# DETERMINANTS OF PERFORMANCE OF THE TOURISM INDUSTRY IN KENYA: A CASE OF MOUNT KENYA NATIONAL PARK

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**A Research Project Submitted In Partial Fulfillment of the Requirement for the Award of the Degree of Master of Arts In Project Planning and Management of the University of Nairobi**

**2016**

# DECLARATION

This research project is my original work and has not been presented for any award in any other University.

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# DEDICATION

I dedicate this research project to my husband, Joseph Kimunya for bearing with my absence as I studied and to my sons James, John and Jesse, my daughter Carol and my grandson Baraka for loving me whole heartedly as I pursued my studies.

# ACKNOWLEDGEMENT

I greatly appreciate the worthwhile and selfless advice accorded me by my supervisors, Dr. John Mbugua and Dr. Florence Musalia logically in every step of my study. I also thank the University of Nairobi, Board of Postgraduate Studies for giving me an opportunity to realize my dreams, Dr. Lillian Omutoko and all my lecturers in Nyeri and Main Campus, and Caren Awilly for her great encouragement, Anne Mumbi and Evans Manyange, Praise Bizayuni, Worship Shekinah, Victoria Pendo, Phillip and Celestine for great support. Bishop Wachira Karani and Pastor Margaret and members of East Gate Assembly, Nyeri town, Reverend Harris Gichuhi, Deputy Vice Chancellor, Kenya Assemblies of God East University, for believing I will make it, my brother Samuel Mutahi for supporting me, my friends Hellen, Alice, Charity, Jane Irungu (U.S.A) and many other wonderful members of my family, friends and church.

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# ABBREVIATIONS AND ACRONYMS

| | | |
|---|---|---|
| **CSR** | : | Corporate Social Responsibility |
| **GDP** | : | Gross Domestic Product |
| **KTF** | : | Kenya Tourism Federation |
| **KDF** | : | Kenya Defence Forces |
| **KTF-SCC** | : | Kenya's Premiere Tourist Safety and Communication Centre |
| **NACOSTI** | : | National Commission for Science Technology and Innovation |
| **SMART** | : | Specific, Measurable, Attainable, Realistic, Time bound |
| **SPSS** | : | Statistical Package for Social Sciences |
| **TRA** | : | Tourism Regulatory Authority |
| **UK** | : | United Kingdom |
| **UNWTO** | : | The World Tourism Organization. |
| **USA** | : | United States of America |

# ABSTRACT

The tourism industry is one of the greatest investments Kenya can bank on as a future opportunity to finance and implement projects to improve and sustain life of vulnerable communities. This study intends to address determinants of performance in the tourism industry in Kenya. These determinants are language of communication, cost of services, the location and the political environment. The researcher used descriptive survey research design. The study used questionnaires and interviews to collect primary data and literature review for secondary data. Respondents came from one geographical area and so the census sampling procedure was employed. These senior staff included the senior wardens and their deputies, in the park headquarters, wardens in security, community, tourism, rescue officer, investigators officer, research scientist, accountants, and administrator, procurement officer and section heads from every department. Data collected was analyzed qualitatively and quantitatively using the statistical package for social sciences (SPSS). The results were reflected in tables and shown in percentages. The study found that that English (40%) was the most popular national language of visiting tourists. Majority (60%) of the visiting tourists had no communication barriers. Majority (78%) of the respondents disagreed that the charges in the park were very high. Majority (59%) also disagreed that the types of services offered were reasonable. Majority (70%) of the respondents disagreed that Mt. Kenya National Park is far from the city. Majority (90%) of the respondents also agreed that the park is easily accessible. Majority (54%) of respondents disagreed that travel advisories do not affect the number of visitors to the park. Majority (90%) of respondents agreed that the Park is secured from terrorist attacks. There was a strong positive correlation ($r=0.68$, $r<0.05$) between language of communication and performance of the tourism industry. Similarly, there was a strong negative correlation ($r=-0.62$, $r<0.05$) between cost of services and performance of the tourism industry. There was a weak positive correlation ($r=0.21$, $p>0.05$) between location of the park and the performance of the tourism industry. There was also a weak positive correlation between political environment ($r=0.43$, $p>0.05$) and the performance of the tourism industry. The study concludes that the determinants of performance of the tourism include language, cost of services, and political environment location in that order. The study recommended that Kenya Wildlife Services, the tourism board and other related agencies should implement a foreign language training program for its employees to enhance their communication with non-English speaking tourists. It was also recommended that pricing of park services should be lowered to attract both international and local tourists to enhance the performance of the tourism sector.

# CHAPTER ONE

# INTRODUCTION

## 1.1 Background of the Study

The performance of the tourism industry is critical to the wealth rating of a country. The contribution of tourism industry to development, promotion of peace, socio-economic progress, good international and national relations cannot be overestimated. The tourism industry has the potential to improve a country's infrastructure and creation of employment to levels so high than any other sector. From natural resources to animals and birds' species, marine parks and scenic sites all are income earners from viewers commonly referred to as tourists.

The World Tourism Organization (UNWTO, 2016) highlights, indicates that tourism is an economic and social phenomenon which is growing at a faster rate compared with other growing economies. New tourist destinations are coming up as a result of modern tourism developments leading to socio-economic progress. Tourism competes favorably with oil exports, sale of food products and automobiles. No doubt tourism is the main source of income for many developing countries. Performance in tourism industry is an enabler for increased diversification and stiff competition among destinations all over the world.

Tourism may be domestic or international. In both cases the performance of tourism in the world contributes greatly to the world economy. The Manila Declaration of World Tourism in 1980 recognized tourism "as an activity essential to the life of nations because of its direct effects on the social, cultural, educational and economic sectors of national societies and on their international relations". Development in the tourism industry leads to a rise of social and economic development. This development and existence solely depends on the existence of peace to which tourism endeavors to contribute UNWTO (2016).

It is every country's responsibility to enhance tourism to more than a purely economic activity. The performance of tourism is a transformational agent for the world, leading to

enhanced international relations and the promotion of peace. As Manila Declaration puts it, “based on justice and respect of individual and national aspirations, tourism stands out as a positive and over present factor in promoting mutual knowledge and understanding, and as a basis for reaching a greater level of respect and confidence among all the peoples of the world” UNWTO(2016).

To attract more tourists and improve performance in the tourism sector, a country must be environmentally safe, politically secure, socially hospitable, economically stable and globally peaceful. As Soifer (2008) reckons that due to climate change, tourists destinations “are shifting to low carbon emissions following trend of visitors more focused in being environmentally responsible adopting a sustainable behaviour. Tourism accounts for 30 percent of the world’s trade of services and 6 percent of overall exports of goods and services” (Soifer 2008).

Tourism sector incorporates transport services, hospitality, entertainment and sale of goods to tourists (UNWTO 2012). During a world conference on tourism in Sri Lanka in July 2016, the theme of the conference was “A catalyst for Development, Peace and Reconciliation”. In 1967, the United Nations declared the year as “The International Tourism Year” whose theme was “Tourism: Passport to Peace” (UNWTO 2016). Tourism is regarded as a relieve for the promotion of peace in the world. That means, the higher the performance in tourism industry, the greater the peace in the world.

Performance in tourism in the world is on an upward trend. The World Bank Group recorded increased international arrivals in the world between 2009 to 2015 as follows: in 2009 the tourists were 907, 893,256 million, in 2010 the number rose to 967,194,267 million, in 2011 the arrivals improved to 1,009 billion, in 2012 more tourists were recorded at 1,060 billion, in 2013 the number rose to 1,111 billion, in 2014 tourist arrival escalated to 1,161 billion and in 2015 the number rose to 1,184 billion.

The tourism share in the world export traded to 7 percent in 2015. The total export value from international tourism was 1.4 trillion US Dollars. The UNWTO (2016) ranked the overall best countries in the world as: number one was Germany which earned 3.7 trillion US Dollars in GDP, with a population of 80.9 million and 45,888 GDP per capita. The second in rank with best tourism performance was Canada which earned 1.8 trillion US

Dollars in GDP, with a population of 35.5 million and 44,843 GDP per capita. Third best country was the United Kingdom with 2.7 trillion US Dollars in GDP, with a population of 64.5 million and 54.597 US Dollars GDP per capita. The United States came fourth with 16.8 trillion US Dollars GDP, and a population of 318.9 million with 54.597 US Dollars GDP per capita. During the 2016 global ranking, Brazil was rated the best in adventure and fun where each visitor spends 1,153 US Dollars per trip. The country is the most heavily visited by tourists in the world. The country has a sprawling coastline which is attractive to both locals and foreigners. There is also an annual carnival in Rio de Janeiro, which attracts tourists from all over the world due to music and dance festivals.

Tourism performance ranking in the region also portrayed an upward trend. South Africa, the second largest economy in Africa after Nigeria, was ranked position 31 out of 60 countries. The population of South Africa stands at 54,001,953 with a GDP of 351.0 billion US Dollars and 13.046 US Dollars GDP per capita (UNWTO 2016). The country was affected by apartheid in the 1990s and still suffers the aftermath with a lot of inequality and high crime rate. Most towns lack basic infrastructure as the country suffers from economic, political and health challenges. This has rendered to HIV/ AIDs increase where eminent unemployment leads to poverty. Tourism adventure scored 3.5 at position25, scenery 6.9, pleasant climate at 6.1 and friendliness at 2.3.

Nigeria was ranked position 57 out of 60, yet it has the largest economy in Africa. With a population of 177,475,986 million, her GDP was 522.0 billion US Dollars and 6,031 GDP per capita. The country has the highest HIV/ AIDs cases in the world and poverty is prevalent. The UNWTO 2016 also reports that one third of children in Nigeria do not go to school.

Although every country strives to enhance tourism, there are hurdles that deter performance. For example, Tourism 2025 for New Zealand notes that there are price and access issues, barriers to domestic travel because New Zealanders prefer international tourism.

The country suffers from resource constraints. To mitigate these hurdles, tourism 2025 aims to “probe opportunities to move New Zealanders spending from international travel or other discretionary spending to domestic travel”. This is a gap in tourism performance

that must be addressed to improve the economy. Also China which is the fastest growing tourism source has a challenge in discovering untouched and unique places.

