

**INFLUENCE OF SOCIAL MEDIA MARKETING TOOLS ON PERFORMANCE
AMONG HOTELS REGISTERED BY TOURISM REGULATORY AUTHORITY IN
CENTRAL REGION, KENYA**

BY

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DECLARATION

I declare that this research dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged


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ABSTRACT

The environment in which hotels operate is quite competitive due to the constantly evolving environment. As a result, hotels are quickly rejuvenating their survival strategies to sustain profitability. Despite the innovative adoption of digital marketing amongst hotels in Central Region, most of the hotels are struggling to remain afloat as others close down. Against the background, this study aimed at establishing the influence of social media marketing tools on performance of hotels registered by Tourism Regulatory Authority in Central Region, Kenya. The guiding objectives were to determine how social media platform, social media content, social marketing capacity and social marketing culture influences performance of hotels in registered by Tourism Regulatory Authority in Central Region, Kenya. The founding theoretical frameworks included: technology acceptance model, theory of change, system theory of management and social exchange theory. Descriptive survey research design was adopted in the implementation of the research. The targeted population is 228 hotels registered by the Tourism Regulatory Authority as by the year 2021 in central region. Census method was adopted. Raw data was collected by means of structured questionnaires. Pilot study was conducted to a sample size of 23 respondents in Nyeri County in order to enhance feasibility of the research methodology. Reliability and validity of the instruments was determined using split half method and matching respectively. Data was collected after getting clearance and research permit from the KCA University and NACOSTI respectively. The following diagnostic tests were carried out: normality, heteroscedasticity and multicollinearity. Quantitative data was subjected to SPSS version 25 so as to generate descriptive statistics (frequencies, means, standard deviation and percentages) and inferential statistics (correlation coefficients, regression coefficients, ANOVA). Relationship between variables was established using Pearson's Product Moment Correlational Analysis. Hypotheses was tested by means of F-statistical test at the widely accepted 0.05 level of significance. Statistical findings were presented in tables. The strength of the relationship between social media marketing tools and performance of Hotels in Central Region of Kenya decreased in the following order: social media content ($r=0.81$), social marketing capacity ($r=0.76$), social media platform ($r=0.51$) and social marketing culture ($r=0.33$) for $p = 0.00 < 0.05$. Therefore, the four null hypotheses were rejected and concluded that there is significant relationship between social media platform, social media content, social marketing capacity, social marketing culture and performance of hotels in central region in Kenya. The model or social media marketing tools (social media platform, social media content, social marketing capacity, social marketing culture) accounted for 78% variation in the performance of hotels in Central Region of Kenya (for $R^2=0.78$). The resolved model was: $Y = 0.24+0.05X_1+ 0.55X_2+ 0.39X_3+ 0.04X_4+\epsilon$. It was concluded that an increase in social media platform, social media content, social marketing capacity, social marketing culture would result into a significant increase in the performance of hospitality firms amongst the registered hotels in Central Region, Kenya. Government was recommended to create digital schools, develop policies that encourage creative utility of social medial platforms while promoting ethical social media marketing practices so as to protect the rights of the consumers while promoting fair trade. Managers should conduct thorough analysis of the targeted audience and suitability of a social media platform before adoption to optimize its utility in enhancing performance. Managers should also ensure that the social media contents are relevant, informative and engaging with customers. Also, managers should put in place a dedicated digital team to effectively manage and optimize social media marketing while promoting positive social marketing culture. Future studies should focus on testing the findings from this study in different contexts in order to generate more representative and generalizable findings.

DEDICATION

This research undertaking is a dedication to my parents (Gladys and Charles) who believed in me and taught me that it's never too late to chase my passions.

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Figure 1: Conceptual framework**Error! Bookmark not defined.**

ABBREVIATIONS AND ACRONYMS

AHLA	American Hotel and Lodging Association
CBRE	Coldwell Banker Richard Ellis
COVID-19	Corona Virus Disease
GDP	Gross Domestic Product
PWC	Price Waterhouse Coopers
SPSS	Statistical Package for Social Sciences
TRA	Tourism Regulatory Authority
USD	United States Dollar
VIF	Variance Inflation Factor

OPERATIONAL DEFINITION OF TERMS

Performance of hotel is the extent to which hotels achieve their goals (Wang & Kim, 2020). In this study, performance of hotels was established to those hotels in Central Region which were registered by the Tourism Regulatory Authority by the year 2021. As the dependent variable, it was indicated by the level of making profits, cutting cost, growth of assets and customer-base and customer satisfaction.

Social media marketing tools are the techniques used to promote effective promotion and collection of sales (Chen & Pookulangara, 2019). As the main independent variable, its constructs were: social media platform, social media content, social marketing capacity and social marketing culture.

Social media platform is a social media marketing tools which ensures that the right sites are installed for use in marketing (Kim et al., 2019). This was an independent variable and its measures were: type of media, availability, accessibility and reliability.

Social media content is the tools of ensuing that the materials shared via social media are effective in delivering the desired effects (Kietzmann et al., 2019). As an independent variable, its indicators were: documentation, description, distribution and accuracy.

Social marketing capacity is the tools of ensuring and enabling workers to effectively based social media sites and accounts (Borah, 2018). This independent variable was indicated by competencies, skills, creativity and communication

Social marketing culture is the tools by which hotels commit resources, time and efforts in satisfying customers and achieving results by utilizing social media to (Khan et al. (2018). It is an independent variable whose measures were: customer focus, speed of service, openness and control

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The hospitality industry has immense contribution to the global economy. Apart from the provision of service to customers, the hospitality sector plays an important role in promoting the growth of entrepreneurship, employment creation, improving standard of living and increasing government revenue through tax. Hospitality industry is comprised of firms or businesses that provide services related to accommodation, food and beverage services and recreation services, hotels and lodging. According to Buhalis and Law (2020), hospitality firms provide services and facilities to satisfy the needs and wants of tourists and other consumers. It implies that customer focus is the tenet for successful hotel enterprise. For this reason, the International Tourism Partnership (2019) agitates for professionalism in meeting customers' needs for greater business gains. This calls for more innovative, convenient and comfortable means of satisfying customers' expectations.

In the United States, the hotel industry alone contributed over \$200 Billion to the country's Gross Domestic Product (GDP) and created 1.9 million jobs in the year 2019 (American Hotel and Lodging Association, AHLA 2020). The tremendous growth was due to increased risk appetite in the adoption of innovative marketing strategies aimed at providing exceptional services to the customers (Coldwell Banker Richard Ellis, CBRE, 2023). Similarly, the social media has rapidly become the most popular digital marketing tool in the hospitality industry in Europe. According to Dencheva (2023), Europe is the world's most multi-faceted continent in adopting the power of social through digital marketing. In addition, the social media continue to provide the hotel sector with a large variant of customer targeting, marketing formats and means of tracking performance options. Therefore, hotels in Europe continue to

enjoy collaborative networks while tapping on the vast potentials of new customers. As result, the hotels continue to account for the highest share of employment in the service industry (European Commission, 2020). For this reason, social media cannot just be ignored in the stability and growth of hotels.

The rate of growth of hotel industry in the Asian Countries is 46% with outputs surpassing US\$12.1 Billion (Colliers International, 2020). While this growth is mainly attributed to the cross-border opening, use of social media and digital marketing has greatly benefited hotel investors by building confidence, trust and strengthening customers` abilities to make decisions and choices in real time. Through this innovation, investment in the hotel sector is projected to grow and expand further as investors seek adopt new high impact social media platforms in marketing. In Africa, the hospitality industry is not left out of digital marketing. For example, hotel industry in South Africa has been growing steadily with an increase in occupancy rates and revenue per available room due to rapid adoption of digital marketing strategies (PWC, 2021). In Nigeria, digital marketing designs and platforms, capacity building of staffs are claimed to the critical factors for customer satisfaction and performance of hotels (Oborah, 2021). It means that embracing of digital marketing is crucial for increasing firm performance and also national development.

With the increased demand for greater and real-time information by customers coupled with the rapid growth of digital media, hotel enterprises in the Eastern African countries are getting unique opportunities for meeting customers` needs. For instance, Rwanda has emerged as the leading destination for business and leisure travelers with a growing number of international hotel chains setting operations in the county thanks to robust digital integration in the marketing strategies. According to a report by JLL (2020), social media has enabled Rwanda`s hotel sector to have a strong growth in recent years with a 13% increase in hotel

rooms between 2017 and 2019. Similarly, the Tanzania's hotel sector has experienced a steady growth in recent years due to innovative strategies and use of digital marketing tools (Frank, 2020). In Uganda, adoption of social media marketing in hospitality industry is beneficial as evidenced by increased customer interaction and awareness, sales, meeting of customer needs, efficiency in the operations and feasible modification of brands (Kikawa, Kiconco, Agaba, Ntirampeba, Ssematimba & Kalema, 2022). It follows that digital and social media marketing are integral component of modern-day marketing strategies.

In Kenya, the hospitality industry is a significant contributor to the national economy, accounting for about 8.8% of GDP in 2019 (WTTC, 2020). The hotel industry is experiencing some growth due to favorable government policies and increased tourism (Bastiaensen, 2017). According to a report by the Kenya National Bureau of Statistics (2020) the hotel industry recorded a growth of 13.3% in 2019. This growth can be attributed to better and real-time information sharing hence increased number of tourists visiting the country. Digital marketing has rejuvenated Kenya's hospitality industry leading to expansion of customer-base and greater leverages (Kariru, 2022). The increased use of social networking sites to suit customers' needs amongst Kenyan hotels has resulted to greater satisfaction, customer loyalty and sustainable revenues (Arika & Moronge, 2017). Thus, social media is an integral part for promoting performance of modern-day hotels.

1.1.1 Social Media Marketing

Social media marketing is the strategic use of various social media platforms and tools to communicate with the target audience, increase brand awareness, drive traffic, leads, and sales to a business website or online store (Chen & Pookulangara, 2019). It involves creating and sharing content, as well as engaging with digital communities to build brand awareness and loyalty, increase website traffic, and generate leads and sales (Chaffey, 2019). Social media

marketing is cost effective than traditional marketing. Tarik and Adnan (2018) argue that social media allow companies to access the end-users at a low-costs compared to traditional advertising hence the reason why many firms are preferring the use the social media to reach to their consumers. The universal access to timely and reliable information, the low cost of search engines and the speed of information dissemination are challenging firms with new capabilities to manage their marketing and branding strategies (Swaminathan et al., 2020). The most common social media sites used for marketing includes but not limited to Facebook, Twitter, Instagram, Snapchat, LinkedIn, YouTube and TikTok (Kim *et al.*, 2019). Social media platforms offer different forms of media, such as text, images, videos, and live streaming, which present various opportunities for marketers to engage with their target audiences (Lee, 2019). Empirical studies by Saula and Onu (2022), Korir and Muchemi (2020), Kariru (2022) and Arika and Moronge (2017) shows that social media sites are empirically found to influence performance of hotels. Thus, it is vital to emphasize the importance of social media sites in terms of their diverse types of media, availability, accessibility, and reliability. In this study, social media platform was the first independent variable for this study.

Social media content was the second independent variable for this study. The content of the social media is an important aspect of marketing as it describes the characteristics of the product or service being advertised. According to Kietzmann et al., (2019), social media content should be aligned with the 4Ps of marketing namely: product, pricing, promotion and place to find it. This ensures that marketing is tailored to target audiences while providing value and generation of engagement platforms. A study by Mageto, Omari and Nyaboga (2022) on influence of social media interactive messaging on loyalty among service-oriented firms in Kenya found that social media friendliness, clarity and accuracy of the content and real-time access encourages customer satisfaction and loyalty which in turn guarantees firm's performance. Njeri and Mberia (2018) on effects of social media usage on performance of Non-

Governmental Organizations in Nairobi County Kenya and the findings led to the conclusion that the higher the level of update and documentation in the social media contents and accounts the greater the performance. Hence the need to contextualize the importance of social media content in firm's performance.

The third independent variable was social marketing capacity in social media. Social marketing capacity refers to the competencies, skills, creativity and communication abilities of marketers to effectively utilize social media (Borah, 2018). Social marketing capacity can drive organizational success and competitiveness by enabling effective utilization of social media for marketing purposes. Gatama, and Kavindah (2022) carried out a study to assess how strategic capabilities in marketing affects performance of public services in Kenya and the findings showed that marketing capabilities and capacities affects firm's performance. In a related study by Njeri and Mberia (2018) found that lack of technical competence in the use and control of social media affected firm's performance negatively. While conducting a study on ways of promoting firm competitiveness through training in marketing for entrepreneurs in Indonesia, Bahtera, Hijriah and Kholidah (2019) found that capacity building and empowerment strengthens firm's competitiveness. It therefore meant that the capacity to use social media amongst workers contributes to the performance.

Social marketing culture was the fourth independent variable. Social marketing culture incorporates aspects like customer focus, speed of services, openness, and control, which play a significant role in social media marketing. According to Khan et al. (2018), social marketing culture can facilitate or hinder the effective utilization of social media for marketing purposes, and companies should aim to foster a culture that aligns with their marketing objectives. The findings from a study by Mwangi, Rotich and Nzulwa (2018) on how market culture affects performance of the listed service firms in Kenya led to the conclusion that market culture has

got statistically significant influence on firm performance. Sidbewendin, Ojore and Egunjobi (2020) did a study with an aim of examining how organizational culture affects customer satisfaction among hospitality industry operated by religious congregations in Nairobi-Kenya and the findings showed that social marketing culture had a strong relationship with customer satisfaction. The review of past studies shows that social marketing culture cannot be ignored when assessing performance of firms in the context of social media.

