



**MARKETING MIX STRATEGIES AND  
ORGANIZATIONAL PERFORMANCE OF CLASSIFIED  
HOTELS IN THE WESTERN REGION OF KENYA**

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**Abstract:**

The hotel industry in Western Kenya is a key economic pillar, contributing ~10% of GDP and providing significant employment. Despite this, occupancy rates dropped from 37% in 2018 to 19% in 2020, averaging 25.2% between 2020 and 2024, below the 30–40% break-even threshold, highlighting performance volatility and raising concerns over financial sustainability. While many studies have focused on tourist behavior and satisfaction, limited attention has been given to the hotel industry's role in tourism performance. The general objective of this study was to examine the influence of marketing mix strategies on the organizational performance of classified hotels in western region, Kenya. The specific objectives of the study were; examine the influence of place on the organizational performance, to analyse the influence of promotion on the organizational performance, to establish the influence of price on the organizational performance and to examine the influence of people on the organizational performance of classified hotels in western region, Kenya. The study was anchored on the marketing mix theory. This research adopted a positivist research paradigm. The study employed a descriptive research design. The study targeted a total of 353 respondents drawn from 49 classified hotels in the Western Region of Kenya, including 49 Hotel General Managers, 49 Marketing Managers, 49 Customer Relations Officers, 49 Front Office Managers, 49 Food and

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Beverage Supervisors, 10 Tourism Officers, and 98 Waitstaff. The study adopted Yamane's sample size formula. Stratified random sampling was used in selecting 188 respondents. Data was collected using questionnaires. Both descriptive statistics (mean, frequency, percentages, and standard deviation) and inferential statistics (multiple linear regression and correlation analysis) were used for data analysis with the help of SPSS. The study findings indicated that marketing mix components explains 63.4% of the variability in organizational performance of classified hotels. Further, the study findings indicated that place, promotion, price and people have a positive and statistically significant effect on organizational performance of classified hotels in Western Kenya. Specifically, the regression results showed that place had a regression coefficient of  $\beta = 0.458$  ( $p = 0.009$ ), indicating a positive and significant effect on organizational performance. Promotion had a regression coefficient of  $\beta = 0.681$  ( $p = 0.001$ ), showing the strongest positive and significant influence on organizational performance. Price recorded a regression coefficient of  $\beta = 0.594$  ( $p = 0.000$ ), indicating that competitive pricing significantly improves hotel performance. Finally, people had a regression coefficient of  $\beta = 0.351$  ( $p = 0.000$ ), demonstrating that employee competence and service delivery significantly enhance hotel performance. The study recommends that classified hotels in the Western Region of Kenya should strengthen the implementation of marketing mix strategies by improving accessibility and strategic location of their facilities, enhancing promotional activities, adopting competitive and flexible pricing strategies, and investing in staff training and development.

**JEL:** M30 M31, M37, M38

**Keywords:** marketing mix strategies, place, price, promotion, people and organizational performance

## 1. Introduction

In today's fast-evolving marketplace, tourism is considered one of the largest and fastest-growing global economic sectors. It is an important contributor to national and local economies around the world and is increasingly promoted as having an important role in contributing to a country's development goals. According to Ikin and Eraqi (2006), "*tourism is quite a complex field difficult to define, resisting comparability within itself and with other industries*". Finding a general definition of tourism is not an easy task, primarily because of the diverse facets of tourism that hold different perspectives (Coban, 2021).

Among the various aspects of tourism, Sadeh, Asgari, Mousavi, and Sadeh (2021) observe that there are various aspects that define tourism, which range from tourists themselves to the tourism industry and even to the host community or destination. They further emphasize by defining tourism as "*the processes, activities, and outcomes arising from the relationships and the interactions among tourists, tourism suppliers, host governments, host communities, and surrounding environments that are involved in the attracting and hosting of*

*visitors*". In the tourism sector, all activities start and end with the tourist. The needs of the tourist should be identified, designed and developed. Tourism marketing plays a major role in this sector. Initially, market research is done to identify the needs of the tourist, and the objectives of the organization are achieved by increasing the sales volume by gradually improving the satisfaction level of the tourist in the long term.

Apart from segmenting the needs of the tourist, targeting the potential tourist and positioning the product in the minds of the tourist, it is also important to implement the concepts of tourism marketing mix to convert the potential tourist into an actual tourist. Hence, tourism marketing mix concepts should be studied to explore their significance with tourist satisfaction. According to Rad and Akbari (2018), tourism product formulation, price policies and strategies formulation, designing distribution networks and improving promotional channels, a proper environment to deliver the product, skilled and trained employees should be deployed to deliver the service and further the activities taken to deliver the services.

There are several interlinked services in the tourism product to reach the tourist, hence numerous players are involved in designing and packaging the product. At each level of service, it is highly recommended to balance the image of the service. A negative or bad experience can largely spoil the entire image of the product. The nature of demand in tourism is highly seasonal. The major problem faced by the tourism sector is related to marketing, that is, a lack of effort in the area of market research. Success can be achieved by adopting short, middle and long-term approaches. But mostly, short term is adopted rather than a long-term approach. Thus, profitability for a very short period is planned, which is not a true success in this field. Hence, for long-term profitability, it is advisable to introduce marketing mix strategies (Alastair, 2013).

During the last few decades, the tourism industry from Central and Eastern European countries has gained increasing importance. Because of the diversity of businesses and activities inside this sector, tourism can be considered an effective engine for emerging sectors and for the economy. Furthermore, due to its diverse, beautiful nature and valuable historical and cultural inheritance, we consider that the tourism sector has growth potential, high efficiency and thus, opportunities for significant contributions both to national Gross Domestic Product (GDP) and added value. Focusing on Romania, the favorable geographical position and landscape structure support the practice of various forms of mass and alternative tourism. According to the World Travel and Tourism Council (2022), the total contribution of travel and tourism to GDP has been of 5.1% in 2021, and is predicted a growth potential of 3.8% per annum over the next ten years, while for European Union the total contribution of travel and tourism to GDP is forecasted to rise by 2.6% per annum.

The hotel industry is increasingly becoming an important economic sector in many developing countries. However, for the successful development of tourism, the host community, state, and private companies must work hand in hand. This industry is one of the major sources of foreign exchange earnings and the most viable and sustainable economic development option. It contributes 11% of the world's Gross National Product

(GNP). The governments have always tried to strategize tourism in such a way that the less fortunate group of people can benefit from the trickle-down effect (Puspitarini and Anggraini, 2019).

Ecotourism has emerged as a sustainable form of tourism especially in Africa. Ecotourism can help in cultural preservation, environmental conservation, and increase community income as a tourist attraction (Henri, Hakim, and Batoro, 2017). Ecotourism continues to generate revenue for the third world countries, like African countries. In East Africa, the ecotourism market is a niche market, especially in Tanzania, Kenya, and Ethiopia. It is because these countries are endowed with natural and cultural products and resources that support ecotourism development (Nigatu, 2016).

Tourism is a key driver for Kenya's economy. Prior to Coronavirus Disease (COVID)-19, the sector contributed nearly 10% of the country's GDP. Tourism performance in Kenya has grown significantly in the last 5 years. In 2015, international visitor arrivals were 1,459,500, and international tourism receipts reached Ksh 84.6 billion. By 2019, these numbers grew to international visitor arrivals at 2,048,834 (1.5m cited holiday as primary reason for visiting) and receipts of Ksh 163.6 billion, of which 126 billion is a foreign exchange contribution, making this sector the second largest foreign exchange earner. In 2020, tourism performance was expected to continue growing with a 7.5% increase in international visitor arrivals. The tourism sector employs approximately 1.08m people, most outside of the main urban areas. However, the emergence of COVID-19 sent shockwaves through the tourism sector, bringing it to a halt globally (Ministry of Tourism and Wildlife, 2020).

In Kenya, tourism establishments were closed, with the workforce laid off. Higher fees are charged for high seasons in overcrowded destinations like Amboseli and Nairobi National Parks. This fee could be applied across once infrastructure and tourism are developed in other areas like Tsavo, Nakuru and several other counties so that visitors are diverted there. For citizens, this price shall not be applicable (Ministry of Tourism and Wildlife, 2020).

Unlike at the national level, county governments are still struggling with the formulation of policies concerning the tourism sector. The counties have come up with legal frameworks under which the tourism sector can be marketed and promoted. For instance, the Kakamega County Tourism Act, 2014, formulated the county tourism strategy to prescribe the principles, objectives, standards, indicators, procedures and incentives for the development, management and marketing of sustainable tourism.

This act established the Marketing and Promotion Unit whose objective and purpose is to market the county as a tourist destination and promote business of meetings, conferences and exhibitions in accordance with the provisions of the act by implementing the tourism strategy. Amongst its duties, the marketing and promotion unit shall market the county at local, national, regional and international levels as a premier tourist destination; identify tourism market needs and trends and advise tourism stakeholders accordingly (The Kakamega County Tourism Act, 2014).

The researchers identified the green marketing mix as green product mix, green place mix, green price mix, and green promotion mix. The findings of the study indicated that there is a positive relationship between all the elements green marketing mix under study and customer purchase intention. Further, the results revealed that these factors highly impact on the customer purchase intention in the hotel industry.

A study conducted by Soonsan and Makka (2017) to examine the marketing mix for souvenir purchase and the marketing mix towards behavioral intention to souvenir-purchase using the logistic regression analysis revealed that place had a positive effect on behavior intention to souvenir-purchase among Thai tourists, while Chinese tourists gave more importance to promotion that the shops provided to the customers.

Relifra and Wardi (2021) did a study on tourism at the Bukit Khayangan tourism object, Jambi Province, in Indonesia. Their aim was to find out the influence of tourism service marketing mix on tourist satisfaction. The result showed that the marketing mix of tourism services (products, prices, promotions, location, process and physical evidence) had a significant effect on tourist satisfaction, but people had no significant effect on tourist satisfaction. The tourism service marketing mix (product, people, process and physical evidence) has a significant effect on tourist motivation, hence tourist attraction. These results are inconsistent with those of Petmee, Khowjoy and Phakamach (2020), who did a study on consumer-based marketing management on marketing mix strategies in Thai businesses.

According to Hasan and Islam (2020), tourism is a fast-growing and multidimensional industry, and it has become an increasingly important sector in Bangladesh. The scholars examined the effect of marketing mix (7Ps) elements on tourists' satisfaction in Cumilla, Bangladesh by using the statistical techniques correlation and regression. The findings of the study showed that product, price, place, physical evidence and people marketing mix elements were significant and positively related to tourists' satisfaction, while the promotional activities and tourism process of Cumilla had a significant but negative effect on tourist satisfaction.

In the world today, seaports play a crucial role in the economic and environmental sustainability of tourism destinations. Seaports and their related facilities of different types and sizes are competing to capture market share globally. Amara and Negm (2022), sought to investigate the impact of seaport marketing mix strategies on customer satisfaction within the seaports in Egypt. Results show that seaport-services, promotion, staff, physical evidence, and process had a significant positive impact on customer satisfaction within the seaport. Seaport place/distribution and price were insignificant on customer satisfaction.

Tourism is an ever-growing service industry with great development potential. It has become one of the most important drivers of socio-economic development worldwide and has attracted interest for research. Many nations rely on the tourism industry as a key source for foreign exchange, private sector growth, infrastructure development, and poverty alleviation in terms of employment opportunities and improvement of the welfare of the people in tourist destinations. Tulel, Ombaka, and

Kariuki's (2020) study was to assess the effect of place marketing on tourism performance in West Pokot County and established that 41.8 % of the changes in tourism performance in West Pokot County were attributed to place marketing, which was significant in accordance with the P value.

Star-rated hotels have an above-average responsibility to offer the highest international standards, but the non-star classified hotels manage their own service strategies in a very competitive market under the watch of the various licensing and regulating government agencies. These classes of hotels are subjected to public evaluation in which customer referrals are their main source of future business (Mucui, Mbaeh & Noor, 2018). The scholars analyzed the influences of the extended marketing mix on customer satisfaction in the hospitality industry in Meru Municipality, Kenya. The study concluded that the process marketing mix has a significant influence, while physical evidence and people mix had no significant influence on customer satisfaction in the non-star classified hotels in the hospitality industry.

Managing and marketing destinations is challenging because of the variety of stakeholders involved in the development and production of tourism products. The Kenyan tourist destinations have become less competitive due to improper marketing strategies. However, understanding how different marketing strategies affect tourist destinations' choice is still limited (Amadi, 2020).

Kenya has a diverse cultural heritage and a distinctive combination of tourist attractions spread all over the country that bring millions of visitors from all over the world; however, much attention has been given to international tourism as compared to domestic tourism because of the high percentage of tourism earnings that come from it. The presentation, pricing and packaging of tourism products in Kenya have long been oriented towards international markets (Mayaka & Prasad, 2012). This has proved detrimental because of the unpredictable political, social and economic global effects such as national economic declines, terrorism, local conflicts, travel bans, and pandemic disease outbreaks; as well as seasonality and competitive factors that result in fluctuations in international tourists (Kenya Economic Report, 2019).

Despite the initiatives that have been undertaken by the Ministry to encourage domestic tourism, such as the reduction of entry fees for residents, especially to the parks, or at times free entry to parks during Kenyan Independence Day, and hotel concessions for domestic tourists, domestic tourism in Kenya has not improved as expected. Studies have been done, but there is no sufficient information to explain low performance (Mutinda & Mayaka, 2012).