To deter this hurdle, the country aims at removing the few barriers to travel by offering cheap transport to the rare sites. The other gap is the language hurdle. To address this, the country aims at introducing smart translation apps to dissolve language barriers (Treksoft 2016). In the 2016 global travel trends, 20 per cent of the world travellers are young millenials looking for adventure. These tourists desire new places and sites with caring and listening companies to their feedback as well as verbal recommendations (Fuggle 2015). It is expected that these young travellers will make 47 per cent more international trips by the year 2020. Will Kenya be one of their destinations?

In Tanzania, tourism is number one foreign exchange earner. There is great potential for performance in the tourism industry in Tanzania, were it not for natural resources destruction, skills gap and restrictive labour laws (Citizen News 2016). Tanzanian's tax system and levy collection coupled with the government policies and regulations also affect the steady growth of the tourism industry. However, the tourism earnings rose from US Dollars 1,853 million (Kshs. 3.7 trillion) in 2013 to US Dollars 2,0006 (Kshs. 4.01 trillion) in 2014 which represented 8.2 percent increase (citizen News 2015).

In Kenya, tourism is the second largest source of foreign exchange revenue after agriculture. The tourism industry includes visits to the 19 national parks and game reserves, the coastal beach of Mombasa, eco-tourism, cultural tourism, sports and conference. During the 2007-2008 ethnic clashes, tourism industry records fell from revenue of 17.5 billion to 8.08 billion and visits decreased from 273,000 to 130,585. In October 2011 the Kenya Defence Forces (KDF) went to Somalia to pursue Al-shabaab. The terror group responded by attacking civilians in the country. Between 2011 and 2014 there were about 160 terror attacks in the country.

In return, United Kingdom (UK) and United States of America (USA) together with France sent travel advisories to their nationals against visiting the coveted tourist sites. This had a toll on performance of tourism industry in Kenya. In 2011 Kenya earned Kshs. 97.9 billion from tourism. This dropped to Kshs. 96.02 billion in 2012 and further decline was noted in 2013 at Kshs. 93.97 billion. Also arrivals of international tourists dropped

from 1,780,768 million in 2012 to 1,499,059 million in 2013 (KTF 2016). The revenue collected from tourism industry in 2014 further decreased to Kshs. 87.1 billion and went down to Kshs. 84.6 billion in 2015. Kenya received 1.18 million tourists in 2015 at a percentage of 12.6 lower in 2014. The report by Economic Survey (2016) also revealed that Kenya received the low returns ever after investing Kshs. 10.7 billion in the budget allocation, of 2015 which was double the previous years allocation. The investment was meant for promotion of market activities, parts improvement, beefing up security in beaches and museums. Number of visitors in hotels reduced from 6.28 million in 2014 to 5.87 million down by 6.4 percent in 2015.

Kenya hosted more local conferences from 3,077 in 2014 to 3,199 in 2015. International meetings dropped by 10 percent (Mutambo 2016). The Kenya National Bureau of Statistics (KNBS 2016) noted the tourism industry, "suppressed performance3 was mainly due to security concerns particularly in the coastal region, and the negative travel advisories, from some European source markets. International tourism numbers have been falling since 2011, when the country received 1.8 million tourists earning Kshs. 97.9 billion. Insecurity, mainly from terrorist incidents, disease outbreaks and poor economy have led to the decline.

In 2015 estimates, Kenya had a GDP of US Dollars 69,977 billion making the 72$^{nd}$ largest economy in the world with a per capita estimated at US Dollars 1.587. Tourist spending and activities significantly affects micro and small enterprises growth. Kenya's services sector which contributes 63 percent of GDP is dominated by tourism. Kenya's Vision 2030, a broad plan for future development and prosperity to make the country globally competitive, targets tourism as a major economic area in the economic pillar.

In the social pillar tourism is set to improve the quality of life and a health environment to make the country attract more visitors. The political pillar targets security, peace building and conflict management which will create a conducive environment for tourism sector to grow.

However, in consideration of nature's endowment for Kenyan Tourism, the performance could outdo agriculture and become the number one foreign exchange earner. There is much that needs to be done to raise Kenyan Tourism sector. Security measures to curb

terror attacks are one of the interventions. Also improved customer focused services could enhance the Tourism Sector. This includes good communication to the visitors to enable them value our country. While we expect great returns in changes at the sites and services, the cost should be attractive to the tourists.

Allocating resources to tourism development could also improve performance. However, in 2014/ 2015 Kenyan budget allocation was 3.209 billion and 8.597 billion in 2015/ 2016 which has been reduced to 4.477 in 2016/ 2017.

This reduction could affect performance. To ensure that performance is enhanced, other areas need to be explored to boost performance. Using the available resources, personal strategies, language and the political will, tourism in Kenya can benefit the economy greatly.

### 1.2 Statement of the Problem

Tourism earnings decreased by 7.3 percent from Kshs. 94 billion in 2013 to Kshs. 87.1 billion in 2014 with international arrivals decreasing to 11.1 percent. (Economic Survey, 2015). Tourism industry is responsible for 9 percent of Gross Domestic Product globally and providing one in eleven jobs (World Heritage and Tourism Report, 2015).

Tourism sector is responsible for 9 percent of Gross Domestic Product globally and providing one (1) in eleven (11) jobs. Yet in Kenya, people are losing jobs instead of gaining employment in the tourism sector.

When the budget allocation for tourism was reduced in 2016/ 2017 a budget commentary by Pesacheck asked, “Is Kenya’s tourism sector headed to the right direction”. Another headline read, “Boost for sickly tourism as chartered flights to resume”.

Although a lot of studies have been done on Kenyan tourism there is need to examine determinants influencing performance with a view to improving the sectors earnings in foreign exchange. The Ministry of Tourism projected that the sector would grow by 20 percent this year compared to last year. To achieve this increase the study investigated determinants influencing this performance.

### 1.3 Purpose of the Study

The purpose of the study was to investigate determinants of performance in the tourism industry in Kenya: A case of Mount Kenya National Park in Kenya.

### 1.4 Objectives of the Study

The study was guided by the following objectives:

i. To determine the influence of language of communication on performance of the tourism industry in Mount Kenya National Park.
ii. To establish the influence of cost of services on the performance of the tourism industry in Mount Kenya National Park.
iii. To assess the influence of the location of Mount Kenya National Park on the performance of tourism industry.
iv. To examine the influence of political environment on the performance of the tourism industry in Mount Kenya National Park.

### 1.5 Research Questions

To achieve the above objectives, the following research questions were formulated:

i. How does the language of communication influence the performance of tourism industry in Mount Kenya National Park?
ii. How does the cost of services influence the performance of the tourism industry in Mount Kenya National Park?
iii. How does the location of Mount Kenya National Park influence the performance of the tourism industry?
iv. In what ways does the political environment influence the performance of tourism in Mount Kenya National Park?

### 1.6 Significance of the Study

Results of this study may offer guidelines to the Kenya Government and Kenyan people since tourism is the second foreign exchange earner after agriculture, the performance in tourism industry may raise Kenya's economy and increase the Gross Domestic Per Capita.

The Kenya government has invested heavily in budgetary allocation to the tourism industry. Results obtained from this study may help development in tourism and earn more finances to sponsor other development projects. The Kenya Tourist Federation may also be boosted by the findings and this may lead to service improvement and more creativity and innovation hence attracting more visitors.

The findings of the study may also promote the performance by involving the stakeholders more in problem solving leading to ownership by the stakeholders of the tourism industry.

The research findings may be beneficial to other researchers in its contribution to literature review in the tourism industry. The performance of tourism industry may boost the income earnings under the umbrella of Kenya Tourist Federation. This may lead to service improvement and more creativity and innovation to attract more visitors.

The study may promote the performance by involving the stakeholders in problem solving in the tourism industry which may benefit them as well and create ownership of the industry.

Although research has been carried out on tourism performance, the issues to be dealt with in this study will contribute to future research literature review which will benefit other researchers.

### 1.7 Limitations of the Study

Performance of the tourism industry is quite broad. The study limited itself to the factors influencing performance of the Mount Kenya National Park as a sample of the population of other tourist attractions in the country. Noting the location of the park time constraints are anticipated as limitations. Transport to the park was a limitation because of the thick forest protected area's vastness. Another limitation was the weather noting that Mount Kenyan area is quite cold. The study suffered from financial constraints since it is yet to receive sponsorship. Another limitation was the security, the area being inhabited by animals and heavily forested.

### 1.8 Delimitations of the Study

The study was carried out on the staff and management of Mount Kenya National Park. This site offers a rich history on the heritage of Kenya and it is unique in its location because of the presence of the highest mountain in Kenya. The area also lies on the Equator making it more exciting for domestic and international tourists. The study employed a survey research design on a selected sample size of the target population. The survey covered the entire staff and management using the sample size selected to generate the expected outcomes.

### 1.9 Assumptions of the Study

It was the assumption of the study that the respondents would find time to fill the questionnaires and offer face to face interviews in focus groups and as individuals. The study anticipated honest and truthful responses both in interviews and questionnaires.

### 1.10 Definitions of the Significant Terms of the Study

**Performance of tourism industry**: This refers to increased number of visitors which translates to increased income generation and repeat visitors which results to longer periods of stay.

**Language of communication**: It is the language used mostly by both the visitors and employees in the park. Language of communication ensures that customers' needs are met to their satisfaction. It also refers to the flow of information from the management to the employees as well as the visitors.

**Cost of services**: There are the charges of the services offered at the park. They may include hotel accommodation rates entertainment and sports and tour guides.

**Location of the park**: It is the proximity from the nearest social amenities as well as the historical and geographical placement of the park.

**Political environment**: Refers to government policies governing rational parks and security issues in the precincts of the park and the country in general.