1.1.2 Performance of the Hotel Industry

Performance in the hospitality industry is defined as the ability of a hospitality firm to deliver superior levels of customer service, generate satisfactory financial returns for investors and maintain a sustainable competitive advantage in the industry (Wang & Kim, 2020). The global performance of hospitality industry has been growing steadily and is expected to reach \$8.5 trillion by 2022 (Qian et al., 2022). The growth is driven by the increasing demand for travel and tourism, rising disposable incomes, emergence of new destinations and segments and increase use of digital media as means of collaboration and networking. As new hotels continue to be established across the globe, the hotels industry is facing tough competitions in the strive to meeting population demand. In overcoming the challenge, the hotels in developed countries in Europe and USA are quickly adopting social media as an innovative strategy of reaching to their customers (Global Hotel Performance, 2021). The hospitality industry among the rapidly developing countries in Asia and Africa is facing many performance challenges related to changing customer preferences, increasing competition, and inadequate technological disruptions (Irandoost & Ericsson, 2019). In response, the hotels are implementing innovative strategies such as partnering with local communities and utilizing technologies while offering unique experiences to attract and retain guests. The performance and growth of hospitality industry across the developing countries like Kenya is rather taking

a slower pace due to among other factors poor marketing strategies. For instance, Hotels in Kenya are quickly adapting to hybrid hospitality whereby technology is being used to offer flexible day-to-day linkage and services to the customers. This rejuvenated strategy is used to offer guests with unique information about the products and services leading to higher customer growth and retention. The hotels in Central region of Kenya are expected to enjoy good performance owing to its proximity to many tourist attraction sites like game reserves and national parks like Mount Kenya, Aberdare National Park and Ol Pejeta Conservancy (Mwangi et al. 2019). However, the general trend of the performance of the hotels is disappointing following the closure and relocation of iconic hotels in the region.

Literature lacks empirical framework for evaluating performance of hospitality industry and hotels in particular. For instance, Dodokh and Al-Maaitah (2019) did a study to assess performance of hospitality industry in Jordan and used broad indicators of innovation, adaptation period, marketing time and cost. In a related study by Arika and Moronge (2017), performance of hospitality industry in Kenya was indicated by increase in profit, cost reduction, customer satisfaction, and delivery time. Korir and Muchemi (2020) examined performance of registered hotels in Nakuru County, Kenya using non-financial performance, competition customer satisfaction and service delivery as indicators. Due to the lack of consensus on the most reliable indicators for assessing performance of hospitality industry, more studies were needed in order to help in clustering indicators of the performance per the context.

1.1.3 Hotels in Central Region in Kenya

Central Region comprises of five (5) administrative Counties in Kenya namely: Kiambu, Kirinyaga, Murang`a, Nyeri and Nyandarua. Central Region is known for its stunning scenery and amazing tourist attractions sites. The hospitality sector has different local hotels as well as holiday destinations offering services to local and international tourists. There are 228

Hotels registered by Tourism Regulatory Authority by the year 2021 (TRA). These hotels offer amenities and services that cater for the diverse needs of their clients. The most notable hotels in Central Region includes but not limited to: Tree Top Lodge, Aberdare Country Club, The Ark Hotel, Rhino Watch Safari Lodge, Giraffe Ark Game Lodge, Sangare Gardens, The Nelion Hotel, Chaka Ranch Hotel, White Rhino Hotel, Tafaria Castle, Green Hills Hotel, West Wood Hotel, and Eland Safari Hotel. Nevertheless, the performance and growth of hotel sector has been turbulent in the recent past following the establishment of new hotels, closure and relocation of some hotels in Central Region. While the tourism sector has been growing steadily thus increasing the revenue generated, the hospitality and hotel firms continue to face various challenges that affect their optimal performance. Some of the challenges include changing customer preferences, taxation policy, economic instability, competition and technological advancements (Murithi et al., 2017). According to Mwangi et al. (2019) the performance of hospitality firms in Central Region is influenced by the quality of services, marketing strategies and consumer satisfaction. The study recommended that the firms should focus on improving their service quality and marketing strategies to attract more customers and improve their profitability. The COVID-19 pandemic had also significant impacts on the hotel industry in Central Region as evidenced by low occupancy rates and revenue loss (Statista, 2021). In respond to these challenges, the hotel firms recorded rapid technological transformation and digital marketing became the ultimate tool for promoting and marketing hotel products and services.

As internet access continues to grow in Kenya, Hotels in Central Kenya are quickly tapping into online audience access by establishing a strong social media presence. The latest trend suggests that the rate of adoption of digital marketing techniques amongst hotels in Central Region of Kenya is on rise. For instance, social media marketing tools have gained traction in the hotel industry in Central region and a great extension to Kenyan hotels as well.

This is due to the social media platforms` ability to provide a powerful engagement avenue between hotel marketers and their audience. This has enabled hotels to showcase their offerings and build brand awareness (Statista, 2021). Furthermore, hotels are effectively leveraging on visually appealing content on platforms like Instagram, Fakebook, Twitter, WhatsApp, Pinterest, TikTok, YouTube and LinkedIn to engage with potential guests and promote the hotel's offerings while showcasing their facilities, rooms, and amenities, attracting potential guests. Social media marketing platforms has allowed hotels to directly communicate with guests, addressing queries, providing information, and building relationships. This direct interaction can enhance the guest experience by offering robust advertising tools that allow hotels to target specific demographics, interests and behaviors. The targeted approach can improve the efficiency and effectiveness of marketing efforts.

Use of social media marketing tools can facilitate partnership between hotels and local influencers or travel bloggers so as to help hotel reach a wider audience while building credibility. On the other hand, influencers can share their experiences thereby attracting potential guests to the hotel. The strategy of encouraging collaboration and sharing of experiences through photos and reviews can generate authentic content. As a result, hotels can then leverage this user-generated content on their social media channels in order to provide excellent channel for promoting special offers, discounts and packages leverages (Kariru, 2022). Social media marketing platforms provides real-time update on the promotion and special offers, upcoming events any changes in services. This instant communication can keep followers engaged and informed leading to customer loyalty, improved sales and profits.

1.2 Problem Statement

Poor performance of hotels is not only detrimental to organization`s success but also to prosperity and socioeconomic development of a nation. For instance, the global trend on

tourism showed a drop in the demand of hotel services thus affecting the revenue to many hotels (Smith Travel Global, 2021b). This had led to many hotels either closing-off, laying off staffs or operating under loss. Many tourists were voiding to visit African countries citing high cost of travel, unsafe and insecure environment due to political instabilities and poor infrastructures for accessing tourist destinations (Smith Travel Global, 2021b). This was in turn leading to greater losses in hotel industry. The hotel industry in Kenya had been facing operational challenges that have negatively affected satisfaction of the customers and dwindling the growth aspirations. The challenges were attributed to the changes in the environment, changing needs of customers, rising operational costs and changes in the hospitality technology. For instance, while social media can play an important role in market planning, integration, networking, social learning, customer persuasion and satisfaction (Daroch, 2017), the effects of social media marketing in promoting and sustaining hotels in Central Region was far from being realized. This was evidenced by the closure of iconic hotels like Reymark Hotel, Rednona Hotel, Oustpan Hotel and White Rhino Hotel. Other hotels like Green Hills Hotel, Timbered-tree Hotel and Mountain Range Hotel were reportedly operating under the capacities and others on the verge of collapse (Mwende, 2021). Poor performance of hotels leads to the loss of revenue and restructuring of capital leading to loss livelihoods as hotels lay-off employees (The World Bank Group, 2022). The overall effect is loss of revenue to the government through tax and loss of socioeconomic development. It also goes against the Kenya's Vision 2030 which envisions to deliver on the 10% annual economic growth by the 2030.

In response, hotel managers are rejuvenating their marketing strategies in order to align with the dynamic environments whereby the needs and expectations of customers are constantly changing. While the adoption of social media as a marketing strategy has been on a rise amongst the hotels in Central Region of Kenya, the begging question was why social media

marketing was not rendering the desired impacts amongst hotels despite its intensive adoption amongst the hotels. The findings from an empirical study by Saula and Onu (2022) showed that networks have significant influence on the business performance in the hospitality industry in Nigeria. This finding was supported by those of Korir and Muchemi (2020) that social media marketing contributes to the performance of registered hotels in Nakuru County, Kenya. The finding is further supported by the finding by Antoneta (2022) that digital marketing increases performance of hospitality industry in Kenya. While examining the influence of social media marketing tools on performance in hospitality industry for the case of Kenyatta International Convention Centre, Arika and Moronge (2017) concluded that social media marketing was an important tool for enhancing performance of hospitality industry. However, the findings from the past studies faced methodological, conceptual, theoretical and contextual limitations that impeded generalization of the findings across different context's and especially the settings of Central Region in Kenya. the arising question is whether social media marketing tools influenced the performance of hospitality firms amongst the registered hotels in Central Region, Kenya.

1.3 Research Objectives

The general objective of the study was to investigate the influence of social media marketing tools on the performance of hospitality firms amongst the registered hotels in Central Region, Kenya.

The following were the study objectives:

- i. To establish how social media platform influences performance of hotels in Central Region, Kenya.

- ii. To determine how social media content influences performance of hotels in Central Region, Kenya
- iii. To determine the influence of social marketing capacity on performance of hotels in Central Region, Kenya
- iv. To establish the influence of social marketing culture on performance of hotels in Central Region, Kenya

1.4 Research Hypotheses

The following null hypotheses were tested:

H₁₀: There is no significant relationship between social media platform and performance of hotels in Central Region, Kenya.

H₂₀: There is no significant relationship between social media content and performance of hotels in Central Region, Kenya.

H₃₀: There is no significant relationship between social marketing capacity and performance of hotels in Central Region, Kenya.

H₄₀: There is no significant relationship between social marketing culture and performance of hotels in Central Region, Kenya.

1.5 Significance of the Study

The findings from this study would be relevant and useful to the following players: Government of Kenya, managers and owners of hotels, stakeholders of hospitality industry and academia.

1.5.1 Government of Kenya

As the regulator of hospitality industry and collector of taxes, the Government of Kenya would utilize the finding of the influence of social media marketing tools on performance hotels in formulating relevant policies in order to streamline the use and application of social media for greater stability and performance of hospitality industry. The policy interventions may focus on giving guidelines or requirements for using social media so as to increase efficacy.

1.5.2 Hotel Owners and Managers

Hotel owners would derive most gains from this study because they have an opportunity to increase the performance and productivity of the hotels by applying the findings on how social media marketing contributes to the performance of hotels. Effective reform through adoption of the findings from this study would result into greater returns on investment and profits.

1.5.3 Professionals in Sales and Marketing

The practitioners in the field of sales and marketing may find the results on the influence of social media marketing useful in enhancing their marketing tools for better performances. For instance, managers in the sales and marketing department may have a better understanding on the most effective social media combinations for promoting and marketing their products. Also, the findings offer, opportunities for the professionals in sales and

marketing to learn on the best tools towards effective adoption and application of social media in delivering their functions

1.5.4 Researchers

The findings on the influence of social media marketing tools on performance of hotels registered by Tourism Regulatory Authority in Central Region, Kenya is a new knowledge added to the existing literature on corporate management. Specific contribution being the usefulness of social media in cascading performance. Thus, researchers may use the finding in building strong theoretical foundation basis for exploring the phenomenon in different contexts and get generalizable results.

1.6 Scope of the Study

The study focused on how social media marketing influences performance of hotels registered by Tourism Regulatory Authority in Central Region which covered the following Counties in Kenya: Kiambu, Muranaga, Kirirnyaga, Nyeri and Nyandarua. The targeted population was hotel managers. The concept of social media was considered from the dimensions of social media platform, social media content, social marketing capacity and social marketing culture. These aspects were perceived to have contribute to the performance of hospitality industry in Kenya.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This Chapter begins with a description of theoretical foundations of the study. This is followed by a critical review of the existing empirical studies is done in line with the with the research variables namely: social media platform, social media content, social marketing capacity, social marketing culture and performance of hospitality firm. The knowledge gaps are then summarized leading to the generation of the conceptual framework and operationalization of research variables.

2.2 Theoretical Review

This study was anchored on four theoretical foundations namely: technology acceptance model, theory of change, system theory of management and social exchange theory. In the next sub-sections, each theory is discussed while drawing linkages and relevance to the research variables.

2.2.1 Technology Acceptance Model

Conceived in 1980s by Davies Fred, Technology Acceptance Model (TAM) was developed to help in understanding and predicting how and why people adopt, accept and use new technologies (Venkatesh & Bala, 2008). TAM identified two factors for this: perceived usefulness (PU) and perceived ease of use (PEOU). Under the perceived usefulness, user's subject the technology to the gains of a technology in enhancing job performance and making life easier. The more the perceived benefits in boosting productivity or effectiveness, the more likely to accept and use a technology and vice versa. On the other hand, the greater the perceived ease of use of a technology meaning that there were minimal constraints when

learning, the more likely to adopt the technology and vice versa. TAM is widely used to study adoption and acceptance of various technologies, including software applications, websites, mobile apps, and other information systems (Legris, Ingham & Collette, 2003). It has also been extended and modified in different contexts to account for other factors and variables that may impact technology acceptance like trust, and social influence. TAM therefore provides a valuable framework for understanding the factors that drive technology adoption and acceptance among users. This may inform practitioners and researchers in designing, developing and implementation new technologies that fit the perception needs of the users. In this study, TAM linked with the independent variables and it helped in understanding how social media marketing tools (social media platform, social media content, social marketing capacity, social marketing culture) interact with users to inform performance of hotels in Central Region, Kenya.

