to satisfy the attendees. However, the study recommended that hotel should improve quality of service as well as professionalism to meet the needs of attendees.

Baloglu and Love (2020) examined the role of infrastructure development on the performance of five-star hotels in Kenya. The research considered the population of 1239 form 7 hotels located in Mombasa where sample size of 695 were selected. Data collection instruments used to collect data was questionnaires and interview guide for primary data and documentation review for secondary data. Pilot study was performed to ensure validity and reliability of data collection instrument where alpha Cronbach was obtained which is equal to 0.8. The findings showed that hotels improve room facilities at 32% and 47% strongly agreed and agreed respectively. The study concluded that new infrastructure is built to improve the quality service and standard of hotel. However, the study recommended future researchers to assess the extent modern hotel infrastructure stimulate hotel market share.

2.1.2 Contribution of Human Resource Development on the Performance of Hotels

Davidson (2020) examined the contribution of human capacity building on performance hotels in Ghana. The specific objective of the study was to examine the contribution of recruitment on the performance of hotels and to find out the effect of on job training on the performance of hotels and to determine effect of off job training on the performance of hotels. The results showed that on job training contributes to the performance of hotels where 31% and 49% strongly agreed and agreed respectively the statement. Further, majority agreed that suitable recruitment candidates at responses of 34% strongly agreed and 46% agreed the statement, the responses had strong mean of 4.1 and low standard deviation of .6. In conclusion, recruitment process, on job training and off job training contributes significance to the performance of hotels. The study recommended hotel managers to establish effective system to retain qualified employees since success and poor performance of hotel is caused by poor performance of employees.

Park (2018). Carried out a study called contribution of human resource development on the performance of financial companies in Senegal. The study applied descriptive research design to test relationship between variables. The target population was seven financial companies with 363 participants. Using stratified sampling techniques 78 respondents were selected. Questionnaires were used in data collection while quantitative and qualitative method was used to analyze collected data and tables were used to present data. Where Croanbach coefficient was 0.8. The findings reveal employees training contribute to the financial performance at 82% followed by compensation with 78% while working conducive influence performance of employees as well as financial performance at 83%. The study concluded that financial companies implement different human development practices to maintain financial performance

2.2.3 Contribution of Revenue Generation on the Performance of Hotels

Crouch and Weber (2018) analysed effect of hosting meetings and events on increase of rooms sold in five- and four-star hotels in Egypt. The study used non-probability sampling in selection of respondents. The data was collected using questionnaires for 46 respondents. Data was analysed using frequency, percentage, mean, standard deviation and correlation. The findings showed that hotel occupancy rate increase at 37% during meetings and events hosted by country. Further, majority of respondents responded that price of room's increases during meetings and events, where 43% strongly agreed and 48% agreed the statement. The study concluded that hosting meetings and events facilitate hotel to get foreigner currency, increase of revenues and profit. The study recommended that hotels need to maximize revenues during meetings and events since it is the high season for hospitality industry. Fenich, (2020). In their work entitled impact of revenue generation on the performance of hotels in Namibia? The study adopted explanatory research design. Documentary review, questionnaires and interview guide were used as data collection instrument. The sample of 65 respondents was drawn using simple random sampling. The respondents agreed that food and beverage increase revenues of hotels at 84% followed by 89% revealed that rooms sold boost revenues. The study concluded that main source of revenues generation in hotels are rooms, food and beverage and other hotels income generation.

Kambona and Odhuon (2021) studied the factors influencing revenue generation in hospitality industry in Tanzania. The research design adopted by researcher was descriptive and correlational studies. The population was 238 selected from three hotels Tanganyika while sample size was 149 selected using purposive sampling techniques. The data was collect using questionnaires and documentary review. The data was analysed using SPSS version 23 to generate frequency, percentage, mean, standard deviation and inferential statistics where Pearson Coefficient Correlation and Regression analysis was developed. The findings showed that main source of revenue generation of hotel is rooms where 32% strongly agreed and 47% agreed the statement. 24% strongly agreed and 58% agreed that recreational facilities contribute to the revenue generation of hotels. The study concluded that hotel obtained revenues form room sold, food and beverages service offered to customers and conference halls are crucial source of revenues to the hotels industry..