### 1.11 Organization of the Study

The study is organized in five chapters. Chapter one gives the background to the study. The chapter covers the performance of the tourism industry and significant gaps in various countries of the world, Africa region and Kenya in particular. The chapter also covers the statement of the problem, purpose, objectives, research questions, significance, limitations and delimitation, assumptions and definitions of the significant terms in the study. Chapter two covers introduction to Literature review, relevant literature, influence of language of communication, cost of services, location, of the park, the political environment on the performance of the tourism industry. Chapter two also provides the theoretical framework of the study and the conceptual framework that guides the study.

In chapter three the researcher gives a brief discussion on the research design, the target population, the sample size and sampling procedure, data collection techniques, the piloting, the validity and reliability of the study, data collection procedure, how the data was analyzed, ethical consideration and the table of operationalization. The study used both qualitative and quantitative methods through self-administered questionnaires and in-depth interview as the main research instruments. Chapter four covers introduction, data analysis, presentation and interpretation of data. Chapter five offers the summary of findings, discussions, conclusions and recommendations.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Introduction

Tourism industry is a lucrative business in most countries of the world today, Kenya included. Performance in the tourism industry has been researched on extensively. However, the determinants of performance in tourism industry in this study are gaps identified from previous studies. This chapter will focus on relevant literature that lays foundation for the study.

## 2.2 Concept of performance of Tourism Industry

Performance of tourism industry in Kenya dates back to the 1960s. During that period there was a remarkable growth of tourists who visited the country. As a young nation after independence, Kenya introduced low value tourist packages which led to an upsurge of visitors. In the 1970s the world was reeling from global recession and oil shocks and this led to a decline in the tourism industry. The same period also saw the closure of Tanzania – Kenya border hence closing out the tourists coming to Kenya from Tanzania or vice-versa.

In the 1980 – 1990s the tourism suffered a setback due to HIV/ AIDs and other diseases leading to poor health standards. The policy implementation and poor transport network locked out tourists from the country. The 1998 terror attacks frightened the tourists and this led to a decline in the performance of the tourism industry. The new millennium has had its challenges on the performance of tourisms because of the political environment and introduction of multiparty systems which portrayed the country as unstable.

To-date, the countries that had issued travel advisories have retracted and re-opened their consulates in the coastal region. The Kenya government has vowed to support the tourism industry and increase the source markets to target United Kingdom, United States of America, France, Canada, Italy, Switzerland, Scandinavia, Europe, North America, Africa and Asian markets. Kenya is a member of UNWTO. The optimistic international report on world tourism gives Kenya hope to advance.

The UNWTO (World Tourism Barometer, 2016) states tourism continued to grow significantly in early 2016. This is yet to happen in Kenya tourism industry. It's against this backdrop that the study intends to make performance in tourism industry a reality. The study was centered on the following determinants, language of communication, cost of services, location of the park, the political environment and the performance of the tourism industry in Kenya.

### 2.3 Language of Communication and Performance of the Tourism Industry

Kenya has 43 tribes each of which speaks its ethnic language. The official language according to the Constitution of Kenya 2010 is English and Kiswahili. Kiswahili is spoken by all tribes and used as a language of instruction in schools and colleges as a subject in the curriculum. English is the official foreign language in all education institutions in Kenya. With such a scenario, the importance of language of communication in the performance of tourism cannot be overestimated. Tourists visiting Kenya from all over the world also spread their own languages. Kenya has a Curriculum Policy on Foreign Languages and French, German, Arabic, Japanese and Chinese are taught in private institutions and in some public schools and public universities. The English, French, German, Chinese, Japanese, Danes, Italian, Arabs name then have challenges when it comes to our 42 languages during their visits.

Sebakijje (2013) notes that language and communication skills shape the tourism industry. As a hotelier and tourism professional, Sebakijje suggests those that staff members in the hospitality and tourism industry need to be fully trained in language and communication skills. The staff should be comfortable with the language of interaction with customers, either in housekeeping, food and beverages and front office. The purpose for training is to help the staff answer the customer questions to their satisfaction: Sebakijje says, "Untrained hospitality workers in East Africa tend to be soft spoken and shy when talking to foreigners in a foreign language. Proper use of language by staff gives them confidence to serve customers and have good interpersonal relationships in order to understand each other's needs. Language is necessary for dialogue between the staff and tourists. He continues to say that, "As East Africa raises standards of service

through regional unification and harmonization of the tourism industry, none of these backgrounds should stand in the way of good service".

Globalization has made English a dominant ingredient for communication. East Africa's new source markets of Asia and South America may not be English speaking, "Therefore, hotel and tourism institutions must include basic language courses in their curriculum in English, Japanese, Chinese, Spanish French, German and Italian. He suggests that in order to remove language barriers, bilingual staff can be hired in each hotel department to facilitate interpretation and translation when required, Sebakijje (2016).

Other methods include setting up translation companies and connecting them to hotel directories. Language can also be enhanced through use of verbal and non-verbal communication skills role play would include a customer's reaction when sick, angry, happy, fearful or uncomfortable with food, accommodation, cost, security or service.

The social media and video link technology could also enhance language training to influence performance of the tourism industry. He continues to state that, "management can also boost this experience by providing a positive working environment where employees are motivated enough to practice their learned language and communication techniques" (The New Times Rwanda /2007 – 2016).

### 2.4 Cost of Services and Performance of the Tourism Industry

Payment for services rendered in tourism either in hotels, site seeing, scenic adventures, bird watching, marine parks, cruise ships, entertainment or mountain climbing influences performance in the tourism industry. Assaf and Knezeric (2011) noted that cost efficiency influences performance in the tourism industry.

Eylul (2012) encourages innovation in tourism industry in all aspects of formation and development of creative ideas or improvement of better tourism services leading to higher tourist satisfaction, more effective managerial strategies, higher profits and lower costs as end results. Higher income and relative increase in affluence increases demand for luxury travel. Customers look for excitement adventure and something different and unique. Due to changing lifestyles, spending has also changed.

Todays' new tourism includes packages like agri-tourism, dark-tourism, slow-tourism and gastronomic tourism. These creativities call for higher spending and higher performances in the tourism industry. Advancement in technology, mobile usage increase, mass communication, global e-connectivity, e-tourism has increased online bookings, selling, marketing and information flow are geared towards increased costs and presumably high performance in the tourism industry, Eylul (2012).

Tourism companies will need to possess websites to provide information, channels for internet shopping and e-tourism. Increased number of internet users leads to increased internet booking sophisticated online marketing and strategies.

Online communication and consumption patterns are appearing, all at a price. There is a shift from individual to group tours, with more sophisticated and educated customers who require knowledgeable travel coordinators ready to pay for the services.

The cost as an influence to performance in the tourism industry is also determined by ecology, green applications and sustainability. The tourists are now seeking nature friendly, ecological and culturally sensitive products. Tourists are willing to pay more for green hotels, green travel packages and green destinations. The internet market offers tax deductions for energy saving green hotels, Eylul (2012).

### 2.5 Location of the park and Performance of the Tourism Industry

Nature and human activity has placed tourist sites in specific locations. The motivation to choose one site against another influences performance in the tourism industry. Some sites are more visited than others whether locally or abroad. Brazil attracts more visitors than any other site in the world. No wonder the 2016 Olympic Games chose Rio De Janeiro in Brazil as the venue. Bernini and Guizzardi (2010) suggest that location is positively correlated with technical efficiency especially for sun and beach destinations as well as cities with renowned cultural importance. Thus resources that may contribute to the attractiveness of a hotel's location need to be conserved (Gomezeli and Mihalic, 2008).

Hotel location, size in room surface and quality, ownership and organizational form, intangible capital, characteristics of the labour force, prices and guest typologies are

among the main micro determinants of efficiency (Bernini and Guizzardi, 2010, Hu et al 2010, Hiwang and Chang 2003, Manasakis et al 2013, Neves and Lourenco 2009, Oliveira et al 2013; Sanjeer 2007, Wang et al, 2006).

The fascinating gaze of the snow-capped Mount Kenya is in itself an influence on the performance of the tourism industry. Mount Kenya is the second highest mountain in Africa and the most impressive in East Africa. It is located on the migration route of the African elephant and lies astride the Equator. The Mount Kenya area includes the Lewa Wildlife Conservancy and Ngare Ndare Forest Reserve, World Heritage Centre (2013).

Mount Kenya National Park is home to many animal species and birds. These include the elephants, zebras, black rhinoceros, sunbirds, eagles, hawks, francolin and green ibis among others.

The Mount Kenya National Park is managed by Kenya Wildlife Services (KWS) while the Mount Kenya forest reserve is managed by the Kenya Forest Service (KFS). There are various challenges facing the park area and forest reserves which render the area at great risk, which could deter the expected performance in the tourism industry. There is logging of trees and wanton destruction of forest cover, illegal grazing, poaching of elephant for tusks and animal skins. This trend could affect performances.

The climatic condition is also taking its toll by melting away the glaciers which would erode the beauty of the snow-capped mountain. However, because of the mountains unique features and height and location Mount Kenya National Park will continue to influence positively the performance of the tourism industry.

### 2.6 Influence of the Political Environment and Performance of the Tourism Industry

For tourism to thrive in every country, the political environment must be conducive. Tourists must get value for their money through the structures put in place by the political system. Security measures and effective immigration process will reflect on the nature of other systems in the political structure. Indeed it is the role of the government to ensure tourism development (Akama, 2002). The Kenya government formulates tourism framework. The government also develops and initiates the national tourism development

plan. The government also invests capital in tourism industry through budgetary allocations. It coordinates activities of different interest groups to prevent duplication.

Through the Ministry of Environment, the government undertakes environmental management of tourism. It is the government's responsibility to initiate transport infrastructure and communication network. The government also develops museums and heritage preservation as well as the promotion of arts and craft, Akama (2002). For improved economy the government creates an enabling socio-economic and political environment for the development of the tourism industry. It is also the role of the government to create a positive tourism image to mitigate negative publicity against Kenya. The government has also created a democratic political space through multipartyism. The building of the Standard Gauge Railway (SGR) and LAPPSET project and the modernization of Jomo Kenyatta International Airport as well as other outlets and inlets is geared towards influence on the performance of the tourism industry.