2.2.2 Theory of Change

Theory of changes was advanced by Carol Weiss to agitate for deliberate linkages between a problem, course of action and expected changes (Jackson, 2013). Thus, theory of change states sustainable development changes arises from a logic intervention whose need must be integrated into the planning and evaluation while allowing adaptive participation of stakeholders. Theory of change assumes that beneficial change is inevitable where the right resources, activities and processes are dedicated in a discourse. Theory of change is important as it aids managers in understanding how performance change occurs in order to put into place the most transformative tools. In this study, theory of change links with the dependent variable since the desired performance of hotels in Central Region, Kenya is perceived to be as a result of deliberate tools in social media marketing. Theory of change emphasize on contextualization of a problem in order to draw the right change efforts. Sustaining performance of hotels is very

complex due to the competitive and dynamically changing environment. While theory of change has been critiqued over its implication and assumptions that do not necessarily meet the reality of an organization, it encourages managers to think critically about the interventions and strategies put into place to achieved the results. Therefore, theory change is important in explaining how social media marketing tools can potentially initiate, slow, speed or even stall the expected performance changes.

The theory of change is important in organization performance as it provides framework for guiding the path towards attainment of the planned and expected results. This is because theory of change provides practical steps, logic interventions and strategies required in achieving the desired change (Foster-Fishman & Watson, 2013). This is achieved through critical and systematic analysis of the problem underscore while providing potential prospects for resolving the problem. In tools, the theory of change links the problem or needs with the expected or desired results through a logic intervention mechanism that takes into consideration the available resources and potential risks. Theory of change links the outcomes with the success indicators thus which in turn helps in rationalization of organization inputs processes and intervention mechanisms. Therefore, theory of change can be viewed as road-map that helps organization in achieving its goals by identifying the need, enablers, resources, stakeholders, implementation and evaluation mechanisms. Theory of change emphasizes on building strong collaborations with stakeholders though information sharing and other active participation processes in order to build ownership and trust. As a result, stakeholders become part of the change process which generates meaningful and beneficial outcomes to the organization.

2.2.3 System Theory of Management

Bertalanffy Ludwig pioneered system theory of management in 1950s to help managers in making adaptive decisions that fit the constantly changing environments. System theory of management states that organizations exist in open system comprising of interdependent and interconnected sub-systems which are in constant contact with the environment and therefore must operate flexibly in solving its own needs while responding to external threats (Mele, Pels & Polese, 2020). According system theory of management, organization perform optimally both internal and external sub-systems are functioning as a single and unified entity. Examples of internal sub-systems includes but not limited to departments like: human resource management, production, finance and accounting, administration, procurement, information technology, marketing and customer relations. External environment comprises of regulators, competitors, creditors, lenders, suppliers, customers. A problem in one component or sub-system has multiplier effects on the functioning of the other sub-systems and the organization as a whole. Thus, it is the duty of managers to ensure that all sub-systems operate incoherent in order to deliver. Similar to this study, hotels have both internal sub-systems with the most vibrant one being marketing and customer management which inevitably seeks to satisfy the external sub-system or customers. Satisfaction or dissatisfaction of customers (external sub-system) is then feed-backed to the internal system as manifested by the indicators of performance.

System theory of management assumes that organizations exist in complex, interconnected, interrelated and interdependent components and these parts are in constant interactions working holistically to sustain an organization (Senge, 2006). In addition, organization components operate in open system which connects to the environment. organizations survive by obtaining support and feeding back to the environment. For instance, resources are acquired from the environment and the role of the organization is to process and produce results that have impacts to the environment. it implies that organization must flexibly

operate in adaptable manner that promotes and respects the sustainability of the environment. This theory agitates for organizations to exhibit behaviors that promote a balanced ecosystem. System theory of management recognizes that a slight change in its internal or external environment can trigger ripple effects in all its components which may result into instability of the processes and outcomes. Therefore, organization must be vigilant in scanning the environments which build them in order to identify and address the negative change elements while promoting the positive change elements. This calls for meaningful feedback mechanisms that would help in monitoring and evaluating organizational performance and make appropriate adjustments where necessary

2.2.4 Social Exchange Theory

Developed by George Homans in 1950s, social exchange theory advances the idea that the process of relationship building is achieved after cost and benefit evaluation. This theory states that, the quality of inter-party relationship stems from the reinforcement mechanisms being applied. (Davlembayeva & Alamanos, 2023). Social exchange theory assumes that humans make decisions on relationships depending on the predictability of the expected outcomes. The less the costs over the benefits, the greater the motivation and the easier the mechanisms of exchanges when building a strong relationship, and vice versa. Similarly, the better the rewards in terms of profits, saving, social power, the greater the motivation to participate in an exchange. Furthermore, building relationship is stimulated by social structures and social capital factors upon which reciprocity is inevitable. In business organizations, social exchange theory helps managers in building collegiate relationship-building with employees' while promoting connectivity and loyalty to customers. In this study, social exchange theory links with both independent (social media marketing tools) and dependent variables

(performance of hotels) because achievement of better results is perceived to be as result of effective social media platforms and content, social marketing capacity and culture.

As a social psychological theory, social exchange theory helps in explaining the process people use when making decisions when building relationships and this is based on the weights of action cost and benefit. Its assumptions like people are rational in making decisions as the decision is focused on deriving the maximum gains (Molm, Collett, Schaefer & Zhang, 2017). It also assumes that people are socially interdependent and that people actions are influenced the actions of other people. Another assumption is that people analyze the costs and benefits of any action before they can make any decision. People are assumed to use personal judgement when comparing opportunities for decision making. Strengths of social exchange theory include the ability to predict and explain behavior in social relationships across any social organization. Social exchange theory has got a wide range of application in real world including organizations, families, negotiations, marketing. This theory is empirically supported and is found useful in explaining how the accrued cost and benefits influences people's decisions in joining a relationship. Social exchange theory provides a comprehensive framework for understanding human interactions. However, this theory has some weaknesses such as overemphasis on rationality and self-interest as the main factors for decision making thus ignoring the social and emotional aspects (Gerstel & Gross, 2021). This theory is criticized over lack of diversity when exploring cultures among people. This places social exchange theory into narrow definition of the factors that influence decision making in relationship building. Another limitation of social exchange theory is that it inadequately treats the power of dynamics which are important in relationship building.

2.3 Empirical Literature Review

In this section, empirical literature is reviewed pursuant to the research themes.

2.3.1 Social Media Platform and Performance of Hospitality Firms

An empirical study on the effects of social networks on business performance in the hospitality industry in Nigeria was conducted by Saula and Onu (2022) and the findings revealed that social media sites have significant contribution to the performance of hotels as evidenced by increase in profits, client portfolio and market share. However, the findings by Saula and Onu (2022) were contextualized to the Nigerian geographical settings thus limiting generalization. The data collection instruments were not piloted to enhance reliability. The findings by Saula and Onu (2022) were not supported by any theoretical framework thus lowering construct validity. The concept of social networks relative to performance of hotels was too broad and exploratory thus limiting generation of elaborate knowledge on the existence of the phenomenon. In overcoming the limitations, social media was conceptualized under the marketing tools in order to derive elaborate constructs that inform performance of hotels. In addition, the current study was conducted among registered hotels in Central Region Kenya. Social media theory and change theory was used to support the variables.

A related study was done by Korir and Muchemi (2020) the influence of social media marketing and performance of registered rated Hotels in Nakuru County, Kenya whereby the findings from descriptive statistics showed a strong positive effects of social media marketing tools on performance of hotels. Nevertheless, the concept of social media marketing was too narrow. But the sample size of 63 was too small in building confidence on the findings. The generalization of the findings was limited to the hotels based in Nakuru County only. The knowledge gaps were filled by conducting the current study in Central Region.

A study conducted by Omodho (2019) the effects of social media marketing tools on brand awareness in the hotel industry in Kisumu City Kenya established that 96% of the hotels in Kisumu city had social media presence and 92% were actively engaging their customers on

specific social media platforms. However, the study's limitation was the sample size which may not be a representative of all hotels in Kisumu County; hence the results may not be generalized. Also, the study's context was limited to Kisumu only. This limitation was solved by carrying out the current study in Central Region using questionnaires and using a large sample size.

A related study conducted by Momanyi (2021) examining the relationship between social media adoption and growth of market share among 5-star hotels in Nairobi, found that social media marketing strategy significantly influenced the growth of market share. It also showed that there was a significant relationship between social media marketing strategy and hotel's market share. Nonetheless, the study was contextualized in Nairobi and specifically to 5-star hotels. This knowledge gap was filled by conducting the current study in Central Region with a larger sample size and more data collection tools which included questionnaires and interviews.

2.3.2 Social Media Content and Performance of Hospitality Firms

The performance of hospitality firms is affected by the social media content in terms of the strategies, audience engagement, platform selection and adaptability to trends (Arika and Moronge, 2017). It implies that regular assessment and adjustment of social media content based on the performance analytics is crucial for sustained success of a hotel business. For instance, hospitality firms can leverage the visual appeal by installing high-quality images and videos showcasing facilities, rooms, amenities, and dining experiences which can be highly effective. The choice of the social media platforms and content should be tailored to the expectations of the targeted audiences like corporate clients, industry professionals and the general public. The monitoring social media content metrics like shares, likes, comments and follower growth and responding to comments, messages and reviews need be done in timely

manner so as to build a positive online reputation. The content of the social media platform should also be tailored to local (targeted) events in order to promote cultural relevance. This can for example be attained through utilization of the localized hashtags and geotagging features. Ensuring that content is accessible to a diverse audience, including considerations for different languages and abilities while maintaining a consistent posting schedule can keep the audience engaged and attached to the hotel services.

An empirical study by Mokhtar and Hussin (2017) on contingency impact of using social media communications to sustain the organization performance and tools in Malaysia. The findings of the study showed that social media communications enabled organization to disseminate important and vital information to a wider group potential of clients or customers. However, the study had limitations as it was contextualized in Selangor area hence the results could not be generalized to other areas. There was no specified data collection methodology and also there was no specific population or sample size given. This knowledge gap was filled by conducting the current research in Central Region with varied data collection methodologies and a specified population sample.

Another related study was conducted by Dodokh. et .al (2019) impact of social media usage on organizational performance in the Jordanian dead sea cosmetic sector with the aim to extend previous research on social media use comprising three variables: social media for marketing, social media for customer's relations and services, and social media for information accessibility and its impact on organizational performance in terms of rapid adaptation, time to market, cost reduction, and innovation in Jordan. The findings showed that social media promoted information access, increased awareness, knowledge and better decisions that increased organization performance. But the findings had limited generalization.

An empirical study carried out by Mageto et.al (2022) the effects of social media interactive messaging on customer loyalty of commercial Banks in Nairobi City County, Kenya with the aim of investigating the effect of social media interactive messaging on customer loyalty of commercial banks in Nairobi County, Kenya. It was established that increased customer loyalty. Customer loyalty is associated with sustained sales and performance of organization. But the findings were contextually limited to Nairobi City County in Kenya.

2.3.3 Social Marketing Capacity and Performance of Hospitality Firms

An empirical study carried out by Kavindah and Gatama (2022) on the strategic capabilities and performance of Kenya Revenue Authority, Kenya with the aim of examining how marketing capabilities, market sensing capabilities, information technology capabilities and management capabilities influenced performance. The study found that capacity to market sense has a favorable and significant impact on the quality of market entry, having information communication capabilities allows a company to acquire unique access to client information and preferences while also lowering future business search costs, management capacity is critical in inspiring employees to work harder, developing channels for bilateral communication, and allowing for employee engagement, recommendations. However, the study was limited to qualitative methodologies which lowered internal and external validity for concluding and generalizing the findings.

Another study conducted by Bahtera.et.al (2020) competitive strengthening through training in development of financial administration and marketing for micro entrepreneurs in Sidoarjo Regency with the aim to increase the capacity of these micro entrepreneurs through a training in the field of financial administration records and product marketing. The findings were that partners can improve business competitiveness through increased skills related to the preparation of financial administration, micro business tax literacy and increased marketing

through digital marketing. Nonetheless, the study had limitations as it was only contextualized in Sidoarjo hence the results can't be generalized to other areas. There was no specified sample size used to conduct the research. The knowledge gap was bridged by carrying the current study in Central Region Kenya with a specified sample.

An experimental study conducted by Kyengo et.al (2019) Marketing capability and firm performance: an empirical analysis of food processing firms in Nairobi city county, Kenya sought to establish the effect of marketing capability on performance of food processing firms in Nairobi City County, Kenya. The study revealed that marketing capability has a positive effect on performance. The limitation was overcome by conducting the current study in Central Region Kenya with a larger population sample and data collection tools such as questionnaires.