2.2 Theoretical Framework

Theoretical framework is relied on the previous theories in the domain of surveys that is associated and reflects the hypothesis of the research. It is a blue print that is often borrowed by a study to construct his or her house or study survey. Therefore, in this study theories of Porter', Profit and Performance were used.

2.2.1 Porter's TheoryThe study is guided by theory of the competitive advantage of nations by Michael (Porter, 2000). It focuses on individual industries, clusters of industries, where the principles of competitive advantage are applied. Porter's theory of competitive

advantage looks at MICE tourism as a strategy that improves tourism in a destination. Therefore, the study is looking at MICE as a product used to gain competitive advantage and hence gain cost leadership.

2.2.2 Profit Theory

This theory was proposed by Prof. Marshall. According to the author, the profit is the important factor to the performance of oriented organization. Profit of an organization is explained as total revenue after subtraction all cost of production. This is the amount of factor earning enjoyed by the entrepreneur class or by stakeholders. This theory helps hotel owner and managers to put more effort as the way of improving performance (Cunill and Forteza, 2018). The profitability might be compared to active costs (gross operating profit, net margins) to specific activities within the hotel (return on sales (ROS), return on investments (ROI), return on assets (ROA) and return on other aspects of the business), to the capital provided to the organisation (return on equity, assets, debt, total investments), to stock prices across time, or to factors in the business environment such as profits before or after taxes, profits relative to competitors, or profits relative to industry averages.)..

2.2.3. Performance Theory

The performance theory indicates various factors determining performance of organization. This theory was used due to indicate how hotel performance is determined by various aspects such as quality service, customer satisfaction, increase of market share as well as profitability. Performance theory explains how hotel managers stimulate productivity as the approach of maintaining competitive advantage (Gurbuz, 2018). Perceived relationships between different performance dimensions and organizational performance are referred to as performance theory. The performance is combination of various strategies, process, resources to achieve on organizational objectives and goals.

2.3 Conceptual Framework

Independent Variables

- Infrastructure Development**
- Recreational facilities
 - Room facilities
 - Conference facilities
 - Internet
 - Food and beverage facilities

- Human resource development**
- Retaining talented employees
 - On job training
 - Off job training
 - Hiring qualified employees

- Revenue generation**
- Selling room
 - Selling food and beverage products
 - Selling Recreation facilities
 - Selling conference hall

Dependent variables

- Performance of Hotels**
- Customer satisfaction
 - Market share expansion
 - Increase of hotel occupancy
 - Profitability
 - Return on investment