### 2.7 Theoretical Framework of the Study

This study was guided by the Goal Setting Theory. This is a general theory that can be applied in a multitude of work situations. The goal theory supports the concept that specific, difficult goals are positively correlated to improved performance (Tubbs 1986).

Goal setting theory states that the source of motivation is the desire and intention to reach a goal (PSU, WC, 2015). Goal setting involves the conscious process of establishing level of performance in order to obtain desirable outcomes.

Goal Setting Theory was created by Ponan Francis and Redmond and modified by Chelsea Manne Jones in February 2016. The goals setting theory has received great support from other researchers.

Locke and Latham (2006) stated that the goal setting was based on the premise that much human action is purposeful in that it is directed by conscious goals. The decision to set a goal results from dissatisfaction with current performance levels. Setting goals should include setting a structure that directs actions and behaviour which improve the unsatisfactory performances. Goal setting theory predicts that people will channel effort

toward accomplishing their goals which inturn affect performance. Locke and Latham (1990).

There are several conditions that are particularly important in successful goal achievement. These are goal acceptance and commitment, goal specificity and goal difficulty and feedback (O Neil & Drillings 1994). These goals have been edited by Kenneth Blanchard and Spencer Johnsons as SMART Goals – specific measurable, attainable, realistic and time bound. SMART goals have been modified to BHANs which are ambitious long term goals by Buchanan (2012). The goals setting theory was useful in the study on factors influencing performance of the tourism industry.

The study also used the new institutional theory based model in establishing the influence of Mount Kenya National Park on the performance of the tourism industry in Kenya. The conceptual model helps to explain the Corporate Social Responsibility (CSR) in the context of institutional theory. (Danuta de Grosbois 2015). The concept of CSR has grown with the recognition that business enterprises have responsibilities to society well beyond profit making (Carrol and Shabana 2010).

The institutional theory emphasizes that organizations are open systems strongly influenced by their institutional environments, including regulations, norms and socially constructed belief systems that exercise significant control over organizations interms of goal setting decision making and the development of performance measures (Di Maggio and Powell, 1983; Meyer and Rowan 1977).

The tourism industry is a CSR; therefore the institutional theory was relevant in influencing performance of the formal structures more than market pressures. This will be as a result of innovativeness to improve performance of the tourism industry through technical efficiency.

## 2.8 Conceptual framework

The conceptual framework shows the variables in the study:

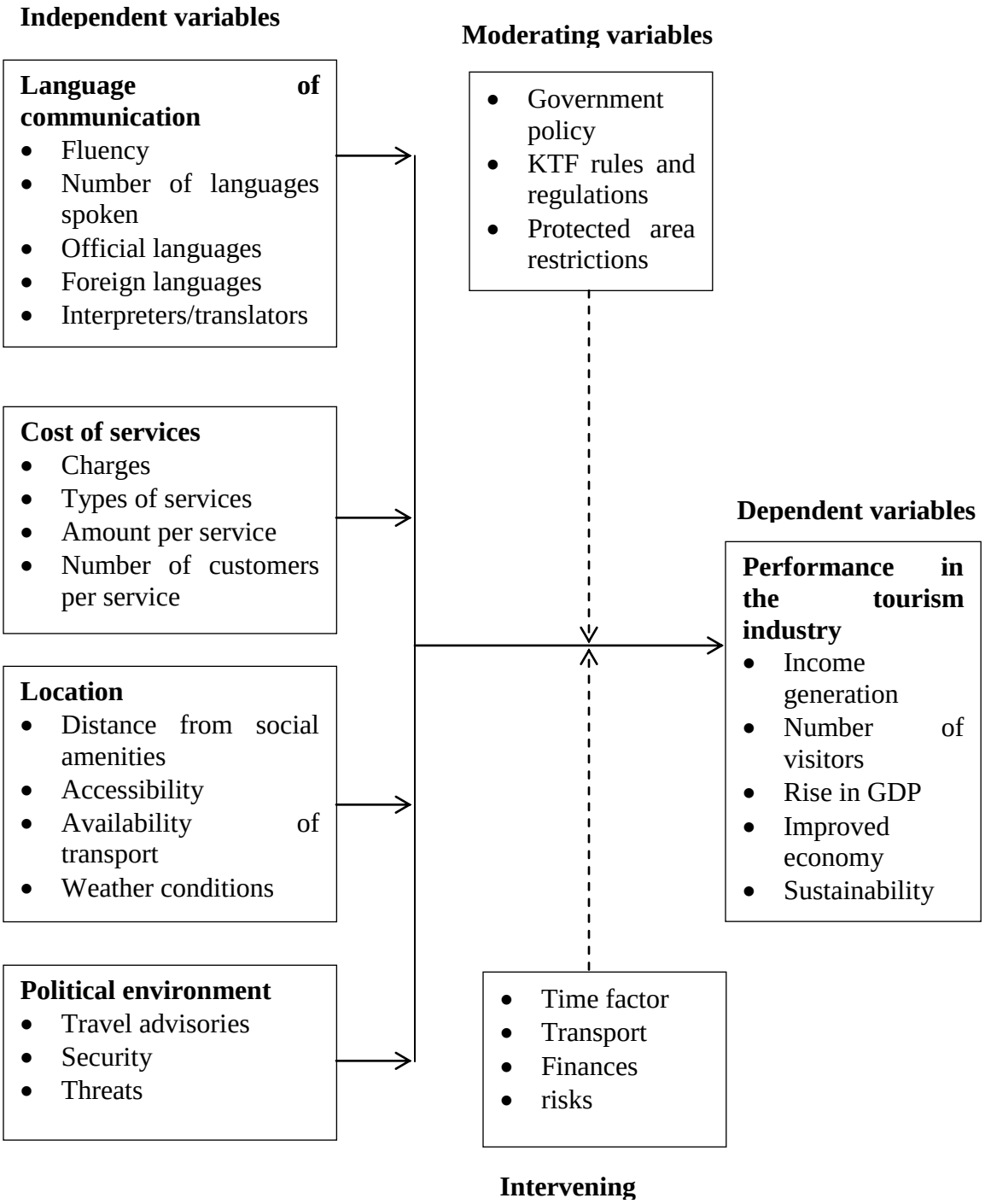


**Figure 1: Conceptual framework**

The purpose of the study was to investigate determinants of performance in the tourism industry in Kenya: A case of Mount Kenya National Park in Kenya. Language of communication, cost of services, location of the park and political environment were the independent variables while performance of the tourism industry was the dependent variable. Figure 1 shows that there were variables that intervened and moderated the relationship between the independent variables and performance of the tourism industry

### 2.9 Summary and research gap

Literature review was conducted on issues surrounding the performance of the tourism industry. In particular extensive literature was reviewed on the influence of Language of communication, cost of services, location and political environment. The researcher found that majority of studies had been conducted in the western world and there were limited published studies of the Kenyan context. In addition majority of existing studies did not factor in language of communication. To fill these gaps therefore, the study was conducted to investigate determinants of performance in the tourism industry in Kenya.

# CHAPTER THREE

# RESEARCH METHODLOGY

## 3.1 Introduction

This chapter outlines the research design and methodology that was adopted for the purpose of the study. The chapter is divided into the following sections: research design, target population, sample size and sampling procedures, data collection instrument, validity of the instrument, reliability of the instrument  data collection procedures, data analysis techniques to be used in the study, ethical considerations and operational definition of the variables.

## 3.2 Research Design

A research design is an outline or plan that is used to generate answers to research questions or problems (Kombo, 2006). This study used the descriptive research design which covered both quantitative and qualitative research methodologies. The term descriptive research refers to the type of research questions, design and data analysis will applied to a given topic (Mertler, 2006). The researcher conducted a descriptive design, which provided information on the present status with reference to the variables.  A descriptive survey design was applied for the purpose of gathering information, summarizing, presentation and interpretation (Cresswell & Clark, 2007).

## 3.3 Target Population

A population can be defined as a complete set of individuals, cases or objects with some common observable characteristics (Mugenda and Mugenda, 2003). The population for this study included management staff at Mount Kenya National Park.  There were 400 employees in Mount Kenya National.  The researcher used the management staffs only who are 40 in number (Makombo, 2014).

## 3.4 Sample Size and Sampling Procedure

The sample population reflects the characteristics of the population from which it is drawn, Mugenda (2003). This study used the census sampling frame procedure.  All the 40 management staff of Mount Kenya National Park were the respondents.

**Table 3.1 Sampling frame**

| | Title of management | Number |
|---|---|---|
| 1. | Senior wardens | 2 |
| 2. | Deputy senior wardens | 2 |
| 3. | Security wardens | 2 |
| 4. | Community wardens | 2 |
| 5. | Tourism warden | 2 |
| 6. | Rescue officer | 2 |
| 7. | Investigations officer | 2 |
| 8. | Research scientist | 2 |
| 9. | Accountants | 3 |
| 10. | Administrator | 1 |
| 11. | Procurement officer | 1 |
| 12. | Section heads of departments | 6 |
| 13. | Mechanical supervisor | 1 |
| 14. | Stones assistant | 3 |
| 15. | Senior ranger | 1 |
| 16. | Clerk of works | 1 |
| 17. | Fence technician | 1 |
| 18. | Senior driver | 1 |
| 19. | Senior housekeeper | 1 |
| 20. | Rescue ranger | 1 |
| 21. | Secretary | 1 |
| 22. | Site manager | 1 |
| 23 | Field attendant | 1 |
| | Total | 40 |

In addition, to the 40 park staff, 5 tourists were purposively recruited into the study.

### 3.5 Data Collection Instruments

This section presents the data collection techniques and instruments that were used in the study, the piloting of the instruments, and validity of the instruments and the reliability of the instruments.

Data is all information a researcher gathers for study purposes (Mugenda and Mugenda, 2003). Data collection techniques allow the researcher to systematically collect primary data about the topic of the study. Data used in the study was from both primary and secondary sources. Primary data is that which is collected afresh and for the first time, and are original in character such as responses from subjects (Greer& Kolbe, 2003).

Secondary data is that which has already been collected by someone else and has already gone through some statistical process such as reports and other documents. Primary data is often more preferred because of their timeliness, reliability, adequacy and appropriateness attributes (Greer & Kolbe, 2003). Various data collection techniques can be used such as: interviews, questionnaires and observation (Mugenda, 2003).