2.3.4 Social Marketing Culture and Performance of Hospitality Firm

Influence of social marketing culture on performance in hotel organizations is established from the findings of a study by Hwang, Lee and Mattila (2020) who found that internal marketing, work engagement enhances organizational productivity in China. This was supported by the findings by Kim, Cha and Yang (2019) that the greater the social marketing culture and capability the greater the organizational performance. Nevertheless, the generalization of the findings was contextually limited to hotels based in China. This calls for greater attention to testing the knowledge in broader contextual settings in order to draw more generalization conclusions

A study conducted by Georgette et.al (2020) on the effects of organization culture on customer satisfaction among hospitality industry operated by religious congregations in Karen, Nairobi-Kenya. The results indicated that organizational culture was strongly related to customer satisfaction. However, the study had some limitations as it was only contextualized

in Karen area hence it cannot be generalized to other areas. The study was also conducted in industries run by religious congregations only leaving out non-religious industries. These limitations were overcome by conducting the current study in Central Region Kenya for both industries run by religious congregation and those run by non-religious congregations using varied methods of data collection such as questionnaires and interviews with larger samples.

Another study was carried out by Mwangi et al (2018) on the influence of market culture on performance of the listed bank in Kenya adopted a descriptive research design. The key finding was that market culture has a significant influence on the bank performance. However, the findings by Mwangi et al (2018) were contextualized to the Nairobi geographical area thus limiting generalization. This knowledge gap was filled by conducting the research in Central Region specifically on hospitality firms using various data collection tools with a larger sample size.

Odhiambo et al (2015) conducted research on the influence of organization culture and marketing capabilities on performance of microfinance institutions in Kenya. The survey findings concluded that organizational culture and product capability strongly influence performance outcomes of microfinance institutions in Kenya. but the current study was conducted in central region in Kenya.

2.4 Research Gap

The review of past empirical studies shows that social media marketing tools contributed to the performance of hospitality firms. Specifically, the findings from studies by Saula and Onu (2022), Korir and Muchemi (2020), Omodho (2019) and Momanyi (2021) revealed that social media platform affects the effectiveness of communication and hence the responses which sways the results expected. Nevertheless, the methodologies used were not

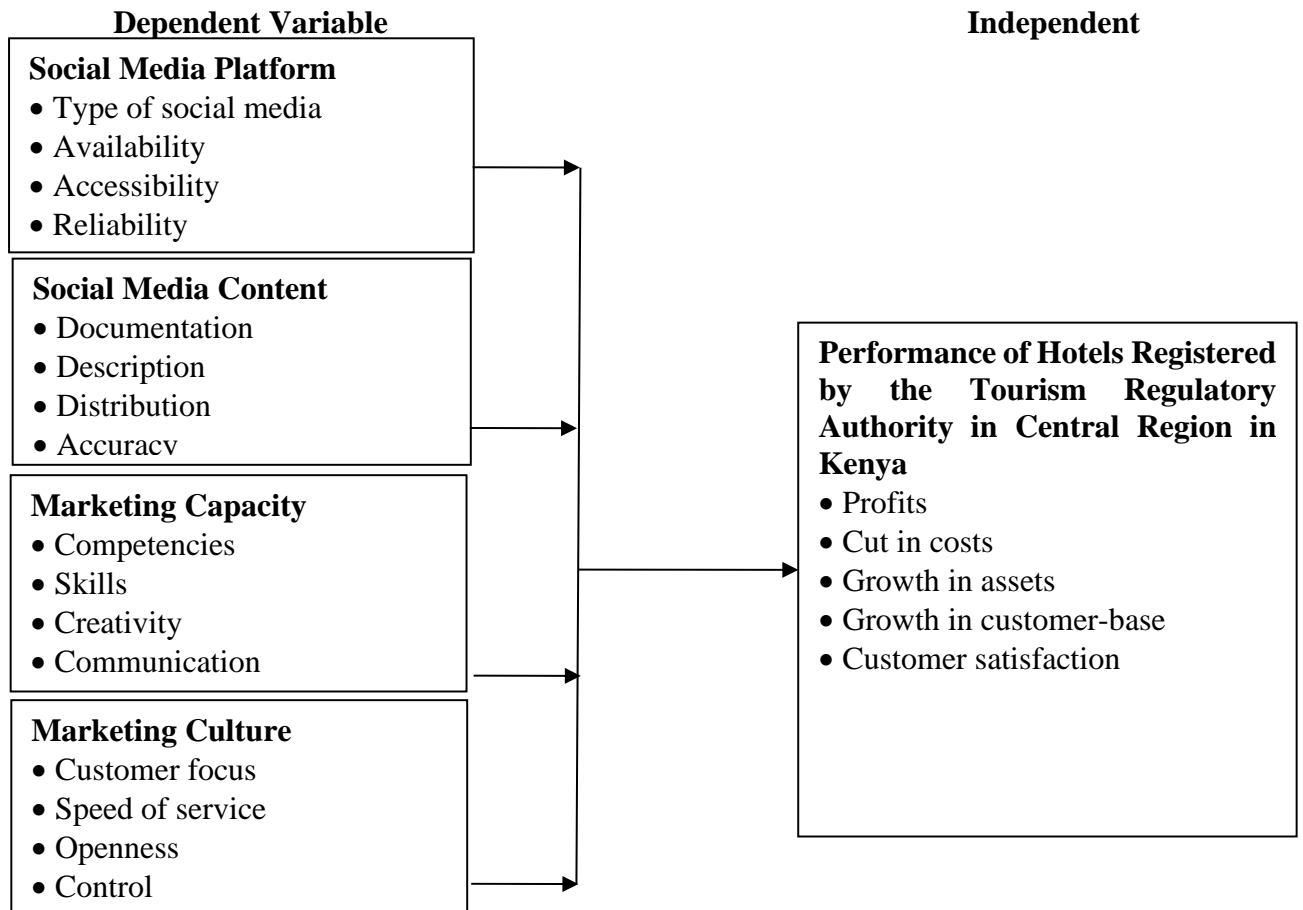
effective in rendering generalizable results. In overcoming the limitations, this study adopted both qualitative and quantitative methodologies in order to increase the validity for concluding and generalizing the findings. Social media content was empirically found to influence performance in the in studies by Saula and Onu (2022), Korir and Muchemi (2020), Omodho (2019) and Momanyi (2021). However, the generalization of the findings was contextually limited to specific study sites. Instead, this study sought to establish the link between social media content and performance of hotels in Central Region Kenya.

In examining how social marketing capacity relate to performance of hospitality firms, Kavindah and Gatama (2022), Bahtera.et.al (2020) and Kyengo et.al (2019) found that the higher the capacity the greater the performance. But the concept of social marketing capacity was not elaborate on the emerging social media issues thus limiting understanding on the existence if the phenomenon. To overcome the limitation, more elaborate and comprehensive indicators of social media capacity were used so as to generate greater knowledge and understanding. Georgette et.al (2020), Mwangi et al (2018) and Odhiambo et al (2015) explored the role of social marketing culture in shaping performance of hospitality firms and found that innovative cultures increase chances of performance. However, the studies suffered theoretical limitations which affected the construct validity. In this study, technology acceptance model, theory of change, system theory of management and social exchange theories were used to support the findings.

2.5 Conceptual Framework

FIGURE 1

Conceptual Framework



2.6 Operationalization of Research Variables

In this section, each variable is assigned operational indicators, measures, scale and analytical technique. Table 1 shows summarizes the operationalization of the variables

TABLE 1
Operationalization of Research Variables

Variable	Operation alization Indicators	Measur e	T ype of Scale	Data analysis techniques
Social media platform	<ul style="list-style-type: none"> • Type of social media • Availability • Accessibility • Reliability 	Five-point Likert scale	Ordinal and interval	Person's correlation coefficient, regression analyses
Social media content	<ul style="list-style-type: none"> • Documentation • Description • Distribution • Accuracy 	Five-point Likert scale	Ordinal and interval	Person's correlation coefficient, regression analyses
Social marketing capacity	<ul style="list-style-type: none"> • Competencies • Skills • Creativity • Communication 	Five-point Likert scale	Ordinal and interval	Person's correlation coefficient, regression analyses
Social marketing culture	<ul style="list-style-type: none"> • Customer focus • Speed of service • Openness • Control 	Five-point Likert scale	Ordinal and interval	Person's correlation coefficient, regression analyses
Performance of Hotel	<ul style="list-style-type: none"> • Profits • Cut in costs • Growth in assets • Growth in customer-base • Customer satisfaction 	Five-point Likert scale	Ordinal and interval	Person's correlation coefficient

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodology employed when actualizing the study to establish the influence of social media marketing tools on performance of hotels registered by Tourism regulatory board in Central Region. It gives detailed description of research design, target population, sampling procedure, data collection instrument, reliability and instrumentation, data collection, data analysis methods and research ethics.

3.2 Research Design

According to Bryman and Bell (2019), research design is a framework outlining the methodology and procedure for collecting and analyzing data in a research study. It involves defining research questions, selecting appropriate data collection methods and determining the appropriate statistical technique for analysis. Creswell (2018) terms research design as a plan or road map for conducting research, which outlines the process of collecting and analyzing data based on research questions. Descriptive survey research design was used to describe and explain the problem of poor performance of hotels given the social media marketing tools. Descriptive survey design was chosen because it is very interactive and allows collection of wide and in-depth data using questionnaires and interviews. This allowed for greater definition of the problem while clarifying the concepts involved and testing of hypotheses.

3.3 Target Population

Target population is the group of individuals that the intervention intends to conduct research in and draw conclusions from. Seaman and Serlin (2017) outline target population as

a group of individuals, objects or events that the researcher wishes to study and make inferences on. Similarly, Althubaiti and Alghamdi (2020), describe target population as the group of individuals that possess the characteristics and traits of interest to the researcher. The target population was 228 hotel managers in 228 hotels registered by the Tourism Regulatory Authority in Central Region by the year 2021. The Central Region comprises of the following Counties: Kiambu (72) Nyeri (45) Kirinyaga (31), Nyandarua (29) and Muranga (51) (Government of Kenya, 2021).

3.4 Sample Size and Sampling Procedure

Sampling is the process of selecting a sub group (sample) of individuals or entities from the larger population to participate in the study. Sampling procedure should be appropriate for the research question and representative (Brinkmann & Kvale, 2018). According to Bryman (2017), the significance of selecting a sampling procedure is to ensure the accuracy and reliability of the study findings. This study used census method to select all elements of the 228 targeted population of hotel managers in Central Region. A census is a systematic data collection method that aims to gather information about every individual or entity within a specific population or geographic area. Census was chosen because the target population was small and it provides an accurate count of the problem for the total population thus giving more accurate findings.

3.5 Research Instruments

Huang and Rust (2018) underline the importance of using reliable and valid research instruments in collecting data. Questionnaires were structured so as to collect large quantitative data from Managers of the hotels in central region in Kenya. The questionnaire had three sections namely: introduction, demographic data and research questions. Demographic data

included: gender, age, education level and experiences in running hotel. The questions were plainly set so as to aid self-administration. Five-point Likert scale ranging from very 5=Always, 4=Often, 3=Occasionally, 2=Seldom and 1=Never was adopted. The research questions focused on social media platforms, social media content, social marketing capacity and culture.

3.6 Data Collection Process

The process of collecting data started after obtaining clearance KCA University. The National Council of Science Technology and Innovation was then be contacted for issuance of research permit. Preliminary visit was conducted to the hotels in Central Region in order to familiarize with the research site, discuss the plan for data collection and picking of sampling list. Questionnaires were dispatched in electronic and in hard formats to the respondents so as to increase response rate. The contacts for the researcher were shared for any inquires, clarification and follow up. The filled questionnaires were retrieved back after 5 days at agreed time and venue. Most of the respondents opted for printed over mail-questionaries. The filled instruments here edited, analyzed and reported. The findings were published in a peer reviewed and referred journal.

3.7 Pilot Study

The pilot test was conducted to improve the questionnaire, making it easier for respondents to answer without any difficulties and to ensure the accuracy of the data collected. Also, the pilot test helps to evaluate the authenticity, consistency and refining of the questions (Gottesman & Kirsh 2018). In this study, pilot-study was conducted in Nyeri County to a sample of 23 representing 10% of the actual sample size as recommended by Gupta and Doshi (2019). The 23 respondents were distributed randomly. However, those who participated in the

pilot study were eliminated from the actual sampling to avoid sample contamination and biasness.

3.8 Validity and Reliability of Research Instrument

Validity of an instrument is the truthfulness of data that reflects the reality of the constructs being tested (Mason & Tabachnick, 2018). There are three main types of validity: content, criterion and construct validity. Content validity was ensured through matching indicators of variable with the questions in the instruments. Criterion validity was enhanced through expertise guidance by the supervisors and using data collection instruments that have been used in past allied studies. Construct validity was ensured by relating technology acceptance model, theory of change, system theory of management and social exchange theory to the findings.

Reliability is the consistency or extent to which a research instrument measures what it intends to measure (Mason and Tabachnick 2018). Reliability was determined using split half method subject Cronbach's alpha test of at least 0.7 alpha. In split-half method, the filled instruments were divided into two parts upon which correlational analysis between the two parts was determined using Pearson Correlation method. All coefficient of correlation exceeded 0.7 and the instruments were deemed reliable. Table 2 summarizes the results on reliability test.