Intervening variables

Political Policy

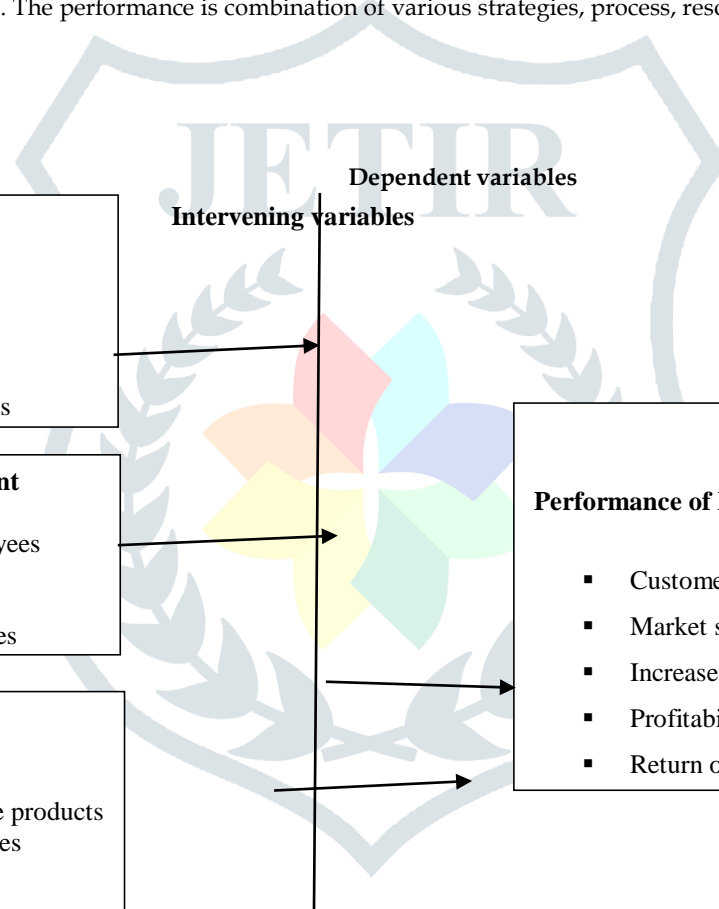


Figure 2. 1 Conceptual Framework

Source: Researcher (2023)

indicates the contribution of meetings and events where research adopted infrastructure development, human resource development and revenue generation, these aspects influence highly to the performance of hotel, hotel develops various infrastructure facilities to improve the level customers are satisfied as well as boosting productivity of hotel. Furthermore, human resource development is influenced by meetings and events where in preparation of hosting meetings and events, various stakeholders put more effort in improving human capacity since quality and skilled employees enhance quality service delivered by hotels as well as boosting

performance. The hotel is obtained revenues from sold services and products such as rooms, food and beverage products and recreational facilities provided to the customers. At the end, performance of hotel is assessed using both financial and non-financial performance indicators as shown in conceptual framework.

3.0

Research

Methodology

This study employed a case study and a descriptive design to produce the desired outcomes. By using frequencies, percentages, and percentages, mean, standard deviation, and inferential statistics by the use of Pearson correlation (r), and multiple linear regression analysis was used to analysis data. Furthermore, the descriptive research design helped the researcher to identify, analyse, and interpret the contribution of meetings and events on the performance of star rated hotels in Rwanda while the case study helped an in-depth analysis of the research problem.

3.2 Target Population

Target population is described as entire group from which a researcher seeks to draw a conclusion. Furthermore, it refers to an entire group of individuals and objects with shared traits in a certain area that a researcher desires to take into account for a particular intended study (Rugenyi and Bwisa, 2016). In addition to, is described as group of things, people, or things that the researcher wants to use to make a judgment. The target population was 116 employees of Kigali Serena hotel. The study calculated a representative group by means of Yamane formula:

$$n = \frac{N}{1 + (e)^2}$$

Therefore, by using the above Yamane formula with $e = 0.05$ and $N = 116$, the sample size is 90.

4.0 Research Findings and Discussions

4. Effect of Infrastructure Development on the Performance of Kigali Serena Hotel.

This part provides responses related to the effect of infrastructure development on the performance of Kigali Serena hotel.

Table 4. 1 :Effect of Infrastructure Development on the Performance of Kigali Serena Hotel

Responses	SD	D	A	SA	Mean	St. Dev
Improving recreational facilities is done to raise performance of Kigali Serena hotel	3.8	6.7	49.5	40.0	3.25	.74
Increase of room facilities is applied to speed up performance of Kigali Serena hotel	2.9	4.8	53.3	39.0	3.28	.69
Upgrading conference facilities boost performance of Kigali Serena hotel	1.9	8.6	52.4	37.1	3.24	.69
Improving technology and internet facilities enhance performance of Kigali Serena hotel	4.8	9.5	50.5	35.2	3.16	.78
Promoting food and beverages facilities is done to upgrade performance of Kigali Serena hotel	1.0	12.4	48.6	38.1	3.23	.70