This study utilized the questionnaire technique. A questionnaire is a data collection tool in which written questions are presented that are to be answered by the respondents in written form (Mugenda 2003). The questions can either be open-ended or closed. The open-ended questions provides self-expressed responses which are spontaneous from respondent (Patton, 2002).

Open-ended questions permit free responses which should be recorded in the respondents' own words (Kumar, 2005): such questions are useful for obtaining in-depth information on: facts with which the researcher on: facts with which the researcher is not very familiar, opinions, attitudes and suggestions of informants, or sensitive issues. Closed questions have a list of possible options or answers from which the respondents must choose (Kumar, 2005).

The study employed closed-ended and open-ended formats in developing the questionnaires items. Questionnaires were administered personally by the researcher to ensure that the sampled respondents were the ones supplying the data. The questions were clear and easy to understand, with a proper layout for easy reading and in a

sequential order. The target respondents were the management staff of Mount Kenya National Park.

The researcher explained the objectives and relevance of the study by writing a letter and attach to every questionnaire. The letter also introduced the researcher, offer general instruction on the questionnaire and assure respondents of the anonymity of the information provided by them.

### 3.5.1 Piloting the Instruments

The researcher pre-tested the research instrument before the actual field work. . A pre-test helps the researcher to notice any difficulty, confusion ambiguity, and the time taken to complete the questionnaire (Abuga, 2009). The researcher used the information obtained from pre-testing to modify or re-design part of the questionnaire that had been found to cause problems and logistics of data collection before starting the actual research. This study pre-tested at the Mountain Lodge Management of 15 senior staff because of the similarity with Mount Kenyan National Park under study.

### 3.5.2 Validity of the Instruments

Validity is the degree to which the sample of test item represents the content that it is designed to measure (Mugenda, 2003). Validity therefore represents the accuracy of the data obtained in the study of the variables.Validity proofs the relevance of the variables tested in the questionnaire (Kerlinger, 1978). The validity of this study was obtained by presenting the questionnaire to the Supervisor to assess relevance and thereafter conducting a pilot study at the mountain lodge, Nyeri.

### 3.5.3 Reliability of the Instruments

Reliability ensures the correctness of the questions included in the questionnaires. Reliability is the extent to which a research instrument yields findings that are consistent each time it is administered to the same subjects (Mugenda, 2003). Reliability of an instrument is the measure of the degree to which a research instrument yields consistent results or data after repeated trials. (Kothari, 2008). This study employed the split – half method. The split half method is used to assess consistency of a questionnaire. It measures the extent to which all parts of the test contribute equally to what is being measured (McLeod, 2007).

The researcher used this method because all questions measure the same constructs. This ensured reliability on the questionnaire on determinants of performance in the tourism industry. The study used a likert scale type of items and applies the Spearman-Brown formula as follows:

$$\text{Reliability of scores on total test} = \frac{2 \times \text{reliability for } ½ \text{ test}}{1 + \text{reliability for } ½ \text{ tests}}$$

The split half reliability determines how much error in a test score is due to poor test construction. The method is used in Likert scale measure in that does not have just one correct answer (Korb, 2013). A coefficient of 0.83 was obtained from analysis of pilot data. According to Silverman (2005) a coefficient of 0.08 and above represents good reliability of the instrument in question.

### 3.6 Data Collection Procedure

The questionnaires were administered personally by the researcher to ensure that the sampled respondents were the ones supplying the data. Before embarking on the research, the researcher requested for a letter of introduction from the University to present for the acquisition of a permit from National Commission for Science Technology and Innovation (NACOSTI).

### 3.7 Data Analysis Technique

The term data means groups of information that represent the qualitative or quantitative attributes of a variable or set of variables. Data analysis is of process of inspecting, cleaning, transforming and modeling data with the goal of highlighting useful information, suggesting conclusions and supporting decision making. (Ader, 2008).

There are three major steps of data analysis according to Kumar, (2005): Editing (cleaning), Coding, Analyzing. Editing is the part of data preparation that involves checking or logging the data in; checking the data for accuracy (errors, incompleteness, misclassification and gaps in the information).

Editing is also entering the data into the computer; transforming the data; and developing and documenting a database structure that integrates the various measures of data

preparation (Trochim, 2006). Coding refers to describing basic features of the data in a study. It involves provision of simple summaries about the sample and the measures (Trochim, 2006). The researcher analyzed the data using statistical package for social scientists (SPSS) software package to generate descriptive and inferential statistics. The quantitative data was analyzed using descriptive statistics, methodology such as frequency distribution tables, percentages and pie charts. Every effort was made or provides answers to the research questions.

### 3.8 Ethical Issues

The researcher followed the rules and guidelines of professionalism and observes the principle of voluntary participation that requires people not to be coerced into participating in research (Kumar, 2005). This was achieved by seeking informed consent from the specific audience and protecting their privacy as well as guaranteeing confidentiality and anonymity throughout the study. The outcomes were communicated to the participants in order to ensure maximum utilization by the beneficiaries the researcher also respected the views and privacy of the respondents regardless of gender, race or cross cultural orientation. Before the questionnaire was administered, the researcher communicated to the respondents the purpose of the study.

### 3.9 Operationalization Table

**Table 3.2 Operationalization**

| Objectives/research questions | Independent variables | Dependent variables | Indicators | Method of data collection | Instrument data collection tools | Data analysis techniques |
|---|---|---|---|---|---|---|
| To determine the influence of language of communication on performance of tourism industry. | Language of communication | Performance of tourism industry | Fluency in languages<br>Number of foreign languages.<br>Ability to read and write foreign languages | Administer questionnaire<br>Interview schedule<br>Administer interview | Questionnaire | Frequencies and percentage correlation |
| To establish the influence of cost of services on performance of tourism industry. | Cost of services | Performance of tourism industry | Charges of various types of services e.g. accommodation, tour guide, and entertainment. | Price list official records<br>Administer questionnaire. | Questionnaire | Frequencies and percentage correlation |
| To assess the influence of location of the park on performance of tourism industry. | Location of the park | Performance of tourism industry | Accessibility<br>Distance from nearest social amenities. | Administer questionnaire | Questionnaire | Pearson correlation |
| To examine the influence of the political environment on performance of tourism industry. | Political environment | Performance of tourism industry | Government support.<br>Government policies.<br>Security Threats | Administer questionnaire | Questionnaire | Pearson correlation |

# CHAPTER FOUR

# DATA ANALYSIS, PRESENTATION AND INTERPRETATION

## 4.1 Introduction

The objective of this chapter is to report the results of the data collected during the study. The chapter describes the outcomes of the questionnaires and interviews that were used to conduct the study. It shows the response rate, demographic information of the respondents and findings on the study variables.

## 4.2 Questionnaire return rate

A total of 40 questionnaires were distributed to the respondents. 37 questionnaires were returned fully filled and fit for analysis representing a response rate of 93%. This is a bove the recommended threshold of 70% by Mugenda and Mugenda (2012). In addition, 5 interviews were conducted with tourists.

## 4.3 Ddemographic characteristics of the respondents

The study assessed the gender, age and level of education of participants. The findings are presented in Table 4.1

### 4.3.1 Characteristics of park staff

**Table 4.1** D**emographic characteristics**

| Characteristic | Category | Frequency | Percentage |
|---|---|---|---|
| Gender | Male | 23 | 62 |
| | Female | 14 | 38 |
| | Total | 37 | 100 |
| Age | >25 | 5 | 14 |
| | 25-35 | 17 | 46 |
| | 35-45 | 8 | 21 |
| | 45-55 | 4 | 11 |
| | >55 | 3 | 1 |
| | Total | 37 | 100 |
| Education | Primary | 4 | 11 |
| | Secondary | 11 | 30 |
| | College | 14 | 38 |
| | University | 3 | 1 |
| | Total | 37 | 100 |

Findings in Table 4.1 show that majority (62%) of participants in the study were male with the females making up 38% of the respondents. This shows that there was a gender disparity among staff in the Mount Kenya National Park in Kenya. Findings on age of respondents show that 49% of the respondents were aged between 25 and 35 years while those aged between 35 and 45 years accounted for 23% of the respondents. This shows that majority of the employees of Mount Kenya National Park in Kenya. Were relatively young in their youth. Findings on the level of education show that 42% of the respondents were college educated while 33% had acquired secondary education. This shows that majority of the respondents in the study were highly educated and were therefore in a position to understand the questions in the study. The study also sought to find out work related characteristics of the participants such as their job role, working experience and languages spoken.

**Table 4.2 Work related characteristics.**

| Characteristic | | Frequency | Percentage |
|---|---|---|---|
| Current working position | Attendant | 1 | 3 |
| | Caretaker | 6 | 16 |
| | Customer care | 1 | 3 |
| | Guide | 14 | 38 |
| | Human capital | 1 | 3 |
| | Ranger | 13 | 35 |
| | Research assistant | 1 | 3 |
| Working experience | >5 | 11 | 30 |
| | 5-10 | 9 | 24 |
| | 10-15 | 5 | 14 |
| | 15-20 | 6 | 16 |
| | >20 | 6 | 16 |
| | Total | 37 | 100 |
| Languages spoken | All | 4 | 11 |
| | English + Kiswahili + vernacular | 22 | 59 |
| | English + Kiswahili + foreign language | 11 | 30 |
| | Total | 37 | 100 |

Findings in table 4.2 show that 38% of the respondents were tour guides, 35% were game park rangers and 16% were caretakers. The findings show that 30% of the respondents had less than 5 years working experience, 24% had between 5 and 10 years working

experience, 16% had between 15 and 20 years working experience while an equal number (16%) had over 20 years working experience. Majority (56%) of the respondents spoke English, Kiswahili and vernacular while 30% spoke English and Kiswahili and a foreign language. The findings therefore show that communication in foreign languages amongst the park was low.

### 4.3.2 Characteristics of visiting tourists

5 visiting tourists were interviewed in the study. Findings in Table 4.3 show their country of origin and purpose of visit.