So far, the Kenyan government has committed a great volume of resources to the industry at this introductory stage. Though the sector has been launched by the national government, as well as some county governments, the sector seems not to have created any reasonable impact, due to the non-adoption of marketing mix strategies relevant in managing tourism, especially for county governments. Many nations have employed tourism as a means of developing their economies. This has been possible due to the fact that a sustained and effectively managed tourism sector could open up several

employment opportunities, boost the per capita income of the citizenry, alleviate poverty level, attract foreign investments, add value to a nation's resources and culture, foster international goodwill, and expand the revenue base of a country. Studies have hence been done across the globe with a view to promoting this sector. However, from the empirical literature, most researches have centered on satisfaction, loyalty and tourist decision making. At this level, it is important to conduct studies on the performance of the tourism sector as a whole, hence the purpose of this study with a bias on the hotel industry.

### **1.1 Problem Statement**

The hotel industry is a critical pillar of western Kenya's economy, contributing approximately 10% of the county's Gross Domestic Product (GDP), generating substantial employment opportunities, and serving as a major source of foreign exchange earnings (Ministry of Tourism and Wildlife, 2020). The hospitality sectors collectively account for over 10% of GDP, about 6% of formal employment, and nearly 7% of informal sector employment, underscoring their importance to national economic growth (KIPPRA, 2024). Despite its economic significance, the hotel industry, which forms a core component of the tourism value chain, has experienced notable performance challenges in recent years. Hotel room occupancy rates declined sharply to 19% in 2020 and only marginally improved to 24% in both 2021 and 2022, compared to 37% in 2018 and 34% in 2019. Between 2020 and 2024, the average occupancy rate in western Kenya Counties remained low at approximately 25.2% (KNBS, 2023), falling below the industry break-even threshold of 30–40%. Historically, occupancy peaked at 51.3% in 2006 and dropped to a low of 19% in 2020, highlighting persistent performance volatility and raising concerns regarding the financial sustainability of hotels within the sector. Following the promulgation of the Constitution of Kenya (2010) and the introduction of devolved governance, counties were expected to harness local hotel industry resources to drive regional economic growth. However, many counties, particularly in Western Kenya, have yet to realize substantial hotel industry benefits despite rich tourism potential, with the sector continuing to record suboptimal performance despite various marketing and promotional initiatives. Existing studies on hotel marketing have largely concentrated on tourist satisfaction and decision-making behavior, with limited attention given to the hotel industry itself. Research emphasis has predominantly focused on tourist travel activities such as safaris and wildlife-based tourism, while comparatively little focus has been directed toward hotels, which provide essential services, including accommodation, food, and beverages that directly shape tourism experiences and revenue generation. Effective marketing mix strategies are therefore essential for improving hotel occupancy levels, enhancing competitiveness, and strengthening tourism sector performance. Against this background, the present study sought to examine the effect of the marketing mix on classified hotels' performance in Western Kenya.

## 1.2 General Objective

The main objective of this study was to examine the effect of marketing mix strategies on the organizational performance of classified hotels in western region, Kenya.

## 1.3 Specific Objective

The specific objectives of the study were;

- 1) To examine the effect of place on the organizational performance of classified hotels in western region, Kenya.
- 2) To analyze the effect of promotion on the organizational performance of classified hotels in western region, Kenya.
- 3) To establish the effect of price on the organizational performance of classified hotels in western region, Kenya.
- 4) To examine the effect of people on the organizational performance of classified hotels in western region, Kenya.

## 1.5 Research Hypothesis

**H<sub>01</sub>:** There is no significant effect between place and organizational performance of classified hotels in western region, Kenya.

**H<sub>02</sub>:** There is no significant effect between promotion and organizational performance of classified hotels in western region, Kenya.

**H<sub>03</sub>:** There is no significant effect between price and organizational performance of classified hotels in western region, Kenya.

**H<sub>04</sub>:** There is no significant effect between people and organizational performance of classified hotels in western region, Kenya.

## 2. Literature Review

### 2.1 Theoretical Literature Review

#### 2.1.1 The Marketing Mix Theory

The marketing mix is a combination of all of the factors under a marketing manager's command to satisfy the target market. It means translating marketing planning into practice (Bennett, 2017b). Accordingly, Kotler, Ang, Leong, and Tan (2019) define marketing mix as the set of marketing tools that the firm uses to pursue its marketing objectives in the target market. Theories of marketing management and strategy need to evolve and change to keep pace with changes in the marketplace and in marketing practice. Central to marketing management is the concept of the marketing mix. It is therefore a concept which highlights the principal decisions that marketing managers make in configuring their offerings to suit customers' needs. The tools can be used to develop both long-term strategies and short-term tactical programs (Palmer, 2004).

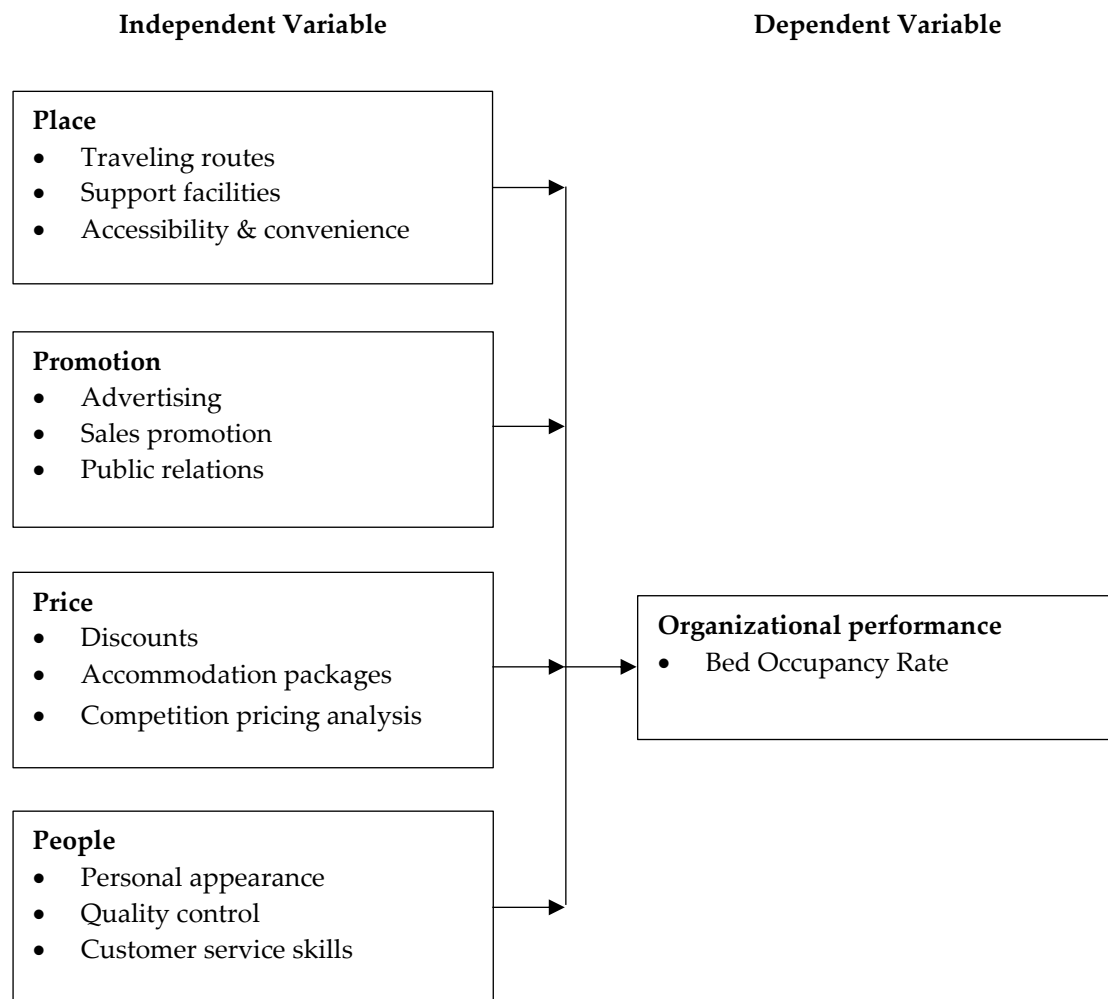
The traditional marketing mix by McCarthy (1964) regrouped the 12 elements of the marketing mix earlier suggested by Culliton (1948) to Borden (1965), and compressed them to four elements of product, price, promotion and place. A number of researchers

have additionally suggested adding people, process and physical evidence decisions. The original of Borden (1965) marketing mix includes product planning, pricing, branding, channels of distribution, personal selling, advertising, promotions, packaging, display, servicing, physical handling, as well as fact finding and analysis. However, not all 12 elements are static. They may change depending on prevailing circumstances.

This theory, therefore, presented the best fit for this study as the best mix of the four 'Ps', like the right product at the right price, at the right place, with the right promotional activity, and the right people would yield the best results for a product. Since tourism and its related activities constitute a service, the marketing mix for tourism, like any other service, would have three more elements in addition to these four P's, which create a new dimension in their marketing strategy: People, Physical evidence and Process. As people are involved in offering services to customers, their performance plays a vital role in the tourism sector. The behavior and attitude of the service personnel in a hotel, transport or a travel agency play a key role while performing the services which are visible to the tourists. They play an important role in attaining customer satisfaction.

## **2.2 Conceptual Framework**

The conceptual framework, through its objectives, sought to establish the general objective of the study, which was to examine the influence of marketing mix strategies on the performance of the tourism sector in the western region, Kenya: a case of classified hotels. The research looked at price, promotion, place and people as the specific objectives. Each objective variable shall have four indicators as shown in Figure 1 below. The indicators have been drawn from previous research and also from the marketing mix model as measurements of the variable. The characteristics of the indicators may vary from hotel to hotel depending on the geographical location. Some of the hotels may have proximity to similar tourist environments, but their mode of delivery may vary depending on their culture, which may be unique from the rest.



**Figure 1:** Conceptual framework

## 2.3 Empirical Literature Review

### 2.3.1 Place and Performance of the Tourism Sector

A study by Huang, Chang, Yeh, and Liao (2014) titled ‘hospitality management’ showed that the number of new hotels, particularly for the 2 and 3-star hotels, and budget hotels in Surabaya, Indonesia were on the increase. The study was done on 13 hotels using a descriptive research design to establish the relationship between marketing mix elements and performance of the hotel industry. They established that hotels apply various strategies in acquiring new customers and retaining loyal customers in the pursuit of a high level of occupancy in order to maintain business continuity. Performing appropriate marketing tactics is one of the ways to enable the hotel to increase occupancy rates. The results showed that the marketing strategy of place is positively associated with the performance of the Indonesian hotel industry.

Gunarekha and Binoy (2019) did a study on marketing mix and tourist satisfaction in India using a sample size of 200 staff of tourist agencies descriptively and found out that tourism marketing mix related to product, price, place and promotion, physical

evidence, people, and process focuses on tourist needs and aims to increase tourist satisfaction by providing product quality service. The place had a positive influence on tourist satisfaction. It is made possible with the standards of service quality, including proper distribution channels, so that the service product is consumed by the potential tourist.

A study by Kasirye (2022), aiming to examine the impact of the 4Ps of marketing (product quality, price, promotion and place) on students' purchase decisions in university mini-marts in Malaysia, revealed that students tend to consider place as an essential tool in buying from the university mini-marts. The study was done in three universities, interviewing 300 students by use of a survey design. Students considered the nearest mart for convenience. The results are consistent with other studies that place positively and significantly influence student purchase decisions

Nouri and Soltani (2015) sought to evaluate the effect of marketing factors, including tourism marketing mix, on the decisions of tourists in buying holiday homes in Cyprus by collecting data from 70 home buyers. This was through a descriptive research design. The results of the study showed that all elements of the tourism marketing mix, including product, price, promotion, place, physical environment, process and people, have had a significant and positive impact on the tourists' decisions to buy a holiday home in Cyprus. However, the conclusions here were made based on various scholarly reviews without analyzing the techniques used. It would have been logical to conduct a survey on Cyprus to verify the previous scholarly works.

Putra, Tariga, Sitepu, and Singh (2020) examined the impact of the product, prices, promotion, and distribution on the consumer purchasing decisions for hotels in Surabaya in Indonesia, with a sample size of 50 supervisory staff applying a correlational research design. The results showed that hotel products have an influence on consumer purchasing decisions; prices have an influence on consumer purchasing decisions. The location of the hotel affects the purchase decision. Promotion performed by the hotel influences the purchase decision by the consumer. These results, however, do not give us the nature of the influence; whether the influence is positive or negative. To make an informed decision, one needs to know the direction of influence.

A study by Admasu, Samanta, and Singh (2022) to examine the effect of tourism marketing mix elements on the domestic tourists' traveling decision to Arba Minch, Ethiopia, during the pandemic times using regression on 85 tourists indicated that tourists traveling decisions were positively influenced by four elements of marketing mix: product, place, physical evidence, and process.

A proper marketing mix is crucial for the success of any tourist destination. Kamau, Waweru, Lewa, and Misiko (2015) examined the effects of the marketing mix on the choice of tourist accommodation by domestic tourists in Kenya using respondents from both Nairobi and Nakuru. The study employed a descriptive research design on 29 respondents, comprising hotel managers. The study revealed that place or location was an important and significant attribute in determining the choice of accommodation by local tourists in Kenya.

Marketing strategy is the main determinant of customer loyalty and satisfaction in the food and beverage industry internationally. The purpose of the study conducted by Amadi (2020) was to analyze the effect of marketing mix on customers' loyalty and satisfaction in food and beverage restaurants of SMEs in Nairobi, Kenya. Questionnaires were distributed to 23 restaurant supervisors, and data analysis was done using descriptive statistics. Product, promotion, place and price contribute to customer satisfaction by about 67.8%; the other variables affect the rest. The findings confirm that product, promotion, place and price all contributed positively to customer loyalty and satisfaction. The study found out that place is an important marketing mix element as it meets demand satisfaction, but it should encourage demand.