Source: Primary Data (2023)

In Table 4.1, the study was interested in knowing whether improving recreational facilities is done to raise performance of Kigali Serena hotel. The findings showed that 40.0% strongly agreed and 49.5% agreed the statement. However, 6.7% disagreed and 3.8% strongly disagreed the statement, the respondents agreed the statement at strong mean of 3.25 and standard deviation of 0.74, this result confirmed that respondents agreed the statement. Researcher asked the respondents whether increase of room facilities is applied to speed up performance of Kigali Serena hotel, the results showed that majority of respondents agreed at 53.3% and 39.0% strongly agreed. Even though majority of respondents agreed, few of them disagreed at 4.8% and 2.9% strongly disagreed, furthermore results showed that respondents agreed at mean of 3.28 and standard deviation of 0.69. The improving room facilities contribute significantly to the performance of hotel.

The researcher asked the respondents whether upgrading conference facilities boost performance of Kigali Serena hotel. The findings revealed that 37.1% strongly agreed and 52.4% agreed. Contrary, 8.6% disagreed and 1.9% strongly disagreed the statement while respondents agreed at mean of 3.24 and standard deviation of .69. Concerning to the improving technology and internet facilities enhance performance of Kigali Serena hotel, the following responses were obtained 35.2% strongly agreed and 50.5% agreed. However, some respondents refused the statement, 9.5% disagreed and 4.8% strongly disagreed the statement, meanwhile statement was confirmed

at mean of 3.16 and standard deviation of .78. The study established that promoting food and beverages facilities is done to upgrade performance of Kigali Serena hotel at agreement of 38.1% strongly agreed and 48.6% agreed. Contrary, 12.4% disagreed and 1.0% strongly disagreed the statement. On the other hand, respondents agreed at mean of 3.23 and low standard deviation of .70.

4.2 Contribution of Human Resource Development on the Performance of Kigali Serena Hotel.

The second objectives determined the contribution of human resource development on the performance of Kigali Serena hotel.

Table 4.2: Contribution of Human Resource Development on the Performance of Kigali Serena Hotel Responses

Responses	SD	D	A	SA	Mean	St. Dev
Retaining talented employees promote performance of Kigali Serena hotel	13.3	17.1	43.8	25.7	2.81	.96
Offering on job training improves performance of Kigali Serena hotel	8.6	15.2	46.7	29.5	2.97	.89
Provision off job training raises performance of Kigali Serena hotel	7.6	11.4	48.6	32.4	3.05	.86
Hiring qualified candidates contributes to the performance of Kigali Serena hotel	7.6	8.6	50.5	33.3	3.09	.85
Online learning is done at Kigali Serena hotel to improve employee's capacity as well as performance	10.5	15.2	45.7	28.6	2.92	.92

Source: Primary data (2023)

In Table 4.2, Concerning to the retaining talented employees promotes performance of Kigali Serena hotel, 25.7% strongly agreed and 43.8% agreed whereas 17.1% disagreed and 13.3% strongly disagreed the statement. Also, respondents agreed the statement at mean of 2.81 and standard deviation of 0.96. Further, offering on job training improves performance of Kigali Serena hotel at agreement of 29.5% strongly agreed and 46.7% agreed. However, few respondents refused the statement where 15.2% disagreed and 8.6% strongly disagreed the statement. In addition to, respondents agreed at mean of 2.97 and .89 standard deviation.

Research interested in knowing whether provision off job training raises performance of Kigali Serena hotel, the following results was obtained, 32.4% strongly agreed and 48.6% of the respondents agreed the statement. On the other hand, 11.4% and 37.6% disagreed and strongly disagreed respectively. Further, results showed that respondents agreed ant mean of 3.05 and standard deviation of .86. When research asked respondents whether hiring qualified candidates contributes to the performance of Kigali Serena hotel, the results showed that majority of respondents agreed at 50.5% and 33.3% strongly agreed the statement. However, few respondents were in disagreement angle at 8.6% disagreed and 7.6% strongly disagreed the statement. The responses had strong mean of 3.09 and low standard deviation of .85, the results confirm the statement highly.

The researcher was interested in knowing whether online learning is done at Kigali Serena hotel to improve employee's capacity as well as performance. The satisfactory results were obtained by researcher, 28.6% and 45.7% strongly agreed and agreed respectively with the mean of 2.92 and standard deviation of .92. Although majority of respondents agreed, few of respondents refused at 15.2% disagreed and 10.5% strongly disagreed the statement.

4.3 Effect of Revenue Generation on the Performance of Kigali Serena Hotel

This subsection shows the information related to the effect of revenue generation on the performance of Kigali Serena hotel. The findings were analyzed using percentage, mean and standard deviation

Table 4.3: Effect of Revenue Generation on the Performance of Kigali Serena Hotel

Responses	SD	D	A	SA	Mean	St. Dev
Selling rooms improves performance of Kigali Serena hotel	2.9	10.5	48.6	38.1	3.21	.74
Ability to sell food and beverage products enhance performance of Kigali Serena hotel	3.8	7.6	49.5	39.0	3.23	.75
Selling recreational facilities is done to increase performance of Kigali Serena hotel	4.8	11.4	46.7	37.1	3.16	.81
Provision of conference services boost performance of Kigali Serena Hotel	3.8	8.6	52.4	35.2	3.19	.74

Source: Primary data (2023)

In Table 4.3, Concerning whether selling rooms improves performance of Kigali Serena hotel, the following responses were given by respondents 38.1% strongly agreed and 48.6% agreed. Although, 10.5% disagreed and 2.9% strongly disagreed the statement, the mean of

respondents was 3.21 and standard deviation of .74. Furthermore, researcher asked whether ability to sell food and beverage products enhance performance of Kigali Serena hotel, the following responses were provided by respondents, 39.0% strongly agreed and 49.5% agreed while the stamen had mean of 3.23 and low standard deviation of .75. However, 7.6% chose disagreed and 3.8% selected strongly disagreed. Researcher sought to find out whether selling recreational facilities is done to increase performance of Kigali Serena hotel, 37.1% strongly agreed and 46.7% agreed, the findings had mean of 3.16 and standard deviation of .81. Oppositely, 11.4% disagreed and 4.8% strongly disagreed the statement.

The research asked the respondents to indicate whether provision of conference services boost performance of Kigali Serena Hotel, the significance results were observed by researcher, 35.2% strongly agreed and 52.4% agreed with satisfactory mean of 3.19 and standard deviation of .74. However, few of respondents were disagreed at 8.6% and 3.8% strongly disagreed the statement .

4.4 Factors Indicate Performance of Star Rated Hotels in Kigali.

This section provides results related to the factors indicate performance of star rated hotels in Kigali. The performance of project was examined using customer satisfaction, market share, hotel occupancy rate and retained profit. The research displayed the results in below table.

Table 4.4: Factors Indicate Performance of Star Rated Hotels in Kigali

Responses	SD	D	A	SA	Mean	St. Dev
Satisfied customers indicate performance of Kigali Serena hotel	9.5	16.2	42.9	31.4	2.96	.93
Ability to expand market share clarifies performance of Kigali Serena hotel	7.6	12.4	45.7	34.3	3.06	.87
Increase of hotel occupancy rate raises performance of hotel	6.7	15.2	41.0	37.1	3.08	.88
Retaining profit improves performance of Kigali Serena hotel	1.9	13.3	45.7	39.0	3.21	.74
Availability of return on investment leads to the performance of Kigali Serena hotel.	3.8	12.4	44.8	39.0	3.19	.79

Source:Primary data (2023)