**Table 4.3 Characteristics of visiting tourists**

| Characteristic | | Frequency | Percentage |
|---|---|---|---|
| Country of origin | Canada | 1 | 20% |
| | Iceland | 1 | 20% |
| | USA | 1 | 20% |
| | France | 1 | 20% |
| | Greece | | 20% |
| | Total | 5 | 20% |
| First visit | Yes | 4 | 80% |
| | No | 1 | 20% |
| | Total | 5 | 100% |
| Length of stay (weeks) | 1-3 | 3 | 60 |
| | 4-6 | 2 | 40 |
| | Total | 5 | 100 |
| Purpose of visit | Climbing the mountain | 5 | 100 |

Findings in Table 4.23 show that the tourists were from Canada, Iceland, USA, France and Greece. For majority (80%) of the tourists, this was their first visit. Majority (60%) planned to stay for between 1 and 3 weeks in the country. All (100%) tourists had come to the park to climb Mt. Kenya.

## 4.4 Language of communication and performance of tourism industry

The study sought to assess the language of communication used .the findings would enable determine the influence of language of communication on performance of the tourism industry in Mount Kenya National Park. The study sought to find out from the tourists on their experience with language of communication in the park.

**Table 4.4 Language of communication**

| Characteristic | | Frequency | Percentage |
|---|---|---|---|
| National language | English | 2 | 40% |
| | French | 1 | 20% |
| | Icelandic | 1 | 20% |
| | Greek | 1 | 20% |
| | Total | 5 | 100% |
| Communication barriers | Yes | 2 | 40% |
| | No | 3 | 60% |
| | Total | 5 | 100% |
| Number of languages spoken | 1 | 3 | 60% |
| | 2 | 1 | 40% |
| | More than 2 | 1 | 40% |
| | Total | 5 | 100 |

Findings in Table 4.4 shows that English (40%) was the most popular national language of visiting tourists. Majority (60%) of the visiting tourists had no communication barriers. Majority (60%) of the visiting tourists could only speak and write one language proficiently. The findings therefore show that majority of tourists emanated from English speaking countries and had no communication problems with the mount Kenya National park staff.

The study also sought to establish from the park staff the extent to which various languages were used in the park.

**Table 4.5 Extent to which languages are used**

| | Mostly used | Moderately used | Rarely used | Never used | Always used |
|---|---|---|---|---|---|
| English | 56% | 12% | | | 32% |
| Kiswahili | 29% | 47% | 12% | | 12% |
| Vernacular | | 30% | 63% | 7% | |
| French | 7% | 22% | 30% | 41% | |
| Arabic | 8% | | 17% | 75% | |
| Chinese | | 8% | 42% | 50% | |

English was mostly used by majority (56%) of respondents and always used by 32% of the respondents. The findings show that 47% of the respondents used Kiswahili moderately while it was mostly used by 29% of them. Majority (63%) of respondents rarely used vernaculars while 7% never used it. French was never used by 41% of respondents while rarely used by 30%. Similarly majority (75%) of respondents never

used Arabic. Half (50%) of the respondents never used while 42% rarely used Chinese in communication. This shows that foreign languages were lowly used in communication with tourists at Mount Kenya National Park.

The study sought to establish, how respondents communicated with tourists who could not speak English nor Kiswahili.

**Table 4.6 Methods of communication with non-English speaking tourists**

| Method | Frequency | Percentage |
|---|---|---|
| Demonstration | 1 | 2 |
| Gestures | 2 | 6 |
| Interpreter | 16 | 43 |
| Sign language | 11 | 29 |
| Translation machine | 2 | 6 |
| Others | 5 | 14 |
| Total | 37 | 100 |

Findings in Table 4.6 show that using an interpreter (43%), sign language (29%) and gestures (20%) were the most popular methods of communicating between respondents and tourists who could not speak English or Kiswahili. The findings therefore show that the park staff had various ways of communicating with non-English speaking tourists.

The study further sought to establish respondents' view of a foreign language training project.

**Table 4.7 Respondents' view of a foreign language training project**

| Response | Frequency | Percentage | Mean | Standard deviation |
|---|---|---|---|---|
| Strongly disagree | 5 | 14 | 4.19 | 1.49 |
| Disagree | 2 | 6 | | |
| Agree | 3 | 8 | | |
| Strongly agree | 26 | 72 | | |
| Total | 36 | 100 | | |

Majority (80%) of the respondents agreed that a foreign language training project would address communication barriers in the park. A mean of 4.19 is indicative of the high agreement of respondents towards a foreign anagoge project while a standard deviation of 1.49 is small indicating convergence of views on the same. The findings therefore show a gap in language of communication in the park.

### 4.5 Cost of services and performance of tourism industry

The study sought to establish the cost of services at the in Mount Kenya National Park. The findings would enable the study establish the influence of cost of services on the performance of the tourism industry.

**Table 4.8 Cost of services**

| | Strongly disagree | Disagree | Uncertain | Agree | Strongly agree | Mean | Standard deviation |
|---|---|---|---|---|---|---|---|
| The charges in the park are very high | 46% | 22% | | | 32% | 2.51 | 1.79 |
| The types of services offered are reasonable | 16% | 43% | | | 41% | 3.9 | 1.38 |
| Most tourists are accommodated in the park | 3% | 14% | | 48% | 35% | 4.0 | 1.08 |
| Most visitors make repeat visits | 14% | 3% | | 35% | 49% | 4.19 | 1.02 |
| All our services are utilized by tourists | 8% | 16% | 14% | 18% | 43% | 3.73 | 1.38 |

Majority (78%) of the respondents disagreed that the charges in the park were very high with a mean of 2.52 which indicated a moderate agreement among the respondents. Majority (59%) also disagreed that the types of services offered were reasonable. The findings show that 83% agreed that most tourists are accommodated in the park. Majority (84%) also agreed that most visitors made repeat visits. Mean of 4.0 and 4.19 indicated a high agreement among the respondents respectively. The small deviation as indicated by an SD of below 1.5 indicated convergence of views. Majority (51%) disagreed that all the services were utilized by tourists however a mean of 3.73 indicated a lack of strong agreement among the respondents. Visiting tourists were asked to rate the cost of services at the park.

**Table 4.9 Tourists view of park prices**

| Response | Frequency | Percentage |
|---|---|---|
| High | 1 | 40 |
| Fair | 3 | 60 |
| Total | 5 | 100 |

Majority (60%) of the visiting tourists indicated that the prices of services at Mount Kenya National Park were reasonable or fair. This shows that tourists visiting the park were comfortable with the pricing.

### 4.6 Location of the park and performance of tourism industry

The study sought to find out aspects of location of Mount Kenya National Park. The findings would enable the study assess the influence of the location of Mount Kenya National Park on the performance of tourism industry.

**Table 4.10 Location of the park**

| | Strongly disagree | Disagree | Uncertain | Agree | Strongly agree | Mean | Standard deviation |
|---|---|---|---|---|---|---|---|
| The park is far from the city | 14% | 11% | 5% | 27% | 43% | 3.76 | 1.46 |
| The park is easily accessible | | 10% | | 38% | 52% | 4.3 | 0.939 |
| The road is in good condition | | | | 35% | 65% | 4.65 | 0.484 |
| The weather condition is conducive | 2% | | | 49% | 49% | 4.41 | 0.762 |
| Mount Kenya is popular to tourists | | 5% | 3% | 27% | 65% | 4.51 | 0.804 |
| Visitors are not at risk of being attacked by wild animals | 5% | 8% | | 8% | 78% | 4.46 | 1.19 |

Majority (70%) of the respondents disagreed that Mt. Kenya National Park is far from the city. Majority (90%) of the respondents also agreed that the park is easily accessible. All (100%) respondents agreed that the road to the park is in good condition. An

overwhelming number (98%) of respondents also agreed that the weather conducive around the park is conducive. 92% of the participants agreed that Mount Kenya is popular to tourists. 86% also agreed that visitors are not at risk of being attacked by wild animals. High mean values indicated strong agreement among respondents while consistently low values of standard deviation suggested convergence of views among respondents.

### 4.7 Political environment and performance of tourism industry

The study sought to establish the political issues surrounding Mt. Kenya National Park services. The findings would enable the study examine the influence of political environment on the performance of the tourism industry in Mount Kenya National Park.

**Table 4.11 Political environment**

| | Strongly disagree | Disagree | Uncertain | Agree | Strongly agree | Mean | Standard deviation |
|---|---|---|---|---|---|---|---|
| Travel advisories do not affect the number of visitors to the park | 51% | 3% | | 22% | 24% | 2.65 | 1.79 |
| The park is secured from terrorist attacks | | 11% | | 22% | 68% | 4.46 | 0.960 |
| There has never been threats through telephone calls or short messages | 11% | 11% | 5% | 19% | 54% | 3.95 | 1.43 |
| The government hosts national and international conferences in the park | 27% | 41% | | 16% | 16% | 2.54 | 1.46 |
| The government policies on tourism are adhered to in the park | 6% | 6% | | 26% | 63% | 4.46 | 0.852 |

Majority (54%) of respondents disagreed that travel advisories do not affect the number of visitors to the park. Majority (90%) of respondents agreed that the Park is secured from terrorist attacks. A small value of standard deviation (0.960) indicates converge of views. Majority (73%) of respondents also agreed that there has never been threatened through telephone calls or short messages. Majority (68%) of respondents disagreed that the government hosts national and international conferences in the park. A mean value of 2.54 indicates a level of uncertainty among respondents. Majority (89%) of the respondents agreed that the government policies on tourism are adhered to in the park. A small value of standard deviation (0.852) indicates converge of views.