According to Wachira (2019), the hotel business is one of the key investments in Nyeri County, which is one of the tourist destinations in Kenya due to its numerous tourist attraction sites. It has seen an increase in the number of hotels being opened and managed, which has, in turn, led to increased competition because hotel owners want to target the increased number of local and international tourists. In view of the above, the aim of this study was to examine the role of marketing mix on the growth of 25 selected hotels in Nyeri County, Kenya, using a descriptive research design. The results indicated that price, product and promotion had positive and statistically significant effects on hotel growth, while place had a positive but statistically insignificant effect.

According to the vast literature studied in the course of this research, it is evident that place as a marketing mix element plays a key role in tourist decision making and their satisfaction. Satisfied tourists will make a repeat visit to a given destination, hence positively impacting hotel performance. A dissatisfied tourist will not do a repeat visit and may also discourage new visitors, impacting negatively on institutional performance. Various studies have been conducted on this particular element of the marketing mix.

For instance, Huang, Chang, Yeh, and Liao (2014) in Indonesia, Gunarekha and Binoy, (2019) in India, Kasirye, (2022) in Malaysia, Nouri and Soltani (2015) in Cyprus, Admasu, Samanta, and Singh (2022) in Ethiopia, Kamau, Waweru, Lewa, and Misiko, (2015) in Kenya, and Amadi (2020) in Kenya all showed a significant positive influence of place on either performance or customer satisfaction. However, though Wachira (2019), in Kenya, found a positive influence, the results were insignificant. The researchers are hence not in agreement with the degree of the marketing element of place on the performance of hotels. Also, from the vast literature, very few studies have been done on the hotels in the western part of Kenya, necessitating this research.

### **2.3.2 Promotion and Performance of the Tourism Sector**

According to Huang, Chang, Yeh, and Liao (2014), the hotels in Indonesia apply various strategies in acquiring new customers and retaining loyal customers in the pursuit of a high level of occupancy in order to maintain business sustainability. Promotion is one of the ways to enable the hotel to increase occupancy rates, since it was found to have a positive and significant impact on sales revenues of the hotels.

Utami, Arisontha, and Wahyudi's (2021) study was to determine the influence of price, promotion, and location on the interest in returning tourists to the tourism area of Banten Lama, Indonesia, both partially and simultaneously, on 213 repeat visitors using a descriptive research design. The study showed that price, place, and promotion simultaneously have a significant effect on revisit interest. Price, place, and promotion partially have a significant positive impact on revisit interest individually. These findings are supported by Hariani, Hammadi, Tinggi, and Bogor (2021), who did a similar study on the relationship between marketing mix and J-bound visitors' decision making in Indonesia on individual elements.

Karim et al. (2013) sought to find out the relationship of marketing mix 4Ps (Price, Product, Process and Promotion) in tourism development in the mountain areas of Gilgit-Baltistan, Pakistan, by use of descriptive research design and a sample size of 7 tourist sites in the mountain areas. The key findings of product and process were consistent with other studies showing significant and positive relationships, while price mix and promotion mix were in contrast to others showing an insignificant relationship in tourism development. Therefore, it can be argued that price and promotion become less important for tourists to be considered, so the relationship between price mix and promotion mix with tourism development is insignificant.

Using a descriptive research design and a sample of 200 respondents, Gunarekha and Binoy (2019), conducted a study on marketing mix and tourist satisfaction in India and they found out that, tourism marketing mix related to product, price, place and promotion physical evidence, people and process focuses on tourist needs and aims to increase tourist satisfaction by providing product quality service. There was a positive influence of the marketing mix of promotion on tourist satisfaction. Continuous promotion reminded the tourists of the existence of the hotel.

Antoni, Yuliviona, Kamela, and Irwan (2020) examined the influence of the marketing mix consisting of promotion, product, price, place, people, process and physical evidence against the decision of the tourists visiting the attractions located at Mandeh island, West Sumatra, by use of a purposive sampling technique on 320 tourists. They found that promotion statistically did not have a significant effect on decision visits same product and place. Price had a negative effect, and statistically, the price does not significantly influence the decision to visit.

A study by Kasirye (2022), aiming to examine the impact of the 4Ps of marketing (product quality, price, promotion and place) on 300 students' purchase decisions in university mini-marts in Malaysia, revealed that students tend to consider price and place as essential tools in buying from the university mini-marts. In addition, the students also revealed that they do not consider product quality and promotion when deciding to purchase from the university's minimarts because of the factors highlighted in the study. Promotion did not influence the purchase decisions of students. This is quite different when dealing with the tourism sector, which is very volatile in terms of the 4 Ps.

According to Karsono and Salma (2023), Halal tourism has become one of the trends in the tourism industry, especially in Indonesia. Their study aimed at analyzing

the impact of the 9P's of the marketing mix strategy on purchasing decisions at PT Gaido Travel & Tours, Kudus Branch, by using convenience sampling to collect data from 100 prospective customers who expressed interest in PT Gaido Travel & Tours, Kudus Branch, services. The result showed that all the variables, i.e., product, price, promotion, place, physical evidence, people, processes, productivity, and priority, positively influenced purchasing decisions both individually and simultaneously.

Govender and Tushya (2016) did a study in South Africa to examine, at an exploratory level, the influence of green marketing on the purchasing behavior of South African consumers on a sample of 100 consumers using a quantitative, exploratory and descriptive design. The results indicated that South African citizens have high knowledge levels on the issues facing the environment. Elements of the green marketing mix, specifically, green promotion, were found to raise awareness and encourage positive change in consumption behavior. Furthermore, respondents preferred green products over standard alternatives. However, they were price sensitive, which affected their purchasing decisions.

A study by Admasu, Samanta, and Singh (2022) to examine the effect of tourism marketing mix elements on the domestic tourists' traveling decision to Arba Minch, Ethiopia during the pandemic times using regression analysis on 300 domestic tourists indicated that tourists traveling decisions were positively influenced by four elements of marketing mix; product, place, physical evidence, and process. On the contrary, price, promotion, and people had no significant effect on tourists' travel decisions during pandemic times.

The purpose of the study conducted by Amadi (2020) was to analyze the effect of marketing mix on customers' loyalty and satisfaction in food and beverage restaurants of SMEs in Nairobi, Kenya, with 23 supervisors using descriptive statistics. Product, promotion, place and price contribute to customer satisfaction by about 67.8%; the other variables affect the rest. The findings confirm that product, promotion, place and price all contributed positively to customer loyalty and satisfaction. The study found out that place is an important marketing mix element as it meets demand satisfaction, but it should encourage demand.

According to Kamau, Waweru, Lewa, and Misiko (2015) proper marketing mix is crucial for the success of any tourist destination. Their study in Kenya on the effects of the marketing mix on choice of tourist accommodation by domestic tourists using respondents from the hotels showed that promotion positively and significantly was an important element in determining choice of accommodation by local tourists in Kenya. They recommended increased advertising on widely viewed and read modes of communication for promotions.

According to Wachira (2019), the hotel business is one of the key investments in Nyeri County, which is one of the tourist destinations in Kenya due to its numerous tourist attraction sites. It has seen an increase in the number of hotels being opened and managed, which has, in turn, led to increased competition because hotel owners want to target the increased number of local and international tourists. In view of the above, the

aim of this study was to examine the role of marketing mix on the growth of 25 selected hotels in Nyeri County, Kenya, by use of descriptive research design. The results indicated that price, product and promotion had positive and statistically significant effects on hotel growth, while place had a positive but statistically insignificant effect.

The study by Huang, Chang, Yeh, and Liao (2014) in Indonesia, Utami, Arisontha, and Wahyudi, (2021) in Indonesia, Gunarekha and Binoy (2019) in India, Karsono and Salma (2023) in Indonesia, Govender and Tushya, (2016) in South Africa, Amadi (2020) in Kenya, Kamau, Waweru, Lewa, and Misiko, (2015) in Kenya and Wachira, (2019) in Kenya all showed that promotion had a positive effect on performance of various organizations including hotels. Though some showed significant and others insignificant, all showed positive influences. These results are, however, inconsistent with those of Karim, et al. (2013) in Pakistan, Antoni, Yuliviona, Kamela, and Irwan, (2020) in West Sumatra, Kasirye (2022) in Malaysia and Admasu, Samanta, and Singh (2022) in Ethiopia, who revealed that promotion did not affect performance of organizations in any way. The disagreement in the results is the basis of research on the element of promotion as a marketing mix and how it influences the performance of the hotel tourism in western Kenya region.

### **2.3.3 Price and Performance of the Tourism Sector**

A study by Kasirye (2022), in Malaysia, on students' purchase decisions in university minimarts revealed that price was a key element for 300 students in buying from the university mini-marts. Some students said that they would walk to the furthest mini-mart within or around the university because they offered low prices. Price, therefore, was a significant factor in their purchase decisions. In addition, the students also revealed that they do not consider product quality and promotion when deciding to purchase from the university mini-marts because of the factors highlighted in the study.

According to Fattah and Al-Azzam (2016), prior studies have concluded that numerous factors motivate patients to search for health care services in foreign countries. According to Spasojevic and Susic (2011), "product" and "price" are the necessary factors that influence the choice of an international health care facility. At the same time, Johnston (2018) demonstrated that "product" is the sole factor that drives medical travelers to seek medical treatment overseas. In contrast, Deloitte Development's (2019) study indicated that medical tourists are seeking their medical needs offshore primarily because of "price", wherein cheaper medical treatment can be explored in numerous medical tourism destinations worldwide.

Generally, the role of travel agents is increasingly gaining importance in today's travel and tourism industry. A travel industry without travel agents is quite unthinkable, as it would result in utter chaos and disorder in the industry. A study by Satit, Tat, Rasli, and Chin (2022) to investigate the relationship between the 4Ps, namely price, promotion, place and product, and customer decision-making over 28 travel agents in Palembang, Indonesia, using a descriptive research design revealed that only product and price were associated with customer decision-making over travel agents.

The research by Gil-Cordero, Ledesma-Chaves and Sungho, (2023) in Korea explored the key drivers of purchase intention for luxury goods in the new tourism era after the pandemic via constructs associated with the behavior of tourist consumers of luxury goods and the business strategy regarding them. The mixed methodology allowed for a twofold objective with the investigation of purchase intention to clearly establish what the most important determinants that affect purchase intention are, and, secondly, to determine to some extent the order, importance, and combination of these determinants. The findings demonstrated that price was a major determinant of purchase intention. Price positively influenced tourist behavior.

Pricing of hotel products has highly affected the competitiveness of the hotel industry in Indonesia, especially for the domestic tourists who prefer more affordable products. However, foreign tourists may not pay much attention to price but to the quality of the hotel products and security in general. Externally, price had no significant influence of tourist decision to destination. However, locally, price had a positive and significant effect on the choice, hence performance of the hotel industry (Huang, Chang, Yeh, and Liao, 2014).

Gunarekha and Binoy (2019) conducted a study on marketing mix and tourist satisfaction in India on 200 staff using a descriptive research design, and they found out that tourism marketing mix related to product, price, place, promotion, physical evidence, people, and process focuses on tourist needs and aims to increase tourist satisfaction by providing product quality service. Though price had a positive influence on tourist satisfaction, most customers did not consider it a significant element in their choices.

Prihatin and Syahnur (2020) did a study to determine the effect of the marketing mix (7P) consisting of products, prices, promotions, places, people, processes, and physical evidence on the decision-making process of tourists visiting Makassar, Indonesia, using nonprobability sampling methods. The regression analysis was done from previous references or literature. The results showed that all variables used simultaneously affected the purchase decision. Individually, only price and Location place have a positive and significant effect on purchasing decisions. This result contradicts some of the previous research on price and place that showed negative results. Additionally, the regression was fit from data collected from a literature review, which might have been misleading.

According to Tielung and Untu (2021), consumer satisfaction is very important for a tourist spot because it determines the ability and level of profit it can achieve. Because it is necessary to pay attention to things that have the potential to affect consumer satisfaction, including the marketing mix, the scholars did a study to determine the effect of the marketing mix on customer satisfaction in Tomohon, Indonesia using a correlational analysis on 80 respondents. The variables measured were product, price, place, promotion, and customer satisfaction. The research results indicated that there is a significant and positive relationship between all the elements of the marketing mix and consumer satisfaction simultaneously and individually. These results conform to the

study by Kadhim and Mahir (2016), Barkah, Listiana and Pebrianti (2020) in the Malaysian tourism industry.

The objective of the study by Rusmiati and Sastri (2020) was to measure the simultaneous and partial influences of a marketing mix (product, price, promotion and place/location) on tourists' decisions to stay at hotels in Denpasar, Indonesia, using multiple regression analysis on 137 tourists. They showed that product, price, promotion, and location/place simultaneously have a positive and significant influence on the tourists' decisions to stay at hotels in Denpasar. However, individually, only price had a negative but insignificant influence on the decision to stay.

Based on prior studies, Fattah and Al-Azzam's (2016) study aimed to determine whether "Product" or "Price" was the necessary variable that leads international medical tourists to select Jordan hospitals for health care services among 510 visitors using descriptive statistics. Although the results confirm that product and price are key, Jordan's government effort in promoting its destination image was the most effective way of attracting foreign medical tourists. This study was a matter of choice and not necessarily influence. It may not give the intended outcome since it is more of a controlled experiment with a given direction of analysis.

The study by Kalulu, Callixte, Tushabe, and Niyinderera (2020) examined Rwanda's innovative marketing strategies and their influence on tourism development. With 123 respondents, mainly from the Rwanda Development Board (RDB), tour operators, tourists, park officials and transport officers who were conveniently and purposively selected. The major findings revealed that Rwanda had existing traditional marketing strategies. However, given their performance, they were not as effective as they are supposed to be. In a bid to attract more tourists, RDB introduced new innovative marketing designs which could capture the attention and the mind of the visitor.

This change was in agreement with Rajju, (2019) who stated and argued that the battle for customers in the tourism industry will be fought not over price but over the hearts and minds, thus, RDB introduced Kwita Izina ceremony, diplomats' country tour, partnerships with European football clubs, product innovation, doubling gorilla price, improving service standards, and biodiversity conservation. This increased visitor arrival, hence, tourism growth in terms of sales revenue, private sector investment, and increased FDI in the tourism sector, among others. As such price had an insignificant but positive effect on the performance of the sector.

A study by Admasu, Samanta, and Singh (2022) to examine the effect of tourism marketing mix elements on the domestic tourists' traveling decision to Arba Minch, Ethiopia, during the pandemic times using regression indicated that tourists traveling decisions were positively influenced by four elements of marketing mix: product, place, physical evidence, and process. On the contrary, price, promotion, and people had no significant effect on tourists' travel decisions during pandemic times.

Govender and Tushya (2016) did a study in South Africa to examine, at an exploratory level, the influence of green marketing on the purchasing behavior of South African consumers on a sample of 100 consumers using a quantitative, exploratory and

descriptive design. The results indicated that South African citizens have high knowledge levels on the issues facing the environment. Elements of the green marketing mix, specifically, green promotion, were found to raise awareness and encourage positive change in consumption behavior.

Furthermore, respondents preferred green products over standard alternatives. However, they were price sensitive, which affected their purchasing decisions. Marketing strategy is the main determinant of customer loyalty and satisfaction in the food and beverage industry internationally. The purpose of the study conducted by Amadi (2020) was to analyze the effect of marketing mix on customers' loyalty and satisfaction in food and beverage restaurants of SMEs in Nairobi Kenya. Product, promotion, place and price contribute to customer satisfaction by about 67.8%; the other variables affect the rest. The findings confirm that product, promotion, place and price all contributed positively to customer loyalty and satisfaction. The study found out that place is an important marketing mix element as it meets demand satisfaction, but it should encourage demand.

According to Wachira (2019), the hotel business is one of the key investments in Nyeri County, which is one of the tourist destinations in Kenya due to its numerous tourist attraction sites. It has seen an increase in the number of hotels being opened and managed, which has, in turn, led to increased competition because hotel owners want to target the increased number of local and international tourists. In view of the above, the aim of this study was to examine the role of marketing mix on the growth of selected hotels in Nyeri County, Kenya. The results indicated that price, product and promotion had positive and statistically significant effects on hotel growth, while place had a positive but statistically insignificant effect.

A proper marketing mix is crucial for the success of any tourist destination. In Kenya, price is a significant factor considered by local tourists in determining the hotel of their choice. Most tourists believe that quality products are mental and depend on your disposable income. The locals believe that as long as the hotel is closer to the tourism destination, any other thing did not matter as their stay is only short-lived. Price, therefore, becomes a key consideration in decision-making, hence the performance of the hotel industry (Kamau, Waweru, Lewa & Misiko, 2015).

Several studies have shown that price positively and significantly impacted on performance of firms across the globe. Such studies included Kasirye, (2022) in Malaysia, Fattah and AlAzzam, (2016) for foreign purchases, Deloitte Development, (2019) for foreign purchases, Satit, Tat, Rasli, and Chin, (2022) in Indonesia, Gil-Cordero, Ledesma-Chaves and Sungho (2023) in Korea, Huang, Chang, Yeh, and Liao (2014) in Indonesia, Prihatin and Syahnur (2020) in Indonesia, Govender and Tushya, (2016) in South Africa, Amadi, (2020) in Kenya, Wachira, (2019) in Kenya and Kamau, Waweru, Lewa and Misiko, (2015). However, studies by Johnston (2018) for foreign purchases, Admasu, Samanta, and Singh (2022) in Ethiopia showed that price had no effect on tourist decisions on a given destination. In addition, although the studies by Gunarekha and Binoy (2019) in India, Kalulu, Callixte, Tushabe, and Niyinderera (2020) in Rwanda showed a positive influence of price on the performance of hotels, the influence was insignificant. Clearly,

there is a lack of consensus in the findings by various scholars across the world, hence the reason the current research seeks to contribute to the existing body of language by studying the effect of price on the performance of the tourism sector in western Kenya.

#### **2.4.4 People and Performance of the Tourism Sector**

Gunarekha and Binoy (2019) conducted a study on marketing mix and tourist satisfaction in India on 200 staff using descriptive statistics, and they found out that tourism marketing mix related to product, price, place and promotion, physical evidence, people, and process focuses on tourist needs and aims to increase tourist satisfaction by providing product quality service. There was a positive influence of the marketing mix on tourist satisfaction. People are seen as the most important aspect that most tourists look at. The presentation of the staff and their attitudes towards them were significant considerations. The people element of the marketing mix had a positive and significant influence on customer satisfaction.

Mehta (2021) explored the impact of the factors that influence customers' intention to use the hotel service in Bangkok; specifically, marketing mix (product, price, place, promotion, people, process and physical evidence), service quality, and brand reputation using regression analysis on 170 customers. The research findings of this study revealed that the service marketing mix had a positive effect on the intention to use hotel services. This work is inferred on the effect of the marketing mix done together. Individually, we may find different results or the same results.

Ismail and Hilal (2019) examined the effect of the elements of the extended service marketing mix of the east coast hotels in Sri Lanka on the creation of the brand equity and how that brand equity plays a mediating role in customers' response. Findings suggested that people, process, physical evidence and marketing communication elements have an effect on the brand equity and, in turn, positively influence the customer response towards the hotel. Hoteliers in the region can therefore focus on the people, process and physical evidence to improve their hotel performance as it also contributes to the customer responses towards hotels.

The aim of the paper by Muala and Qurneh (2012) was to explore the relationship between three key variables, namely marketing mix, satisfaction and loyalty in the curative tourism industry in Jordan using descriptive research on 40 respondents. The seven dimensions of the Marketing Mix employed in this study were product, price, promotion, physical evidence, place, personnel, and process. The results indicated that product and place were significant on destination loyalty. While price, personnel and process are not significant on destination loyalty, product, place, price, personnel and process have a significant impact on tourist satisfaction.

In their quest to investigate external marketing, people, T-serqual and government policy toward customer satisfaction in the Indonesian tourism industry using a correlational study design on 200 respondents, Jumadi, Kartini, Indiasuti, and Hasan, (2017) study showed that: external marketing, people and government policy influence customer satisfaction. The scholars did not, however, give the extent of the influence nor

the direction. In addition, the study gives the collective influence of the elements of the marketing mix, which again may differ from individual influence.

Nouri and Soltani (2015) sought to evaluate the effect of marketing factors, including tourism marketing mix, on the decisions of tourists in buying holiday homes using a descriptive research design on 70 home buyers. The results of the study showed that all elements of the tourism marketing mix, including product, price, promotion, place, physical environment, process and people, have had a significant and positive impact on the tourists' decisions to buy a holiday home in Cyprus.

According to Permatasari (2019), the tourism business has rapidly developed in Indonesia and has contributed substantially to the gross domestic product (65%). Hotel service is one of the hospitality services that support the tourism industry. Therefore, the tourism industry without the presence of hotels would face some obstacles. This research was a quantitative approach with 58.4% of the tourist decision being significantly influenced by the marketing mix of people, processes and promotion. The researcher used descriptive statistics on 80 respondents. A keen look at this research revealed that the conclusion made by the scholar was based on simultaneous analysis. It would have been important to conduct individual marketing mix elements on the dependent variable.

A study by Admasu, Samanta, and Singh (2022) to examine the effect of tourism marketing mix elements on the domestic tourists' traveling decision to Arba Minch, Ethiopia, during the pandemic times using regression on 300 respondents indicated that tourists traveling decisions were positively influenced by four elements of marketing mix: product, place, physical evidence, and process. On the contrary, price, promotion, and people had no significant effect on tourists' travel decisions during pandemic times. The study by Marita (2017) to investigate the effects of marketing strategies on tourists' choices on Maasai Mara national reserve, Kenya, using regression analysis on a sample of 120 tourists, revealed that destination marketing organizations, tourism promotion campaign, people, process and web-based technology had a significant and positive effect on tourist destination choice. This implies that the use of destination marketing organizations, tourism promotion campaign people, processes and web-based technology enhances the destination choice.

Gunarekha and Binoy (2019) did a study in India, Mehta (2021) in Bangkok, Ismail and Hilal, (2019) in Sri Lanka, Nouri and Soltani, (2015) in Cyprus, Jumadi, Kartini, Indiastuti, and Hasan, (2017) in Indonesia, Permatasari (2019) in Indonesia, Admasu, Samanta, and Singh, (2022) in Ethiopia and Marita, (2017) in Kenya and all found out that people are positively related to performance of the tourism sectors as they are the owners and implementers of processes. They are key in driving the agenda for firms. However, research by Muala and Qurneh (2012) in Jordan showed that people had no significant effect on the performance of the tourism sector. There is, therefore, a difference in findings by the scholars. Against this background, the current study seeks to examine the influence of people as a marketing mix element on the performance of the tourism sector in Western Kenya.

### **3. Research Methodology**

#### **3.1 Research Philosophy**

This study adopted a positivist research philosophy. Positivism emphasizes the use of objective and observable phenomena to generate reliable and valid knowledge. Researchers following this philosophy seek to identify cause-and-effect relationships through systematic observation, measurement, and statistical analysis. This approach relies heavily on quantitative methods, such as surveys and structured questionnaires, to collect data that can be tested and verified. In social science research, adopting a positivist philosophy provides a rigorous and scientific framework, ensuring that findings are measurable, generalizable, and free from personal bias. By using positivism, this study aims to establish clear relationships between marketing mix strategies and the organizational performance of classified hotels in Western Kenya, based on empirical evidence.

#### **3.2 Research Design**

This study adopted a descriptive research design under a positivist research philosophy. Descriptive research design is appropriate for studies that seek to examine the characteristics of a population or phenomenon and to identify relationships between variables. In line with positivism, this design allowed the researcher to collect quantitative data that can be measured, analyzed statistically, and used to establish cause-and-effect relationships.

The descriptive design was suitable for this study because it facilitates the assessment of the influence of marketing mix strategies (product, price, promotion, place, and people) on the organizational performance of classified hotels. It enables the researcher to describe the current state of marketing practices and quantify their effects on performance indicators such as occupancy rates, revenue growth, and customer satisfaction.

Using this design, the study focused on observable and measurable data collected from hotel managers, marketing staff, and administrative personnel in classified hotels across the Western Region of Kenya. The design ensures that the research findings are objective, reliable, and generalizable, consistent with the positivist emphasis on empirical evidence.

#### **3.3 Target Population**

The study targeted a total of 353 respondents drawn from 49 classified hotels in the Western Region of Kenya, including 49 Hotel General Managers, 49 Marketing Managers, 49 Customer Relations Officers, 49 Front Office Managers, 49 Food and Beverage Supervisors, 10 Tourism Officers, and 98 Wait staff. These respondents have been carefully selected because they hold critical roles in the planning, implementation, and execution of marketing mix strategies within the tourism and hospitality sector.

Hotel General Managers and Marketing Managers provide strategic insights on how marketing decisions affect overall performance, while Customer Relations Officers and Front Office Managers offer perspectives on service quality, guest satisfaction, and operational efficiency. Food and Beverage Supervisors and Waitstaff represent the frontline service providers who directly influence customer experiences, particularly relating to the ‘people’ element of the marketing mix. Additionally, Tourism Officers bring an external, policy-level view on how regional promotion and infrastructure impact hotel performance. The target population is shown in Table 1.

**Table 1: Target Population**

| Target respondents          | Number     | Percentages  |
|-----------------------------|------------|--------------|
| Hotel General Managers      | 49         | 13.9         |
| Marketing Managers          | 49         | 13.9         |
| Customer Relations Officers | 49         | 13.9         |
| Front Office Managers       | 49         | 13.9         |
| Food & Beverage Supervisors | 49         | 13.9         |
| Tourism Officers            | 10         | 2.7          |
| Waitstaffs                  | 98         | 27.8         |
| <b>Total</b>                | <b>353</b> | <b>100.0</b> |

Source: Classified hotel registry.

### 3.4. Sample Size and Determination

The study used Yamane’s sample size formula to determine an appropriate and statistically representative sample from the target population of 353 respondents. This approach ensures that the selected sample accurately reflects the views of the broader population while maintaining efficiency in data collection. By applying this formula, the study achieved a balance between precision and practicality, allowing for generalizable findings on how marketing mix strategies influence tourism sector performance in Western Kenya (Chaokromthong & Sintao, 2021).

The formula is as follows:

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

Where:

n = required sample size,

e = level of significance taken to be 0.05,

N = the population size,

1 = constant,

N = 353,

e = 0.05.

$$n = \frac{353}{1 + 353(0.05)^2} = 188 \text{ respondents}$$

The sample of each category was calculated based on the proportion calculated by dividing the category target respondents by the total target population and multiplying it by the total sample size.

- Hotel General Managers =  $\frac{49}{353} \times 188 = 26$
- Marketing Managers =  $\frac{49}{353} \times 188 = 26$
- Customer Relations Officers =  $\frac{49}{353} \times 188 = 26$
- Front Office Managers =  $\frac{49}{353} \times 188 = 26$
- Food and Beverage Supervisors =  $\frac{49}{353} \times 188 = 26$
- Tourism Officers =  $\frac{10}{353} \times 188 = 6$
- Waitstaff =  $\frac{98}{353} \times 188 = 52$

This study employed stratified random sampling to select the 188 respondents from the target population. The population was first divided into distinct strata based on job roles, namely Hotel General Managers, Marketing Managers, Customer Relations Officers, Front Office Managers, Food and Beverage Supervisors, Tourism Officers, and Waitstaff, and a random sample will then be drawn proportionally from each group. This technique is most appropriate because it ensures that all key stakeholder categories are adequately represented in the sample, which is essential for capturing diverse and role-specific insights on how marketing mix strategies influence the performance of the tourism sector. Stratified random sampling also improves the accuracy and generalizability of the results by minimizing sampling bias and reflecting the true structure of the population. This sample size is shown in Table 2.

**Table 2: Sample Population**

| Target respondents          | Number     | Percentages  |
|-----------------------------|------------|--------------|
| Hotel General Managers      | 26         | 13.9         |
| Marketing Managers          | 26         | 13.9         |
| Customer Relations Officers | 26         | 13.9         |
| Front Office Managers       | 26         | 13.9         |
| Food & Beverage Supervisors | 26         | 13.9         |
| Tourism Officers            | 6          | 2.7          |
| Waitstaffs                  | 52         | 27.8         |
| <b>Total</b>                | <b>188</b> | <b>100.0</b> |

### 3.5 Data analysis and presentation

The data analysis and presentation for this study involved quantitative ensure a comprehensive interpretation of the findings. Quantitative data collected through closed-ended questions on a 5-point Likert scale (ranging from strongly disagree to strongly agree) were sorted, cleaned, and coded using SPSS version 28 to ensure accuracy and readiness for analysis. Descriptive statistics such as mean, frequency, percentages, and standard deviation were used to summarize the data and provide an overview of respondent characteristics and trends. To examine the relationships between the

elements of the marketing mix and the performance of the tourism sector, inferential statistics including multiple linear regression and correlation analysis were applied. The results of the quantitative analysis were presented using clear tables and figures to enhance understanding. The regression expression was presented in the following linear form as proposed by Babajide (2012).

$$Y = f(X_1, X_2, X_3, X_4)$$

Where;

Y = Performance

$X_1$  = Place,

$X_2$  = Promotion,

$X_3$  = Price,

$X_4$  = People.

The linear relationship from the above function was as follows:

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

Where;

$\beta_{1,2,3,4}$  Coefficients,

$\varepsilon$  Error term

## 4. Data Presentation, Analysis & Discussion

### 4.1 Descriptive Statistics

Descriptive statistics were used to summarize and present the characteristics of the data collected from respondents. This approach helps to provide a clear overview of the respondents' views on marketing mix strategies and organizational performance of classified hotels in the Western region of Kenya. Key measures such as frequencies, percentages, means, and standard deviations were computed to describe the distribution and central tendencies of the study variables. Descriptive statistics enable the researcher to identify patterns, trends, and variations in the data, forming a basis for further inferential analysis and interpretation.

#### 4.1.1 Place and Organizational Performance

This section presents the descriptive statistics on how place influences the organizational performance of classified hotels in the Western region of Kenya. These results are presented in Table 3 below.

**Table 3: Place and Organizational Performance**

| Descriptive statistics  | N   | Mini | Maxi | Mean | Std. Deviation |
|---|-----|------|------|------|----------------|
| The hotel is located along convenient travelling routes for tourists.                   | 168 | 1    | 5    | 3.78 | 1.630          |
| The hotel is easily accessible using different modes of transport.                      | 168 | 1    | 5    | 3.98 | 1.835          |
| Road infrastructure leading to the hotel is well-developed and reliable.                | 168 | 1    | 5    | 3.76 | 1.432          |
| Directional signs and location information make it easy for visitors to find the hotel. | 168 | 1    | 5    | 4.23 | 1.389          |
| The hotel's proximity to tourist attractions enhances customer visits.                  | 168 | 1    | 5    | 3.59 | 1.370          |
| Adequate parking and transport support facilities are available for guests.             | 168 | 1    | 5    | 2.88 | 1.376          |
| The surrounding environment provides convenience and comfort to visitors.               | 168 | 1    | 5    | 2.13 | 1.342          |
| Online location tools (e.g., maps and booking platforms) make the hotel easy to locate. | 168 | 1    | 5    | 2.18 | 1.456          |
| Accessibility for persons with special needs is adequately provided.                    | 168 | 1    | 5    | 3.45 | 1.378          |
| The hotel's location positively influences customers' decisions to choose the hotel.    | 168 | 1    | 5    | 3.65 | 1.418          |

**Source:** Study data (2026).

The study sought to establish the effect of place on the organizational performance of classified hotels in the Western region of Kenya. The findings are presented below. The study first sought to determine whether the hotel's location along convenient travelling routes influences customer visits. Most respondents, with a mean of 3.78~4, agreed that hotels located along convenient travelling routes attract more customers. According to respondents' opinions, strategic location along major travel routes enhances visibility and accessibility, making it easier for tourists and guests to choose the hotel. This, in turn, positively impacts organizational performance by increasing occupancy rates and revenue generation.

Regarding the accessibility of hotels using different modes of transport, it was found that the majority of respondents, with a mean of 3.98~4, agreed that accessible hotels tend to perform better. Respondents indicated that hotels reachable by road, public transport, and other transport options attract a wider customer base, improving operational outcomes and ensuring better customer satisfaction. The study also examined whether well-developed and reliable road infrastructure leading to the hotel enhances performance. Respondents moderately agreed, with a mean of 3.76~4, suggesting that reliable infrastructure facilitates smooth travel for guests, reduces travel inconveniences, and encourages repeat visits, thus contributing to overall performance.

Regarding the effectiveness of directional signs and location information, the statement recorded the highest mean of 4.23~4, indicating strong agreement among respondents. This implies that clear signage and location guidance significantly help

customers find the hotel easily, reducing frustration and enhancing the guest experience, which ultimately boosts organizational performance. The study further explored whether proximity to tourist attractions increases customer visits. Respondents, with a mean of  $3.59 \approx 4$ , agreed that hotels near tourist attractions enjoy higher patronage. Being located close to attractions enhances convenience for guests and improves occupancy rates, directly influencing revenue and performance.

On the availability of adequate parking and transport support facilities, respondents recorded a lower mean of  $2.88 \approx 3$ , suggesting some disagreement. This indicates that while some hotels provide sufficient parking and transport support, others face challenges, which may limit customer convenience and reduce performance. Concerning whether the surrounding environment provides convenience and comfort to visitors, the mean score was  $2.13 \approx 2$ , showing that respondents generally disagreed. This suggests that several hotels may need to improve environmental factors such as cleanliness, safety, and general ambience to enhance guest satisfaction and performance. Regarding online location tools (e.g., maps and booking platforms), respondents reported a mean of  $2.18 \approx 2$ , indicating limited agreement. This suggests that many hotels in the region have not fully leveraged digital tools to make their location easily discoverable online, potentially restricting their reach to tech-savvy guests. The study also examined accessibility for persons with special needs, which recorded a mean of  $3.45 \approx 4$ , reflecting moderate agreement. Respondents indicated that while some hotels provide inclusive facilities, there is room for improvement to fully cater to all customer segments, which could enhance customer satisfaction and repeat visits.

Finally, regarding the overall impact of hotel location on customer choice, respondents strongly agreed that strategic location positively influences decisions, as reflected in the general trends of the preceding statements. Hotels with good accessibility, signage, proximity to attractions, and supporting facilities tend to experience higher customer patronage, operational efficiency, and improved organizational performance.

Overall, the analysis indicates that place significantly affects organizational performance. Strong transport accessibility, clear directional information, and proximity to attractions are key drivers of performance. However, deficiencies in parking, environmental comfort, digital location tools, and inclusive facilities highlight areas for strategic improvement. Addressing these gaps would enhance customer convenience, attract a larger clientele, and improve operational outcomes for classified hotels in the Western region of Kenya.

#### **4.1.2 Promotion and Organizational Performance**

This section presents the descriptive statistics on how promotion influences the organizational performance of classified hotels in the Western region of Kenya. These results are presented in Table 4 below.

**Table 4: Promotion and Organizational Performance**

| Statement  | Strongly Agree (1) | Agree (2)     | Neutral (3)  | Disagree (4)  | Strongly Disagree (5) |
|--|--------------------|---------------|--------------|---------------|-----------------------|
| The hotel frequently advertises its services through online platforms such as websites and social media. | 88<br>(52.4%)      | 65<br>(38.7%) | 8<br>(4.8%)  | 2<br>(1.2%)   | 5<br>(3.0%)           |
| Advertising campaigns effectively attract new customers to the hotel.                                    | 104<br>(61.9%)     | 48<br>(28.6%) | 9<br>(5.4%)  | 3<br>(1.8%)   | 4<br>(2.4%)           |
| The hotel uses multiple advertising channels such as TV, radio, print, and digital media.                | 103<br>(61.3%)     | 42<br>(25.0%) | 11<br>(6.5%) | 6<br>(3.6%)   | 6<br>(3.6%)           |
| Advertising messages clearly communicate the hotel's unique services and offerings.                      | 10<br>(6.0%)       | 9<br>(5.4%)   | 8<br>(4.8%)  | 82<br>(48.8%) | 59<br>(35.1%)         |
| The hotel offers discounts and promotional packages to attract customers.                                | 9<br>(5.4%)        | 7<br>(4.2%)   | 8<br>(4.8%)  | 79<br>(47.0%) | 65<br>(38.7%)         |
| Seasonal promotions increase customer bookings and occupancy rates.                                      | 74<br>(44.0%)      | 79<br>(47.0%) | 6<br>(3.6%)  | 6<br>(3.6%)   | 7<br>(4.2%)           |
| Loyalty programs and special offers encourage repeat visits.   | 83<br>(49.4%)      | 70<br>(41.7%) | 8<br>(4.8%)  | 3<br>(1.8%)   | 3<br>(1.8%)           |
| The hotel maintains a positive public image through community involvement activities.                    | 102<br>(60.7%)     | 54<br>(32.1%) | 6<br>(3.6%)  | 4<br>(2.4%)   | 4<br>(2.4%)           |
| Customer feedback and reviews are effectively managed to maintain the hotel's reputation.                | 106<br>(63.1%)     | 39<br>(23.2%) | 16<br>(9.5%) | 2<br>(1.2%)   | 5<br>(3.0%)           |
| The hotel participates in tourism events and partnerships to enhance visibility and brand awareness.     | 78<br>(46.4%)      | 69<br>(41.1%) | 8<br>(4.8%)  | 7<br>(4.2%)   | 6<br>(3.6%)           |

**Source:** Study Data (2026).

The study sought to examine the effect of promotion on the organizational performance of classified hotels in the Western region of Kenya. The findings are discussed below.

First, regarding whether the hotel frequently advertises its services through online platforms such as websites and social media, 88 respondents (52.4%) strongly agreed, 65 respondents (38.7%) agreed, 8 respondents (4.8%) were neutral, 2 respondents (1.2%) disagreed, and 5 respondents (3.0%) strongly disagreed. This indicates that the majority of respondents perceive online advertising as a key strategy for enhancing visibility and attracting customers, positively impacting organizational performance.

Second, on whether advertising campaigns effectively attract new customers to the hotel, 104 respondents (61.9%) strongly agreed, 48 (28.6%) agreed, 9 (5.4%) were neutral, 3 (1.8%) disagreed, and 4 (2.4%) strongly disagreed. The results suggest that most classified hotels use advertising campaigns successfully to increase customer inflow, occupancy rates, and revenue.

Third, regarding the use of multiple advertising channels such as TV, radio, print, and digital media, 103 respondents (61.3%) strongly agreed, 42 (25.0%) agreed, 11 (6.5%) were neutral, 6 (3.6%) disagreed, and 6 (3.6%) strongly disagreed. This shows that hotels employ diverse promotional channels to reach different customer segments, enhancing their marketing reach and overall performance.

Fourth, on whether advertising messages clearly communicate the hotel's unique services and offerings, only 10 respondents (6.0%) strongly agreed, 9 (5.4%) agreed, 8 (4.8%) were neutral, while 82 (48.8%) disagreed and 59 (35.1%) strongly disagreed. This indicates that most hotels struggle to effectively communicate their unique services, which could limit the impact of promotions on attracting and retaining customers.

Fifth, regarding whether the hotel offers discounts and promotional packages, 9 respondents (5.4%) strongly agreed, 7 (4.2%) agreed, 8 (4.8%) were neutral, 79 (47.0%) disagreed, and 65 (38.7%) strongly disagreed. This suggests that offering discounts is not consistently applied among hotels, limiting its effectiveness as a promotional strategy.

Sixth, concerning seasonal promotions increasing customer bookings and occupancy rates, 74 respondents (44.0%) strongly agreed, 79 (47.0%) agreed, 6 (3.6%) were neutral, 6 (3.6%) disagreed, and 7 (4.2%) strongly disagreed. These results show that seasonal promotions are largely recognized as effective in boosting bookings and performance.

Seventh, regarding loyalty programs and special offers encouraging repeat visits, 83 respondents (49.4%) strongly agreed, 70 (41.7%) agreed, 8 (4.8%) were neutral, 3 (1.8%) disagreed, and 3 (1.8%) strongly disagreed. This indicates that such programs help retain customers, improve repeat patronage, and enhance organizational performance.

Eighth, on maintaining a positive public image through community involvement activities, 102 respondents (60.7%) strongly agreed, 54 (32.1%) agreed, 6 (3.6%) were neutral, 4 (2.4%) disagreed, and 4 (2.4%) strongly disagreed. Respondents perceive community engagement as important for building trust, improving brand reputation, and influencing performance.

Ninth, regarding whether customer feedback and reviews are effectively managed to maintain the hotel's reputation, 106 respondents (63.1%) strongly agreed, 39 (23.2%) agreed, 16 (9.5%) were neutral, 2 (1.2%) disagreed, and 5 (3.0%) strongly disagreed. Effective management of feedback enhances customer satisfaction, reduces complaints, and contributes to improved performance.

Lastly, on participation in tourism events and partnerships to enhance visibility and brand awareness, 78 respondents (46.4%) strongly agreed, 69 (41.1%) agreed, 8 (4.8%) were neutral, 7 (4.2%) disagreed, and 6 (3.6%) strongly disagreed. The results indicate that collaboration and networking help hotels increase visibility, attract new customers, and improve performance.

Overall, the analysis shows that promotion significantly influences organizational performance. Most respondents agree that advertising campaigns, multi-channel promotions, seasonal offers, loyalty programs, community engagement, and participation in tourism events enhance customer reach, retention, and satisfaction.

However, gaps exist in clearly communicating unique services and offering consistent discounts, highlighting areas for strategic improvement. Addressing these gaps can strengthen promotional strategies, attract more customers, and improve operational outcomes for classified hotels in the Western region of Kenya.

#### 4.1.3 Price and Organizational Performance

This section presents the descriptive statistics on how price influences the organizational performance of classified hotels in the Western region of Kenya. These results are presented in Table 5 below.

**Table 5: Price and Organizational Performance**

| Descriptive statistics  | N   | Mini | Maxi | Mean | Std. Deviation |
|---|-----|------|------|------|----------------|
| The hotel offers competitive room pricing compared to similar hotels in the region.               | 168 | 1    | 5    | 3.93 | 1.830          |
| Pricing decisions are based on regular analysis of competitors' prices.                           | 168 | 1    | 5    | 3.88 | 1.635          |
| The hotel provides discounts during off-peak seasons to attract customers.                        | 168 | 1    | 5    | 2.16 | 1.152          |
| Special discounts are offered to loyal or repeat customers.                                       | 168 | 1    | 5    | 2.23 | 1.189          |
| Accommodation packages provide good value for money to customers.                                 | 168 | 1    | 5    | 3.89 | 1.470          |
| Bundled service packages (e.g., accommodation, meals, and activities) increase customer bookings. | 168 | 1    | 5    | 3.87 | 1.476          |
| Pricing strategies are flexible to respond to changes in market demand.                           | 168 | 1    | 5    | 4.13 | 1.542          |
| Customers perceive the hotel's prices as fair relative to the quality of services offered.        | 168 | 1    | 5    | 2.08 | 1.456          |
| Promotional pricing strategies help improve occupancy rates.                                      | 168 | 1    | 5    | 3.75 | 1.477          |
| The hotel regularly reviews its pricing strategy to remain competitive in the tourism market.     | 168 | 1    | 5    | 3.85 | 1.311          |

**Source:** Study Data (2026).

The study sought to establish the effect of price on the organizational performance of classified hotels in the Western region of Kenya. The descriptive statistics presented in Table 4.4 highlight the perceptions of respondents regarding different pricing strategies and their impact on hotel performance. The findings indicate that most respondents agreed that the hotel offers competitive room pricing compared to similar hotels in the region, with a mean of 3.93 (SD = 1.830). This suggests that hotels strategically set their prices to attract price-sensitive customers, enhancing bookings and overall revenue. Competitive pricing ensures that customers perceive value, which encourages patronage and contributes to sustained organizational performance.

Respondents also agreed that pricing decisions are based on regular analysis of competitors' prices, with a mean of 3.88 (SD = 1.635). This demonstrates that hotels actively monitor market trends and competitors' strategies to inform their pricing

policies. By benchmarking against competitors, hotels maintain market relevance and avoid underpricing or overpricing, which could negatively affect occupancy and profitability.

However, respondents generally disagreed that the hotel provides discounts during off-peak seasons (mean = 2.16, SD = 1.152) or offers special discounts to loyal or repeat customers (mean = 2.23, SD = 1.189). This suggests that promotional pricing strategies aimed at increasing occupancy during slow periods or rewarding customer loyalty are underutilized. The lack of these strategies may limit repeat visits and reduce the hotel's ability to attract guests during low-demand periods, thereby constraining potential revenue growth.

Accommodation packages were perceived positively, with a mean of 3.89 (SD = 1.470), indicating that bundled offerings provide good value for money to customers. Similarly, bundled service packages, including accommodation, meals, and activities, were considered effective in increasing customer bookings (mean = 3.87, SD = 1.476). These packages enhance the perceived value of the services offered, improve guest satisfaction, and encourage longer stays, all of which directly improve organizational performance.

Pricing flexibility to respond to market demand emerged as a critical factor, with a high mean of 4.13 (SD = 1.542). Respondents agreed that hotels adjust their prices dynamically to respond to changes in demand, which enables them to maximize occupancy and revenue. Flexible pricing allows hotels to take advantage of peak seasons, manage low-demand periods, and optimize resource utilization, thereby strengthening financial performance.

Despite these strengths, respondents disagreed that customers perceive the hotel's prices as fair relative to the quality of services offered, with a mean of 2.08 (SD = 1.456). This indicates a potential mismatch between pricing and perceived service quality, suggesting that some guests feel they are not receiving sufficient value. Addressing this perception through better value alignment, communication of service benefits, or improved service delivery could enhance customer satisfaction and loyalty.

Promotional pricing strategies were generally viewed positively, with a mean of 3.75 (SD = 1.477), showing that targeted offers and temporary discounts help improve occupancy rates. Regular review of pricing strategies, with a mean of 3.85 (SD = 1.311), further demonstrates that classified hotels recognize the importance of monitoring and adjusting their pricing to remain competitive in the tourism market. Continuous evaluation of pricing ensures that hotels stay relevant, attract new customers, and retain existing ones, all of which contribute to improved operational and financial performance. Overall, the findings indicate that pricing is a critical determinant of organizational performance. While competitive pricing, flexible strategies, and well-structured packages enhance revenue, occupancy, and customer satisfaction, the underutilization of off-peak discounts, loyalty incentives, and fair price perception suggests areas for improvement. By strategically aligning pricing with market conditions and customer expectations,

hotels can strengthen their performance, improve competitiveness, and sustain long-term operational success in the Western region of Kenya.

#### 4.3.4 People and Organizational Performance

This section presents the descriptive statistics on how people influence the organizational performance of classified hotels in the Western region of Kenya. These results are presented in Table 6 below.

**Table 6: People and Organizational Performance**

| Statement   | Strongly Agree (1) | Agree (2)     | Neutral (3)  | Disagree (4)  | Strongly Disagree (5) |
|---|--------------------|---------------|--------------|---------------|-----------------------|
| Hotel staff maintain a professional and presentable personal appearance.                  | 72<br>(42.9%)      | 74<br>(44.0%) | 10<br>(6.0%) | 6<br>(3.6%)   | 6<br>(3.6%)           |
| Employees adhere to established grooming and dress standards.                             | 80<br>(47.6%)      | 60<br>(35.7%) | 12<br>(7.1%) | 9<br>(5.4%)   | 7<br>(4.2%)           |
| Staff demonstrate high levels of courtesy and professionalism when serving guests.        | 85<br>(50.6%)      | 55<br>(32.7%) | 11<br>(6.5%) | 9<br>(5.4%)   | 8<br>(4.8%)           |
| Employees possess strong customer service skills.   | 76<br>(45.2%)      | 58<br>(34.5%) | 13<br>(7.7%) | 12 (7.1%)     | 9<br>(5.4%)           |
| Staff respond promptly to customer requests and complaints.                               | 70<br>(41.7%)      | 60<br>(35.7%) | 14<br>(8.3%) | 13 (7.7%)     | 11<br>(6.5%)          |
| The hotel provides regular training to improve employees' customer service competencies.  | 12<br>(7.1%)       | 10<br>(6.0%)  | 12<br>(7.1%) | 68<br>(40.5%) | 66<br>(39.3%)         |
| Quality control procedures are consistently followed by staff during service delivery.    | 77<br>(45.8%)      | 63<br>(37.5%) | 11<br>(6.5%) | 9<br>(5.4%)   | 8<br>(4.8%)           |
| Management closely monitors service quality to ensure customer satisfaction.              | 84<br>(50.0%)      | 58<br>(34.5%) | 10<br>(6.0%) | 9<br>(5.4%)   | 7<br>(4.2%)           |
| Staff work collaboratively to maintain high service standards.                            | 82<br>(48.8%)      | 59<br>(35.1%) | 11<br>(6.5%) | 9<br>(5.4%)   | 7<br>(4.2%)           |
| Employees' behavior and service delivery positively influence guests' overall experience. | 79<br>(47.0%)      | 61<br>(36.3%) | 12<br>(7.1%) | 9<br>(5.4%)   | 7<br>(4.2%)           |

**Source:** Study Data (2026).

The study sought to examine the effect of people on the organizational performance of classified hotels in the Western region of Kenya. The results presented in Table 4.5 indicate respondents' perceptions regarding staff professionalism, service delivery, teamwork, and management practices, and how these factors influence hotel performance. The findings show that a large proportion of respondents agreed that hotel staff maintain a professional and presentable personal appearance, with 72 respondents (42.9%) strongly agreeing and 74 respondents (44.0%) agreeing. Only a small number of respondents were neutral or disagreed. This indicates that most classified hotels

emphasize professional appearance among employees, which contributes to positive customer impressions and enhances service quality and organizational performance.

Similarly, the majority of respondents indicated that employees adhere to established grooming and dress standards, with 80 respondents (47.6%) strongly agreeing and 60 respondents (35.7%) agreeing. This suggests that hotels enforce grooming policies that promote professionalism, helping to build customer confidence and improve the overall image of the hotel. Regarding courtesy and professionalism when serving guests, most respondents expressed agreement, with 85 respondents (50.6%) strongly agreeing and 55 respondents (32.7%) agreeing. These results suggest that hotel employees generally demonstrate positive interpersonal skills and professionalism when interacting with guests, which enhances customer satisfaction and strengthens organizational performance.

The results further show that respondents generally believe that employees possess strong customer service skills, with 76 respondents (45.2%) strongly agreeing and 58 respondents (34.5%) agreeing. However, a small proportion of respondents remained neutral or disagreed, indicating that although many employees demonstrate good service skills, there is still room for improvement in some hotels. In relation to staff responsiveness to customer requests and complaints, the majority of respondents also agreed that employees respond promptly. Specifically, 70 respondents (41.7%) strongly agreed, and 60 respondents (35.7%) agreed. This suggests that prompt response to customer needs is widely practiced in classified hotels and plays an important role in improving customer experience and loyalty.

However, the results indicate a different perception regarding regular training to improve employees' customer service competencies. Most respondents disagreed with this statement, with 68 respondents (40.5%) disagreeing and 66 respondents (39.3%) strongly disagreeing, while only a few agreed. This implies that many hotels may not provide sufficient training opportunities for staff development. Lack of regular training may limit employees' ability to continuously improve their skills, which could affect service quality and performance in the long term.

The findings also show strong agreement that quality control procedures are consistently followed during service delivery, with 77 respondents (45.8%) strongly agreeing and 63 respondents (37.5%) agreeing. This indicates that most hotels maintain operational standards that help ensure consistency in service delivery and customer satisfaction. Similarly, the majority of respondents agreed that management closely monitors service quality to ensure customer satisfaction, with 84 respondents (50.0%) strongly agreeing and 58 respondents (34.5%) agreeing. Effective supervision and monitoring by management help maintain high service standards and address operational issues promptly.

The results further show that staff work collaboratively to maintain high service standards, as indicated by 82 respondents (48.8%) who strongly agreed and 59 respondents (35.1%) who agreed. Teamwork among employees enhances service coordination, improves efficiency, and ensures customers receive consistent and high-

quality services. Finally, the findings reveal that employees' behavior and service delivery positively influence guests' overall experience, with 79 respondents (47.0%) strongly agreeing and 61 respondents (36.3%) agreeing. This demonstrates that employees play a critical role in shaping customer experiences and satisfaction, which directly contributes to the organizational performance of hotels.

Overall, the results suggest that people-related factors such as staff professionalism, customer service skills, teamwork, and management supervision significantly influence organizational performance. However, the limited provision of regular staff training highlights an area that hotels should address to further improve service quality and competitiveness in the hospitality industry.

#### **4.1.5 Organizational Performance (Occupancy Rate)**

Table 7 presents the descriptive statistics for organizational performance measured using the occupancy rate of classified hotels. The results show that the analysis was based on 168 valid observations, indicating that all the responses collected during the study were considered in evaluating hotel performance. The occupancy rate had a minimum value of -0.1032 and a maximum value of 0.6133, which indicates that there were variations in the level of room occupancy among the hotels included in the study. The negative minimum value suggests that a few hotels experienced very low or declining occupancy levels during the period under review, which may be attributed to factors such as seasonal fluctuations in tourism demand, competition among hotels, or operational inefficiencies.

The findings further indicate that the mean occupancy rate was 0.3292, suggesting that, on average, the classified hotels recorded a moderate level of occupancy. This implies that most hotels were able to attract a reasonable number of guests and maintain a steady utilization of their available rooms. A moderate occupancy rate is an important indicator of organizational performance because it reflects the ability of a hotel to attract and retain customers through effective marketing strategies, quality service delivery, competitive pricing, and convenient location.

The standard deviation of 0.2143 indicates that there was a moderate level of variation in occupancy rates across the hotels. This means that while some hotels recorded relatively high occupancy levels, others experienced lower occupancy during the same period. Such variation may result from differences in marketing practices, promotional strategies, pricing policies, location advantages, and the quality of services offered by different hotels.

Overall, the findings suggest that although classified hotels recorded a generally moderate occupancy rate, there are noticeable differences in performance among hotels. These differences highlight the importance of effective marketing mix strategies and service management practices in improving occupancy rates and enhancing overall organizational performance in the hospitality industry.

**Table 7: Organizational Performance (Occupancy Rate)**

|                      | N   | Minimum | Maximum | Mean  | Std. Deviation |
|----------------------|-----|---------|---------|-------|----------------|
| Return on investment | 168 | -.1032  | .6133   | .3292 | .2143          |

Source: Study Data (2026).

## 4.2 Inferential Statistics

The effect of the independent and dependent variables was determined by analyzing the data using inferential statistics. The inferential analysis comprised correlation analysis, and regression analysis to establish the strength and significance of the relationships among the study variables.

### 4.2.1 Correlational Analysis

The study employed the Pearson product–moment correlation coefficient to assess the direction and strength of the relationship between the marketing mix strategies (place, promotion, price, and people) and the organizational performance of classified hotels in the Western Region of Kenya. The correlation coefficient values range from  $-1$  to  $+1$ , where values closer to  $+1$  indicate a strong positive relationship, values closer to  $-1$  indicate a strong negative relationship, and values close to  $0$  indicate little or no linear relationship between the variables. The correlation analysis was conducted at a 95% confidence level using a two-tailed test. Accordingly, the decision rule for statistical significance was based on a significance level of  $0.05$ , where  $p$ -values less than  $0.05$  were considered statistically significant, while  $p$ -values greater than  $0.05$  were regarded as statistically insignificant. The results of the correlation analysis are presented in Table 8.

**Table 8: Correlation analysis**

|                | X <sub>1</sub> | X <sub>2</sub> | X <sub>3</sub> | X <sub>4</sub> | Y |
|----------------|----------------|----------------|----------------|----------------|---|
| X <sub>1</sub> | 1              |                |                |                |   |
| X <sub>2</sub> | 0.414          | 1              |                |                |   |
|                | (0.129)        |                |                |                |   |
| X <sub>3</sub> | 0.379          | 0.388          | 1              |                |   |
|                | (0.231)        | (0.413)        |                |                |   |
| X <sub>4</sub> | 0.582          | 0.533          | 0.141          | 1              |   |
|                | (0.282)        | (0.328)        | (0.348)        |                |   |
| Y              | 0.431*         | 0.509*         | 0.392*         | 0.451*         | 1 |
|                | (0.009)        | (0.011)        | (0.001)        | (0.000)        |   |

Source: Study Data (2026).

The results of the correlation analysis presented in Table 8 reveal the nature and strength of the relationships between the marketing mix strategies, Place, Promotion, Price, and People, and the organizational performance of classified hotels in the Western Region of Kenya, measured through occupancy rates. The analysis employed the Pearson product–moment correlation coefficient, which evaluates both the direction and magnitude of linear relationships between variables. The correlation coefficients range from  $-1$  to  $+1$ , where positive values indicate a direct relationship, negative values indicate an inverse

relationship, and values closer to zero indicate a weak or no linear relationship. Statistical significance was determined at a 95% confidence level using a two-tailed test, with p-values less than 0.05 considered significant.

The findings indicate that Place (X1) has a positive correlation with organizational performance ( $r = 0.431$ ,  $p = 0.009$ ). This implies that hotels that strategically position their services and facilities in locations accessible and attractive to their target clientele tend to experience higher occupancy rates. Effective location strategies likely improve customer convenience, visibility, and accessibility, which in turn enhances guest inflow and overall performance. The positive association further supports the idea that location decisions are a critical determinant of hotel success, particularly in competitive markets.

Promotion (X2) exhibits a positive correlation with organizational performance ( $r = 0.509$ ,  $p = 0.011$ ), indicating that marketing and promotional activities are significantly linked to higher occupancy rates. This suggests that hotels that effectively communicate their offerings through advertising, sales promotions, and other marketing initiatives are more likely to attract and retain guests. These findings underscore the importance of proactive promotional strategies in creating brand awareness and influencing customers' booking decisions, thereby contributing to improved performance outcomes.

The relationship between Price (X3) and organizational performance ( $r = 0.392$ ,  $p = 0.001$ ) also shows a statistically significant positive correlation. This indicates that appropriate pricing strategies, including competitive rates and value-based pricing, positively affect hotel occupancy. Hotels that carefully consider pricing relative to market conditions, customer expectations, and service quality can enhance their appeal to potential guests, leading to increased bookings and higher occupancy rates. The findings highlight that pricing is a key lever in influencing consumer choice and organizational outcomes in the hospitality sector.

Finally, People (X4) demonstrate a positive correlation with organizational performance ( $r = 0.451$ ,  $p = 0.000$ ), suggesting that the quality, competence, and management of personnel significantly impact hotel performance. Skilled, well-trained, and motivated staff contribute to superior service delivery, guest satisfaction, and loyalty, which translate into higher occupancy rates. This finding reinforces the critical role of human resources in executing marketing mix strategies effectively and maintaining competitive advantage in the hotel industry.

Overall, the correlation results suggest that all four components of the marketing mix, Place, Promotion, Price, and People, positively and significantly influence the organizational performance of classified hotels in the Western Region of Kenya. These findings align with marketing theory, which posits that a well-coordinated marketing mix enhances customer satisfaction and organizational success. Therefore, hotels that strategically manage their location, promotional efforts, pricing, and personnel are more likely to experience improved performance outcomes, particularly in terms of occupancy rates. The results provide empirical evidence supporting the strategic importance of integrated marketing mix strategies in driving organizational performance within the hospitality sector.

## 4. Regression Analysis

The study employed multiple linear regression analysis to investigate the relationship between marketing mix strategies (Place, Promotion, Price, and People) and the organizational performance of classified hotels in the Western Region of Kenya. The results of the regression analysis are presented in Table 9.

**Table 9:** Regression coefficients

| Variables  | Unstandardized Coefficients |            | t    | Sig. |
|------------|-----------------------------|------------|------|------|
|            | B                           | Std. Error |      |      |
| (Constant) | 0.342                       | .108       | 3.17 | .001 |
| Place      | 0.458                       | .129       | 3.55 | .009 |
| Promotion  | 0.681                       | .119       | 5.72 | .001 |
| Price      | 0.594                       | .139       | 4.27 | .000 |
| People     | 0.351                       | .105       | 3.34 | .000 |

**Source:** Study Data (2026).

The multiple linear regression results in Table 9 show the effect of the marketing mix strategies, Place, Promotion, Price, and People, on the organizational performance of classified hotels in the Western Region of Kenya. The regression equation based on the unstandardized coefficients can be expressed as:

$$Y = 0.342 + 0.458X_1 + 0.681X_2 + 0.594X_3 + 0.351X_4$$

Where:

Y = Organizational Performance (measured by occupancy rate),

X<sub>1</sub> = Place,

X<sub>2</sub> = Promotion,

X<sub>3</sub> = Price,

X<sub>4</sub> = People.

The value 0.342 in the regression equation 4.1 represents the constant (intercept) of the model. This constant was statistically significant, with a t-value of 3.17, which exceeds the critical t-value of 2.038, and a p-value of 0.001, which is below the 0.05 significance threshold. The constant indicates that when all marketing mix strategies, Place, Promotion, Price, and People, are absent or at zero, the expected organizational performance of classified hotels, measured by occupancy rate, would be 0.342 units. This serves as the baseline performance level in the absence of the independent variables.

### 4.6 Interpretation and Discussion of Findings

The interpretation and discussion of the findings is presented in this section.

#### 4.6.1 Place and Organizational Performance

The first specific objective of this study was to assess the effect of Place on the organizational performance of classified hotels in the Western Region of Kenya. The null hypothesis stated that Place has no significant effect on organizational performance in these hotels. The regression analysis presented in Table 4.14 shows that Place (X1) had a regression coefficient of 0.458 with a p-value of 0.009, supported by a computed t-statistic of 3.55, which is higher than the critical t-value of 2.038. These results indicate that Place has a positive and statistically significant effect on the organizational performance of classified hotels in the region.

Consequently, the null hypothesis, which suggested that Place has no significant influence on organizational performance, was rejected. The findings imply that strategic location and accessibility of hotel services and facilities enhance organizational performance by increasing occupancy rates by 0.458 units. This highlights the importance of carefully selecting hotel locations and ensuring convenience and accessibility to attract and retain customers.

The findings of this study, which show that Place has a positive and statistically significant effect on the organizational performance of classified hotels in the Western Region of Kenya, are consistent with a majority of prior research on the role of location in the hospitality and tourism sector. Studies by Huang, Chang, Yeh, and Liao (2014) in Indonesia, Gunarekha and Binoy (2019) in India, Kasirye (2022) in Malaysia, Nouri and Soltani (2015) in Cyprus, Admasu, Samanta, and Singh (2022) in Ethiopia, Kamau, Waweru, Lewa, and Misiko (2015) in Kenya, and Amadi (2020) in Nairobi all reported that Place, or the strategic location and accessibility of hospitality facilities, positively influences either organizational performance, customer satisfaction, or consumer purchase decisions. These studies collectively suggest that an effective location strategy enhances convenience, accessibility, and service consumption, which in turn improves occupancy rates, customer satisfaction, and repeat visits.

From a theoretical perspective, the findings align with the marketing mix theory, particularly the 4Ps model proposed by McCarthy (1960), which positions Place as a critical component in ensuring that the product or service reaches the target customer efficiently. The positive coefficient of Place (0.458) in this study indicates that hotels that strategically manage location, distribution channels, and accessibility attract more guests, which reflects the fundamental principle of marketing mix theory that distribution strategy is essential for converting service offerings into actual consumer consumption.

While most studies confirm the significant role of Place, Wachira (2019) in Nyeri County, Kenya, reported a positive but statistically insignificant effect, suggesting that contextual factors, such as competition intensity, tourist density, or local infrastructure, may influence the extent to which location affects performance. The present study, therefore, adds to the body of knowledge by providing empirical evidence from the Western Region of Kenya, a relatively under-researched area in hospitality studies. It confirms that strategic management of Place directly enhances hotel performance,

reinforcing the marketing mix theory's assertion that the right location and effective distribution are pivotal for service-based industries like hotels.

#### **4.6.2 Promotion and Organizational Performance**

The second specific objective of this study was to assess the effect of Promotion on the organizational performance of classified hotels in the Western Region of Kenya. The null hypothesis stated that Promotion has no significant effect on organizational performance in these hotels. The regression analysis presented in Table 4.14 shows that Promotion (X2) had a regression coefficient of 0.681 with a p-value of 0.001, supported by a computed t-statistic of 5.72, which is higher than the critical t-value of 2.038. These results indicate that Promotion has a positive and statistically significant effect on the organizational performance of classified hotels in the region.

Consequently, the null hypothesis, which suggested that Promotion has no significant influence on organizational performance, was rejected. The findings imply that effective promotional strategies, such as advertising, marketing campaigns, and customer engagement initiatives, enhance organizational performance by increasing occupancy rates by 0.681 units. This underscores the importance of strategic promotion in attracting and retaining customers, thereby improving overall hotel performance.

These findings are consistent with several previous studies in the hospitality and tourism sector. For instance, Huang, Chang, Yeh, and Liao (2014) found that hotels in Indonesia utilize various promotional strategies to attract new customers and retain loyal ones in order to maintain high occupancy rates and business sustainability. Similarly, Utami, Arisontha, and Wahyudi (2021) established that promotion, together with price and place, significantly influences tourists' intention to revisit tourism destinations in Indonesia. The findings are also supported by Gunarekha and Binoy (2019), who observed that continuous promotion reminds tourists of the existence of hotels and positively influences tourist satisfaction in India. In addition, Karsono and Salma (2023) found that promotion as part of the extended marketing mix significantly influenced purchasing decisions in the tourism sector in Indonesia. Comparable findings were reported by Govender and Tushya (2016) in South Africa, who noted that promotional activities increase consumer awareness and encourage positive purchasing behavior.

The results are further supported by studies conducted in Kenya. Amadi (2020) reported that promotion positively contributes to customer satisfaction and loyalty in food and beverage establishments in Nairobi, while Kamau, Waweru, Lewa, and Misiko (2015) found that promotion significantly influences the choice of tourist accommodation among domestic tourists in Kenya. Similarly, Wachira (2019) reported that promotion had a positive and statistically significant effect on the growth of hotels in Nyeri County. These studies collectively support the argument that promotional strategies play a crucial role in influencing customer decisions and improving organizational performance in the hospitality industry.

However, the findings of this study differ from some previous studies that reported insignificant relationships between promotion and performance outcomes. For

example, Karim et al. (2013) found that promotion did not significantly influence tourism development in Pakistan. Likewise, Antoni, Yuliviona, Kamela, and Irwan (2020) reported that promotion had no significant effect on tourists' decisions to visit attractions in West Sumatra, Indonesia. Similar findings were reported by Kasirye (2022) in Malaysia and Admasu, Samanta, and Singh (2022) in Ethiopia, where promotion was found to have no significant influence on purchasing or travel decisions. These inconsistencies across studies may be attributed to differences in market dynamics, tourism infrastructure, economic conditions, and consumer behavior across regions.

From a theoretical perspective, the findings of this study are strongly supported by the Marketing Mix Theory, particularly the 4Ps framework, which identifies promotion as one of the key strategic tools' organizations use to communicate value to customers and stimulate demand. According to this theory, promotion encompasses advertising, sales promotion, public relations, and personal selling, all of which are designed to inform, persuade, and remind customers about a service or product. The positive and significant influence of promotion observed in this study supports the theoretical proposition that effective communication and promotional strategies enhance customer awareness, influence purchasing decisions, and ultimately improve organizational performance.

Overall, the findings of this study contribute to the existing body of knowledge by confirming that promotion is a critical determinant of hotel performance in the Western Region of Kenya. The results reinforce the principles of marketing mix theory while addressing the contextual gap in hospitality research within this region. By demonstrating that promotion significantly influences hotel occupancy rates, the study highlights the importance of strategic marketing communication in enhancing competitiveness and sustaining growth in the hospitality industry.

#### **4.2.3 Price and Organizational Performance**

The third specific objective of this study was to assess the effect of Price on the organizational performance of classified hotels in the Western Region of Kenya. The null hypothesis stated that Price has no significant effect on organizational performance in these hotels. The regression analysis presented in Table 4.14 shows that Price (X3) had a regression coefficient of 0.594 with a p-value of 0.000, supported by a computed t-statistic of 4.27, which is higher than the critical t-value of 2.038. These results indicate that Price has a positive and statistically significant effect on the organizational performance of classified hotels in the region.

Consequently, the null hypothesis, which suggested that Price has no significant influence on organizational performance, was rejected. The findings imply that appropriate pricing strategies significantly enhance organizational performance by increasing hotel occupancy rates by 0.594 units. This highlights the importance of competitive and value-based pricing in attracting customers and improving the financial performance of classified hotels. Strategic pricing enables hotels to balance affordability and perceived value, which encourages customer patronage and repeat visits.

The results of the current study are consistent with several empirical studies conducted across different sectors and regions. For instance, Kasirye (2022) found that price was a key determinant of students' purchasing decisions in university mini-marts in Malaysia, where many students were willing to travel longer distances to purchase products offered at lower prices. Similarly, Satit, Tat, Rasli, and Chin (2022) established that price and product significantly influenced customer decision-making among travel agents in Indonesia. In addition, Gil-Cordero, Ledesma-Chaves, and Sungho (2023) revealed that price was a major determinant of purchase intention among tourists in Korea, demonstrating that pricing strategies strongly influence tourist consumption behavior.

The findings are also supported by studies conducted within the tourism and hospitality industry. For example, Huang, Chang, Yeh, and Liao (2014) found that pricing strategies significantly influenced the performance of hotels in Indonesia, particularly among domestic tourists who were more sensitive to affordable hotel products. Similarly, Prihatin and Syahnur (2020) established that price had a positive and significant effect on tourists' purchasing decisions in Makassar, Indonesia. In Kenya, Wachira (2019) also found that price had a positive and statistically significant effect on the growth of hotels in Nyeri County, while Kamau, Waweru, Lewa, and Misiko (2015) reported that price was a key factor influencing tourists' choice of accommodation. These findings support the results of the current study, indicating that pricing plays a critical role in influencing customer decisions and enhancing hotel performance.

However, some studies have reported contrasting findings regarding the influence of price. For instance, Admasu, Samanta, and Singh (2022) found that price did not significantly influence tourists' travel decisions in Ethiopia during the pandemic period. Similarly, Johnston (2018) argued that product quality rather than price was the main determinant influencing medical travelers to seek treatment abroad. In addition, Gunarekha and Binoy (2019) and Kalulu, Callixte, Tushabe, and Niyinderera (2020) reported that although price had a positive relationship with performance, the effect was statistically insignificant. These inconsistencies suggest that the influence of price may vary depending on market conditions, consumer preferences, and the nature of tourism services offered.

From a theoretical perspective, the findings of the current study are consistent with the Marketing Mix Theory, which identifies price as one of the key elements of the 4Ps marketing framework used by organizations to influence consumer purchasing behavior and improve organizational performance. According to the theory, price serves as both a competitive strategy and a signal of value to customers. Organizations that implement appropriate pricing strategies are able to position their services effectively in the market, attract more customers, and improve overall performance. The positive and significant relationship between price and organizational performance observed in this study, therefore, supports the theoretical argument that effective pricing strategies contribute significantly to the success and competitiveness of organizations in the hospitality and tourism sector.

Overall, the findings of this study contribute to the existing literature by providing empirical evidence that price is a critical determinant of organizational performance in the hotel industry in Western Kenya. By adopting competitive, flexible, and customer-oriented pricing strategies, classified hotels can improve occupancy rates, increase revenue, and enhance their long-term sustainability in an increasingly competitive tourism market.

#### **4.2.4 People and Organizational Performance**

The fourth specific objective of this study was to assess the effect of People on the organizational performance of classified hotels in the Western Region of Kenya. The null hypothesis stated that People have no significant effect on organizational performance in these hotels. The regression analysis results presented in Table 4.14 indicated that People (X4) had a regression coefficient of 0.351 with a p-value of 0.000, supported by a computed t-statistic of 3.34, which is higher than the critical t-value of 2.038. These results indicate that People have a positive and statistically significant effect on the organizational performance of classified hotels in the Western Region of Kenya.

Consequently, the null hypothesis, which suggested that People have no significant influence on organizational performance, was rejected. The findings imply that the human resource component within hotels plays a crucial role in improving organizational performance. Specifically, the coefficient value of 0.351 indicates that an improvement in people-related factors such as employee skills, service delivery, customer relations, and staff professionalism leads to an increase in organizational performance by 0.351 units. This suggests that the quality of employee interactions with customers significantly contributes to customer satisfaction, repeat visits, and improved occupancy rates.

The results of this study are consistent with several previous studies conducted in the tourism and hospitality sector. For instance, Gunarekha and Binoy (2019) found that the people element of the marketing mix had a positive and significant influence on tourist satisfaction in India. Their study emphasized that the presentation of staff, their attitudes, and the way they interact with customers are important considerations for tourists when selecting hospitality services. Similarly, Mehta (2021) reported that the service marketing mix, including people, positively influenced customers' intention to use hotel services in Bangkok. This demonstrates that human interaction and service delivery strongly influence customers' perceptions and decisions in the hospitality industry.

The findings are also supported by Ismail and Hilal (2019), who established that people, process, and physical evidence significantly influence brand equity in hotels in Sri Lanka, which subsequently improves customer responses toward hotels. In addition, Nouri and Soltani (2015) found that all elements of the tourism marketing mix, including people, had a significant and positive impact on tourists' decisions to purchase holiday homes in Cyprus. Similarly, Jumadi, Kartini, Indiastuti, and Hasan (2017) revealed that the people element significantly influences customer satisfaction in the Indonesian

tourism industry. These studies collectively demonstrate that employees are essential drivers of service quality and customer satisfaction in tourism-related businesses.

Further supporting evidence is provided by Permatasari (2019), who found that people, processes, and promotion significantly influenced tourist decisions in Indonesia, while Marita (2017) established that people, along with tourism promotion campaigns and web-based technologies, positively influenced tourists' destination choices in Maasai Mara, Kenya. These studies highlight the strategic importance of staff competence, professionalism, and service orientation in improving tourism sector performance.

However, some studies present contrasting findings. For example, Muala and Qurneh (2012) found that personnel did not have a significant effect on destination loyalty in the curative tourism industry in Jordan, while Admasu, Samanta, and Singh (2022) reported that people did not significantly influence tourists' travel decisions in Ethiopia during the pandemic period. These differences in findings may be attributed to variations in tourism environments, economic conditions, and customer expectations across different countries and contexts.

From a theoretical perspective, the findings of this study support the Marketing Mix Theory, particularly the extended 7Ps marketing mix model, which identifies people as a critical element in service marketing. According to this theory, employees who deliver services directly influence customer perceptions, satisfaction, and the overall quality of service. In the hotel industry, staff members represent the organization and play a key role in shaping customers' experiences. Therefore, investing in employee training, professional development, and customer service skills can significantly enhance service quality and improve organizational performance.

Overall, the findings of this study contribute to existing literature by providing empirical evidence that people are a crucial determinant of organizational performance in the hospitality sector in Western Kenya. Hotels that prioritize employee competence, professionalism, and customer-oriented service delivery are more likely to improve customer satisfaction, increase occupancy rates, and enhance their overall organizational performance.

## **5. Conclusions and Recommendations**

### **5.1 Conclusion**

This section presents conclusions derived from an analysis of the data, as well as from theoretical and empirical evidence.

#### **5.1.1 Place and Organizational Performance**

The study concluded that place has a positive and significant effect on the organizational performance of classified hotels in the Western Region of Kenya. Strategic location, accessibility of hotel facilities, and convenience to tourist attractions and transport networks enhance customer attraction and increase hotel occupancy rates. Hotels located

in accessible and attractive environments are therefore more likely to achieve improved organizational performance.

### **5.1.2 Promotion and Organizational Performance**

The study concluded that promotion has a positive and significant effect on the organizational performance of classified hotels in the Western Region of Kenya. Effective promotional strategies, such as advertising, digital marketing, public relations, and sales promotions, increase customer awareness of hotel services and influence tourists' decisions to visit and stay in the hotels. As a result, well-implemented promotional activities contribute to increased customer traffic and higher occupancy rates.

### **5.1.3 Price and Organizational Performance**

The study concluded that price has a positive and significant effect on the organizational performance of classified hotels in the Western Region of Kenya. Competitive and value-based pricing strategies influence customers' choice of accommodation and encourage repeat visits. Hotels that adopt flexible and customer-oriented pricing strategies are therefore able to attract more guests, leading to improved occupancy rates and overall performance.

### **5.1.4 People and Organizational Performance**

The study concluded that people have a positive and significant effect on the organizational performance of classified hotels in the Western Region of Kenya. Employees play a crucial role in service delivery, customer satisfaction, and overall customer experience. Professional, well-trained, and customer-oriented staff enhance service quality and strengthen customer relationships, which in turn improve hotel occupancy rates and organizational performance.

## **5.2 Study Recommendations**

The study findings have led to the formulation of the following recommendations.

### **5.2.1 Place and Organizational Performance**

The study recommends that hotel management should give greater attention to the strategic location and accessibility of hotel facilities as a way of improving organizational performance. Hotels should ensure that their establishments are located in areas that are easily accessible through well-developed transport networks and close to major tourist attractions, business centers, and recreational facilities. This enhances convenience for both domestic and international tourists.

In addition, hotels should improve accessibility within their premises by ensuring clear signage, adequate parking spaces, and easy access to key service areas such as reception, restaurants, and conference facilities. Hotels should also collaborate with tourism stakeholders and local authorities to improve infrastructure around tourist destinations, which can increase tourist inflow and hotel occupancy rates. By improving

location-related factors and accessibility, hotels can attract more customers and enhance their competitive advantage in the hospitality industry.

### **5.2.2 Promotion and Organizational Performance**

The study recommends that classified hotels should strengthen their promotional strategies to increase market visibility and attract more customers. Hotels should adopt integrated marketing communication strategies that combine traditional promotional methods, such as print and broadcast advertising, with modern digital marketing platforms. The use of social media platforms such as Facebook, Instagram, and travel websites can significantly increase the visibility of hotel services to potential customers.

Hotels should also collaborate with tour operators, travel agencies, and tourism boards to market their services more effectively. Participating in tourism exhibitions, travel fairs, and hospitality events can further enhance brand awareness. Additionally, hotels should develop attractive promotional packages, discounts, and loyalty programs that encourage repeat visits and customer retention. Continuous and well-targeted promotion will ensure that potential customers are aware of hotel services and offerings, thereby increasing bookings and improving organizational performance.

### **5.2.3 Price and Organizational Performance**

The study recommends that hotel managers should adopt flexible and competitive pricing strategies to enhance customer attraction and retention. Pricing decisions should consider factors such as customer purchasing power, seasonality, competition, and the perceived value of services offered. Hotels should ensure that their prices reflect the quality of services and facilities provided so that customers perceive value for money.

In addition, hotels should introduce dynamic pricing strategies where room rates vary depending on demand, season, and market conditions. For example, lower prices can be offered during off-peak seasons to attract more guests, while premium prices can be charged during peak tourism periods. Hotels can also introduce special offers such as group discounts, corporate packages, weekend packages, and loyalty programs to encourage repeat customers. By implementing effective pricing strategies, hotels can improve occupancy rates, increase revenue, and strengthen their market competitiveness.

### **5.2.4 People and Organizational Performance**

The study recommends that hotel management should invest significantly in human resource development and staff motivation to enhance service delivery and customer satisfaction. Employees are the key interface between hotels and customers, and their attitudes, professionalism, and competence greatly influence customers' experiences. Hotels should therefore conduct regular staff training programs to improve employees' skills in customer service, communication, hospitality management, and conflict resolution. Continuous professional development will enable employees to meet the changing needs and expectations of customers in the hospitality industry.

Additionally, hotel management should create a supportive work environment that motivates employees through fair remuneration, recognition, career development opportunities, and effective leadership. When employees feel valued and motivated, they are more likely to deliver high-quality services and build strong relationships with customers. Improved service delivery leads to higher customer satisfaction, repeat visits, and positive word-of-mouth recommendations, all of which contribute to improved organizational performance.

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### **Conflict of Interest Statement**

The authors declare no conflicts of interest.

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