In Table 4.4, the researcher was interested in knowing whether satisfied customers indicate performance of Kigali Serena hotel, majority of respondents agreed at 31.4% and 42.9% strongly agreed with mean of 2.96 and standard deviation of 0.93. On the other hand, 16.2% and 9.5% disagreed and strongly disagreed the statement. Also, the study revealed that ability to expand market share clarifies performance of Kigali Serena hotel at agreement of 34.3% strongly agreed and 45.7% agreed with strong mean of 3.06 and standard deviation of .87. However, 12.4% disagreed and 7.6% strongly disagreed the statement. The respondents indicated that increase of hotel occupancy rate raises performance of hotel at 37.1% strongly agreed and 41.0% agreed with highest mean of 3.08 and standard deviation of 0.88, the results indicates strong agreement of respondents. However, 15.2% chose disagreed and 6.7% selected strongly disagreed. Furthermore, retaining profit improves performance of Kigali Serena hotel, results showed that 39.0% of respondents chose strongly agreed and 45.7% agreed while respondents agreed at mean of 33.21 and standard deviation of 0.74. However, low disagreement results were obtained, 13.3% disagreed and 1.9% strongly disagreed the statement. At the end, researcher asked whether availability of return on investment leads to the performance of Kigali Serena hotel, the results showed that 44.8% of the respondents agreed and 39% strongly agreed with mean of 3.19 and standard deviation of .79. However, 12.4% disagreed and .79% strongly disagreed the statement.

4.5 Correlational Analysis Between of Meetings and Events on the Performance of Hotels In Rwanda

Researcher applied correlational analysis to measure the relationship between independent variables and dependent variable. Independent variables were constituted by infrastructure development, human resource development and revenue generation while dependent variable is performance of hotels. The results are shown in the below table.

Table 4.5: Pearson Correlation Matrix

	Infrastructure development	Human resource development	Revenue generation	Performance
Infrastructure development	Pearson Correlation Sig. (2-tailed) N	1 105		
Human resource development	Pearson Correlation Sig. (2-tailed) N	.906** .000 105	1 105	
Revenue generation	Pearson Correlation Sig. (2-tailed) N	.978** .000 105	.928** .000 105	1 105
Performance	Pearson Correlation Sig. (2-tailed) N	.892** .000 105	.950** .000 105	.869** .000 105

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

Source: Primary Data, 2023

The researcher interested in computing the Pearson Coefficient Correlation to find out the relationship between independent variable and dependent variable. The findings showed that all variables classified under independent variable influence performance of dependent variable which is performance of hotels. The results generated by software revealed that there are positive correlations between all

components constitute contribution of meetings and events on the performance of hotels. The result showed that infrastructure development contributes to the performance of hotels at positive correlation of $r=.892$ which is confirmed that effective infrastructure development stimulates performance of hotels.

Furthermore, the result indicated that there is strong positive correlation between human resource development and performance of hotels where the value of Pearson Coefficient Correlation is .950 which means that there significance statistically contribution of human resource development on the performance of Kigali Serena hotel. More training and career development for employees improve quality service delivered by hotel, customer satisfaction as well as productivity of hotels. Finally, the findings showed that revenue generation improves performance of hotels at strong positive correlation of $r=.869$, the findings confirmed that all constituents of independent variable contributes significantly to the performance of hotels where hotel satisfies its customers by providing adequate facilitates create positive experience of customers.

4.6 Regression Analysis

This section illustrates the relationship between independent variable (meetings and events and dependent variable which is performance of hotels. Analysis was done using regression linear to find out the contribution of meetings and events on the performance of hotels. The components of independent variable are infrastructure development, human resource development and revenue generation. In this study model summary, variances and coefficients of variables were determined as shown in the following tables.

Table 4.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955 ^a	.913	.910	1.18291

a. Predictors: (Constant), infrastructure development, human resource development and revenue generation

Source: Primary Data (2023)

Table 4.6 shows that regression analysis revealed ($R = .955$) which is a favorable connection while the R square of 0.913 indicated that the model's predictors, infrastructure development, human resource development and revenue generation influence performance of hotels at the extent of 91.3% which very significance statistically. Further, the research concluded that combination of all components of independent variable raise performance of Kigali Serena hotel.

Table 4.7: Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1480.863	4	493.621	352.767	.000 ^b
	Residual	141.328	101	1.399		
	Total	1622.190	105			

Source: Primary Data (2023)

a. Predictors: (Constant), infrastructure development, human resource development and revenue generation

b. Dependent Variable: Performance of hotel

The results indicated that model affirmed that 91.3% of variation in meetings and events where 1480.863 out of 1622.19 contribute to the performance of hotels whereas other factors which are not contributing to performance of hotels computed at 18.7% (141.328 out of 1622.19). Furthermore, F value of the model is 352.767, where significantly different from zero. P-value of 0.000 is less than estimated value which indicates statistical significance of independent variables to the dependent variable. In recommendation, the model is good to indicate the performance of Kigali Serena hotel.

Table 4.8: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.383	.603		2.293	.000
	Infrastructure development	.245	.161	.125	.199	.000
	Human Resource Development	.550	.062	.702	8.887	.000
	Revenue generation	.348	.142	.390	2.462	.000

Source: Primary Data (2023)

Dependent Variable: Performance of hotels

The recognized regression equation was:

$\hat{Y} = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$ by replacing β by its value we get:

$\hat{Y} = 1.383 + 0.125X_1 + .702 X_2 + .39 X_3 + 1.18291$

Table 4.11 shows the responses of the regression coefficients. The performance of Kigali Serena hotel was established through determination of Standardized Coefficients (B). In reference to the T-statistics, hosting more meetings and events enhance the performance of hotels. Where the results indicated that performance of Kigali Serena hotel is influenced by Infrastructure development, human resource development and revenue generation at the following rate infrastructure development ($=.125$), human resource development ($=.702$), revenue generation ($=.390$).

In addition to, a unit modified due to infrastructure development increases the performance of hotels at .125 times while any factor modified due to human resource development leads to the performance of Kigali Serena hotel at .702 times, and a section change from revenue generation boosts performance of Kigali Serena hotel at multiple of .390. All p-values in the research were less than 0.05, it signifies that variables are statistically confirming independent variables improves performance of Kigali Serena hotel.

4.7 Results of Hypotheses Testing

This section indicates the linear regression model summary. Hence, the table indicates (R^2), the essential effects so as to confirm whether hypotheses are acceptable or reject according to the results of hypotheses test.

Table 4.9: Results of Hypotheses Testing

Hypothesis Formulated	Beta (β)	P-values	Decision on H_0	R^2
Infrastructure development	.125	.000	Rejected	.913
Human resource development	.702	.000	Rejected	
Revenue generation	.390	.000	Rejected	

Source: Primary Data (2023)

Table 4.9, is designed to examine whether the formulated hypothesizes are accepted or rejected basing on the results of Beta and P-values. The following hypothesizes were formulated in chapter one. The first hypothesis tested where infrastructure development has no significance statistical on the performance of Kigali Serena hotel. The second hypothesis related to human resource development has no significance statistical contribution on the performance of Kigali Serena hotel. The third one reveals whether there is no significance statistical contribution of revenue generation on the performance of Kigali Serena hotel. All hypothesizes are rejected because p-value were less than 0.005 which means that all variables have significantly on the performance of Kigali Serena hotel. The findings showed that meetings and events have big contribution on the performance of hotels in consideration of infrastructure development, human resource development and revenue generation.

5.0 Discussion of Findings

5.1 Effect of Infrastructure Development on the Performance of Kigali Serena Hotel

The study concluded that hotel improve various facilities to satisfy the attendees. Infrastructures development play great role to the performance of hotel due to guests need adequate facilities such as water, internet as well as recreational facilities to perform different activities during staying in hotel, infrastructure is the key asset to assist hotel in creating as well as building the competitive advantage, establishing sufficient hotel facilities inspire large number of customers to visit hotel as well as consuming hotel services. The hotel boosts its performance by launching various infrastructure facilities including room facilities, food and beverage facilities which improve customers experience during staying. The findings were in line of research done by Olsen (2018) who indicated that hotel performance is influenced by financial metrics, such as earnings, and non-financial metrics, such as brand recognition, market share, level of customer satisfaction, and staff and customer retention. The performance of hotel is characterized by effective customer satisfaction, increase of profitability as well as expansion of market share. The performance is determined by various factors specifically financial and non-financial aspects which stimulates the competitive and sustainability of business organization.

5.2 Contribution of Human Resource Development on the Performance of Kigali Serena Hotel

The researcher was interested in knowing whether online learning is done at Kigali Serena hotel to improve employee's capacity as well as performance. The study concurred with the results of Adhiambo (2016) about influence of human resource development on the performance of manufacturing companies in Uganda, a case of maize company. As a result, equipping these unique assets through effective capacity building becomes imperative in order to maximize the job performance and also position them to take on the challenges of today's competitive business climate. Employee capacity building contributes to the development of knowledge, skills and attitudes in individuals and groups of people leading to the improvement performance of hotels. Hotels anticipate in capacity building for their employees because well-trained workers help increase productivity and profits.

5.3 Effect of Revenue Generation on the Performance of Kigali Serena Hotel

The results concurred with research done by Kambona and Odhuon (2021) studied the factors influencing revenue generation in hospitality industry in Tanzania. The study concluded that hotel obtained revenues form room sold, food and beverages service offered to customers and conference halls are crucial source of revenues to the hotels industry. Revenue generation determines the performance of hotels due to the financial resources facilitates hotel to obtain the required materials support employees to deliver quality service. Due to the development of meeting and conference hotel puts more effort to accommodate meetings and events as the way of getting the revenues, hotel gets more opportunities to sell the products and services once the hotel hosts the attendees, revenue generation facilitates hotel to attain its competitive advantage. Ability of hotel to sell more rooms play great role to the performance of hotel due to rooms provide more revenues to the hotel as well as leading to the sustainability of hotel.

6. Conclusions and Recommendations

Based on the findings from this study, it clearly indicates that meeting and events influence significantly to the performance of hotel industry. The study concluded that development of room facilities, conference facilities and food beverage facilities enhance at extensive level to the productivity and performance of hotel, the hotel managers and owners needs to establish sufficient guest facilities to satisfy as well as attract more customers from various parts of world. The study also concluded that human resource development influence performance of hotel industry at, the findings of this research affirmed that training for employees, recruiting qualified candidates as well as retaining qualified employees stimulates productivity and performance of hotel. Hotel performance relies on the quality of employees due to employees are uninitiated resources which organization relies to attain on its success within this highly competition environment. The study confirmed that revenue generation influences performance of hotel through various ways such as room sold, revenue obtained from food and beverage services as well as conferences revenues, the hotel establishes more services and product to obtain the revenues maintain the sustainability of hotel.

The recommendations were formulated basing on the research findings and conclusions as follows: development is very important to the performance of hotel industry. However, there is shortage in improvement of infrastructure. Thus, research recommended managers and owners of hotels to put more effort in improvement of infrastructure to stimulate the extent in which hotels host mega

events and meeting to get more revenues. The study recommended that hotel need to continuous employees training and career development to maximize the quality service delivered as well as boosting the productivity of hotels since employees are weapons to attain on the success of hotels. The study recommended that various organs require working to gather to improve infrastructure support hotels to host mega events and conferences.

This study was conducted on the contribution of meetings and events on the performance of star rated hotels in Rwanda. The findings confirmed that the considered elements such as infrastructure development, human resource development and revenue generation influence performance of hotels sector. The study recommended future researchers to examine the contribution of government as well as security on the hosting mega events in Rwanda.

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