### 4.8 Performance of tourism industry

The study sought to establish the performance of Mt. Kenya National Park. The findings would enable the study establish determinants of performance in the tourism industry in Kenya:

**Table 4.12 Performance of tourism industry**

| | Strongly disagree | Disagree | Uncertain | Agree | Strongly agree | Mean | Standard deviation |
|---|---|---|---|---|---|---|---|
| The standard of Mount Kenya National Park is highly rated internationally | 5% | 8% | | 32% | 54% | 4.22 | 1.15 |
| The number of visitors has increased greatly in the last 5 years. | 16% | 22% | 16% | 27% | 19% | 3.11 | 1.82 |
| The income generation by the park has improved | 16% | 11% | 22% | 32% | 19% | 3.27 | 1.34 |
| The park has implemented sustainable development projects | 16% | 5% | | 35% | 43% | 3.84 | 1.46 |
| The standard of Mount Kenya National Park is highly rated internationally | 12% | 8% | 4% | 38% | 38% | 4.01 | 1.23 |

Findings in Table 4.12 show that majority (86%) of respondents agreed that the standard of Mount Kenya National Park is highly rated internationally. The respondents were split on whether the number of visitors to the park has increased in the last 5 years with 46% agreeing and 38% disagreeing while 16% were uncertain. A mean of 3.11 is indicative of uncertainty among respondents while a standard deviation of 1.82 indicates divergence of views. Just over half (51%) of the respondents agreed that the income generation by the park has improved. Majority (78%) of the respondents agreed that The Park has implemented sustainable development projects. Similarly, majority (76%) of the respondents agreed that the standard of Mount Kenya National Park is highly rated internationally.

### 4.9 Correlation analysis

Correlation analysis was conducted between the four independent variables and the performance of the tourism industry. The findings are presented in table

**Table 4.13 Correlation output**

| Variable | Person correlation coefficient (r) | significance of the Pearson correlation (P) |
|---|---|---|
| Language | 0.68 | 0.04 |
| Cost | -0.62 | 0.00 |
| Location | 0.21 | 0.41 |
| Political environment | 0.43 | 0.107 |

There was a strong positive correlation ($r=0.68$, $r<0.05$) between language of communication and performance of the tourism industry. Similarly, there was a strong negative correlation ($r=-0.62$, $r<0.05$) between cost of services and performance of the tourism industry. There was a weak positive correlation ($r=0.21$, $p>0.05$) between location of the park and the performance of the tourism industry. There was also a weak positive correlation between political environment ($r=0.43$, $p>0.05$) and the performance of the tourism industry.

# CHAPTER FIVE

# SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

## 5.1 Introduction

The chapter gives a summary of the findings, conclusion, recommendations and suggestions for further studies.

## 5.2 Summary of findings

The purpose of the study was to investigate determinants of performance in the tourism industry in Kenya: A case of Mount Kenya National Park in Kenya. This study used the descriptive research design which covered both quantitative and qualitative research methodologies. The population for this study included management staff at Mount Kenya National Park. There were 400 employees in Mount Kenya National. The researcher used the management staff only who are 40 in number. This study used the census where all the 40 management staff of Mount Kenya National Park were the respondents. Data was collected using questionnaires. The researcher analyzed the data using statistical package for social scientists (SPSS) software package to generate descriptive and inferential statistics. The quantitative data was analyzed using descriptive statistics, methodology such as frequency distribution tables, percentages and pie charts. The following is a summary of the findings presented in the order of objectives:

### 5.2.1 Language of communication and performance of tourism industry

The study found that English (40%) was the most popular national language of visiting tourists. Majority (60%) of the visiting tourists had no communication barriers. Majority (60%) of the visiting tourists could only speak and write one language proficiently. English was mostly used by majority (56%) of respondents and always used by 32% of the respondents. Other languages such as French, Arabic and Chinese were lowly used. That using an interpreter (43%), sign language (29%) and gestures (20%) were the most popular methods of communicating between respondents and tourists who could not speak English or Kiswahili. Majority (80%) of the respondents agreed that a foreign language training project would address communication barriers in the park. There was a

strong positive correlation (r=0.68, r<0.05) between language of communication and performance of the tourism industry.

### 5.2.2 Cost of services and performance of tourism industry

Majority (78%) of the respondents disagreed that the charges in the park were very high. Majority (59%) also disagreed that the types of services offered were reasonable. Majority (60%) of the visiting tourists indicated that the prices of services at Mount Kenya National Park were reasonable or fair. There was a strong negative correlation (r=-0.62, r<0.05) between cost of services and performance of the tourism industry.

### 5.2.3 Location and performance of tourism industry

Majority (70%) of the respondents disagreed that Mt. Kenya National Park is far from the city. Majority (90%) of the respondents also agreed that the park is easily accessible. All (100%) respondents agreed that the road to the park is in good condition. An overwhelming number (98%) of respondents also agreed that the weather conducive around the park is conducive. There was a weak positive correlation (r=0.21, p>0.05) between location of the park and the performance of the tourism industry.

### 5.2.4 Political environment and performance of tourism industry

Majority (54%) of respondents disagreed that travel advisories do not affect the number of visitors to the park. Majority (90%) of respondents agreed that the Park is secured from terrorist attacks. Majority (73%) of respondents also agreed that there has never been threatened through telephone calls or short messages. Majority (68%) of respondents disagreed that the government hosts national and international conferences in the park. Majority (89%) of the respondents agreed that the government policies on tourism are adhered to in the park. There a weak positive correlation (r=0.21, p>0.05) between political environment and the performance of the tourism industry.

## 5.3 Discussion of findings

The study sought to determine the influence of language of communication on performance of the tourism industry in Mount Kenya National Park. There was a strong positive correlation between language of communication and performance of the tourism industry. This may be attributed to the fact that very few staff at Mount Kenya National

Park could speak foreign languages. The study found that even English was not extensively used. This forced some of the staff to use signs and gestures to communicate with some tourists who could not speak or write other languages. There was also a low use of interpreters. There was a high need for foreign language proficiency as the staff admitted they would like to have a foreign language programme at the park. The findings therefore show that language is an important predictor of performance in the tourism industry. This is consistent with Sebakijje (2013) who noted that language and communication skills shape the tourism industry.

The study also sought to establish the influence of cost of services on the performance of the tourism industry in Mount Kenya National Park. It was found that a negative correlation between cost of services and performance of the tourism industry. This means that higher prices resulted in a drop in performance. The tourists indicated that the prices were fair suggesting that a reduction in prices would be welcome. This was evident in the finding that tourists were unable to utilize all services offered at the park. The findings therefore show that cost of services was an important determinant of performance eof the tourism industry. This finding is in agreement with Assaf and Knezeric (2011) who found cost efficiency influences performance in the tourism industry.

The study assessed the influence of the location of Mount Kenya National Park on the performance of tourism industry. It was found that the park is close and accessible to tourists from Nairobi. In addition, the road to and weather around the park was conducive too. Correlation analysis found that location of the park was not an important factor and had a very little influence of the performance of tourism. This may be attributed to the closeness of Mt. Kenya to capital city Nairobi which is a 2 hour drive. In addition, the infrastructure in terms of roads and airport has improved for efficient travel. This finding is in disagreement with Bernini and Guizzardi (2010) who suggest that location is positively correlated with technical efficiency especially for sun and beach destinations as well as cities with renowned cultural importance.

The study examined the influence of political environment on the performance of the tourism industry in Mount Kenya National Park. There was a weak positive correlation

between political environment and the performance of the tourism industry. This may be attributed to the fact that all government policy related to tourism was adhered to and there was very little threat of terrorist attacks. This finding therefore shows that there very few political concerns in the park and the apolitical aspects had a very small influence on the performance of the park. This finding is therefore in disagreement with Akama (2002) who found that political factors were significant.

### 5.4 Conclusion

Language of communication was statistically significant; tourists are happy when they are able to communicate in language that they are proficient in and this enhances their enjoyment which leads to repeat visits which translates into increased income for the park. Cost of services is a consideration to any shopper and this includes tourists too; very high prices reduce chances of repeat visits diminishing income for the park. Location of the park is the least influencing factors as the park is close to Nairobi and the transport is available and efficient. Political stability and security in the country ensures that such concerns are low for tourists visiting the country. The study concludes that the determinants of performance of the tourism include language, cost of services, and political environment location in that order.

### 5.5 Recommendations

i. Kenya Wildlife Services, the tourism board and other related agencies should implement a foreign language training program for its employees to enhance their communication with non-English speaking tourists.

ii. Cost of park services should be lowered to attract both international and local tourists to enhance the performance of the tourism sector.

iii. The government should continue to improve infrastructure to enhance accessibility of parks in the country.

iv. The government should enhance security in the county and political stability to make the country even more attractive to tourists.

### 5.6 Suggestions for further study

Only one park (Mount Kenya National Park) was considered for the study. Future studies should involve more parks to get a deeper understanding of the determinants of their performance. Local tourists were not involved in the current study. Future studies should therefore incorporate this important group of tourists who contribute to the performance of tourism in the country. Observation method which is free of bias should be used to assess the cost and quality of services provided to tourists in future studies.

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# APPENDICES

## Appendix I: Transmittal letter

**UNIVERSITY OF NAIROBI**
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
NAIROBI

7th November, 2016

REF: UON/CEES/NEMC/24/360

TO WHOM IT MAY CONCERN

RE: FLORENCE WACHERA KIMUNYA - REG NO L50/71168/2007

This is to confirm that the above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

He is proceeding for research entitled **"determinants of performance of the tourism industry in Kenya"**. A case study of Mount Kenya National Park.

Any assistance given to him will be appreciated.

UNIVERSITY OF NAIROBI C.E.E.S. P.O. Box 30197 07 NOV 2016 NAIROBI NAIROBI EXTRA MURAL CENTRE

CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE

**Appendix II: Questionnaire for management staff**

1. **SECTION A: PERSONAL INFORMATION (Please tick or fill in the blank spaces)**

   What is your gender?

   Male [ ] Female [ ]

   What is your age bracket?

   Below 25 years [ ] 25-35 years [ ] 35-45 years [ ]

   45-55 years [ ] 55 and above [ ]

   What is your position in the management of the park?

   _____

   _____

   _____

   What is your main duty in the park?

   _____

   _____

   _____

   For how long have you worked in this park?

   Less than 5 years [ ] 5-10 years [ ] 10-15 years [ ]

   15-20 years [ ] Over 20 years [ ]

   Please indicate your highest level of education _____

   Please indicate all the languages you speak fluently and write clearly.