TABLE 2
Reliability Test Results

Variables	Cronbach's Alpha
Social media platform	0.73
Social media content	0.78
Social marketing capacity	0.71
Social marketing culture	0.74

3.9 Data Processing and Analysis

According to Kucuk and Isik (2018), data processing and analysis refer to the systematic management, manipulation, and interpretation of data to extract meaningful insights and support decision-making processes. Quantitative data was first subjected to Statistical Packages for Social Sciences (SPSS version 25) in order to convert ordinal scale data into interval scale data. Descriptive statistics such as standard deviation frequencies, means and percentages were also generated. In addition, inferential statistics related to correlation and regression analysis was generated. Linear relationship between dependent and independent variables was established using Pearson Correlation analysis. F-Test was used in testing hypotheses at 0.05 level of significance. Statistical results were presented in tables. The research mode is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Y. = Performance of hotel in Central Region

X.₁. = Social media platform, X.₂. = Social media content, X.₃. = social marketing capacity,

X.₄. = social marketing culture, B.₀. = Constant, $\beta_{.1.}$, $\beta_{.2.}$, $\beta_{.3.}$, $\beta_{.4.}$ are coefficients of determination for X.₁., X.₂., X.₃., X.₄. accordingly, and ε is error term.

3.10 Diagnostic Test

The following diagnostic tests were done: normality test, multicollinearity, heteroscedasticity and autocorrelation.

3.10.1 Normality Test

Normality test is a statistical procedure used to determine if a given sample of data follows a normal distribution (Kumar, 2021). It is important in many statistical analyses, including hypothesis testing, estimation, and prediction (Singh & Jha, 2020). Normality test was done using Shapiro-Wilk Test at 95% confidence interval.

3.10.2 Homogeneity Test

Homogeneity is uniformity of variance around the mean (Yan et al., 2018). Lack of uniformity increases error term in a regression model. It also violates the assumption of variance in regression analysis, and may lead to biased and inefficient parameter estimates (Santos, Silva & Tenreiro, 2018). Homoscedasticity confirmed using Levene's test at 95% confidence interval.

3.10.3 Multicollinearity

Multicollinearity is a statistical phenomenon in which two or more predictor variables in a regression model are highly correlated and can lead to unstable and biased regression coefficients, and must be addressed in the data analysis (Ntiti et al., 2020; Bourassa et al., 2017). Variance Inflation Factor (VIF) was used to test multicollinearity at 1.5 Value.

3.10.4 Autocorrelation Test

Autocorrelation tests are statistical tests used to assess the presence of autocorrelation, also known as serial correlation, in a dataset. Autocorrelation refers to the correlation between observations at different time points or positions within a series of data. Autocorrelation helps to detect serial dependence, model validity and specifications and forecasting accuracy. In this study, Durbin-Watson test was used detecting autocorrelation between variables at the widely acceptable number range of between 0 and 4 (Ashoor, Kazem and Gore, 2021). For values near 0 and 4, it implied a higher level of positive autocorrelation and a higher level of negative autocorrelation respectively. However, for values about 2, it implied less autocorrelation. Durbin-Watson test was preferred due to its simplicity in ascertaining the presence of autocorrelation using residual regression analysis.

3.11 Ethical Consideration

Ethical Consideration in scientific studies is important in ensuring that the rights and well-being of research participant are protected while enhancing the quality, credibility and integrity of research findings. This was attained by adhering to ethical principles as dictated in the research permit and university guidelines. Administration of data collection instruments and participation in the research processes was on voluntary basis without coerce or intimidation. The identify and responses from the research participants was treated with confidentiality and privacy. No research participant was subject to any form of emotional or physical harm during the research process. Data was analyzed and reported without false manipulations.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

In Chapter four, data were analyzed and interpreted in line with study themes. The findings were discussed relative to the findings from past related empirical studies and existing theoretical framework. The findings were presented in tables.

4.2 Response Rate

228 questionnaires were administered to managers of 228 hotels in Central Region of Kenya. However, 178 questionnaires were dully filled and traced back. Table 3 is the summarization of the questionnaires issued and those filled back.

TABLE 3
Questionnaire Response Rate

Category of Questionnaire	Frequency	Percent (%)
Questionnaires returned	178	78.1
Non-response	50	21.9
Total	228	100.0

The data in Table 3 The rest 21.9% were never returned back. According to Quiera, Jessica and Bijal (2021), academic research or scientific studies must have a minimum response rate of 60% for conclusive and generalizable findings. But according to the data shown in Table 4.1, the 78.1% exceeded the 60% which implied that the reliability and representativeness of the findings was upheld. The higher response rate was due to the user-friendly design of the questionnaires. The clarity and simplicity of the questionnaires encouraged more participants

to engage in the survey and provide accurate responses. Also, the researcher endured follow-ups by sending gentle reminders to those who had not responded.

4.3 Demographic Features of Respondents

Respondents were asked to answering questions regarding their gender, education, age and experience working in hotel industry. Table 4 provides the summary of the findings.

TABLE 4
Demographic Features of Respondents

Category	Frequency	Percent
Gender		
Female	60	33.7
Male	118	66.3
Total	178	100.0
Education		
KCPE	25	14.0
KCSE	41	23.0
College Certificate	61	34.3
University degree	34	19.1
Post-graduate	17	9.6
Total	178	100.0
Age (years)		
18-35	28	15.7
35-45	47	26.4
45-55	69	38.8
50-100	34	19.1
Total	178	100.0
Experience in hotels (years)		
0-2	10	5.0
2-4	17	9.0
4-6	14	7.0
6-8	31	17.0
8-10	56	34.0
Above 10	50	28.0
Total	178	100.0

Respondents` Gender

The data in Table 4 indicates that 60 (33.7%) of the respondents were females and 118 (66.3%) of the respondents were males. It shows that no part of gender exceeded two-third.

Gender balance of respondents in scientific studies reduced biasness and promotes validity of the research findings.

Respondents` Level of Education

Going by the data shown in Table 4 the highest level of education of respondents decreased in the following order: postgraduate 17 (9.6%), undergraduate 34 (19.1%), college certificate 61 (34.4%), KCSE 41(23.0%) and KCPE 25 (14.0%). This meant that all respondents had acquired some basic education and were literate enough to understand and respond to research questions which increased validity of the responses.

Respondents` Age

According to the data presented in Table 4 the distribution of respondents by age was as follows: 18-35 years 28 (15.7%), 35-45 years 47 (26.4%), 45-55 years 68 (38.8%) and 55 and above 34 (19.1%). It implied that management of hotels in central region in Kenya was not sensitive to age since the distribution of managers by was fair across the age groups.

Respondents` Experience in Hotel Management

The data in Table 4 shows that the experience of respondents in managing hotel increased in the following order: 0-2 years 10 (5.0%), 2-4 years 17 (9.0%), 4-6 years 14 (7.0%), 6-8 years 31 (17.0%), 8-10 years 56 (34.0%) and above 10 years 50 (28.0%). This meant that all respondents were hotel managers with adequate experience in running hotels. The higher the respondent experience the more valuable and valid the data sources leading to greater understanding of respondents' knowledge, perception and attitude about the problem under investigation.

4.4 Descriptive Statistics

Respondents were asked to rate the social media platform, social media content, social marketing capacity, social marketing culture and performance of their hotels whereby 5 implied always, 4 implied often, 3 implied occasionally, 2 implied seldom and 1 implied never.

4.4.1 Social Media Platform and Performance of Hotel

The first objective sought to determine how social media platform influences performance of hotels in Central Region of Kenya. The indicators to this item were: media type, availability, accessibility and reliability. Eight items were developed and subjected to respondents` rating whereby 5 implied always, 4 implied often, 3 implied occasionally, 2 implied seldom and 1 implied never. The findings are summarized in Table 5

TABLE 5

Descriptive Findings on Social Media Platform and Performance of Hotel

Items	N	Se	O	Of	Al	ean	td. dev.	S
ever	ldom	ccasionall	ten	ways				
		y						
Facebook was used a lot in attracting customers	1(0.6%)	6(3.4%)	50(28.1%)	120(67.3%)	10(78)	.61	.58	0
WhatsApp was regularly used in communicating to customers	0(0.0%)	0(0.0%)	5(2.8%)	8(83.1%)	14(14.1%)	.11	.39	0
Respondent regularly used twitter in marketing the hotel	23(12.9%)	19(10.9%)	28(15.7%)	93(52.1%)	15(78)	.32	.17	1
The company used YouTube to reach out to customers	17(9.6%)	9(5.1%)	26(14.6%)	11(65.2%)	11(78)	3.52	.00	1
Respondent used social media platforms to market the hotel	0(0.0%)	5(2.8%)	30(16.9%)	13(77.5%)	5(2.8%)	.80	.52	0
Social media platforms were easily available	0(0.0%)	0(0.0%)	15(8.4%)	145(81.5%)	18(10.1%)	.01	.43	0
Respondent easily accessed social media platforms	0(0.0%)	0(0.0%)	15(8.4%)	14(81.5%)	18(10.1%)	.02	.43	0
The social media platforms were quite reliable in reaching customers	0(0.0%)	1(0.6%)	9(5.1%)	15(85.4%)	16(9.0%)	.03	.40	0
Combined					78	3.80	0.62	

The descriptive data shown in Table 5 shows that the combined mean and standard deviation for social media platform and performance of hotels in Central Region of Kenya were 3.80 and 0.62 respectively. With the combined arithmetic mean of 3.80, it implied that most of the respondents felt that social media platform often contributed to the performance of hotels in Central Region of Kenya. The combined standard deviation of 0.62 meant that the variation of scores around the mean was low hence higher precision, reliability and confidence for concluding the findings. The popularity and use of social media platform in promoting

performance of hotels in Central region decreased in the following order: WhatsApp (mean of 4.11), Facebook (mean of 3.61), YouTube (mean of 3.52) and Twitter (mean of 3.32).

4.4.2 Social Media Content and Performance of Hotel

In the second objective, this study sought to establish the influence of social media content on performance of hotels in Central Region of Kenya. The following were indicators: documentation, description, distribution and accuracy of information. There were six items that respondents rated on five-point Likert scale whereby 5 implied always, 4 implied often, 3 implied occasionally, 2 implied seldom and 1 implied never. Table 6 summarizes the descriptive findings.

TABLE 6

Descriptive Findings on Social-Media Content and Performance of Hotel

Items	N	S	O	Of	AI	Mean	Std. dev.
The information shared through social media was well documented	0 (0.0%)	3 (6.7%)	12 (54.5%)	97(37.1%)	66(78)	4.27	0.66
The documents shared in the social media were well packaged	1 (0.6%)	6 (3.4%)	23 (12.9%)	13 (75.8%)	13 (7.3%)	4.86	0.61
The communications described in detail about the products, prices and where to locate them	0 (0.0%)	3 (1.7%)	12 (6.7%)	97(54.5%)	66(37.1%)	4.26	0.65
The information shared in the social media was always accurate	0 (0.0%)	5 (2.8%)	12 (6.7%)	13 (77.0%)	24(13.5%)	4.01	0.57
The information shared was regularly updated	0 (0.0%)	5 (2.8%)	30 (16.9%)	13 (77.5%)	5(2.8%)	4.81	0.50
The information was well distributed to our customers	0 (0.0%)	6 (3.4%)	9 (5.1%)	137 (77.0%)	26(14.5%)	4.03	0.58
Combined					78	4.04	0.59

The data shown in Table 6 indicates that the combined mean and standard deviation for social media content and performance of hotels in Central Region of Kenya were 4.04 and 0.59 respectively. The combined mean of 4.04 meant that majority of the respondents felt that social media platform had frequent contribution to the performance of hotels in Central Region of Kenya. The standard deviation of 0.59 implied that the scores had minimal variation about the mean thus indicating a higher level of validity and reliability in concluding the research findings. The statements whose mean exceeded the combined mean of 4.04 were: the information shared through social media was well documented (mean of 4.27) and the

communication described in detail about the products, prices and where to locate them (mean of 4.26). The statements with the lowest means were: the documents shared in the social media were well packaged (mean of 3,86) and the information shared was regularly updated (mean of 3.81).

4.4.3 Social Marketing Capacity and Performance of Hotel

The third objective sought to determine how social marketing capacity influences performance of hotels in Central Region of Kenya. The indicators to this item were: marketing competencies, skills, creativity and communication. Six items were developed and subjected to respondents` rating whereby 5 implied always, 4 implied often, 3 implied occasionally, 2 implied seldom and 1 implied never. The findings are summarized in Table 7

TABLE 7

Descriptive Findings on Social Marketing Capacity and Performance of Hotel

Items	N	S	O	Of	Al	Mean	Std. dev.
	ever	eldom	ccasionall y	ten	ways		
Respondent possessed the relevant skills in managing social media accounts	0 (0.0%)	6 (3.4%)	9 (5.1%)	137 (77.0%)	26 (14.6%)	78	.03 .58
Respondent was qualified in marketing	0 (0.0%)	6 (3.4%)	9 (5.1%)	134 (75.3%)	29 (16.2%)	78	.04 .60
Respondent embraced digital marketing strategies	1 (0.6%)	6 (3.4%)	48 (27.0%)	122 (68.5%)	10 (.6%)	78	.65 .58
Respondent creatively used social media to promote the hotel	0 (0.0%)	3 (1.7%)	17 (9.6%)	147 (82.5%)	11 (6.2%)	78	3.93 .47
Respondent had positive attitudes in the future of digital marketing	1 (0.6%)	0 (0.0%)	7 (3.9%)	138 (77.5%)	32 (18.0%)	78	.12 .51
Respondent`s interpersonal skills were excellent	5 (2.8%)	7 (3.9%)	1 (0.6%)	136 (76.4%)	29 (16.3%)	78	.00 .76

Combined	78	4.00	0.57
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The descriptive data shown in Table 7 shows that the combined mean and standard deviation for social marketing capacity and performance of hotels in Central Region of Kenya were 4.00 and 0.57 respectively. With the combined arithmetic mean of 4.00, it implied that most of the respondents felt that social marketing capacity often contributed to the performance of hotels in Central Region of Kenya. The combined standard deviation of 0.57 meant that the variation of scores around the mean was low hence higher precision, reliability and confidence for concluding the findings. The statements whose mean exceeded the combined mean of 4.00 were: respondent possessed the relevant skills in managing social media accounts (mean of 4.03), respondent was qualified in marketing (mean of 4.04), respondent owed positive attitudes in the future of digital marketing (mean of 4,12) and respondent`s interpersonal skills were excellent (mean of 4.00). the statement whose mean fell below the combined mean of 4.00 were: respondent embraced digital marketing strategies (mean of 3.65) and respondent was able to creatively use social media to promote the hotel (mean of 3.93).

4.4.4 Social Marketing Culture and Performance of Hotel

In the fourth objective, this study sought to establish the influence of social marketing culture on performance of hotels in Central Region of Kenya. In measuring this objective, the following indicators were used: customer focus, speed of service, openness and control. Seven items were rated by respondents on 5-point Likert scale whereby 5 implied always, 4 implied often, 3 implied occasionally, 2 implied seldom and 1 implied never. Table 8 summarizes the descriptive findings.

TABLE 8

Descriptive Findings on Social Marketing Culture and Performance of Hotel

Items	N	S	O	Of	AI	S			
ever	eldom	ccasionall	ten	ways	ean	td. dev.			
The company emphasized on customer focus	1 (0.6%)	5 (2.8%)	29 (16.3%)	125 (70.2%)	18 (10.1%)	78	.86	.64	0
Respondent did everything to meet customer needs	0 (0.0%)	2 (1.1%)	16 (9.0%)	140 (78.7%)	20 (11.2%)	78	.00	.50	0
Respondent`s priorities at work was customer	0 (0.0%)	3 (1.7%)	20 (11.2%)	107 (60.1%)	48 (27.0%)	78	.13	.66	0
Customer requirements were always delivered on time	0 (0.0%)	3 (1.7%)	8 (4.5%)	139 (78.1%)	28 (15.7%)	78	4.08	.52	0
The hotel encouraged team work in meeting customers` needs	0 (0.0%)	0 (0.0%)	5 (2.8%)	143 (80.3%)	30 (16.9%)	78	.14	.42	0
The hotel operated in open-door policy	1 (0.6%)	6 (3.4%)	20 (11.2%)	128 (71.9%)	23 (12.9%)	78	.93	.65	0
There was adequate mechanism to control threats	1 (0.6%)	4 (2.2%)	24 (13.5%)	141 (79.2%)	8 (4.5%)	78	.84	.55	0
Combined						78	3.99	0.56	

The data shown in Table 8 indicates that the combined mean and standard deviation for social marketing culture and performance of hotels in Central Region of Kenya were 3.99 and 0.56 respectively. The combined mean of 3.99 meant that majority of the respondents felt that social marketing culture had frequent contribution to the performance of hotels in Central Region of Kenya. The standard deviation of 0.56 implied that the scores had minimal variation about the mean thus indicating a higher level of validity and reliability in concluding the research findings. The statements whose mean exceeded the combined mean of 3.99 were: respondent did everything to meet customer needs (mean of 4.00), respondent`s priorities at work were customer (mean of 4.13), customer requirements were always delivered on time (mean of 4.08) and the hotel encouraged team work in meeting customers` needs (mean of 4.14). The lowest scoring statement were: the company emphasized on customer focus (mean

of 3.86), the hotel operated in open-door policy (mean of 3.93) and there was adequate mechanism to control threats (mean of 3.84).

4.4.5 Performance of Hotels in Central Region of Kenya

The performance of hotels in Central Region of Kenya was the dependent variable. The indicators were: profits, cut in costs, growth in assets, growth in customer-base and customer satisfaction. Nine (9) items were subjected to respondents' rating whereby 5 implied always, 4 implied often, 3 implied occasionally, 2 implied seldom and 1 implied never. The findings are given in Table 9

TABLE 9
Performance of Hotel in Central Region of Kenya

Items	Never	Seldom	Occasionally	Often	Always	Mean	Std. dev.	
The hotel was profitable	0 (0.0%)	3 (1.7%)	12 (6.7%)	97 (54.5%)	66 (37.1%)	78	.28	
Operations were cost effective	0 (0.0%)	6 (3.4%)	9 (5.1%)	13 (76.9%)	26 (14.6%)	78	.03	
The hotel had accumulated huge assets	0 (0.0%)	0 (0.0%)	5 (2.8%)	14 (83.1%)	25 (14.0%)	78	.11	
The hotel had accumulated huge wealth	0 (0.0%)	3 (.2%)	11 (6.2%)	14 (79.8%)	21 (11.8%)	78	4.01	
Customers were growing	0 (0.0%)	5 (0.0%)	30 (16.9%)	13 (77.5%)	5 (2.8%)	78	.80	
Customers were always satisfied with hotel services	0 (0.0%)	6 (3.4%)	9 (5.1%)	137 (77.0%)	26 (14.5%)	78	.03	
The hotel was expanding its customers base	0 (0.0%)	0 (0.0%)	5 (2.8%)	148 (83.2%)	25 (14.0%)	78	.12	
The employment level was also growing	0 (0.0%)	3 (1.7%)	17 (9.6%)	147 (82.5%)	11 (6.2%)	78	.94	
Labour turnover was low	1 (0.6%)	0 (0.0%)	20 (11.2%)	144 (80.9%)	13 (7.3%)	78	.96	
Combined						78	4.03	0.51

The data in Table 9 indicates that the combined mean and standard deviation for performance of hotels in Central Region of Kenya were 4.03 and 0.51 respectively. The combined arithmetic mean of 4.03 implied that majority of the respondents felt that the performance of hotels in Central Region of Kenya was regularly good. The combined standard deviation of 0.51 meant that the variation of scores around the mean was low hence higher precision, reliability and confidence for concluding the findings. The following statement had mean exceeding the combined mean of 4.03: the hotel was profitable (mean=4.28), the operations in the hotel were cost effective (mean=4.03), the hotel had accumulated huge assets (mean=4.11), respondent`s customers were always satisfied with our services (mean=4.03) and the hotel was expanding its customers base (mean=4.12). the statements whose mean scores were below the combined mean of 4.03 were: the hotel had accumulated huge wealth (mean=4.01), the customers were ever growing (mean=3.80), the employment level was also growing (mean=3.94) and labour turnover was low (mean=3.96)

4.5 Diagnostic Tests

The following diagnostic test were performed: normality test, multicollinearity and heteroscedasticity.

4.5.1 Normality Test

Shapiro-Wilk (“W”) was used to test normality distribution of data because it offers a higher power in comparison to other tests like Kolmogorov-Smirnov Test. For the “W” tests close to but less than 1, the conclusion would be the data was normal. But for “W” values close to 0, the distribution of data was to be concluded as not normal. The findings from Shapiro-Wilk test are summarized in Table 10

TABLE 10
Shapiro-Wilk Test Results

Variable	Shapiro-Wilk Test (W)		
	Statistic	df	Sig
Social media platform	0.90	178	0.03
Social media content	0.78	178	0.02
Social marketing capacity	0.83	178	0.04
Social marketing culture	0.89	178	0.03
Performance of hotels	0.88	178	0.02

The statistics in 10 shows that the lowest and the highest “W” value as 0.76 (social marketing capacity) and 0.84 (social media content). All the “W” values were approaching 1 for $\alpha < 0.05$ it was concluded that the data was normally distributed to allows for the use of parametric tests like Pearsons Correlation analysis and Regression analysis.

4.5.2 Homogeneity

Homoscedasticity was tested using Levene`s test at 95% confidence interval. Table 11 gives the summary of the findings of Lavene`s Test.

TABLE 11
Results from Levene`s Test

		Levene	df1	df2	Sig.
		Statistic	(k-1)	(n-k)	
Performance of hotels	Centered on Mean	2.01	3	174	0.05
	Centered on Median	0.821	3	174	0.07
	Centered on Median with trimmed df	0.821	3	174	0.07
	Centered on Adjusted Mean	1.985	3	174	0.06

The data in Table 11 shows that for all variables, Lavene`s tests was not significant at 95% confidence interval. Therefore, we fail to reject the null hypothesis because evidence

showed that there are no significant variances in different group hence the homogeneity was tenable.

4.5.3 Multicollinearity

Variance Inflation Factor (VIF) at maximum range of 1.5 Value was used to tests multicollinearity. High correlation between predictor variables which could have led to unstable and biased regression coefficients. Table 12 gives the summary of VIF test results.

TABLE 12
Results from Variance Inflation Factor (VIF) test at 95% Confidence Interval

Model	Tolerance	VIF
Coefficient for social media platform	0.66	1.5
Coefficient for social media content	0.63	1.6
Coefficient for social marketing capacity	0.49	2.0
Coefficient for social marketing culture	0.83	1.2
a. Dependent Variable: Performance of hotels in central region in Kenya		

The VIF values shows in Table 12 indicates that all variables had VIFs ranging from 1.2 and 2.0. Since all the values were less than 5, it implied that there was no residual variance for the variables hence conclusion that there was no problem of multicollinearity.

4.5.4 Autocorrelation

Durbin-Watson test was used in testing autocorrelation in dataset. This helped to detect serial dependence, the validity of the model and forecasting the accuracy. The standardized range of Durbin-Watson test was between 0 and 4 (Ashoor, Kazem and Gore, 2021). Table 13 gives the summary of the results for Durban-Watson test.

TABLE 13

Durbin-Watson Test Results

Model Summary										Durban-Watson test
N	Square	Adjusted R Square	Std. Error of the Estimate	Square Change	Change	f1	f2	Sig.	F Change	
1	.88	.78	.77	0.15	.76	49	73	.00	.93	1

a: Dependent variable: performance of hotels in Central Region of Kenya
b: Predictors: social media platform, social media content, social marketing capacity, social marketing culture

The data shown in Table 13 shows that Durban-Watson test value was 1.93. Since this value was close to 2, it implied less autocorrelation.

4.6 Correlational Analysis

Pearson’s Product Moment Correlation analysis was used to determine the relationship between social media marketing tools (social media platform, social media content, social marketing capacity, social marketing culture) and performance of hotels in Central Region of Kenya. Correlations were tested at 95% confidence interval. Table 14 presents the summary of the findings.

TABLE 14

Correlation between Social Media Marketing Tools (social media platform, social media content, social marketing capacity, social marketing culture) and Performance of Hotels in Central Region of Kenya

			Performa nce of Hotels in Central Region of Kenya	Soc media platform	Soc media content	Soc media marketing capacity	Soc ial marketing culture	Soc ial marketing culture
Performanc e of Hotels in Central Region of Kenya	Pearson Correlation Sig. (2- tailed) n		1 178					
Social media platform	Pearson Correlation Sig. (2- tailed) n		0.51** 0.00 178	1				
Social media content	Pearson Correlation Sig. (2- tailed) n		0.81** 0.00 178	3** 0	0.4 0.0	1		
Social marketing capacity	Pearson Correlation Sig. (2- tailed) n		0.76** 0.00 178	7** 0*	9** 0	0.5 0.0	1	
Social marketing culture	Pearson Correlation Sig. (2- tailed) n		0.33** 0.00 178	4* 1	5** 0	6** 2	0.3 0.3	1 178

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

The correlational results shown in Table 14 shows that at 95% confidence interval, the strength of the relationship between social media marketing tools (social media platform, social media content, social marketing capacity, social marketing culture) and performance of Hotels

in Central Region of Kenya decreased in the following order: social media content ($r=0.81$), social marketing capacity ($r=0.76$), social media platform ($r=0.51$) and social marketing culture ($r=0.33$) for $p = 0.00 < 0.05$. Therefore, the four null hypotheses were therefore rejected and concluded that there is significant relationship between social media platform, social media content, social marketing capacity, social marketing culture and performance of hotels in central region in Kenya. This finding implied that performance of hotels in the Central Region of Kenya increased with an increase in social media content, social marketing capacity, social media platform and social marketing culture.

4.7 Regression Analysis

Performance of hotels in Central Region of Kenya was regressed against social media marketing tools (social media platform, social media content, social marketing capacity, social marketing culture) and the findings are given in Table 15

TABLE 15

Regression of Performance of Hotels in Central Region of Kenya Against Social Media Marketing Tools

Model Summary									
Model	2	Adjusted R ²	Adjusted R ²	Std. Error of the Estimate	Change in R ²	Change in F	Change in F1	Change in F2	Sig.
1	.88	.78	.77	0.15	0.769	14		73	0.00

a. Predictors: (Constant), social media platform, social media content, social marketing capacity, social marketing culture

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.60	4	3.65	149	.00 ^b
	Residual	4.25	173	0.03		
	Total	14.85	177			

a. Dependent Variable: Performance of hotels in Central Region of Kenya

b. Predictors: (Constant), social media platform, social media content, social marketing capacity, social marketing culture

Coefficients ^a						
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.	S
		B	Beta			
	(Constant)	0.24		1	.26	0
	Social media platform	0.05	0.05	.13	.28	0
	Social media content	0.48	0.55	2.02	.00	0
	Social marketing capacity	0.37	0.39	1.7	.00	0
	Social marketing culture	0.06	0.04	.14	.25	0

a. Dependent Variable: Performance of hotels in Central Region of Kenya

Based on model summary data in Table 15 the social media marketing tools (social media platform, social media content, social marketing capacity, social marketing culture) accounted for 78% variation in the performance of hotels in Central Region of Kenya (for $R^2=0.78$). The rest of the balance (22%) was explained by external factors beyond the model. The data in the ANOVA shows that for $p=0.00<0.05$, $F=149$ which implied that the model was statistically significant in forecasting performance of hotels in Central Region of Kenya.

The coefficient vales in the Table 15 shows that if all other factors were held in static, performance of hotels in Central Region of Kenya remain constant 0.24 magnitude. A unit change in social media platform, social media content, social marketing capacity, social marketing culture would change performance of hotels in Central Region of Kenya in the following respective magnitudes: 0.05, 0.55, 0.39, 0.04.

The resolved research model becomes

$$Y = 0.24+0.05X_1+ 0.55X_2+ 0.39X_3+ 0.04X_4+\varepsilon$$

whereby:

Y is the performance of hotel in Central Region

X_1 is the social media platform, X_2 is social media content, X_3 is the social marketing capacity and X_4 is the social marketing culture

B_0 is the constant,

$\beta_1, \beta_2, \beta_3, \beta_4$ are coefficients of determination for X_1, X_2, X_3, X_4 respectively

ε is error term

4.8 Discussion of the Findings

The first objective sought to establish how social media platform influences performance of hotels in Central Region, Kenya. The findings from the descriptive statistics showed that for the combined arithmetic mean of 3.80, most of the respondents felt that social media platform often contributed to the performance of hotels in Central Region of Kenya. Amongst the most preferred social media platforms were found to be WhatsApp (mean of 4.11), Facebook (mean of 3.61), YouTube (mean of 3.52) and Twitter (mean of 3.32). The inferential statistics revealed that the coefficient of correlation between social media platform and performance of hotels in Central Region, Kenya was $r= 0.51$ which implied a moderate positive relationship for $p = 0.00$ which was less than 0.05. The null hypothesis which stated that there is no significant relationship between social media platform and performance of hotels in Central Region, Kenya was therefore rejected and concluded that social media platform has statistically significant influence on the performance of hotels in Central Region, Kenya. In the regression analysis, social media platform was found to be a critical predictor of 78% variation in the performance of hotels in Central Region. The coefficient of regression for social media platform was 0.05 which implied that a unit change in social media platform would trigger a change in the performance of hotels in Central Region by a magnitude of 0.05. These findings suggest that social media platform is an important factor to consider when designing performance enablers for hotels.

The finding that social media platforms influence the performance of hotels in central region of Kenya is in line with by Saula and Onu (2022) when he explored the effects of social networks on business performance in the hospitality industry in Nigeria and revealed that social media sites have significant contribution to the performance of hotels as evidenced by increase in profits, client portfolio and market share. Similar findings are found in the work of Korir

and Muchemi (2020) when examining the influence of media marketing on performance of registered rated Hotels in Nakuru County, Kenya where a strong positive effects of social media marketing tools on performance of hotels was found. The finding is also coherent with the findings from a study by Omodho (2019) on the effects of social media marketing tools on brand awareness in the hotel industry in Kisumu City Kenya that 96% of the hotels in Kisumu city enjoyed good performance owing to adoption of social media. While examining the relationship between social media adoption and growth of market share among 5-star hotels in Nairobi, Momanyi (2021) supports that social media has significant influence on the growth of market share.

This study found that social media platforms influence the performance of hotels in central region of Kenya. The findings are supported by theory of change which states that sustainable development changes arise from a logic intervention. Hotels should carefully choose social media platform with greatest impact on performance. According to the system theory of management, managing external component of an organization (hotel) requires collaborative mechanism that enhance interdependency. This study found that social media platform is one of such mechanism which must be embraced to promoted flexible communication between internal and external environment of hotel businesses. This is what social exchange theory advances as the process boosting relationships by careful evaluation of the benefits relative to costs. The beneficial impacts as result of the use of social media platform are line with theory of change which agitates for planned cause of action in order to gain meaningful changes.

The second objective sought to determine how social media content influences performance of hotels in Central Region, Kenya. Evidence from descriptive data revealed that for the combined mean of 4.04 meant that majority of the respondents felt that social media

platform had frequent contribution to the performance of hotels in Central Region of Kenya. The correlational analysis revealed that for $r=0.81$ ($p = 0.00 < 0.05$), social media content had a strong positive relationship with performance of hotels in Central Region of Kenya. Thus, the null hypothesis was rejected and concluded that social media platform has significant influence on performance of hotels in Central Region of Kenya. The findings from regression analysis showed that a unit change in the social media content would cause change in the performance of hotels in Central Region of Kenya by a magnitude of 0.55. Therefore, social media content is a critical predictor of the performance of hotels in Central Region of Kenya.

Social media content was not only found to be important in determining performance of hotels in Central Region of Kenya but also in other past empirical studies which were conducted in different contexts and settings. For example, Saula and Onu (2022), Korir and Muchemi (2020), Omodho (2019) and Momanyi (2021) conducted related in Malaysia, Jorda and Kenya respectively and found that social media content was closely linked to the performance of hospitality industry. Technology acceptance model posits that perceived benefits in boosting productivity or effectiveness of an organization is a result of acceptance to use technology in the right content and context. Careful design of the social medial content should generate the expected beneficial changes per theory of change. Similarly, the content in social media cannot be ignored in persuading mutual understanding and collaboration between customers (external system) and hotel managers (internal system), thus satisfying system theory of management on adaptable and sustainable state of organization components. Social exchange theory was found to be help managers in building collegiate relationship-building with employees' while promoting connectivity and loyalty to customers though appropriate content creations in social media.

In the third objective, this study determined the influence of social marketing capacity on performance of hotels in Central Region, Kenya. Descriptive statistics showed that with the combined arithmetic mean of 4.00, most of the respondents felt that social marketing capacity often contributed to the performance of hotels in Central Region of Kenya. The inferential statistics revealed that the coefficient of correlation between social marketing capacity and performance of hotels in Central Region, Kenya was $r = 0.76$ which implied a strong positive relationship for $p = 0.00$ which was less than 0.05. Hence the rejection of the null hypothesis and conclusion that social marketing capacity has statistically significant influence on the performance of hotels in Central Region, Kenya. From the regression analysis, a change in the social marketing capacity was found vary performance of hotels in Central Region by factor of 0.39. The finding is upheld by the findings by Kavindah and Gatama (2022), Bahtera.et.al (2020) and Kyengo et.al (2019) found that the higher the social marketing capacity the greater the performance of organizations.

In examining how social marketing capacity relate to performance of hospitality firms, social exchange theory is inevitable in demonstrating that the capacity of humans in making make decisions on improving relationships depend on the predictability of the expected outcomes. Beneficial outcomes are described by theory of change as achievements through critical process of analyzing the problem and providing practical and logical prospects for resolving the problem. According to system theory of organization, decisions for stabilizing and sustaining organization must deliberately focus on managing and controlling negative factors that may tilt the stability equation between stakeholders in an organization. Appropriately, technology acceptable model becomes the ultimate vehicle upon which hotel managers must strive to convert the existing marketing weaknesses into strengths while exploiting the prevailing opportunities and mitigating threats through capacity building.

The final objective was to establish the influence of social marketing culture on performance of hotels in Central Region, Kenya. Evidence from descriptive statistics showed that the combined mean of social marketing culture was 3.99 which implied that majority of the respondents felt that social marketing culture contributed to the performance of hotels in Central Region of Kenya. The correlational analysis revealed that for $r=0.33$ ($p = 0.00 < 0.05$), social marketing culture had a weak positive relationship with performance of hotels in Central Region of Kenya. Thus, the null hypothesis was rejected and concluded that social marketing culture has significant influence on performance of hotels in Central Region of Kenya. The regression coefficients showed that a unit change in the social marketing culture would result into a 0.04 factor change in the performance of hotels in Central Region of Kenya. Social marketing culture was therefore found to be an important factor in the performance of hotels in Central Region of Kenya.

The findings from past studies by Georgette et.al (2020), Mwangi et al (2018) and Odhiambo et al (2015) support that innovative cultures increase chances of performance of organizations. The finding is supported by theory of change and system theory of management that sustaining performance changes in hotels is dynamically complex and adaptable orientations in terms of values and practices that align with the prevailing situations. Technology acceptance model calls for facilitated or ease domiciliation of changes through reduction of potential in learning and applications. This calls for an innovative culture that focuses on building strong social structures and relationships.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The research findings are summarized in this chapter. Further, Chapter five presents the conclusions drawn from the findings and the respective recommendations.

5.2 Summary of the Findings

In this section, the findings are summarized per research objective.

5.2.1 Social Media Platform and Performance of Hotels in Central Region, Kenya

In the first objective, this research sought to establish the influence of social media platform on performance of hotels in Central Region, Kenya. With a combined mean of 3.80, the descriptive statistics implied that most of the respondents felt that social media platform often contributed to the performance of hotels in Central Region of Kenya. It was also found that the popularity of social media platform declined in the following order: WhatsApp (mean of 4.11), Facebook (mean of 3.61), YouTube (mean of 3.52) and Twitter (mean of 3.32). The finding from inferential statistics showed a coefficient of correlation for social media platform and performance of hotels in Central Region, Kenya as $r = 0.51$ which implied a moderate positive relationship for $p = 0.00$ which was less than 0.05. This led to the rejection of the null hypothesis which stated that there is no significant relationship between social media platform and performance of hotels in Central Region, Kenya and upheld the alternative hypothesis that social media platform has statistically significant relationship with the performance of hotels in Central Region, Kenya. The regression results showed a coefficient of regression for social media platform was 0.05 which implied that a unit change in social media platform would trigger a change in the performance of hotels in Central Region by a magnitude of 0.05.

5.2.2 Social Media Content and Performance of Hotels in Central Region, Kenya

The second objective sought to determine how social media content influences performance of hotels in Central Region, Kenya. Based on the descriptive data that showed a combined mean of 4.04, it meant that majority of the respondents felt that social media platform contributed to the performance of hotels in Central Region of Kenya. The finding from correlational analysis showed that for $r=0.81$ ($p = 0.00 < 0.05$), social media content had a strong positive relationship with performance of hotels in Central Region of Kenya. Based on this finding, the null hypothesis which stated that there is no significant relationship between social media content and performance of hotels in central regions was rejected since there was evidence to support that social media platform has significant relationship with performance of hotels in Central Region of Kenya. From the regression analysis, a unit change in the social media content would cause change in the performance of hotels in Central Region of Kenya by a magnitude of 0.55 (for $p = 0.00 < 0.05$)

5.2.3 Social Marketing Capacity and Performance of Hotels in Central Region, Kenya

The third objective wanted to determine the influence of social marketing capacity on performance of hotels in Central Region, Kenya. The findings from descriptive statistics exhibited a combined arithmetic mean of 4.00 which implied that most of the respondents associate social marketing capacity with the performance of hotels in Central Region of Kenya. The findings from the inferential statistics revealed that for $r=0.76$ (coefficient of correlation), social marketing capacity had strong positive relationship with the performance of hotels in Central Region (for $p = 0.00$ which was less than 0.05). Hence the rejection of the null hypothesis which stated that there is no significant relationship between social marketing capacity and performance of hotels in Central Region, Kenya because evidence supported the alternative hypothesis that social marketing capacity has statistically significant relationship

with the performance of hotels in Central Region, Kenya. From the regression analysis, a unit change in the social marketing capacity was found vary performance of hotels in Central Region by factor of 0.39 (for $p = 0.00$ which was less than 0.05).

5.2.4 Social Marketing Culture and Performance of Hotels in Central Region, Kenya

The final objective wanted to establish the influence of social marketing culture on performance of hotels in Central Region, Kenya. According to the findings from the descriptive statistics, the combined mean 3.99 implied that majority of the respondents associated social marketing culture with the performance of hotels in Central Region of Kenya. For the coefficient of correlation value of $r=0.33$ (for $p = 0.00 < 0.05$), social marketing culture was found to have a weak positive relationship with performance of hotels in Central Region of Kenya. This led to the rejection of the null hypothesis which stated that social marketing culture has no significant relationship with the performance of hotels in central region in Kenya because there was adequate evidence to support the alternative hypothesis that social marketing culture has significant relationship with performance of hotels in Central Region of Kenya. The findings from the regression analysis showed a coefficient of regression of 0.04 which implied that a unit change in the social marketing culture would result into a 0.04 factor change in the performance of hotels in Central Region of Kenya.

5.3 Conclusions

This study was carried out to investigate the influence of social media marketing tools on the performance of hospitality firms amongst the registered hotels in Central Region, Kenya. In particular, the study focused on the relationship between social media platform, social media content, social marketing capacity, social marketing culture and performance of hospitality firms amongst the registered hotels in Central Region, Kenya. Based on the findings that social

media platform, social media content, social marketing capacity, social marketing culture have positive and significant relationship with performance of hospitality firms amongst the registered hotels in Central Region, Kenya, it is therefore concluded that an increase in social media platform, social media content, social marketing capacity, social marketing culture would result into a significant increase in the performance of hospitality firms amongst the registered hotels in Central Region, Kenya.

5.4 Recommendations

Guided by the findings and conclusions from this study, the following recommendations are made to the policy makers, and practitioners in corporate management.

Social media platform was found to be an important factor to consider for enhancing performance of hotels. However, each social media platform has its own unique features, strengths and audiences. Managers should conduct thorough analysis of the targeted audience and suitability of social media platforms before adoption so as to optimize their utility in enhancing performance. Government should develop policies that encourage creative utility of social medial platforms.

Social media content was found to be a critical component for promoting performance of hotels. Government can enhance utility of social media in improving performance business through regulation and standardization of social media contents. Managers can utilize the findings by ensuring that the social media content is relevant, informative and engaging with customers.

Effective integration of social media marketing tools in business processes requires adequate marketing capacities. It is important for the managers to put in place a dedicated digital team to effectively manage and optimize social media marketing. This team should comprise of content creators, data analysts and social media campaigners. The Government can use this finding in the establishment of digital schools for teaching, training and certifying young managers and youths on the effective art of social media marketing.

Although social marketing culture was found to have weak relationship with performance of hotels, it is imperative for managers to maintain a digital social marketing culture that is transparent, responsible and customer oriented. A digital social marketing culture that is robust to listen to customer feedback, concerns and respond to them in a timely and respective manner so as to build trust and confidence. The government need to establish code of regulations in social media marketing so as to promote accountability, ethical business practices and protection of consumer rights. This can also help consumers in making informed decisions leading to fair marketing that benefits everyone.

5.5 Limitations of the Study

Conceptually, the study was limited to four aspects of digital marketing tools namely: social media platform, social media content, social marketing capacity and social marketing culture. However, there may be other factors that might have contributed to the performance of hospitality firms but were held constant in the research model. Contextually, the study was limited to the hotels in central region in Kenya. This also limited generalization of the findings. Methodologically, the study was structured questionnaires in data collection. The choice of hotel managers as respondents limited the scope of data thus constraining the internal validity.

5.6 Areas for Further Research

The research model accounted for 78% variation in the performance of hotels in Central Region, Kenya. Future studies should explore on other factors that can help in explaining the remainder of 22% variations. Other studies should focus on testing the findings from this study in different contexts in order to generate more representative and generalizable findings.

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APPENDICES

Appendix I: Letter of transmitting instruments

PAULINE MORAA MORANG'A
REG NO:21/07897

15th April, 2023

Dear Research Respondent

REF: PARTICIPATION IN RESEARCH

As a student pursuing Masters of Degree in Business Administration (Corporate management) at KCA-University, I am carrying out academic research with the title “Influence of social media marketing tools on performance of hotels registered by the Tourism Regulatory Authority in Central Region, Kenya”.

You have been identified a resourceful respondent to this research. Your responses will be treated with confidence as the inquiry is being carried out for academic purpose only.

Thanks for cooperation.

Yours sincerely,

PAULINE MORAA MORANG'A
REG NO:21/07897
0700831815

Appendix II: Questionnaire for Hotel Workers

This questionnaire seeks to gather data to achieve the objective of the study entitled “influence of social media marketing tools on performance of hotels registered by the Tourism Regulatory Authority in Central Region, Kenya”. You are required to tick on the most suitable response that fits the statements given.

Section A: Sociodemographic information

1. The respondent's gender.

Male. Female.

2. The respondents' highest education

KCPE KCSE College certificate Undergraduate Post-Graduate

3. Age of the respondent

18-35yrs 35-45yrs 45-55yrs 55yrs and above

4. Experience working in the hotel

0-2yrs 2-4yrs 4-6yrs 6-8yrs 8-10yrs above 10yrs

Section B: Employee Engagement in Planning

5. Rate the provided statement on social media marketing tools and performance of your hotel where 5=Always, 4=Often, 3=Occasionally, 2=Seldom and 1=Never

Social media platform and performance of your hotel	1	2	3	4	5
Facebook is used a lot in attracting customers					
WhatsApp is regularly used in communicating to customers					
I regularly use twitter in marketing the hotel					
The company uses YouTube to reach out to customers					
I use social media platforms to market the hotel					
The social media platforms are easily available					
I easily access the social media platforms					

The social media platforms are quite reliable in reaching to customers					
Social media content and performance of your hotel	1	2	3	4	5
The information shared through social media is well documented					
The documents shared in the social media are well packaged					
The communications describe in detail about the products, prices and where to locate them					
The information shared in the social media is always accurate					
The information shared is regularly updated					
The information is well distributed to our customers					
Social marketing capacity and performance of your hotel	1	2	3	4	5
I possess the relevant skills in managing social media accounts					
I am qualified in marketing					
I embrace digital marketing strategies					
I have been able to creatively use social media to promote the hotel					
I owe positive attitudes in the future of digital marketing					
My interpersonal skills are excellent					
Social marketing culture and performance of your hotel	1	2	3	4	5
The company emphasis on customer focus					
I do everything to meet customer needs					

My priorities at work is customer					
Customer requirements are always delivered on time					
The hotel encourages team work in meeting customers' needs					
The hotel operates in open-door policy					
There are adequate mechanism to control threats					
Performance of your hotel	1	2	3	4	5
The hotel is profitable					
The operations are cost effective					
The hotel has accumulated huge assets					
The hotel has accumulated huge wealth					
The customers are ever growing					
Our customers are always satisfied with our services					
The hotel is expanding its customers base					
The employment level is also growing					
Labour turnover is low					

Thank you for participating!

Appendix III: List of Hotels in Central Region

1. 3 In 1 Hotel	24. Burgurel kilele guest	49. Esiankiki Resort
2. ABAI lodge and SPA	25. Cactus Eco Camp and Lodge	50. Fairmont Mount Kenya Safari
3. Aberdare cottages and fishing lodge	26. Canan Guest House	51. Falcon Heights Hotel
4. Aberdare Country Club	27. Castle Forest Lodge	52. Farmhou se Inn
5. Aberdare Gardens and Resort	28. Chaka Ranch	53. FK Resort and SPA
6. Aberdare Prestige and Royal Cottages	29. Cheerful 2-bedroom cottage	54. Fortune Green Hotel
7. Aberdare' s Guest House	30. Classic Court Hotel	55. Gee- Thorn Hotel
8. Acacia hotel	31. Club Dee Hotel	56. Giraffe Ark Game Lodge
9. Afrique Paradise Hotel	32. Club liquid	57. Gitandar a Graden Hotel
10. Amboni Lodge	33. Club Mamis	58. Golden Gates Hotel
11. Annabell e Guest House	34. Coconut Palm Lodge	59. Golden Palm Breeze Hotel
12. Banana Leaf Hotel	35. County Inn Hotel	60. Goldensp ark Homes
13. Bantu Africa Resort	36. Da Venue Resort	61. Goshen Farm Hotel
14. Bantu Mountain Lodge	37. Davies Court Nyeri	62. Grand Venus Hotel
15. Batian Grand Hotel	38. Deep Valley Lodge	63. Great North Resort
16. Batina Guest	39. Dive-in M's Hotel	64. Green Ficus Place
17. Bekam Hotel	40. Dreamla nd Guest House	65. Green Hills Hotel
18. Bells Guest House	41. Eastward Garden Hotels	66. Green Oak Restaurant
19. Bethel Christian Guest House	42. Ebony Park Hotel	67. Gren Hut Guest House
20. Big Klub Restaurant	43. Eland Safari Hotel	68. Haricot Guest House
21. Birds and Crickets Home	44. Elmer Resort and SPA	69. Havila Resort
22. Bombay Inn Resort	45. Elpaso Lodge	70. Home and away from home
23. Bubbles Lodge	46. Emprire Sagana	71. Honeym oon Hut Luxury
	47. Enkorika Eco-Village	72. Honi Resort
	48. Equine Resort	73. Hopewel l Guest

74. Hotel Nokras Murang'a	98. Lake Elementaita Mountain Lodge	121. Mt. Kenya Safari Halt Hotel
75. Hotel Taji	99. Lake Olbolosat Resort Park Lodge	122. Mtoni Resort
76. Ibis Hotel Karatina	100. Le Pristine Hotel	123. Muchiri s Resort Ndakaini
77. Ibis Hotel Nyeri	101. Le Rustique Hotel	124. Mugwat ha Garden Motel
78. Ibiza Club	102. Legacy Gardens Nyeri	125. Mukur we-Ini Guest House
79. Icon leisure lodge	103. Lions Court Hotel	126. Murang 'a Mukawa
80. Ideal hotel	104. Lovely Guest House	127. Naro Moru River Lodge
81. Imperial Guest House	105. Maiyan Resort	128. Nestwo od Hotel
82. Inoi Bar & Restaurant	106. Mamba Nne Lodge	129. New Journa Complex
83. Jambo Village Hotel	107. Manaak i Villa	130. Nice Digital Hotel
84. Jangwani Camp Sagana	108. Mark5 Resort	131. Noah's Ark
85. Jaqanaz Resort	109. Maru Green Court	132. Nokras Riverrine Hotel and SPA
86. Jmac Villa Resort	110. Marura Villa	133. Nyaki Hotel
87. JMB Highway Motel	111. Mathio ya River Lodg	134. Nyama Village Bar and Restaurant
88. Junction Guest House	112. Maveric k Camp	135. Nyamin di Resort
89. Karugia House	113. Maxoil Hotel	136. Nyeri Club
90. Kawa Falls Hotel and Lodge	114. Maya Gardens Sagana	137. Nyeris Star Rest and Lodge
91. Kawia Place	115. Maya Guest House	138. Oldoiyo Lengai Hotel
92. Kenol Green Home	116. Misty Mountain Lodge	139. Olrok Farm House
93. Kilimo Talii	117. Momba sa Guest House Nyeri	140. Omega Gardens
94. Kings Meat World Hotel	118. Mounta in Breeze Hotel	141. Oriental Palace Hotel
95. Kirimara Springs	119. Mounta in Palace Hotel	142. Outspan Hotel Nyeri
96. Kuniville Guest House	120. Mpetu House	143. Owoods Annex Hotel
97. Kwetu Home- Sagana		

144. Palmde w Highland	168. Ruby Modern Hote;	192. Sun Citi Resort
145. Paresia Hotel	169. Safari Lodge	193. Sun Guest House View Hotel
146. Peacock Restaurant	170. Sagana Country	194. Sunset Hotel
147. Peak Leaders Hotel	171. Sagana Getaway	195. Sweet hut Hotel
148. Peak Meadows Hotel	172. Salkan Hotel	196. Sweet Waters Hotel
149. Peaks Hotel	173. Samaw ati Lakeside Cottages	197. Tafaria Castle and Country Lodge
150. Philadel phia Retreat and Conference	174. Sandai Farm Gastehaus & Ferienhauser	198. Taj Apartments
151. Place Hotel	175. Sangare Garden	199. Takimu Vilas
152. Prestige Guest House	176. Savage Wilderness	200. Terace Wedge Villa
153. Prestige Hotel and Club Nyeri	177. Senior Chief Wambugu Palace	201. Tetura Luxury Camp
154. Rafiki House	178. Shepher d Inn	202. The Ark Lodge
155. Ranges View Lodge	179. Silent Lodge	203. The Delta Falls
156. Ranges View Lodge Staycation	180. Silver Spoon Motel	204. The Gland stone
157. Ranika Baron Hotel	181. Simba Lodge	205. The Great Sagana Resort
158. Rapids Camp	182. Slopes Villa Hotel	206. The Nelion Hotel
159. Regenc y Guest	183. Soames Hotel	207. The Nelson Cottage
160. Regenc y Mt. Kenya	184. South Tetu Guest	208. The Peak Meadows
161. Relax Hotel	185. Spanish Hotel	209. The Tighties Hotel
162. Rhino Watch Safari Lodge	186. Spice garden	210. The Trade Centre Guest House
163. Roads e Inn Restaurant	187. Stanley' s Haven	211. The White Rhino Hotel
164. Roots Resort	188. Starwoo d Gardens	212. Thika Greens Golf Resort
165. Roswa m Hotel	189. Starwoo d Hotel Kerugoya	213. Third Sports Lounge
166. Royal Annex Hotel	190. Storms Resort	214. Tickle s Hotel
167. Royal Minni Inn	191. Subukia Bandas	

215. Timestep
Hotel and Campsite
216. Tngo
Hotel
217. Tourgat
e Hotel
218. Transit
Motel
219. Tree
Hyrax Guesthouse

220. Tree
Tops Hotel
221. Trotters
Hotel
222. Veteran
s Paradise
223. Wamag
ach Kahua-Ini Hotel
224. West
Wood hotel

225. Western
Guest
226. White
Rhino
227. Wood
Hotel West
228. Wrech
House

Appendix IV: Data Collection Letter



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BOARD OF POSTGRADUATE STUDIES

KCA/BPS/July. 23/1

25th July 2023

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: PAULINE MORAA MORANG'A REG NO. 21/07897

It is my distinct pleasure to introduce to you Pauline Moraa who is a student in our institution pursuing a Master of Business Administration (Corporate Management) in the School of Business.

Pauline is conducting a research on a topic titled: *"Influence of Social Media Marketing Tools On Performance Among Hotels Registered by Tourism Regulatory Authority in Central Region, Kenya"* which is part of the requirements of the program she is pursuing. The research as well as the data procured thereof shall be used for academic purposes only.

Any assistance accorded to her is highly appreciated.

In case of further inquiry, do not hesitate to contact the undersigned.

Yours faithfully,

A black and white image of a handwritten signature in cursive script, appearing to read 'Dr. Jackson Ndolo'.

Dr. Jackson Ndolo

Director, Board of Post Graduate Studies