   English [ ] Kiswahili [ ] German [ ] French [ ]

   Vernacular [ ]

   Others _____

**SECTION B: LANGUAGE OF COMMUNICATION**

To what extent is the following used as the language of communication in the park?

| | **Mostly used** | **Moderately used** | **Rarely used** | **Never used** | **Always used** |
|---|---|---|---|---|---|
| English | | | | | |
| Kiswahili | | | | | |
| Vernacular | | | | | |
| French | | | | | |
| Arabic | | | | | |
| Chinese | | | | | |
| Any other | _____ | | | | |

How to you communicate with tourists who cannot speak English or Kiswahili?

Through sign language [ ]

Through interpreter [ ]

Through a translation machine [ ]

By use of gestures [ ]

Demonstration [ ]

Key: Strongly disagree (SD)-1, Disagree (D)-2, Undecided (U)-3, Agree (A)-4, Strongly agree (SA)-5

| | SD 1 | D 2 | U 3 | A 4 | SA 5 |
|---|---|---|---|---|---|
| A foreign language training project would address communication barriers in the park | | | | | |

**SECTION C: COST OF SERVICES**

What is your view on the charges in the park?

Please state whether you agree or disagree with the following statements, by ticking one of the boxes at the end of each statement.

Key: Strongly disagree (SD)-1, Disagree (D)-2, Undecided (U)-3, Agree (A)-4, Strongly agree (SA)-5

| | SD 1 | D 2 | U 3 | A 4 | SA 5 |
|---|---|---|---|---|---|
| 1. The charges in the park are very high | | | | | |
| 2. The types of services offered are reasonable | | | | | |
| 3. Most tourists are accommodated in the park | | | | | |
| 4. Most visitors make repeat visits | | | | | |
| 5. All our services are utilized by tourists | | | | | |

**SECTION D: THE LOCATION OF THE PARK**

Key: Strongly disagree (SD)-1, Disagree (D)-2, Undecided (U)-3, Agree (A)-4, Strongly agree (SA)-5

| | SD 1 | D 2 | U 3 | A 4 | SA 5 |
|---|---|---|---|---|---|
| 2. The park is far from the city | | | | | |
| 3. The park is easily accessible | | | | | |
| 4. The road is in good condition | | | | | |
| 5. The weather condition is conducive | | | | | |
| 6. Mount Kenya is popular to tourists | | | | | |
| 7. Visitors are not at risk of being attacked by wild animals | | | | | |

**SECTION E: THE POLITICAL ENVIRONMENT**

Key: Strongly disagree (SD)-1, Disagree (D)-2, Undecided (U)-3, Agree (A)-4, Strongly agree (SA)-5

| | SD 1 | D 2 | U 3 | A 4 | SA 5 |
|---|---|---|---|---|---|
| 1. Travel advisories do not affect the number of visitors to the park | | | | | |
| 2. The park is secured from terrorist attacks | | | | | |
| 3. There has never been threats through telephone calls or short messages | | | | | |
| 4. The government hosts national and international conferences in the park | | | | | |
| 5. The government policies on tourism are adhered to in the park | | | | | |

**SECTION F: PERFORMANCE OF TOURISM INDUSTRY**

Key: Strongly disagree (SD)-1, Disagree (D)-2, Undecided (U)-3, Agree (A)-4, Strongly agree (SA)-5

| | SD 1 | D 2 | U 3 | A 4 | SA 5 |
|---|---|---|---|---|---|
| 1. The standard of Mount Kenya National Park is highly rated internationally | | | | | |
| 2. The number of visitors has increased greatly in the last 5 years. | | | | | |
| 3. The income generation by the park has improved | | | | | |
| 4. The park has implemented sustainable development projects | | | | | |

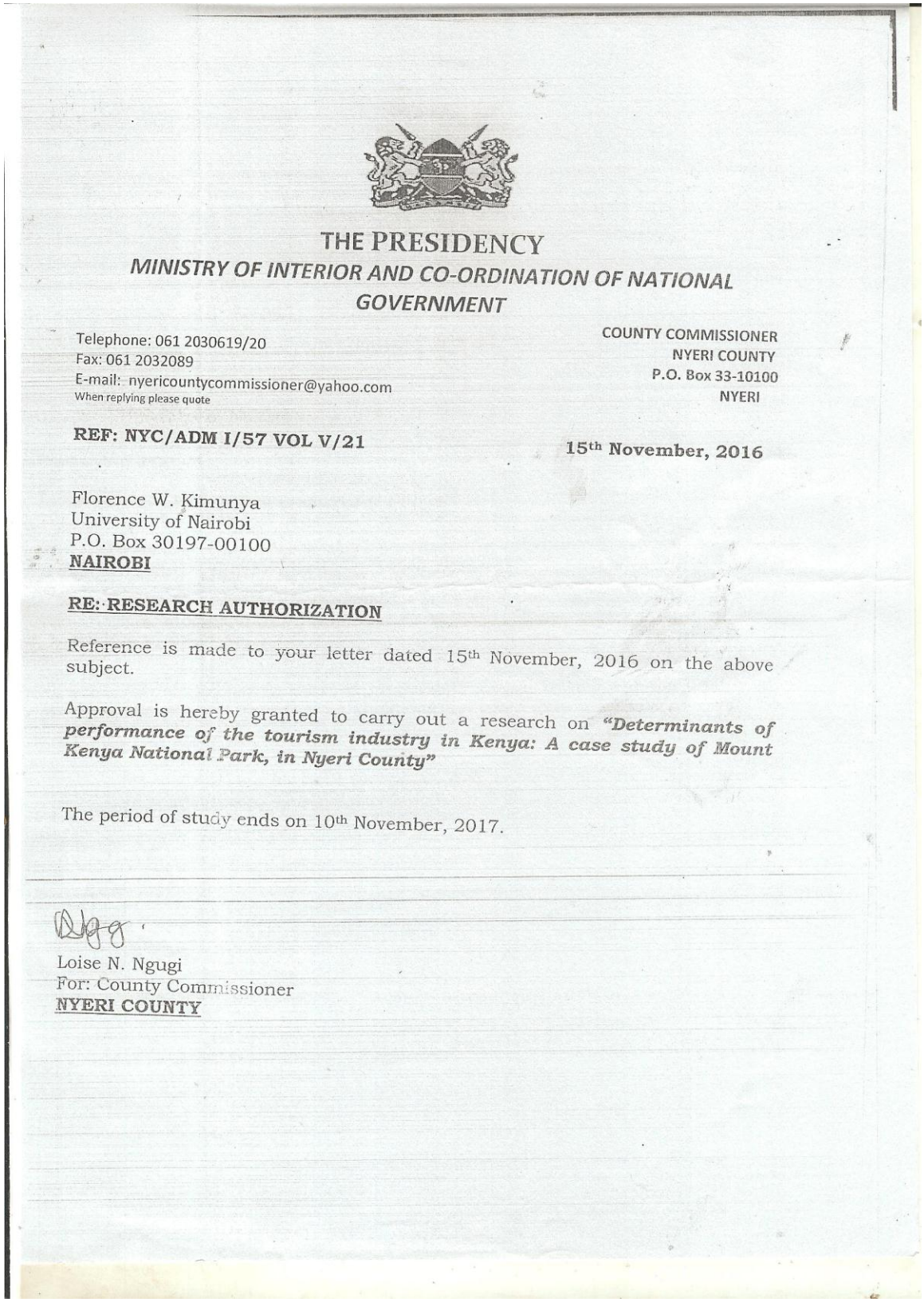
***Thank you for your cooperation***

**Appendix III: Interview guide for tourists**

1. From which Country do you come from? _____
2. What is your national Language? _____
3. How many languages can you speak and write clearly and fluently? _____
4. Have you experienced communication barriers at the park? _____
5. If yes, what solution would you offer? _____
6. How long will you be in the country? _____
7. Is this your first visit ? _____
8. If no, how many times have you visited this particular park? _____
9. What is your comment about the cost of services in the park?_____
10. What made you choose to visit Mount Kenya National Park? _____

***Thank you for your response***

**Appendix IV: Ministry of interior authorization**



THE PRESIDENCY

*MINISTRY OF INTERIOR AND CO-ORDINATION OF NATIONAL GOVERNMENT*

Telephone: 061 2030619/20
Fax: 061 2032089
E-mail: nyericountycommissioner@yahoo.com
When replying please quote

COUNTY COMMISSIONER
NYERI COUNTY
P.O. Box 33-10100
NYERI

**REF: NYC/ADM I/57 VOL V/21**

**15th November, 2016**

Florence W. Kimunya
University of Nairobi
P.O. Box 30197-00100
**NAIROBI**

**RE: RESEARCH AUTHORIZATION**

Reference is made to your letter dated 15th November, 2016 on the above subject.

Approval is hereby granted to carry out a research on ***"Determinants of performance of the tourism industry in Kenya: A case study of Mount Kenya National Park, in Nyeri County"***

The period of study ends on 10th November, 2017.

Loise N. Ngugi
For: County Commissioner
**NYERI COUNTY**

## Appendix V: Research permit

COUNTY COMMISSIONER
LAIKIPIA

**NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION**

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email:dg@nacosti.go.ke
Website: www.nacosti.go.ke
when replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/16/09857/14727**

Date: **10th November, 2016**

Florence Wachera Kimunya
University of Nairobi
P.O. Box 30197-00100
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on ***"Determinants of performance of the tourism industry in Kenya: A case study of Mount Kenya National Park,"*** I am pleased to inform you that you have been authorized to undertake research in **Laikipia County** for the period ending **10th November, 2017.**

You are advised to report to **the County Commissioner and the County Director of Education, Laikipia County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

**BONIFACE WANYAMA**
**FOR: DIRECTOR-GENERAL/CEO**

KENYA WILDLIFE SERVICE
RECEIVED
14 NOV 2016
SENIOR ASSISTANT DIRECTOR
COMMUNITY RESEARCH & MONITORING
P. O. BOX 40241 - 00100, NAIROBI

Copy to:

The County Commissioner
Laikipia County.

The County Director of Education
Laikipia County.

National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified