SEASONALITY AND CONSUMER TRAVEL BEHAVIOUR AND THEIR IMPACT ON THE PERFORMANCE OF STAR-RATED BEACH RESORTS IN THE COASTAL REGION OF KENYA

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DECLARATION

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DEDICATION

To my family, especially my wife, Angelina Ciamiti Mugao, for her love and undying support, encouragement and inspiration.

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ABBREVIATIONS

APA	American Psychological Association
BPS	British Psychological Society
CTB	Consumer travel behavior
F&B	Food and Beverage
F/O	Front office
G D P	Gross Domestic Product
G o K	Government of Kenya
IREC	Institutional Research Ethics Committee
K A HC	Kenya Association of Hotel Keeper and Caterers
K T B	Kenya Tourist Board
KENPRO	Kenya Projects Organisation
KTF	Kenya Tourism Federation
MICE	Meetings, incentives, conferences and exhibitions
NACOSTI	National Commission for Science, Technology and Innovation
PCA	Principal Component Analysis
QDA	Qualitative data analysis
R O A	Return on asset
R O I	Return on investment
R O S	Return on sales
SMART	Specific, measurable, achievable, realistic and time bound
SPSS	Statistical Package for Social Sciences
SRS	Simple random sampling
T R A	Tourisms Regulatory Authority
U N W T O	United Nations World Tourism Organisation
W T O	World Tourism Organisation
W T T C	World Travel & Tourism Council

ABSTRACT

The hotel sector is considered to have a bright vision for the growth of the travel and tourism industry by providing the country's economic growth. Kenya's beach resorts are among the best tourist destinations across the world. Despite increased efforts by the Government of Kenya and stakeholders to make beach resorts a driving force in achieving the national economic growth and development, seasonality and consumer travel behaviour have continued to be a major challenge in the industry. This has resulted to poor performance due to seasonal fluctuations in the volume of business with each season associated with different expectations and demands. The main objective of this study, therefore, was to assess seasonality and consumer travel behaviour and their impact on performance of star-rated beach resorts in the coastal region of Kenya. Specifically, the study sought to determine the relationship between seasonality and performance of star-rated beach resorts; to examine the relationship between consumer travel behaviour and performance of star-rated beach resorts; to evaluate the mediating effect of management strategies on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts; to assess the moderating effect of leadership commitment on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts and to assess the moderating effect of socio-cultural factors on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts. The study used cross-sectional survey design with questionnaires and interview schedule as research instruments. The respondents of the study were 23 managers and 586 randomly selected guests in all-star-rated beach resorts in the coastal region of Kenya. Multiple linear regression analysis was used to test the impact of seasonality and consumer travel behaviour on the performance of star-rated beach resorts as well as to test the moderating effects of leadership commitment and socio-cultural activities on star-rated beach resorts performance. Stepwise regression approach was used to test the mediating influence of management strategies on star-rated beach resorts performance. Seasonality was observed to have a significant negative impact (β = -9.69, p-value = 0.02) on performance of star-rated beach resorts. Consumer travel behaviour was observed to have a significant positive impact on the performance of star-rated beach resorts (β = 5.32, p-value = 0.01). Strategies used to manage impact of seasonality and consumer travel behaviour were observed to have a significant mediating influence on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts (β = 1.807, p-value = 0.025). Leadership commitment was also observed to have a significant moderating influence on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts (β = 0.79, p-value = 0.005). Socio-cultural activities with effective moderation aspects on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts ranged from leisure, holidays, meetings, incentives, conferences and events. Based on the findings, the study recommended that beach resort managers should enhance the three effective marketing strategies (market diversification, price differentiation, improved service quality and product diversification) to manage impacts of seasonality and consumer travel behaviour on the performance of star-rated beach resorts. Beach resort managers should continue improving on leadership commitment as they were found to be viable in handling impacts of seasonality and consumer travel behaviour so that they can gain competitive advantage and remain relevant in the industry. Finally, The Government of Kenya and other tourism stakeholders should enhance coastal beach ambience through setting up viable beach cleaner up policies to attract more consumers

OPERATIONAL DEFINITION OF TERMS

Beach resort performance: Refers to financial and non-financial means of a beach resort

Beach resort: A luxury facility that is intended primarily for vacationers and is usually located near special attractions such as beaches and seashores, scenic or historic areas, ski parks or spas.

Coastal region: Refers to the interface or transition areas between land and sea, including large inland lakes or areas of land bordering a large water body mainly sea or ocean

Consumer travel behaviour: This refers to travelling decisions and processes and/or modes adopted by individuals, groups or organisations and how they select, purchase, use and dispose of products, services, ideas and experience to meet the consumer demand. "In this study the focus is on un-predictability of such decisions, processes and actions"

Leadership commitment: is the process of inspiration that involves understanding of events by a group, selection of SMART goals for the organisation or group, motivation and commitment of the group(s) to achieve set goals. Examples are mission and vision, quality and policy guidelines, setting of right culture of service, team building among others.

Management strategies: is the process of structuring an action plan to achieve visions and set objectives of an organisation. In beach resorts such strategies will include price differentiation market diversification, product differentiation and workforce regulation.

Seasonality: Intra-year movement of people caused by changes in demand and supply factors such as weather, climate, the calendar of year activities, social and economic reasons which leads to variations in beach resorts booking, arrivals and departures, room occupancy and duration of stay.

Socio-cultural activities: These are traditions valued and held by the majority of a community, which are considered important through common experience. Examples are holidays, leisure, sporting, conferences, workshops and events.

Star-rated beach resort: A beach resort that has been classified according to the quality with a purpose of informing travellers on basic facilities that can be expected in terms of levels of accommodation and services.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Tourism seasonality is the systematic, although not necessarily regular, intra-year movement of people caused by changes in demand and supply factors (Corluka, 2019). Such factors comprise weather, climate, calendar of year activities, social and economic reasons, timing of decisions, directly or indirectly through the decisions made by the agents of the economy. Weather, climate, leisure, calendar of year activities, social and economic reasons are demand factors while supply factors involve variety of services provided at the destinations e.g., accommodation, catering services, security, conferencing and events (Duro &Turrión-Prats, 2019). Alshuqaiqi and Omar (2019) argue that seasonality is the uneven distribution of use over time becoming one of the most pervasive problems with outdoor recreation and tourism, causing inefficient resource use, loss of profit potential, strain on social and ecological carrying capacities, and administrative scheduling difficulties. Chiriko (2021) claims that tourism seasonality is a temporal imbalance in the phenomenon of tourism, which can be expressed in the number of visitors, their expenditure, traffic on different forms of transportation, employment and admissions to attractions. Therefore, it implies that the seasonality phenomena of tourism affect all aspects of supply-demand activities, including pricing, occupancy, human resource, supplies volume, offered activities and available attractions.

Seasonality has broadly been considered a crucial problem for tourism industry sectors, and for the hotel sector in particular (Cooper, 2016). It is blamed for the difficulties faced by the industry, i.e., problems in gaining access to capital, obtaining and retention of full-time staff, low returns on investment and capital causing subsequent high risk in operations as well as issues relating to peaking and overuse of facilities (Wang, Sun & Wen, 2019). At the same

time, it has also been liable for the underutilisation of hotel and resort facilities, often preventing tourism from being accepted as a viable economic activity in many destination areas. This is because the majority of tourism destinations are characterised by fluctuations in tourism activities throughout the year, leading to long seasons of low or no business (Duro &Turrión-Prats, 2019). Therefore, there have been considerable efforts made by both the public and private sectors to attempt to reduce the negative impacts of seasonality in tourism destinations, especially in the hotel sector. Lozano, Rey-Maquieira and Sastre (2020), however, argue that tourism destinations are characterised by fluctuations throughout the year, with a systematic and recurring pattern. Seasonality must be differentiated from longer-term business cycles and short-term changes related to weekly and daily travel patterns. Seasonality is categorised as low/off-peak, shoulder, and high/peak with each season associated with different expectations and demands.

The causes of seasonality are located in the generating and receiving areas, pulling and pushing tourist demand to behave seasonally (Duro &Turrión-Prats, 2019). Lozano, Rey-Maquieira and Sastre (2020) point out that pulling factors entail natural causes for seasonality, such as climate change, wildlife, physical features and sporting seasons in receiving areas, occurring during a specific time of year. These results in hotel business fluctuation in the year. Pushing factors, on the other hand, include institutionalised causes, such as school holidays, industrial holidays, public holidays, tradition and social pressure.

Cooper (2016) argues that seasonality cannot be discussed without considering fluctuations of demand and supply in the tourism industry destinations, which are further affected by natural and human (socio-cultural activities). He similarly concludes that natural factors that dictate patterns in demand variations include climate, wildlife, physical features and sporting seasons,

while human factors include socio-cultural, religious, personal and economic setups, and most importantly, consumer travel behaviour. Duro and Turrion-Prats (2019) point out that those natural causes are beyond the control of decision-makers. Tourists have specific preferences which make it necessary to distinguish between different types of tourism, for example, bathing, skiing, hiking or surfing Cooper (2016). Therefore, tourists seeking sunlight and water sports will prefer a beach resort with warm temperatures, whereas tourists eager to enjoy snow scenery and skiing will favour a ski resort with low temperatures and an abundance of snow (Duro & Turrion-Prats, 2019).

In Europe, for example, the Mediterranean is popular for beach and summer tourism, while the Alps area is a favourable destination for skiing in winter (Duro & Turrion-Prats, 2019). Malaysian climatic conditions are hot and humid most of the time throughout the year. Tourism never really shuts down , so there's not really a low season. The busiest times of year tend to coincide with school holidays, which see large numbers of visitors (Ota *et al.,* 2019). China has four different seasons: Summer, Winter, Autumn, and Spring. Autumn and Spring are unarguably the best time to visit China. Temperatures at this time are moderate and the weather is delightful with the onset of winter and offset of summer respectively (Haibo *et al.,* 2020).

Regionally, in East Africa, seasonality is determined more by the travelling behaviour of its visitors than by climatic conditions (Burugu, 2020). However, in Kenya tourism seasonality in hotels and beach resorts in particular is determined by both climatic conditions and the travel behaviour of its' consumers. For example, winters in the source countries like Italy, France, German and British will influence international consumer travel behaviour while festive seasons and holidays will influence domestic consumer travel behaviour (KAHC, 2017).

Therefore, beach resorts in the coastal region of Kenya are popular during such seasons and forgotten in the rest of the year. It is, however, very important to note that seasonality remains one of the most distinctive features of hotel industry, especially in the beach resorts in the coastal region of Kenya

Comprehensive studies have been carried out in many parts of the world to provide an overview of the seasonality phenomenal and implications at destination levels (Lozano, Rey-Maquieira & Sastre, 2020; Mwamburi, 2016 & Resell *et al.,* 2017). All these studies suggest that there is a need for strategies to manage problems associated with seasonality to prolong the tourism seasons at the destination level. Nevertheless, as already noted above by Duro & Turrión-Prats (2019), causes of seasonality include socio-cultural factors (e.g., unpredictable consumer travel behaviour, religion, personal and economic setups). These studies however did not situate together seasonality and consumer travel behaviour as being major determining factors in the performance of coastal beach resorts in the coastal region of Kenya.

Consumer travel behaviour on the other hand entails travel decisions, activities, ideas or experiences that satisfy consumer needs and wants (Choe, Kim & Jon, 2019). It is concerned with all activities directly involved in obtaining, consuming and disposing of products and services, including decision processes that precede and follow these actions (Nobar & Rostamzadeh, 2018). Furthermore, consumer behaviour is a decision process and act(s) that any person involved in buying and using any product goes through or experiences (Patwary, Omar & Tahir. 2020).

Consumer travel behaviour remains one of the most researched areas in the marketing and tourism fields, with the terms ‘travel behaviour’ or ‘tourist behaviour’ typically used to describe this area of inquiry (Choe, Kim & Joun,2019). However, only a few comprehensive

reviews of the literature on the unpredictability of consumer travel behaviour concepts and models exist in the field of tourism (Patwary *et al.,* 2020).

This is attributed to the lack of comprehensive reviews to the extensive breadth of the topic area itself, while consumer behaviour is generally considered a continuous process that includes varied yet inter-correlated stages and concepts that cannot be analysed separately (Confente & Viola, 2018).

Several studies (Nobar & Rostamzadeh, 2018; Njagi, Ndivo & Manyara , 2017) have shown a relationship between consumer travel behaviour and hotel performance. However, their focus has been on individual concepts of consumer behaviour, for example, consumer satisfaction, experience, loyalty, consumer influences, and travel motivations. These studies have, however, did not consider consumer travel behaviour as a determining factor of hotel performance. This study, therefore, examines consumer travel behaviour and its' subsequent impacts on the hotel performance and beach resorts in particular.

Hotel performance refers to the financial and non-financial strategies of a business to achieve its set growth objectives (Phillips *et al.,* 2017). Common business objectives include high sales, profits, production of quality products, large market share, good financial results, adequate workforce, customer satisfaction and business survival at a predetermined time. Business performance in the hotel sector is determined by internal and external factors. Internal factors are represented by, for example, the extent of business investment, level of innovation, costs of workers and firm size, while external factors refer to the productivity level of hotels and their respective branches in the region, location of businesses, competitors' price, tourist travel and demand (Zhang & Enemark,2016).

Studies on hotel performance (Durand, Grant & Madsen, 2017; Muteti, 2019 & González-Rodríguez *et al.,* 2018) examine how managers formulate and implement business strategies

to gain sustainable competitive advantages in their markets. These studies suggest that when formulating or implementing strategies, managers should focus on both internal and external factors to gain sustainable competitive advantages.

Measuring business performance in the hotel industry can be done in two ways: financial and non-financial (Muteti, 2019). Financial performance focuses on profit growth, return on assets, return on sales and return on investment, while non-financial performance includes increased market share, customer satisfaction, positive customer feedback, achievement of hotel goals and planning and employee retention (Zhang & Enemark, 2016)

While the hotel industry is considered to be a major contributor to the growth of travel and tourism, the provision of a suitable infrastructure characterised by large total employment, in global terms, seasonality of demand remains a major problem. The negative impacts caused by seasonality include difficulties in gaining access to capital, low returns on investment and the inefficient use of resources (Fernández-Morales, Cisneros-Martínez & McCabe, 2016). In particular, beach resorts in the coastal region of Kenya have continued to suffer from annual seasonal demand associated with seasonality and unpredictable consumer travelling behaviour which affects their performance.

1.2 Research Problem Statement

Despite increased efforts by the Government of Kenya and stakeholders to make the hotel sector a driving force in achieving national economic growth and development, seasonality and consumer travel behaviour have continued to be a major challenge (Burugu, 2020). In particular, beach resorts in the coastal region of Kenya have continued to suffer from annual seasonal business demand due to seasonality and consumer travelling behaviour which leads to poor performance.

Even with the growth of international tourist source markets and a considerable increase in domestic tourism, beach resorts in the coastal region of Kenya continue to experience poor performance due to seasonality and consumer travel behaviour each year (Ogerson, Benkenstein & Mwongera, 2018). Notably, studies in Kenya on seasonality and consumer travel behaviour in tourism have been undertaken focusing on tourism product development, causes and effects of seasonality, influences and effects of travel motivations, and determinants of customer loyalty and satisfaction (Njagi *et al.*, 2017; Mwamburi, 2016 & Omare, 2016) .

These studies, however, have not comprehensively addressed issues of seasonality and consumer travel behaviour combined, as determining factors in tourism and their subsequent effects on performance at the destination level. Further, results from these studies cannot be compared due to differences in the research contexts based on tourist types and the location of hotel destinations, thereby hindering generalisation.

1.3 General Objective of the Study

The overall objective of this study was to assess seasonality and consumer travel behaviour and their impacts on the performance of star-rated beach resorts in the coastal region of Kenya.

1.3.1 Specific Objectives of the Study

The specific objectives of the study were:

1. To determine the relationship between seasonality and performance of star-rated beach resorts.
2. To examine the relationship between consumer travel behaviour and the performance of star-rated beach resorts.

3. To evaluate the mediating effect of management strategies on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts.
4. To assess the moderating effect of leadership commitment on the relationship between seasonality and consumer travel behaviour and the performance of star-rated beach resorts.
5. To assess the moderating effect of socio-cultural activities on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts.

1.4 Study Hypothesis

H_{01}: There is no significant relationship between seasonality and the performance of star-rated beach resorts.

H_{02}: There is no significant relationship between consumer travel behaviour and the performance of star-rated beach resorts.

H_{03}: There is no significant mediating effect of management strategies on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts.

H_{04}: There is no significant moderating effect of leadership commitment on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts.

H_{05}: There is no significant moderating effect of socio-cultural activities on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts.

1.5 Significance of the Study

This study may provide useful information to beach resort managers and other stakeholders on the relationship between seasonality, consumer behaviour and performance of star-rated beach resorts in the coastal region of Kenya. In particular, the findings and recommendations of this

study will go a long way in helping beach resort managers to make informed and effective decisions that are key in addressing performance challenges caused by seasonality and consumer travel behaviour. Recommendations of this study provide guidelines to both the government and other stakeholders in formulating strategies and policies favourable to the sustainable hospitality industry on the coastal beaches of Kenya. Moreover, the conclusions and recommendations of this study are suitable for identifying literature gaps for further studies on the relationship between seasonality, consumer travel behaviour and performance of star-rated beach resorts in the coastal region of Kenya.

Finally, the study contributes to new knowledge regarding seasonality and consumer travel behaviour and their impact on the performance of star-rated beach resorts at the coastal beach resorts in Kenya. For example, consumer travel patterns have changed, with the Easter week now beating the traditional December-March season. Besides, local consumer travel pattern is now a more crucial consideration than the traditional foreign travel pattern, while service quality, product and market diversifications are top strategies in managing effects of seasonality consumer travel behaviour. Further, regulating the workforce is no longer a viable strategy to manage the effects of seasonality and consumer travel behaviour.

1.6 Scope of the Study

This study focused on seasonality and consumer travel behaviour and their impacts on the performance of star-rated beach resorts. In particular, all-star-rated beach resorts in the coastal region of Kenya were eligible for this study.

1.7 Limitations of the Study

A number of shortcomings were noted in this study. One major limitation was the outbreak of COVID 19 pandemic which made the government impose a one-year nationwide curfew. This made visitation around the country, including the coastal region of Kenya, impossible, hence interfering with the research time frame. Secondly, beach resorts are widely distributed along the coastline from the south coast through Mombasa to the north coast. Visitations during data collection cost a lot of time and money. This challenge was, however, overcome by clearly defining research timelines and strictly adhering to them.

Qualitative data collected through interviews was voluminous and time-consuming. This was addressed by processing qualitative data as soon as they became available. For inadequacy of research resources, especially financial resources and materials, cost minimisation was done by combining related activities and/or stages and performing them simultaneously. Also, having worked in the hotel industry for more than ten years, it was possible to network with managers to facilitate bookings for interview schedules and other processes. This enabled the researcher to collect the relevant data in time.

1.8 Study Assumption

The main assumption of this study was that all star-rated beach resorts in the coastal region of Kenya serve the same market segment with similar travel patterns, under the same seasonal demand, leading to similar performance impact since they operate under similar business environments and conditions throughout the year.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature on seasonality and consumer travel behaviour and their impacts on the performance of star-rated beach resorts in the coastal region of Kenya. The chapter covers on the concept of seasonality and its impacts, consumer travel behaviour and beach resorts performance, management strategies and beach resorts performance, beach resort performance, the moderating effect of socio-cultural activities on beach resorts performance, and the moderating effect of management leadership on beach resorts performance. The chapter further presents the theories underpinning seasonality and consumer travel behaviour in decision making based on demand and supply factors, summery of research gaps and the last part of the chapter presents the conceptual framework of the study.

2.2 Seasonality and Beach Resort Performance

2.2.1 Concept of seasonality

Seasonality is a universally recognized global tourism phenomenon that describes intra-year movement of people caused by changes in demand and supply factors (Resell & Sansó, 2017). Such factors include weather or climate, calendar of year activities, social and economic reasons, timing of decisions, directly or indirectly through the decisions made by the agents of the economy Corluka (2019) highlights that majority of tourism destinations are characterised by fluctuations in tourism activities throughout the year, whereby those fluctuations have a systematic and recurring pattern. Trajkov, Biljan and Andreeski (2016) note that seasonality as a phenomenon of tourism is expressed using dimensions such as number of visitors, expenditure of visitors, accommodation (room occupancy rate), return on investment, return on sales, return on assets and general business growth.

2.2.2 Causes of seasonality

As already noted in chapter one, causes of seasonality are located in the generating and receiving area, pushing and pulling tourist demand to behave seasonal (Rosselló, & Sansó,2017). Pulling factors include natural causes for seasonality, climate change, wildlife, physical features and sporting seasons. Pushing factors, in contrast, include institutionalised causes, such as school holidays, industrial holidays, public holidays, tradition and social pressure. Turrion-Prats & Duro (2017) note that causes of seasonality are well understood by categorising seasonality into two broad groups, which are 'natural' and 'institutionalised' seasonality. Natural seasonality is caused by such factors as climate change, wildlife, physical features and sporting seasons, while institutionalised seasonality is caused by such factors as school holidays, industrial holidays, public holidays, tradition and social pressure. Duro (2016) concludes that this grouping is based on demand variations in tourism activities throughout the year.

2.2.2.1 Natural seasonality

Natural seasonality refers to regular temporal variations in natural phenomena which is particularly associated with climate and the true season of a year (Nacipucha, Ruhanen & Cooper, 2017). This description is also echoed by Fernández-Morales, Antonio and José (2019) who argue that climatic conditions play significant roles in shaping patterns of tourists' visitation in a particular destination. A study by Resell and Sansó (2017) similarly identified natural factors as a major determinant of types and numbers of visitors to a destination. This observation is also supported by Vergori (2017) who note that temperature and hours of daylight, among other climatic elements such as rainfall, is key in influencing likelihood of an individual choosing any destination. Arguably, majority of outdoor tourism activities that rely on natural climate-dependent attractions are most likely to experience a pronounced influence of natural seasonality at the destination.

Differences in temperature, sunlight or rainfall are common variables which are directly associated with this type of seasonality (Mwamburi, 2016). It is important to differentiate natural seasonality from the daily variations of the weather since natural seasonality follows regular and recurring patterns. Tourism business and the destinations at which they operate are directly affected by climate variability and change. Climate defines the length and quality of tourism seasons and, thus, plays a major role in the destination choice (Seyidov & Adomaitienė, 2016). Climate, therefore, affects a wide range of environmental resources that are vital to tourism, such as snow depth, biodiversity and stocks of fresh water which influence various facets of tourism operation (Cooper, 2016).

In Europe, for example, seasonality in hospitality is influenced by tourism trends, which are further determined by climatic conditions. Winters are associated with low seasons, while spring and summer are associated with the high tourism season, which translate into high seasons in the hospitality industry (Eurostat, 2017). Variation in weather conditions in India at various tourist destinations are the major determinants of tourism seasons which are classified as 1st and the 4th quarters of a calendar year as peak seasons, whereas the 2nd and the 3rd quarters as lean seasons for foreign tourist arrivals in the country (Mishra, Rout & Pradhan, 2018). High tourist season in South Africa is experienced in May to September. At this time weather conditions are mild and wildlife viewing is excellent, especially in September. This is an indication that seasonality is influenced by climatic changes (Fitchett, Robinson & Hoogendoorn, 2017).

According to Burugu (2020), Kenya enjoys a hot tropical climate almost throughout the year, except for wet seasons between April and June and a cold season in July. Coastal region in particular is favourable for visitation almost throughout the year due to its warm temperatures

(Wawira, 2016). High season in the region traditionally occurs during December to March, which coincides with winters in the major source countries like Italy, German and France. Other short peak periods include Easter and other public holidays (Kambaga, 2020). Seasons in Kenya can thus be categorised as high, low and shoulder each associated with different expectations and demands.

Studies on tourism seasonality in Kenya, for instance Kambaga (2020), indicate that seasonality in Kenyan hotels and beach resorts in particular, is determined more by travelling patterns of visitors and tourism seasons than by climatic conditions. This, however, suggests that to get clear understanding of seasonality phenomenon at the coast region of Kenya, the two factors (seasonality and the un-predictable travel behaviour of visitors) must be studied together like in this study.

2.2.2.2 Institutionalised seasonality

According to Pham, Driml and Walters (2018), institutionalised seasonality is caused by human behaviour, actions and policies. They further explain that human behaviour is influenced by factors such as socio-cultural, religion, personal and economic reasons affecting patterns of demand. Typical examples of institutionalised seasonality are legislated public or religious holidays, personal preferences, sports, business trips and trade fares. Alemany, Garcia and Aguilo (2016) added that institutionalised seasonality is a traditional temporal variation formed by human decisions that are often enshrined in legislation. Alemany *et al*. (2016) further note that causes of institutional seasonality reflect the social norms and practices of society typically based on religious, cultural, ethnic and socio-economic aspects epitomised by natural seasonality.

Banki, Ismail and Muhammad (2016) posit that institutional factors are complex since they are based on human behaviour. For example, scheduling of school and statutory holidays shapes tourism demand at destination level, which is often identified as an influencing institutionalised factor. Pham, Driml, and Walters (2018), in their study, provided examples of institutionalised seasonality as being legislated school holidays, industrial holidays, public or religious holidays, government advisories and consumer behaviour.

Chiutsi and Mudzengi (2017) assert that all institutional causes of seasonality belong to push factors. Push factors are internal motives or forces that cause tourists to seek activities to meet their needs, while pull factors are destination-generated forces and the knowledge that tourists hold about a destination. Institutional causes include school holidays, industrial holidays, yearly events such as Easter and other public holidays. Other pull factors under institutionalised seasonality include traditions, social pressure or fashion, while accessibility to transport costs and time belong to push factors of leisure travellers.

Duro (2016) asserts that travel habits and motivations have been explored several studies. For example, Marton *et al.* (2019) focus on institutional seasonality and argue that some tourists enjoy visiting destinations during off-peak periods. Institutional seasonality facilitates and constrains tourism demands as well as creating traveller movements usually at an origin throughout the year (Šegota & Mihali, 2018). For instance, school vacations would increase demand for family tourists, but it does not influence destination choice. However, weather-related factors, such as hurricanes, typhoons, and rainy seasons make tourists to change their travel demand and potential destination.

Seasonality also influences tourist behaviour at the destination simultaneously (Chiutsi & Mudzengi, 2017). For example, if tourists living in a colder area visit a sun and beach destination, they would participate in different activities than those of residing in a hot area visiting cold places. A family tourist with young children would visit a destination with historical attractions for educating their children through travel experiences during their children's vacation and holidays.

Based on the previous studies on the relationship between seasonality and consumer behaviour and hotel performance, Muteti (2019) suggested that destination marketers should adopt various marketing and promotional strategies to shape tourism demand and traveler behaviour corresponding to institution tourism seasonality. Duro (2016) recommends that delivering travel information to their potential consumers can be a strategy to promote their destination in order to attract visitors throughout the year. This may include utilising tourism advertising tools to make travelers change perceptions, attitudes, behavioural intention and actual behaviours to promote performance in hotels.

2.2.3 Impacts of seasonality

Tourism, like all other business ventures, have impact on the host communities either positively or negatively, and sometimes both (Duro, 2016). Impacts of seasonality vary considerably with the location of the destination, consumer travel patterns and tourism enterprises within destinations (Chiutsi & Mudzengi, 2017). Zhang and Enemar (2016) argue that many hotels (and beach resorts in particular) experience seasonality of demand on weekly, monthly or annual basis depending on their location and market segment. They further argue that high season leads to high business returns but place great pressure on tourism enterprises for employees and facilities. Low season, on the other hand, leads to low returns on investment,

seasonal employment, underutilisation of hotel resources and general economic crisis due to over dependence on tourism earnings.

Fernandez-Morales, Cisneros-Martinez and McCabe (2016) looked at the impacts of seasonality on both supply and demand side and categorise them into three forms: economic, ecological and socio-cultural impacts. Economic impact of seasonality relates to top problems in the low season, particularly loss of profits due to inefficient use of resources and facilities, low profits, low return on sales, seasonal employment, loss of jobs and business closure. Socio-cultural impacts include effects of seasonal variations on the host community. Zhang and Enemark (2016) argue that socio-cultural impacts on the host community relate to high/peak periods. Such impacts include congestion, crowded streets, slower traffic, lack of parking, queues for basic services, significant increases in the costs of community services and strain on public infrastructure. Further socio-cultural impacts of tourism result in changes on patterns of behaviour for example breach of cultural values, changes in people's lifestyle and quality of life of the local communities.

Despite the long tradition in tourism business, beach resorts at the coast of Kenya experience the same annual tourist travel patterns and seasonality in tourism demand, which adversely affect their performance (KAHC, 2017). Wawira (2016) notes that beach resort managers at the coast believe that it is difficult to escape the effects of seasonality such as low returns on investment, seasonal employment, business closures, underutilisation of resorts resources due to unpredictable consumer travel behaviour and seasonality nature of the industry. Burugu (2020) also confirms that high season at the coast is usually during the festive period in December-March. Other short high periods, according to Burugu (2020), include Easter and other public holidays. The shoulder period is October-December, while low season is April – July.

While it is expected that industry players in beach resorts have adapted to the patterns over time, still many find themselves caught up in difficult business situations every time it is low season. On the other hand, previous studies on tourism seasonality have investigated on the areas of causes and impacts of tourism seasonality, product development and consumer satisfaction issues without situating such reviews in the broader context of seasonality consumer travel behaviuor and beach resorts performance (Mwamburi, 2016). This study, therefore, aimed at filling the gap by assessing seasonality, consumer travel behaviour and beach resorts performance at the coastal region of Kenya.

2.3 Consumer Travel Behaviour and Beach Resort Performance

Consumer behaviour (CB) is the study of how and why travelers buy products or services and the process involved when making such decisions (Horner & Swarbrooke, 2016). It involves certain decisions, activities, ideas or experiences that satisfy consumer needs and wants (Cohen *et al.*, 2014). Patwary, Omar and Ahir (2020) elaborated that consumer behaviour is concerned with all activities directly involved in obtaining, consuming and disposing of products and services, including the decision processes that precede and succeed these actions.

Roberts (2016) states that consumer behaviour is influenced by various factors such as social, cultural, personal, perceptions, attitudes and quality service, which affect patterns of demand at destinations. Roberts (2016) further notes that these factors can broadly be categorised as either internal or external determinants. Internal factors include, among others, age, gender, attitudes, personality, perceptions, satisfaction, income, occupation, education, family size, religion, race, generation, nationality and social class, while external factors include technology, government policies, generation change, and the rise of ethical concern in consumption decisions. Dai *et al*. (2015), on the other hand, maintain that demographic, social and cultural factors which influence consumer behaviour are the internal. Such factors,

according to Dai *et al.* (2015), include age, gender, income, occupation, education, family size, religion, race, nationality and social class. The market is, thus, divided based on these factors. Moreover, these factors are used to differentiate consumer groups as customer wants, preferences and usage.

In tourism industry, consumer travel behaviour is influenced by a number of factors depending on time and season of the year (Gnanapala, 2015). Climate change, natural environment, personal safety and seasonality nature of tourism industry are the four primary factors that are key in destination choice. Of these factors, seasonality is most crucial for tourist decision making on destination choice since it affects tourist attractions, tourist products, travel pattern and visitor experience which cannot be stored. Seasonality also leads to high demand on a fixed number of days per annum when capacity is likely to be reached or exceeded (Cooper, 2016). Peak season, as explained by Cooper (2016), is the best time to visit destinations such as coastal beaches to enjoy the sea breeze, a relaxed atmosphere, hospitality, peaceful islands and indulge in water sports. This makes *peak* seasons to be characterised by congested operations, especially in beach resorts set ups due to overcrowding.

Seyidov and Adomaitienė (2016) note that this results in higher pricing of product and/or service which lead to optimum performance, traffic congestion and difficulties in securing bookings to beach resorts of their choice. Seyidov and Adomaitienė (2016) add that pressure on the use of facilities results to difficulties in the service maintenance. Quality service is mostly affected especially when new employees are added during peak seasons to increase capacity of the existing workforce. According to Cooper (2016), during peak period many travellers cancel their trips to certain destinations due to fear of inconveniences. Beach resort

managers, on the other hand, struggle to offer high satisfaction to guests to attract and retain repeat consumers even during low seasons.

During off-peak seasons, travellers have no social motivations to visit places. Beaches are less busy; beach resorts consumers are few but are happy. Although they might not enjoy as much, prices are low. Beach resorts managers at this time struggle to bring higher satisfaction to few guests available for business survival. Duro (2016) posits that the performance of beach resorts at such periods is either low or poor. Fernández-Morales, Cisneros-Martínez and McCabe (2016) assert that regardless of the market, realities of fluctuating demand and its effect on performance is the bottom line and can keep even the most experienced manager up at night. This implies, therefore, that understanding consumer behaviour helps managers to know how to treat customers as a way of improving loyalty. This move is one of the strategies for managing seasonal business fluctuation, especially during off-season.

Pan and Yang (2017) observe that latest trends in consumer behaviour are seen in the wide use of the internet. They further note that the internet can be considered to be one of the most influential technologies that have a great impact on consumer behaviour. This has been shown by the fact that most of the hotels now use Cyber Marketing for their promotions. Maximum bookings are taken through online booking like "*Go Ibibo.com*", "*Make my trip*", "*Clear trip*", and "*Trip Advisor*", among others. Choices of customers on resort destinations are more dependent on convenience, a wide range of alternatives and maximum satisfaction for the money spent, accessibility as well as cultural, social and personal reasons (Oses *et al.*, 2016)

2.4 Management Strategies

Management strategy is the process of structuring an action plan to achieve visions and set objectives of an organisation (Sajjad *et al*., 2018). In other words, management strategies are series of techniques for controlling and directing business to achieve a set of predetermined goals (Yoon & Lee, 2017). This implies that strategies act as guides in the decision-making processes that aim at improving the company's financial stability in a competing market **(**Konovalova *et al*., 2018).

The hotel industry, and beach resorts in particular, is considered fragile and vulnerable to countless types of challenges. Seasonality, visitor's socio-cultural influences, unfavorable economic conditions, political and technological fluctuations expose hotels to a variety of threats (Hole & Snehal, 2019). Thus, hotels must be managed effectively with appropriate strategies to different situations, including emergencies and crises that might occur at any time (Murad *et al*., 2021).

Qiang (2020) notes that seasonality and consumer travel behaviour in tourism introduce a number of issues which affect the number of tourists. He further added that seasonality in particular places great pressure on hotels and beach resorts in particular, on employees during *peak* season and low business activities during low season, leading to poor business performance. This implies that managers should anticipate many of its impacts and implement strategies to adjust to any negative effects. This is manageable due to the fact that there is an element of predictability associated with seasonality patterns.

Connell *et al.* (2015) suggest that such strategies include lengthening peak seasons by diversifying markets, price differentiation, modification and diversification of destination

product to meet consumer demand, using differential pricing and tax incentives on a temporal basis. Other strategies include encouraging staggering of holidays, increasing demand outside peak season, encouraging domestic tourism in low-season, offering diversified products for selective demand in the off-season and providing off-season activities such as meetings and conferences. Fernández-Morales *et al.* (2016) concluded that there is need to handle subsequent changes in guest volume and workload to keep things going regardless of the season or market segment.

In Kenya, studies on hotel management strategies and star-rated beach resort in particular (e.g., Wawira 2016, Burugu 2020 & Muteti, 2019) have examined on how managers formulate and implement business strategies to gain sustainable competitive advantages in their markets especially during low seasons. However, the same beach resorts have remained with low or no business each time its low season each year. This poses a question of how effective are strategies used to manage impacts of seasonality and consumer travel behaviour in star-rated beach resorts in the coastal region of Kenya.

2.5 Beach Resort Performance

Business performance is a set of financial and non-financial indicators that offer information on the level of accomplishment of objectives and results (Taouab & Issor, 2019). Asih, Purba and Sitorus (2020) confirm that performance management is based on measurement systems by which a company monitors its routine operations and evaluates whether it is achieving its objectives. Asih *et al.* (2020) further note that a series of indicators that properly reflect company performance are categorised as quantifiable or unquantifiable (financial or non-financial). For example, an indicator such as return on sales, profit and capital are quantifiable

or financial measure, whereas the degree of customer satisfaction and increased market share is categorised as an unquantifiable (or non-financial) measure.

Currently, companies including hotels use different techniques to achieve competitive advantage. These techniques include new technologies, new products, innovations and new systems (Shirokova *et al*., 2016). Turner, Way, Hodari and Witteman (2017) confirm that achieving strategic competitiveness is difficult in turbulent and complex markets. These difficulties are compounded when firms do not have a clear understanding of what affects their performance.

One of the main characteristics in hotel industry, and beach resorts in particular, is that businesses can hardly control demand. This occurrence results to difficulties in ensuring good performance throughout the year. This is due to the fact that demands for hotel products and service is decided by both external and internal factors, which influence business performance (Zhang & Enemark, 2015). External factors include aspects like economic climate, customers' preferences, seasonal nature of the industry, visitor's travel behaviour, productivity level of hotel, competitive pricing, and industrial environment. Internal factors are represented by factors like location of businesses, hotel branches in the region, extent of business investment, level of innovation, costs of workers and firm size (Zhang & Enemark, 2015). This implies that effective hotel and beach resorts management in particular requires keen consideration of the above factors to successfully meet goals and objectives of the company.

These studies have suggested that when formulating or implementing strategies, managers should focus on both internal and external factors to gain sustainable competitive advantages.

Measuring business performance in hotel industry can be done in two ways: financial and non-financial performance (Muteti, 2019). Financial performance focuses on profit growth, return on assets, return on sales and return on investment, while non-financial performance includes increased market share, customer satisfaction, positive customer feedback, achievement of hotel goals and planning and employee retention (Zhang & Enemark, 2016). Looking at Kenya, like many other African countries, the hotel sector is a driving force in achieving national economic growth and development (Gichuki, Yobesia & Kihima, 2020). However, the hotel sector has performed poorly due to seasonality and consumer travel behaviour (Muteti, 2019).

2.5.1 Moderating effect of Socio-cultural Activities

Culture is the collective mental programming of people in an environment and everything that people have in common (Zare, 2019). They are values held by the majority of a community, which are acquired in early childhood through common experience. Lee *et al*. (2018) note that people in the same cultural group share a specific understanding of themselves and of others. Lee *et al.* (2018) further confirms that cultural values and beliefs that style up societies have been known to shape thoughts, wishes, perceptions, decisions and behaviour of an individual. In the context of tourism, the way individuals interpret services and products is shaped by both personal habits and socio-cultural frames (Lindberg& Jensen,2020). Barnes, Mattsson and Sorensen (2016) argue that what tourists remember from previous trips, observations or experiences and how they remember them are important for future travel behaviours. This implies that the managers of tourist destinations and hotels must be knowledgeable of potential socio-cultural influences on travellers to provide and cater for people from diverse regions and cultures.

Socio-economic value from tourism includes increase in social capital due to increase in tourists, change of the sense of community identity and a keen sense of linkage with local

environments (Ramos *et al*., 2016). These results help destinations to increase recreation choices for both local population and international visitors. Kim and Chen (2018) assert that a key methodology for survival in the competitive tourism business world lies in facilitating experiences that stand out in the memories of tourists and thus, build recommendations and repeat visits.

Kenya's coastal strip is popularly known for its three 'S' products: the sun, sand, and the sea. Today, the Coast accounts for 66% of tourism activities in the country (Kiage, 2018). These activities range from leisure activities to meetings, incentives, conferences and events, or the "MICE" (Gitau, 2017). Gichuki, Yobesia and Kihima (2020) report that these meetings are hosted in beach resorts since there are no specially built conference and exhibition centres in Mombasa or the larger coastal region. Gichuki *et al*. (2020) further note that in 2017 alone coastal beach resorts had MICE occupancy of 2.7 million bed nights against a total occupancy of 7.2 million in Kenya. This is an indication that MICE industry is rapidly emerging and has a significant contribution to business and leisure-related tourism enterprises, especially beach resorts at the coast. Other than MICE, Kiage (2018) notes that touristic leisure activities at the coast of Kenya include visiting a blend of Arab and African architecture that characterises Lamu Old Town, the oldest and best-preserved Swahili settlement in the East Africa.

Kiage (2018) further includes the Gede Ruins as one of the main tourist attractions at the Coast. The place, which is an historical and archaeological site, is situated in Kilifi County about 96km North-East of Mombasa and 16 km South of Malindi town near the Indian Ocean. Tourists visiting Gede Ruins can sample Arab/Swahili cultures and its organisational structure, and interact with the present-day Giriama and their rich culture, including traditional dishes and different food preparation techniques, learning the local language, attending and

participating in their marriage and circumcision ceremonies, making handicrafts and traditional brew of coconut (mnazi), and participating in traditional dance and music. Other visits are made to the 15th Century Mnarani Ruins (Museum) with two ancient mosques, and the historical Fort Jesus in Mombasa. Omondi and Ryan (2020) also argue that there are romantic entertainers at the Coast involving relationships between the tourists and locals, which is positioned as either sex or romance tourism.

Based on the above, one of the critical tasks for tourist destination managers is to understand visitor's travel patterns based on socio-cultural influence as a way of meeting and exceeding their expectations. While the demand projections for Kenya beach holidays are considered realistic and the buildup of accommodation at the Coast is within the average estimates, Omondi and Ryan (2020) note that there are difficulties in forecasting the future of both domestic and international visitor travel trends. This results in a recurrent seasonality that negatively affect performance of beach resorts each year.

2.5.2 Moderating effect of leadership commitment

Management leadership is a process of inspiration that involves understanding of events by a group, selection of SMART goals for the organisation or group, motivation and commitment of the group(s) to achieve set goals (Dorneles *et al.*, 2017). To lead is to exercise some form of authority, which is the ability to influence someone (Vergori, 2017). Leadership is, therefore, the style of exercising that authority while influencing behaviour of others. Leadership commitment applies when an organisation wants to achieve its goals in terms of mission and vision. Leadership is crucial in the hotel industry because hotels employ large numbers of staff and involves delicate customer care of tourists visiting from a culture often different from that of their hosts.

Effective leadership starts with the ability to recognise and outline those goals and inspire others to follow (Kouzes & Barry, 2017). Ability of a leader to articulate that vision into a mission statement corresponds to the active implementation of goals and bottom-line success of a company. A productive vision goes beyond a written organisational mission statement since it permeates throughout all levels of a company and manifests into actions and beliefs (Zhang *et al*., 2018). Further Zhang *et al*. (2018) observe that a well-trained hotel manager spends majority of their careers working in one or more departments in an organisation. They add that this allows them to cultivate an open mind for leadership commitment, which supports high hotel performance level.

The key to success is, therefore, prioritising strategies that focus on guests, proper decision making, embracing the spirit of teamwork, championing for team building skills and setting the right culture of service (Shamim *et al*., 2017). Jiang and Alexakis (2017) conclude that hotel managers who can lead the organisation with a commitment to serve guests are best positioned to succeed in a rapidly fluctuating industry in terms of hotel performance. This study also looks into the moderating effect of leadership commitment of beach resorts managers on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts.

2.6 Theories Underpinning Seasonality and Consumer Travel Behaviour

This section provides a review of theories which have been used to understand seasonality and consumer travel behaviour in tourism (i.e. theory of seasonality based on demand variations and consumer travel behaviour).These are well-established theories in tourism sustainability, which have been successfully applied and extensively used in explaining tourism seasonality and travel behaviours among consumers (Confente and Vignola, 2018; Cassandra, 2016; &

Cohen *et al.*, 2011) These theories view seasonality and consumer travel behaviours as being the major factors determining tourism performance at destination level.

2.6.1 A Dualistic theory of tourism seasonality based on demand variations "natural causes"

The dualistic theory of tourism seasonality considers underlying seasonality factors and relationships between behaviours of tourists, seasonal variations in climate, weather and lifestyle at destinations (Smeral, 2018). Tourism demand covers factors governing the level of demand, spatial characteristics of demand, and different types of demand and tourist motives for making such demands. Senbeto and Hon (2019) explain demand as a schedule of the amount of any product or service that people are willing and able to buy at specific price in a set of possible prices within some specified period. Individuals called "tourists" generate tourism demand at particular places called a "tourism destinations". The scale and magnitude of demand differ with time and, sometimes, with seasons (high and low-seasons periods). Time demand for tourism services is either advances or changes. Such changes could be due to the emergence of the natural factors like climate, wildlife and natural features or institutional factors (Lohmann & Netto, 2016). This phenomenon leads to low or high business levels at destinations, whenever they are favourable or not favourable to tourists' mobility. The strength of this theory is that causes for tourist demand are based on natural factors which are permanently available. However, uncontrollable aspects of natural factors can lead to unpredictable fluctuation in tourist travel and demand.

2.6.2 Consumer travel behaviour theory

This is an analytical theory of consumer travel behaviour which consists of three independent variables: generation of stimulus, information search, service quality evaluation

(disconfirmation period), with consumer travel behaviour in hospitality as the dependent variable. The dependent variable is measured in terms of customer loyalty and satisfaction level (Cassandra, 2016). This theory shows that desire, influence and interest are major factors which evoke generation of stimulus for a consumer (Cohen *et al.*, 2011). These stimuli force the consumer to start collecting information about the services provided and/or available and matches them to his/her desires. The phenomenon of information search is influenced by the awareness generated by the information on tourism websites, for example.

Service quality, as the third determinant, revolves around post-purchase phenomenon of a product or service. This phenomenon is affected by information search and generation of stimulus. During this period, the customer tries to compare services offered by the hospitality industry and his/her own requirements and evaluates them on a scale. Service quality is considered as a winning phenomenon affecting consumer travel behaviour in hospitality industry since it has a strong predictive capability for consumer's loyalty intentions. The final step of this theory is, thus, evaluation of the satisfaction level of a consumer, which is vital in dictating whether a consumer becomes loyal to a specific service provider or not. It is, therefore, clear that consumer behaviour in hotels is backed up by services provided and their satisfaction level.

Based on this theory, consumer travel decision making in hotels can be modelled as follows:

Problem recognition: Buying process starts when a buyer recognises a problem of making a choice among the various options available which can satisfy his/her needs and desires.

Information search: Major information sources are personal, such as friends and family, commercial such as advertising, websites and display, public means like mass media and consumer organisations among others.

Evaluation of alternatives: Choice of a hotel or beach resort for this case by a consumer depends on various internal/personal and external factors. Internal factors include age, gender, attitudes, personality, perceptions, satisfaction, income, occupation, education, family size, and religion, race, generation, nationality and social class, while external factors include factors such as location, price, cleanliness, atmosphere and approachability, technology, government policies, generation change and the rise of ethical concern in consumption decisions. A consumer will finally shortlist the hotel which satisfies all his/her preferable needs and desires.

Purchase decision: Purchase decision of a consumer is dependent on his/her anticipated situational factors like worthiness of the product and service quality, price and location of the facility.

Post-purchase behaviour: Post purchase satisfaction is very important factor in customer buying process. That is, if the product falls short of customer expectations, the consumer will be disappointed and will lead to dissatisfaction. This which will not only affect consumer retention, but also image of the hotel.

This model explains how consumer behaviour in decision making process can lead to the causes of low or high seasons in beach resorts business. This theory has an advantage of providing accurate and reliable information on consumer behaviour characteristics to avoid un-predictability situations in consumer visitations which can result in poor business performance.

2.7 Knowledge Gap Summary

Author	Title	Method	Findings	Gap
Burugu (2020)	Hotel Managers' Perceptions and Responses as Counter measures for Seasonality in Kenya's Tourism Industry." *African Journal of Education, Science and Technology* 6, no. 1 244-254	1.Design-Case study 2.Respondents-Managers (17) Area- South coast of Kenya	The study showed that there was potential for a new and sustainable shift from the problems caused by seasonality in coastal beach resorts for better performance in future	The research did not cover a broader context to include consumer travel behaviour as a determining factor in beach resort performance and excluded the wider coast region and the population was small to warranty results generalisation.
Njagi, Ndivo, Manyara (2017)	Understanding the travel motivation among youth travelers in Kenya*:* The "*push*" and "*pull*" paradigm.	1.Design-Survey 2.Respondents-132 travellers 3.Area-Nairobi National Park 4.Data analysis-descriptive and inferential statistics	The study found that the scope of product offering and delivery factors are considered as being more effective in influencing consumer travel behaviour.	The research did not cover consumer travel behaviour as a determining factor in tourism and its effects on performance at destination levels
Gichuki, Yobesia & Kihima, (2020).	Mice As a Strategy for Tourism Product Diversification in Beach Hotels. *Journal of Tourism*, 21(1), 61.	1.Design-Mixed method 2.Area- Mombasa city 3.Respondents-29 managers	The study established that beach hotels relayed on MICE business to manage off peak challenges on beach resorts performance	The research did not include the wider coast region and the population was small to warranty generalisation of results.

		4.Data analysis-descriptive and thematic approach		
Muteti (2019).	Leadership practices and performance of five-star hotels in Nairobi County, Kenya.	1.Design-descriptive approach 2.Respondents-104 senior managers 3.Data analysis-quantitative and qualitative	The study found that management leadership had favourable impacts in five-star hotel performance.	Difference in location and hotel type cannot allow generalisation of results to cover management leadership commitment in beach resorts at the coastal region of Kenya

Table 2. 1 **Knowledge Gap Summary**

Source: Author (2023).

2.8 Conceptual Framework

The conceptual framework for this study was created by the researcher using variables derived from both theoretical and empirical literature reviews on tourism seasonality. The dependent variable for this study was performance of beach resorts, both financial and non-financial. Independent variables, on the other hand, were consumer travel behaviour and seasonality (high, shoulder, and low seasons). In each variable, indicators were drawn from the reviewed literature and researcher's own conceptualisation.

Consumer behaviour was considered to entail all processes and acts people involved in while buying and using products. Such acts and/or processes include social and mental processes. Seasonality factors were grouped into two categories: natural (climate, wildlife, beaches, sun light and mountains), and institutional factors (school holidays, religious festivals, holiday makers, cultural festivals, and human behaviour). The mediating factor for this study was management strategies, which include product diversification, differential pricing, and market diversification, marketing methods diversification, consumer satisfaction requirements and acceptance on services including quality on product, service price, and business hours and government facilitation. Leadership commitment and socio-cultural factors were considered as moderating variables. Interconnection of all these study variables is shown in Figure 2.1

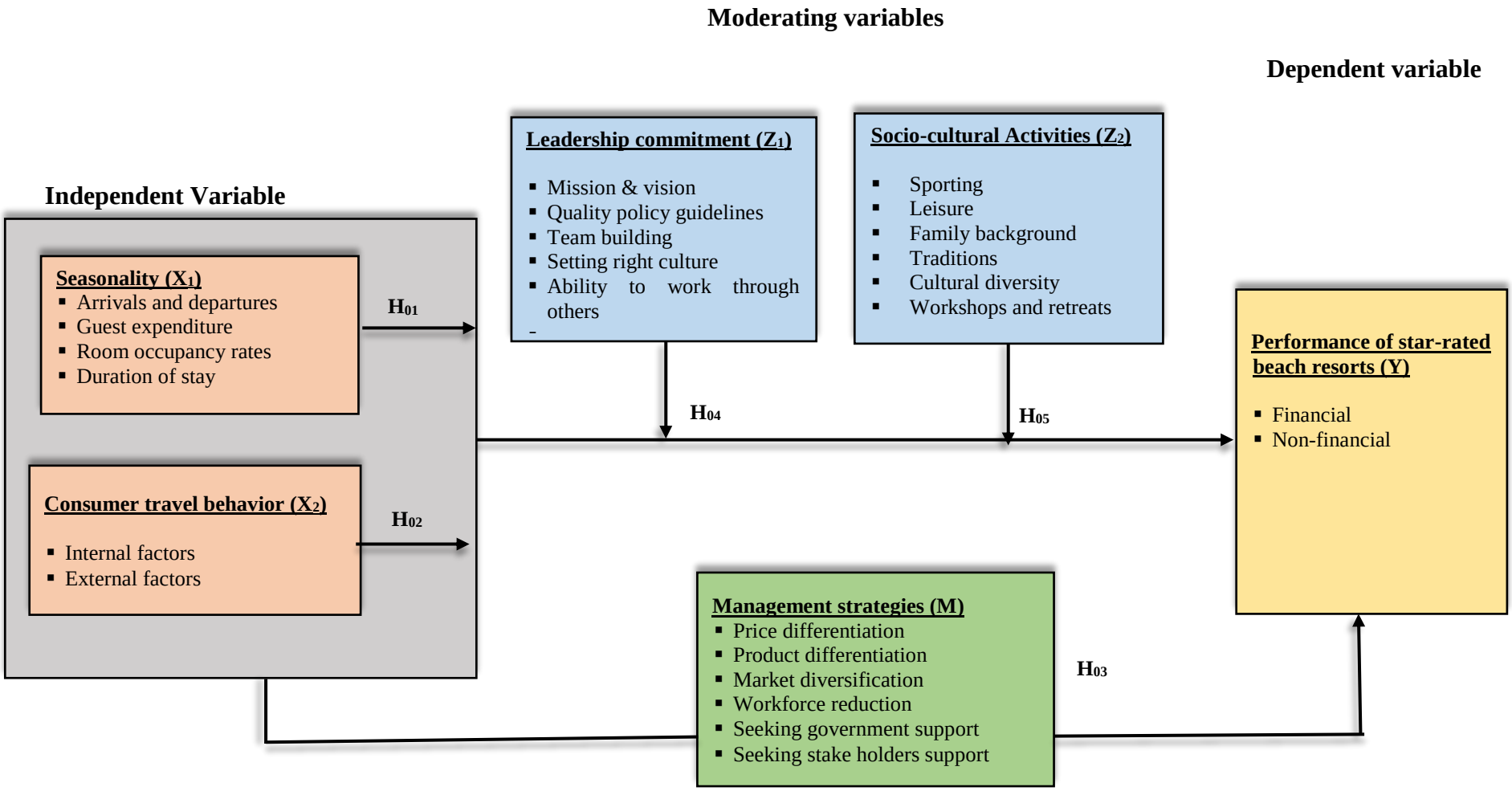

Figure 2. 2Conceptual framework

Source: Author (2023).

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter explains the research methodology that was used in carrying out the study. The chapter presents the research philosophy; research design; study area; study population; sampling techniques; data collection instrument; reliability and validity; data collection procedures; data analysis techniques; and ethical issues of research. Further, the chapter describes the operationalisation and measurement of research variables and the testing of the research hypotheses.

3.2 Research Philosophy

Research philosophy is a belief on how information about a phenomenon is gathered, analysed and utilised (Saunders *et al.*, 2015). According to Cazeaux (2017), there are several research philosophies that guide research projects, both in social and natural sciences. These include ontology, epistemology, axiology and pragmatism. Ontology refers to the nature of reality and its assumptions. Epistemology is the understanding about the acceptable knowledge of a particular area of study (Clark & Vealé, 2018). Axiology focuses on the significance of values and ethics in any research process (Biedenbach & Jacobsson, 2016). Pragmatism on the other hand, is oriented toward solving practical problems in the real world rather than being built on assumptions about the nature of knowledge (Creswell, 2014; Hall, 2013; Shannon-Baker, 2016). This means that pragmatism leads "action-oriented" research procedures (Cazeaux (2017), Further pragmatism provides a philosophical justification for the mixed research approach. For instance, Denscombe (2008) and Mitchell (2018) have stated that pragmatism is considered to be "the philosophical partner" of the mixed research approach as its underlying assumptions provide the essence for mixing research method.

This study adopted pragmatism as its research philosophy due to the fact that pragmatism is an advanced philosophy that provides the logic for combining quantitative and qualitative approaches and methods. Moreover, Creswell (2014) shows that pragmatism is the philosophy that permits mixing paradigms, assumptions, approaches and methods of data collection and analysis (Boon & VanBaalen, 2019).

3.3 Research Design

Research design describes a framework to be used in research while obtaining answers to study questions (Tight, 2019). Depending on the nature of a research project, several research designs exist, including descriptive, experimental, co- relational, case study and cross-sectional research designs among others (Rahi, 2017). Descriptive research design is used for the purpose of providing description of the state of affairs as it exists. Experimental research design involves the assignment of participants to different condition and measuring the effects of manipulation of one or more variables by the experiments (Kazdin, 2021). For correlational research design, a researcher is able to assess the degree of relationship that exists between two or more variables (Coronel, 2019). Case studies seek to describe a unit in detail, in context and holistically while cross-sectional study is a form of research design in which data is collected from many different individuals at a single point in time to assess a phenomenon.

This study used a cross-sectional survey research design. The design suited the study since it allowed collection of data from different groups of respondents from various institutions without influencing them in any way (Setia, 2016). Furthermore, by allowing use of both quantitative and qualitative methods, this research design enabled the researcher to obtain meaningful information from the collected quantitative and qualitative data (Radez *et al.*, 2017).

3.4 Area of Study

The study was conducted in all-star-rated beach resorts in the coastal region of Kenya. The choice of the region was due to the fact that most tourism activities are concentrated at the coastal region of Kenya. As noted by Kiage (2018), the strip accounts for 66% of all tourism activities in the country. This implies that greater tourism activities are intense in beach resorts at the coastal region of Kenya. Therefore, beach resorts at the coastal region exhibit clear characteristics of seasonality and consumer behaviour impacts that is annually experienced in the country.

3.5 Target Population

Population is the entire group of people, events or things of interest with common observable characteristics that a researcher wishes to investigate (Franklin, 2012). That is, a population is an entire group of persons or elements that have at least one thing in common (Snelson, 2016). Population also denotes the entire collection of cases or units about which a researcher wishes to draw conclusions (Cohen & Arieli, 2011). The population of the current study comprised of all-star-rated beach resorts (23) with managers (23) and guests (1420) as respondents to the study.

3.6 Sampling Methods

A sample is a subset of population from which inferences about the population are drawn based on observed data from the sample (Asiamah, Mensah & Oteng-Abayeie,2017). Sample also refers to a small collection of units, which is studied to enable the researcher to make accurate generalisations about the larger group (Vithal, 2010). Sampling is the process of selecting a representative portion or set of individuals or objects from a population (Cohen & Arieli, 2011), while a sampling design is the procedure a researcher adopts in selecting sample units (Rahi & Abd,2019).

Sampling methods are categorised into two categories: probability, and non-probability sampling. In probability sampling, respondents are selected to take part in a survey or other mode of research thus allowing the researcher to make strong statistical inferences about the whole population (Silverman, 2011). For a sample to qualify as a probability sample, each subject in a population must have an equal chance of being selected for a study, and the researcher must know the probability that an individual will be selected. It involves pre-assigning probability of selecting a unit in the population and including it in the sample (Rahi & Abd, 2019). Forms of probability sampling include: Simple random sampling, stratified sampling, systematic sampling, cluster sampling, and multi stage sampling (Silverman, 2011).

Non-probability sampling is a sampling technique used when the researcher is not interested in selecting a sample that is representative of the population (Naveen & Vasanth, 2017). It focuses on in-depth information and not making inferences or generalisations. This sampling method depends heavily on the expertise of the researchers. It is used when the desire of the researcher is to select what he/she thinks is typical sample based on specialist knowledge (Naveen & Vasanth, 2017). It is a sampling technique that allows the researcher to use cases that have required in-depth information with respect to the objectives of the study (Martínez-Mesa, *et al.*, 2016). Cases of subject are, therefore, hand-picked because they are informative or they bear the required characteristic. Forms of non-probability sampling include convenience sampling, quota sampling, purposive and snowball sampling (Martínez-Mesa *et al*., 2016). This study adopted both non-probability and probability sampling methods.

3.6.1 Non-probability sampling method

Non-probability sampling method was used to collect qualitative data. In this case, purposive sampling technique was used to pick 23 managers from all classified beach resorts along the

coastal region of Kenya, to be included in the research. Managers were picked as respondents for the study as it was assumed that they were well versed with knowledge on various trends regarding seasonality and performance of beach resorts. In other words, managers were believed to have the required in-depth information with respect to the objectives of the study.

3.6.2 Probability sampling method

Probability sampling method on the other was used to collect quantitative data. Simple random sampling method was used to select 585 beach resorts guests using sample frame from the Kenya Tourism Board Statistics on hotel occupancy in 2016. According to this data, average annual bed occupancies was 49% as shown in Table 3.1 below. From the 49% of bed occupancies of the star-rated beach resorts, the researcher computed 70% to be the desired sample size, as advised by Mugenda and Mugenda (2008). Then to obtain the actual sample size of guests in each star-rated beach resorts, the researcher used the formula suggested by Mugenda and Mugenda (2008) when a population is less than 10,000, which is given as shown below and distributed through the generation of SPSS random numbers.

$$n_f = \frac{n}{1 + n/N}$$

Where n_f = Actual sample size when the population size is less than 10,000

n = Desired sample size when population size is less than 10,000 (which is 70% of the population size which corresponds to bed occupancy)

N = Population size

This formula was used in obtaining the actual sample size in beach resorts as shown in Table 3.1

Table 3. 1: Guests sample sizes in all beach resorts

South Coast beach resorts	Sampled hotels	Bed occupancy	Average occupancy 49%	Desired sample size 70%	Actual sample size n_f
1		198	97	68	40
2		125	61	43	25
3		90	44	31	18
4		170	83	58	34
5		150	74	51	30
6		253	124	87	51
7		343	168	118	69
8		10	5	3	2
Mombasa Island beach resorts					
9		236	116	81	48
10		48	24	16	10
11		218	107	75	44
12		164	80	56	33
13		106	52	36	21
14		43	21	15	9
15		88	43	30	18
North Coast beach resorts					
16		35	17	12	7
17		54	26	18	11
18		80	39	27	16
19		145	71	50	29
20		109	53	37	22
21		88	43	30	18
22		35	17	12	7
23		113	55	39	23
Total		2900	1420	994	585

Source: Survey data (2023)

For example, for beach resort 1 actual sample was calculated as follows:

$$n_f = \frac{68}{1 + 68/97} = 40$$

Consequently, as shown in Table 3.1, the number of sampled guests to be included in the research was 585 guests. Only the guests who at the time of the survey found in the beach resorts were

selected to participate in the study. The number of beach resort general managers picked for the study was 23 and, therefore, the total number of respondents was 608.

3.7 Data Collection Instruments and Procedures

This study engaged both primary and secondary data sources. Primary data collection involves directly obtaining first-hand information from the source with the aid of various instruments. Secondary data collection, on the other hand, entails retrieving data from already recorded information that had been collected for another use (Naveen & Vasanth, 2017). Some sources of secondary data include books, magazines, hotel information systems or publications and journals among others.

For primary data sources, this study used questionnaires and interview guide to gather information from respondents. Self-administered questionnaires were used to obtain data from both managers and guests. Questionnaires contained both open-ended and closed-ended questions for each of the study variables as shown in Appendix II and III. For the closed-ended questions, the instrument adopted a Likert type Scale. The questionnaires were distributed to all managers and sampled guests.

Interview guides were used to obtain data from managers only. They contained questions that sought to get views and opinions of managers regarding objectives one and two of this study. Interview schedules entailed use of semi-structured questions to collect data (Guha & Kumar, 2016). Interview guides were appropriate for the study since they provided in-depth data due to their flexibility (Sürücü & Maslak, 2020).

Research licence was obtained from NACOSTI and introduction letters were presented to each beach resort picked for study. This was followed by appointments for participation. Permission was also sought from the management to allow the researcher to distribute and engage respondents in the study.

3.8 Validity and Reliability

Validity is the extent to which the instruments measure what it purports to measure (Ahmed, Vafaei, Alvarado & Zunzunegui, 2018). That is, instrument validity ensures that collected data enabled data analysis that would yield or answer the research questions appropriately. There are four types of validity in researches namely: Construct validity, content validity, face validity and criterion validity. While construct validity ensures that the test measure the concept that it's intended to measure, content validity measures representatives of what the instrument aims to measure. Face validity ensures that the content of the test appear to be suitable to its aims, and criterion validity focuses on how well the instrument compares with external variables considered to be direct measures of the characteristic or behaviour being examined (AbdGani, Rathakrishnan & Krishnasamy, 2020).

For content validity of the instruments, the researcher ensured that the questions were consistent with the study objectives. Opinions and views of resort managers and guests were sought to evaluate the relevance, wording and clarity of questions in the instrument. A pilot test of instruments was conducted before the actual data collection process and data from the questionnaires was compared to assess the degree to which they concur. This procedure ensured concurrent validity.

Through piloting, face validity, content validity and construct validity were done to check whether the respondent would experience difficulties in understanding items during the actual data collection. Further, pilot testing ensured that none of vital items or aspects of the study variables was left behind. Therefore, using pre-testing to ensure validity revealed the effectiveness of the instrument in collecting relevant and consistent information. Moreover, content validity was examined through rational analysis of the instrument by ratters who were familiar with constructs of interest. Construct validity was assessed through convergent validity tests that checked the degree to which the scale correlates in the same direction with other measures of the same construct. Confirmatory factor analysis was done to ascertain construct validity as recommended by different researchers.

Reliability is the extent to which a questionnaire tests observation or any measurement procedure produces the same results (Abacigil, *et al.,* 2019). Reliability refers to the consistency of measurement in a composite variable formed by combining scores on a set of items (AbdGani, Rathakrishnan & Krishnasamy, 2020). The researcher ensured internal consistency of research instrument by performing Cronbach Alpha Test. Cronbach's Alpha is a reliability coefficient that indicates how well items in a study are positively correlated to one another (de Barros, da Silva Lirani & de Francisco, 2020).

Cronbach's Alpha Test is relevant in measuring internal consistency since it is applicable and relevant in tools where multiple Likert questions are used. According to Fitriyanto, Widjanarko & Khumaedi (2019), Cronbach's alpha coefficient ranges between zero and one. The closer the coefficient to one, the greater the reliability of the variables and vice versa. Table 3.2 shows the interpretation of measure of reliability using Cronbach's Alpha values. According to Graham,

Sahay, Rizo, Messing & Macy (2021) reliability test which indicates reliability value of 0.70 and above would indicate acceptable level of instrument reliability.

Table 3. 2: Interpretation of measure of reliability

Cronbach's Alpha Value	Interpretation
Alpha (A) is greater than or equal to 0.9 ($A \geq 0.9$)	Excellent
Greater than 0.8 (> .8)	Good
Greater than 0.7 (> .7)	Acceptable
Greater than 0.6 (> .6)	Questionable
Greater than 0.5 (> .5)	Poor
Less than 0.5 (< .5)	Unacceptable

Source: Survey data (2023)

3.9 Piloting of the Instruments

Piloting of research instrument refers to the process of testing the practicality of the research instruments in not only collecting required information and yielding relevant results after analysis, but also whether the instrument questions are clear and well understood by respondents. This procedure aimed at ensuring that the instruments adequately measure what they are supposed to measure and do not give biased results (Snelson, 2016).

In social studies the number of cases in the pretesting should not be large (AbdGani, Rathakrishnan & Krishnasamy, 2020). Normally, pilot sample size is between 1% and 10% of the actual sample size (de Barros, da Silva Lirani & de Francisco, 2020). For piloting, this study used two randomly sampled beach resorts and obtained 2 managers and 56 guests from the two beach resorts. Piloting results confirmed the reliability and validity of the research instrument. The two pilot beach resorts were not covered in the actual research process but results were included in entire report.

3.10 Data Analysis and Presentation of Results

Data analysis is the process of inspecting, cleaning and formatting of gathered information to discover its usefulness for sound decision-making (Snelson, 2016). Data analysis is conducted with the aim of extracting meaning and improving quality of the collected information (Ahmed *et al*., 2018). The study yield both quantitative and qualitative data based on its design and the instruments of data collected.

3.10.1 Quantitative data analysis

Quantitative data collected through closed-ended questionnaires was analysed using SPSS as a tool. The study checked and confirmed data quality before conducting any statistical analysis. Descriptive statistics such as means, standard deviation, median and normality checks using skewness, kurtosis and frequency histograms were exploited after data cleaning. Validity and data reliability was ascertained as per recommendations of Saunders and Bezzina (2015).

Descriptive statistics were then used to clean up the data and prepare it for inferential analysis. Factor analysis was used to confirm major influences of the components of independent, moderating and mediating variables on the respective components of the dependent variable (Pallant, 2010). Statistical Packages for Social Sciences (SPSS) was then utilised to process data after coding. Analysis of each specific objective is discussed in Section 3.10, which also discusses the empirical models used for each specific objective.

The nature and strength of association was determined through Pearson's product moment correlation coefficient (r). Coefficient of determination (R^2) was used to measure amount of variation in the dependent variable explained by the independent variable(s). For inferential analysis, significance of the direct and indirect effects was tested at 5% level of significance. The corresponding null hypotheses were rejected whenever the p-values were less than the level of

significance ($p \leq 0.05$) and conclusion that the relationships are significant was made, otherwise fail to reject and conclude that there is no significant relationship.

3.10.2 Qualitative data analysis

Qualitative data collected through interview schedules was analysed through thematic approach as advised by Maher (2018). Thematic data analysis is the process of organising, analysing, and interpreting qualitative data to capture themes and patterns and be able to answer research questions (Lester, Cho & Lochmiller, 2020). In this case, the responses were grouped according to major themes or variables of the study and responses categorised accordingly. That is, responses having common patterns were coded and grouped together for ease of analysis (Akinyode & Khan, 2018). Data was cleaned and classified on daily basis every time the interview was conducted. This is because and data analysis is an "ongoing process" in qualitative studies (Lester, Cho & Lochmiller, 2020). Information collected was arranged to examining relationship in the variables.

Data with common themes and patterns was grouped in the analysis to form the basis of report formulation (Harding, 2018). This formed the basis of building evidence that support the cases in the study. This was then used to discuss the contrasts of the phenomenon and the relationship among the contracts. Finally, the data was evaluated and analysed to determine the adequacy of the information, credibility, usefulness, consistency and validation in relationship to the study objectives.

3.11 Empirical Model

Relationship between study variables was verified by empirical model. Based on the conceptual framework of the study, key empirical models were developed and used in testing each

hypothesis (Ong & Puteh, 2017). These models were thus vital in testing the statistical significance for both direct and indirect relationships.

3.11.1 Direct Effect Model

Direct effects model involved regressing the dependent variable (performance of star-rated beach resorts) on the independent variables (seasonality, and consumer travel behaviours) and thus, was a multiple linear regression model. This model, therefore, took the following form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where

Y	=	Performance of star-rated beach resorts	(dependent variable)
X_1	=	Seasonality	(independent variable)
X_2	=	Consumer travel behaviours	(independent variable)
β_0	=	Constant (model intercept)	
β_1	=	Coefficients constant for seasonality	
β_2	=	Coefficients constant for consumer travel behaviours	
ε	=	error term	

The coefficient β_1 explains the induced change in performance of beach resorts brought about by a unit change in seasonality, while β_2 explains the induced change in performance of beach resorts brought about by a unit change in consumer travel behaviour. ε is the error term, which accounts for the variability in Y unexplainable by the linear effect of the predictor variables. The corresponding p-values for two regression coefficients were used to test for the significance of the effects of the independent variables. The p-values were, thus, used to test hypothesis H_{01} and H_{02}. This multiple linear regression model was considered as the base model.

3.11.2 Indirect effects model (mediating effect)

For mediating effects, the mediating variable, which was management strategies, was denoted as M. Effect of management strategies was tested using a step-by-step approach suggested by Baron and Kenny (1986). In this procedure, composite variable for the two independent variables combined was obtained. This was denoted as composite variable as X . Step-by-step approach by Baron and Kenny (1986) is summarised as shown in Table 3.3

Table 3. 3: Step-by-step approach by Baron and Kenny (1986)

Steps	Model	Description
Step 1	$Y = \beta_0 + \beta_1 X + \varepsilon$	Regression model of X predicting Y
Step 2	$M = \beta_0 + \beta_2 X + \varepsilon$	Regression model of X predicting M
Step 3	$Y = \beta_0 + \beta_3 M + \varepsilon$	Regression model of M predicting Y
Step 4	$Y = \beta_0 + \beta_4 X + \beta_5 M + \varepsilon$	Regression model with X and M predicting Y

Source: Survey data (2023)

The step-by-step approach detailed above is aimed at establishing the non-existence of relationships among the variables. If one or more of these relationships are non-significant, the conclusion is mediation is not possible. Based on the significance of the relationships, the corresponding p-values were utilised in testing hypothesis H_{03}. To determine whether the mediation effect is full or partial, the significance of the changes in the coefficient constants and p-values in the base model and the model (iv) was tested after intervention.

3.11. 3 Moderating effect

From the conceptual framework, the moderating variables are:

Leadership commitment (denoted as Z_1)

Socio-cultural factors (denoted as Z_2)

Moderating influence of leadership commitment and socio-cultural factors was tested using the following regression equations

$Y = \beta_0 + \beta_1 X + \beta_2 Z_1 + \beta_3 (X * Z_1) + \varepsilon$ ..... (v)

$$Y = \beta_0 + \beta_1 X + \beta_4 Z_2 + \beta_5 (X * Z_2) + \varepsilon \quad \text{..... (vi)}$$

Where;

Y = Performance of star-rated beach resorts (Dependent variable)

X = Composite independent variable (Independent variable)

Z_1 = Leadership commitment (Moderating variable 1)

Z_2 = Socio-cultural factors (Moderating variable 2)

$X*Z_1$ = Interaction variable between composite independent variable and leadership commitment

$X*Z_2$ = Interaction variable between composite independent variable and socio-cultural factors

β_0 = Constant (model intercept)

β_1 = Coefficients of the composite independent variable

β_2 = Coefficients of the moderating variable 1

β_3 = Coefficients of the interaction variable 1

β_4 = Coefficients of the moderating variable 2

β_5 = Coefficients of the interaction variable 2

ε = error term

Moderating effects of leadership commitment and socio-cultural factors was examined using the significance of the coefficient constants corresponding to each interaction variable. Therefore, the p-values corresponding to β_3 and β_5 were used to test H_{04} and H_{05} respectively.

3.12 Diagnostic Tests

Diagnostic tests are carried out to ensure that the collected data correctly fit the type of analysis and/or the expected outcomes of the study. Since this study involved regression analysis, diagnostic tests ensured that the collected data suitably fit regression modelling. The tests, thus,

ensured that correct data analysis procedures are applied in handling correctly obtained data to give expected outcomes. Diagnostic tests that were performed included tests for normality, linearity, homoscedasticity and multicollinearity.

Tests for normality were used to check whether followed normal distribution, which is a condition for regression modelling. Normality of the data was tested using the Shapiro–Wilk test, where the data was assumed to have normal distribution if the corresponding p – value was found to be above significance level ($P \geq 0.05$), otherwise for $P < 0.05$ would imply deviation from normality.

Test for linearity was used to establish existence of a linear relationship between seasonality, consumer travel behaviour and performance of star-rated beach resorts. This test was based on a null hypothesis that deviation from linearity is not significant against an alternative hypothesis that deviation from linearity is significant. The corresponding p-value was used to make conclusion accordingly (as later discussed in Chapter Four).

Homoscedasticity refers to existence of uniform variance for one continuous variable at all values or levels for another continuous variable (Rosopa *et al.*, 2019). This test was performed using Levene's test statistic, which measured whether impact of seasonality and consumer travel behaviour on performance of star-rated beach resorts had homogeneous variance for different categories of respondents and for different predictor variables. A $p – value < 0.05$ implied heterogeneity of the observations, while $p – value \geq 0.05$ indicated homogeneity in the response variable

Multicollinearity refers to a situation in which two or more explanatory variables in a multiple regression model are linearly related. According to Field (2009), some correlation is considered to exist if the correlation coefficient between two explanatory variables is greater than 0.3. However, caution should be taken for inclusion of explanatory variables with a correlation coefficient of more than 0.7 (Field, 2009). Apart from the usual correlation coefficient, multicollinearity was also tested using variance inflation factor (VIF) and Tolerance since both are widely used measures of the degree of multi-collinearity of the between two independent variables in a regression model.

A small tolerance value indicates that the variable under consideration is almost a perfect linear combination of the independent variables already in the equation and that it should not be added to the regression equation. A tolerance of less than 0.1 indicates existence of multicollinearity (Field, 2009). The VIF measures the impact of collinearity among the variables in a regression model. The VIF is 1/tolerance and hence it is always greater than or equal to 1. Values of VIF that exceed 10 are often regarded as indicating multicollinearity, but for weak models lower values up to 2.5 may indicate presence of multicollinearity (Field, 2009).

3.13 Measurement of Variables

The dependent variable in this study is performance of star-rated beach resorts, while seasonality and customer travel behaviours are the independent variables. For the indirect effects, top management commitment is a mediating variable, while socio-cultural factors are the moderating variable. Measurements of these variables is shown in Table 3.4

Table 3. 4: Measurement of variables

Variable	Type	Operationalisation	Indicators	Measurement in the questionnaire
Seasonality	Independent	▪ Varied budget allocations ▪ Varied bookings ▪ Occupancy ratios ▪ Returns ▪ Workforce reduction/increase ▪ Operation hours	▪ Arrivals and departures ▪ Rooms occupancy rates ▪ Profit margins ▪ Traffic densities ▪ Seasonal labour demands ▪ Duration of stay ▪ Industrial pressure ▪ Underutilisation of hotel resources	APPENDIX I Section B&C
consumer travel behaviour	Independent	▪ Age & gender ▪ Perceptions ▪ Income ▪ Family size ▪ Technology	▪ Traffic congestion ▪ Government restrictions ▪ Industrial pressure ▪ Over utilisation of hotel resources ▪ Infrastructural development ▪ Weather/climate ▪ Social amenities	APPENDIX III Section B
Management strategies	Mediating	▪ Innovativeness ▪ Market specificity ▪ Product/service specificity ▪ Partnerships and collaborations ▪ SMART objectives ▪ Proper record keeping ▪ Trend forecasting	▪ Price differentiation ▪ Product differentiation ▪ Market differentiation ▪ Government interventions ▪ Product/service diversification	APPENDIX I Section D
Leadership commitment	Moderating	▪ Existence of quality vision &mission ▪ Team building ▪ Making right decisions	▪ Quality vision ▪ Mission ▪ Quality policy ▪ Quality leadership	APPENDIX I Section E

		▪ Setting right culture ▪ Leading through others	▪ Industry regulations and policies	
Socio-cultural Activities	Moderating	▪ Travel reasons and advisories ▪ Travel expenses ▪ Nature of occupation ▪ Hotel preferences and tastes ▪ Infrastructure, training and security	▪ Calendar of social events ▪ Holidays ▪ Festivals ▪ Sporting season ▪ Traditional celebrations ▪ Government regulations	APPENDIX I Section F
Performance of star-rated beach resorts	Dependent	▪ Customer satisfaction ▪ Timeliness ▪ Cost savings ▪ Profit maximisation ▪ Wastage reduction	▪ Returns on sales ▪ Returns on assets ▪ Return on investment ▪ Profit growth ▪ Customer satisfaction ▪ Product/service diversification ▪ Innovativeness ▪ Market share ▪ Repeat visits ▪ Customer satisfaction	APPENDIX I Section G

Source: Survey data (2023)

3.14 Research Hypotheses Testing

Table 3.5 shows a summary of research hypotheses for the proposed study and how they were tested.

Table 3. 5: Summary of research hypotheses testing

Research Objective	**Hypothesis**	**Statistical model**	**Interpretation of results**
Research Objective 1: To investigate the relationship between seasonality and performance of star-rated beach resorts	**Hypothesis 1:** **H_{O1}:** There is no significant relationship between seasonality and performance of star-rated beach resorts	$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$ Where: Y = Performance of star-rated beach resorts X_1 = Seasonality	H_{01}: $\beta_1 = 0$ H_{11}: $\beta_1 \neq 0$ Where β_1= regression coefficients for seasonality Reject H_{01}whenever $p < 0.05$ Otherwise fail to reject the H_{01}

Research Objective 2: To investigate the relationship between consumer travel behaviour and performance of star-rated beach resorts	**Hypothesis 2**: **H_{O2}:** There is no significant relationship between consumer travel behaviour and performance of star-rated beach resorts	X_2=Consumer Travel Behaviours β_0 = Intercept Constant β_1= Coefficient Constant for Seasonality β_2= Coefficient Constant for Consumer Travel Behaviours ε = error term	H_{02}: $\beta_2 = 0$ H_{12}: $\beta_2 \neq 0$ Where β_2=regression coefficients for customer travel behaviour Reject H_{02} whenever $p < 0.05$ Otherwise fail to reject the H_{02}
Research Objective 3: To examine the mediation effect of management strategies on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts	**Hypothesis 3**: **H_{O3}**: Management strategies does not have any mediation effect on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts	(i) $Y = \beta_0 + \beta_1 X + \varepsilon$ (ii) $M_1 = \beta_0 + \beta_2 X + \varepsilon$ (iii) $Y = \beta_0 + \beta_3 M_1 + \varepsilon$	H_{03}: $\beta_i = 0$ H_{13}: $\beta_i \neq 0$, i =1, 2, 3 Where β_3 are the respective regression coefficients in the three models Reject H_{03}whenever $p<0.05$ in the three models, Otherwise fail to reject the H_{03}
Research Objective 4: To assess the moderation effect of leadership commitment on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts	**Hypothesis 4**: **H_{O3}**: Leadership commitment does not have any moderating effect on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts	$Y = \beta_0 + \beta_1 X + \beta_2 Z_1 + \beta_3 (X*Z_1) + \varepsilon$ where Y = Performance of star-rated beach resorts X = Composite independent variable Z_1 = Leadership commitment $X*Z_1$ = Interaction Variable β_0 = Intercept Constant β_1 = Coefficients of X β_2 = Coefficients of Z_1 β_3 = Coefficients of the interaction variable ε = error term	H_{04}: $\beta_3 = 0$ H_{14}: $\beta_3 \neq 0$ Where β_1= regression coefficients for Food quality and surveillance Reject H_{04} whenever $p < 0.05$ Otherwise fail to reject the H_{04}
Research Objective 5: To assess the moderation effect of socio-cultural factors on the relationship	**Hypothesis 5**: **H_{O5}**: Socio-cultural factors do not have any moderating	$Y = \beta_0 + \beta_1 X + \beta_4 Z_2 + \beta_5 (X*Z_2) + \varepsilon$ Where	H_{05}: $\beta_5 = 0$ H_{15}: $\beta_5 \neq 0$

between seasonality and consumer travel behaviour and performance of star-rated beach resorts	effect on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts	Y = Performance of star-rated beach resorts X = Composite independent variable Z_2 = Socio-cultural factors $X*Z_2$ = Interaction Variable β_0 = Intercept Constant β_1 = Coefficients of X β_2=Coefficients of Z_2 β_3 = Coefficients of the interaction variable ε = error term	Where β_1 = regression coefficients for Food quality and surveillance Reject H_{04} whenever $p < 0.05$ Otherwise fail to reject the H_{04}

Source: Survey data (2023)

3.15 Research Ethical Issues

The term 'ethics' in research refers to a method, procedure, or perspective' for guiding the treatment of complex problems and issues (Bell *et al*., 2018). Brownstein and Saul (2016) define research ethics as "principles and systems, relating to what is right and what is wrong, standards and codes of conduct." Ethical considerations should always be of primary concern to any researcher. One reason for adherence to ethics in research is that the principles promote the aims of research, such as knowledge, truth and avoidance of error. Also, since research involves cooperation among different people and, sometimes, across organisations, ethical standards promote values that are essential to collaborative work. Moreover, ethical norms help to ensure that researchers are held accountable to their work. Furthermore, research ethics helps in promoting other important moral and social values, such as social responsibility, human rights, animal welfare, compliance with the law and health and safety (Bell *et al*, 2018).

In compliance with research code of ethics, this study adopted a combination of Kenya Projects Organisation (KENPRO) research code of ethics (2012), the British Psychological Society (BPS) and the American Psychological Association (APA) code of ethics (Saunders *et al*, 2015). All these codes of ethics agree that a researcher must formulate and follow ethical guidelines. Such guidelines ensured a fair and unbiased approach in the entire research process.

Before the onset of data collection, the researcher explained the purpose of the study to all research subjects as well as assuring confidentiality of their responses. This was done while cautiously seeking consent after their agreement. The researcher further ensured that the principle of voluntary participation, which requires that people are not coerced into participating in research, was followed. The informed consent of the participants was also ensured by explaining the aim of the study and all procedures involved. Care was taken to ensure that the participants are kept anonymous to avoid any fear of victimisation.

Further, the researcher acquired a research license from National Commission for Science, Technology and Innovation (NACOSTI), which fully authorised the research process. A letter from the Technical University of Kenya was also acquired for authorisation. Moreover, all major works and statements quoted in the study were dully cited with the source indicated, within text and properly referenced.

CHAPTER FOUR: RESEARCH FINDINGS

4.1 Introduction

This chapter presents the findings and analysis of the study objectives. It is organised into four sections. The first section gives the overall response rate and reliability of the research instrument. Section Two discusses the descriptive statistics of study respondents, beach resorts and responses on each study variable. The chapter then presents the inferential analytical procedures and results. In particular, Section Three gives the results of diagnostic analysis, direct and indirect effects modelling and testing of the research hypotheses. Diagnostic checks were conducted to examine if the data collected interrupts the conditions for normality, homoscedasticity, non-multicollinearity and linearity, which are requirements for regression analysis. Section Four presents qualitative study results based on interviews conducted with the managers in relation to each study variable.

4.2 Response Rates

Response rate is a measure of how well the sampled units adequately represent the targeted population. Response rate is obtained from the ratio of sample size to population size. Consequently, the higher the response rate the higher the sampling fraction and thus, a good sample representation. High response rates minimise any chance of obtaining biased statistics resulting in valid and reliable study findings (AbdGani, Rathakrishnan & Krishnasamy, 2020). Response rate was computed using the formula:

$$\frac{Actual\ Number}{Expected\ Number} \times 100$$

In this study, the response rates were as shown in Table 4.1.

Table 4.1: Response rates

Category	Targeted sample size	Actual response	Per cent
Managers	23	23	100.0%
Guests	585	492	84.1%

Source: Survey data (2023)

The study targeted 23 beach resorts, where in each resort one manager was chosen to represent the resort. From Table 4.1, it can be seen that all 23 managers were available and participated in the study. This gave a 100.0% response rate for managers. For guests in these resorts, the study targeted 585 sampled guests. However, out of this number, only 492 fully participated in the study, giving a response rate of 84.1%. This was due to the fact that it was only guests who at the time of the survey were found in the beach resorts were included as respondents. This percentage however, gave an adequate response rate since, according to Mugenda and Mugenda (2003), an acceptable response rate should be at least 70%.

4.3 Reliability Analysis

Reliability is a measure of the degree to which research instruments yield consistent results after repeated trials. Reliability is influenced by a random error such that as random error increases, reliability decreases. As discussed in Chapter Three, the reliability of the research instrument was measured using Cronbach's Alpha coefficient. Cronbach Alpha in this study for each of the sections of the instrument was as indicated in Table 4.2.

Table 4.2: Reliability analysis

Variable	No. of Items	Alpha score(α)	Comment
Consumer travel behaviour	10	.912	Reliable
Seasonality	9	.725	Reliable
Socio-cultural activities	9	.879	Reliable
Management strategies	11	.773	Reliable
Leadership commitment	9	.780	Reliable
Performance of beach resorts	16	.806	Reliable
Overall reliability coefficient	**64**	**.813**	**Reliable**

Source: Survey data (2023)

Table 4.2 gives the reliability results for each study variable and the corresponding interpretation. A score of more than 0.7 implies an acceptable level of internal consistency as noted by AbdGani, Rathakrishnan and Krishnasamy (2020). Also, the closer the reliability score is to 1, the greater the extent of internal consistency. In Table 4.2, none of the Alpha scores is less than 0.7 for each study variable, an indication that the research instrument was reliable. This is also demonstrated by the overall reliability coefficient of 81.3%, which implies excellent reliability.

4.4 Demographic Characteristics

This section presents the demographic characteristics of both managers and resort guests.

4.4.1 Demographic Characteristics of Managers

For managers, the demographic characteristics are shown in Table 4.3.

Table 4.3: Demographic characteristics of managers

Gender	**n**	**Per cent**
Male	19	82.60
Female	4	17.40
Age distribution		
Less than 21	0	0.00
21-30	0	0.00
31-40	15	65.20
41-50	6	26.10
51-60	2	8.70
Above 60	0	0.00
Professional training level		
Certificate	0	0.00
Diploma	4	17.40
Undergraduate	12	52.20
Postgraduate	7	30.40
Work experience in the industry		
Less than 6 years	4	17.40
6-10 years	7	30.40
11-15 years	7	30.40
Above 15 years	5	21.70
Years worked in the current resort		
Less than 6 years	19	82.60
6-10 years	4	17.40
11-15 years	0	0.00
Above 15 years	0	0.00

From Table 4.3, most managers (82.6%) were males, while the rest (17.4%) were females. The age distribution of these participants was such that more than half (65.2%) were aged 31 to 40 years. Those between 41 years and 50 years accounted for 26.1%, while the remaining 8.7% belonged to the age bracket of 51-60 years. Other age clusters did not have any observed frequencies. In terms of the level of professional training, slightly more than half of the managers (52.2%) had attained the undergraduate level of professional training, 30.4% had postgraduate professional training level, while only 17.4% had attained diploma level of professional training. None of the managers, however, had attained a certificate level of professional training.

On the work experience in the industry, the findings revealed an equal proportion of 30.0% of managers had worked for between 6-10 and 11-15 years, 21.7 % had worked for over 15 years and 17.4 % had worked for less than 6 years in the industry. However, on the question of the duration, while working in the current resort, it was observed that more than 80.0% of the respondents had taken less than 6 years in their current resorts. Very few (17.4%) had taken between 6 to 10 years at their current workplaces. None of the managers had taken more than 10 years in the current resort.

4.4.2 Demographic Characteristics of Guests

The demographic characteristics of guests were as shown in Table 4.4 below. Table 4.4 shows that the majority of the guests (60.4%) visiting beach resorts are males, with female guests accounting for the remaining 39.6%. This is probably attributed to males having more disposable income and leisure time than their female counterparts. It was further observed that the overall frequency of local guests was higher than that of foreign guests by 29.0%. This was probably due to containment measures taken by most foreign countries due to COVID-19.

Table 4.4: Demographic characteristics of guests

Gender	**n**	**Per cent**
Male	297	60.40
Female	195	39.60
Nationality		
Local	342	69.50
Foreign	150	30.50
Age distribution		
Less than 21	3	.60
21-30	63	12.80
31-40	198	40.20
41-50	183	37.20
51-60	39	7.90
Above 60	6	1.20
Professional training level		
Certificate	66	13.40
Diploma	162	32.90
Undergraduate	213	43.30
Postgraduate	51	10.40
How visit is organized		
Personal	192	39.00
By family	96	19.50
By Company	117	23.80
By Agent	51	10.40
Group/mass	36	7.30
Frequency of trips to Kenya		
Annually	294	59.80
Semi-annually	51	10.40
Quarterly	135	27.40
All year round	12	2.40
Previous visit to the beach resort		
Yes	420	85.40
No	72	14.60
Recommending the resort to a friend		
Yes	486	98.80
No	6	1.20
Total		**100.00**

Source: Survey data (2023

In terms of the age distribution of guests, it was noted that the majority of guests (77.4%) had ages between 31 years and 50 years, with 31-40 years being slightly higher (40.2%) than between

the 41-50 years category (37.2%). Ages 31-50 years constitute a greater number of travellers because the majority are working class.

The age bracket with the lowest per cent was observed to be "*Less than 21*" with only 0.6%, followed by "*Above 60*" and "*51-60*" categories with 1.2% and 7.9% respectively. This could have been attributed by the fact that a majority in the category of "*Less than 20*" are not working, while the "*Above 60*" category are already retired with no disposable income.

On the question of how the visit was organised, most guests (39.0%) organised their visits themselves. This category was followed by guests whose visits were organised by companies, accounting for 23.8%. Visits organised by family, by agent and by group or mass accounted for 19.5%, 10.4% and 7.3%, respectively. More than half of the guests (59.8%) responded that they visit Kenya annually.

This proportion was followed by those who stated that they often visit Kenya; quarterly (27.4%) and semi-annually (10.4%). The remaining guests (2.4%) stated that they visit Kenya any time of the year. Further, 85.4% of the guests confirmed that they visited the current resort previously and this could be the probable reason that almost all guests (98.8%) were willing to recommend most beach resorts to their friends. All respondents cited quality services by the beach resorts as the main reason for their answer.

4.4.2 Characteristics of Sampled Beach Resorts

The characteristics of the sampled beach resorts were as presented in Table 4.5.

Table 4.5: Characteristics of Beach Resorts

Beach resort rating	N	Per cent
5-star	5	21.70
4-star	10	43.50
3-star	7	30.40
2-star	1	4.30
Beach resort ownership		
Local	17	73.90
Foreign	1	4.30
Joint venture	5	21.70
Duration of operation		
3-5 years	5	21.70
More than 5 years	18	78.30
Resort having outlets		
Yes	17	73.90
No	6	26.10
Target market		
Local/Domestic	6	26.10
Foreign/international	3	13.00
Both local and foreign	14	60.90
Level of competition		
Low intense	1	4.30
Intense	10	43.50
Fairly intense	5	21.70
Very intense	7	30.40
Total	**23**	**100.0**

Source: Survey data (2023)

As shown in Table 4.5, the beach resort ratings of the sampled resorts showed that 4-star accounted for 43.5%, 3-star accounted for 30.4%, followed by 5-star and 2-star with 21.7% and 4.3%, respectively. On ownership type, local ownership scored 73.9%, followed by joint venture (21.7%) then foreign ownership (4.3%). On the duration of operation, it was observed that 78.3% had operated for more than 5 years, while the rest (21.7%) had operated for a period of between 3 years and 5 years. Out of the 23 sampled beach resorts, 17 (73.9%) resorts were found to have outlets, an indication of how well-established most star-rated beach resorts are. Despite this discrepancy, the resorts majorly targeted both local and foreign markets (60.9%) followed by

targets on local or domestic markets (26.1%), and, finally, foreign markets (13.0%). In all the sampled beach resorts, it was noted that the level of competition is intense.

4.5 Descriptive Statistics of Each Study Variable

This section gives the descriptive statistics of each of the study variables. The responses are summarised in tables and graphs as shown herein.

4.5.1 Seasonality and Performance of Beach Resorts

This section presents descriptive results for objective one, which was on seasonality and performance of beach resorts. A five-point scale from "1 = Not important" to "5 = Most important", was used to explore seasonality and how it impacts the performance of star-rated beach resorts from beach resort managers. The questions included describing the nature of seasonality in the beach resorts, preferred visit season(s), causes of seasonality and how seasonality impacts the performance of beach resorts.

4.5.1.1 Description of Seasonality

In the description of seasonality at the beach resorts, four main seasons were identified as shown in Table 4.6. Managers were then asked to rate each of the seasons on a five-point Likert scale from "1 = strongly disagree" to "5 = strongly agree". Responses were as shown in Table 4.6

Table 4.6: Description of Seasonality

	Min	Max.	Mean	SD	Sk
Dec-March (*peak* season)	3	5	4.00	.85	.00
April Easter week (*peak* season)	4	5	4.52	.511	-.09
Oct-Dec (*shoulder* season)	1	5	3.57	1.27	-.37
April-July (*low* season)	2	5	4.09	1.08	-.89
Average			4.045	0.93	-.34

Source: Survey data (2023)

According to results in Table 4.6 on mean ratings of seasonality, a high rating, of "Strongly agree", was observed in April Easter week, December-March with the least being October-

December season. A high standard deviation was observed in the October-December season (SD = 1.27) and April-July (SD=1.08), while a low standard deviation was observed in April Easter week (SD = 0.51) and December March (SD=.85). This is an indication of homogeneity of the responses in agreeing that April-Easter week and December-March are *peak* seasons while October-December is *shoulder* and April-July is *low* season.

4.5.1.2 Preferred Visit Season

The question of a preferred season of visit to the beach resorts was directed to resort guests. The respondents were required to state whether they always, rarely or never visit beach resorts during the stated seasons. The responses were as shown in Table 4.7.

Table 4.7: Preferred Visit Season

	Always	**Rarely**	**Never**
Dec-March (*peak* season)	57.9%	31.1%	11.00%
April Easter week (*peak* season)	61.1%	28.8%	10.10%
Oct-Dec (*shoulder* season)	15.2%	56.1%	28.70%
April-July (*low* season)	28.7%	34.8%	36.60%

Source: Survey data (2023)

Table 4.7 presents a picture of the nature of seasonality or frequency of visits to beach resorts, considering the "Always" and "Rarely" categories. In the "Always" category, high proportions were observed in April Easter week (61.1%) and December-March season (57.9%), while *low* season was in the October-December season (15.2%) and April-July (28%). In the "Rarely" column, the highest proportion was observed in the October-December season (56.1%), while the least proportion was on the April Easter week (28.8%). It is, however, notable that visitation patterns have changed with the Easter week season becoming the highest over the traditional December -March. This could be attributed to an increasing trend in domestic tourism.

4.5.1.3 Causes of Seasonality

To further explore seasonality and its effects on the performance of beach resorts, resort managers were asked about the perceived causes of seasonality. Using a five points scale of1= strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, and 5 = strongly agree, managers were asked to indicate with a tick [√**]** to which they agreed or disagree with the stipulated cause of seasonality in beach resorts:

Among the factors that were perceived to cause seasonality included climatic changes, international and domestic travel patterns, religious festivals, school and public holidays, and sports and trade fairs among others. Responses were summarised as shown in Table 4.8.

Table 4.8: Causes of seasonality

Causes of Seasonality	Min	Max.	Mean	SD
Climate	1	5	3.57	1.04
International tourist travel patterns	3	5	3.43	0.72
Domestic tourist travel patterns	2	5	4.14	0.71
Consumer travel behaviour	2	5	3.78	0.84
Religious festivals	1	5	2.78	1.13
Public holidays	2	5	3.91	0.85
School holidays	2	5	4.08	0.90
Sports	1	5	2.74	1.11
Trade fairs	1	4	3.61	1.00
Special events e.g., political gathering	1	4	2.39	1.04
Average			**3.54**	**0.93**

Source: Survey data (2023)

As shown in Table 4.8, the overall mean score of 3.54 indicates that, in general, respondents agreed that the identified possible causes of seasonality lead to seasonality in the star-rated beach resorts. Using the mean ratings of each cause, it can be noted that domestic tourist travel patterns had the highest rating of 4.14, while special events such as political gatherings had the least rating of 2.39. This is an indication that the existence or absence of special events is insignificant in causing seasonality in star-rated beach resorts.

In terms of the homogeneity of the ratings, which was presented using standard deviation, Table 4.8 shows that a high homogeneity was observed in domestic tourist travel patterns. It can, however, be seen that both domestic and international travel patterns and consumer travel behaviour had a generally low standard deviation compared to other identified causes. This observation implied that respondents generally agreed travel patterns are significant factors in influencing seasonality. On the other hand, heterogeneity of the responses, shown by high standard deviation, was observed in religious festivals (SD = 1.13), followed by sports (SD = 1.11). A high standard deviation shows that the respondents were not unified in agreeing with a factor in question is an important factor in causing seasonality in the star-rated beach resorts. A summary of the causes of seasonality is shown in Figure 4.1.

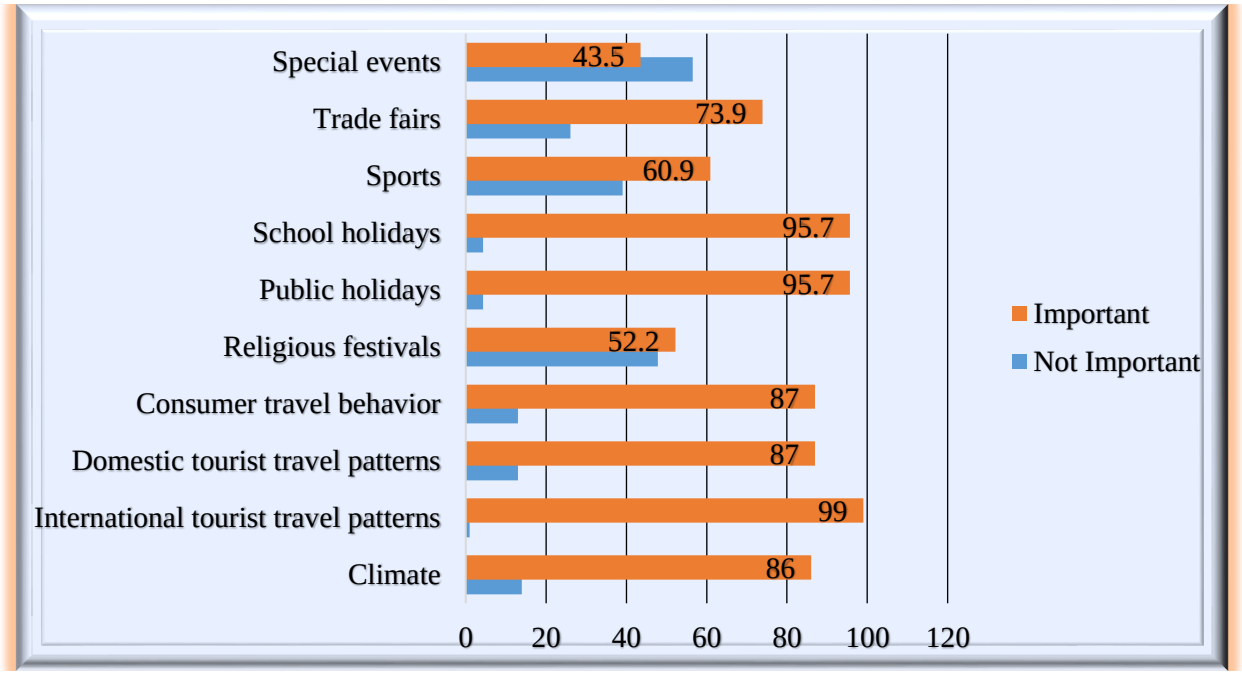

Figure 4.1: Summary of causes of seasonality

From Figure 4.1, it can be seen that for all the factors, the responses tended towards "*Important*" compared to the proportion of rating of "*Not Important*". Further, this summary depicts holidays and travel patterns of visitors as the most important factors influencing seasonality among the star-rated beach resorts.

The findings of the current study have further identified public holidays as a key factor that determines seasonality at coastal beach resorts. The results are consistent with the observations in Table 4.8 concerning the least important factors. It can be seen that it is only in "Special events" where the "*Not Important*" proportion was higher than the "*Important*" proportion. This was closely followed by the proportions under "Religious festivals".

4.5.1.4 Impacts of Seasonality on Performance

Impacts of seasonality were perceived in terms of frequency of resort bookings, duration of stay, effects on the operating environment, swings in seasonal demands and cash flow management. Similarly, a five-point scale of "1 = Not important" to "5 = Most important" was used. A summary of the responses is shown in Table 4.9.

Table 4.9: Impacts of seasonality on performance

	Min	Max.	Mean	SD
Resort bookings fluctuate with time annually	2	5	4.35	.77
Duration of stay depends on the time of the year	1	5	3.39	1.37
Operating environment set by the government influences arrivals and departures	2	5	3.70	.82
Seasonality interferes with the smooth management of cash flow and budget	2	5	4.26	.78
Our institution overcomes problems associated with large swings in seasonal demands	2	5	3.96	.92
Average			**3.93**	**0.93**

Source: Survey data (2023)

From Table 4.9, it can be observed that high ratings, or equivalently, the most important impacts were in fluctuation in resort bookings (mean = 4.35) and disruptions in managing cash flows and budgeting (mean = 4.26). The least rating was observed in the changes in the duration of stay (mean = 3.39), followed by the operating environment set by the government, which in turn influences arrivals and departures. Coincidentally, impacts with the highest mean ratings had the

least standard deviation and vice versa for the impact with the least mean rating. This observation implied that the distribution of the ratings is homogeneous, an indication of unanimous perception of the most significant and immediate impact of seasonality. The overall mean rating was found to be 3.93 with a standard deviation of 0.93.

On the question of the extent to which respondents agree that seasonality results in the identified impacts listed in Table 4.9, a summary of responses is shown in Figure 4.2.

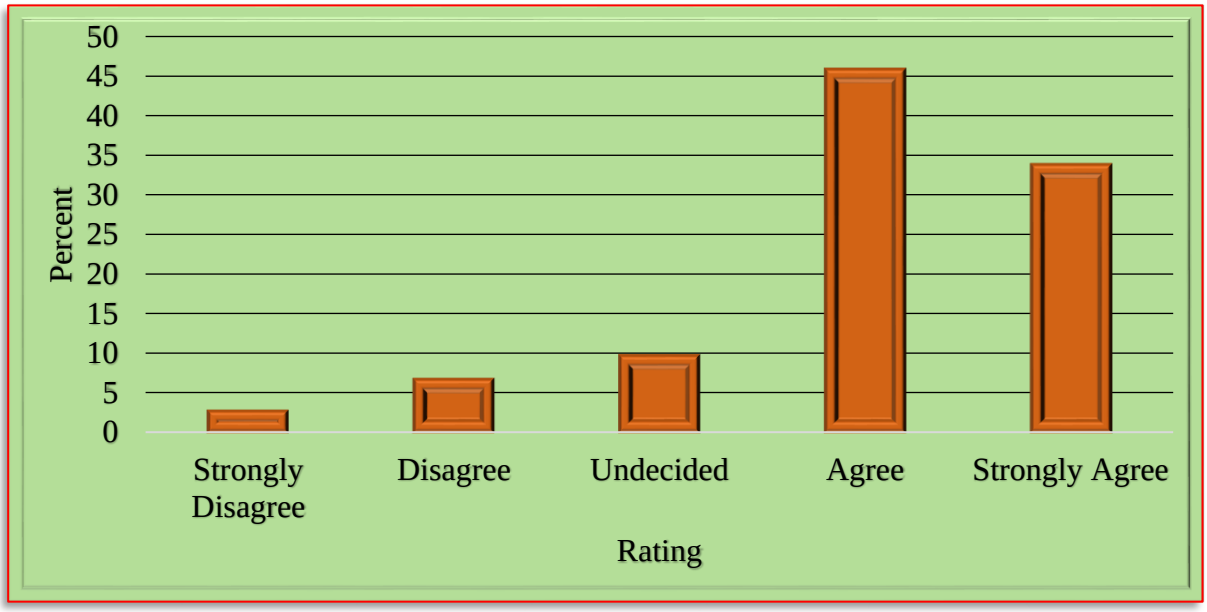

Figure 4.2: Extent of the impact of seasonality

Figure 4.2 shows that responses tended towards the "Agree" side. In particular, the proportions of the ratings were as follows: Strongly Agree = 34%, Agree = 46%, Undecided = 10%, Disagree = 7%, Strongly disagree = 3%. Cumulatively, the proportion of "Agree" side had 80%, which is an indication that, generally, all the identified impacts were true.

The findings identified fluctuation in resort bookings, disruptions in managing cash flows and budgeting as the most important effects of seasonality on beach resorts' performance. These are followed by changes in the duration of stay, and operating environment set by the government

which in turn influences arrivals and departures. A few resorts, however, reported that they were able to overcome impacts caused by seasonality.

4.5.2 Consumer Travel Behaviour and Performance of Beach Resorts

This section discuses descriptive results for objective two, which focused on consumer travel behaviour and performance of beach resorts. Under consumer travel behaviour, respondents were asked about factors that motivate them to travel and that dictate their travel patterns. Various factors were identified and using a five-point scale of "1 = Not important" to "5 = Most important" respondents were asked to rate them in terms of how important each factor is in influencing consumer travel patterns. The responses are summarisedinTable4.10.

Table 4.10: Consumer travel behaviour

	Min	Max.	Mean	SD
Leisure	1	5	3.79	1.07
Holidays	1	5	4.05	1.04
Sports	1	5	2.60	1.30
Religious activities	1	5	2.31	1.13
Business	1	5	3.25	1.22
Weather/climate	1	5	3.62	1.08
Coastal beach ambience	1	5	4.26	.79
Quality service	3	5	4.29	.69
Cultural/traditional festivals	1	5	3.25	1.23
Average			**3.49**	**1.06**

Source: Survey data (2023)

In Table 4.10, a high mean score is an indication that respondents generally noted that the corresponding factor is important in influencing consumer travel behaviour. From Table 4.10, it can be observed that quality, coastal beach ambience and holidays among other listed factors, are key in influencing consumer travel behaviour. That is, beach resorts perceived to offer quality services tend to attract more consumers. Also, consumers tend to travel towards coastal regions characterised by the ambient environment when it is the holiday season. This observation was due to high respective mean ratings of 4.29, 4.26, and 4.05 with a corresponding standard deviation of 0.692, 0.788 and 1.04.

A low standard deviation, as previously mentioned, indicated that there was a unanimous agreement that the two factors are vital in shaping consumer travel patterns.

On the other hand, religious activities exhibited a low mean rating (mean = 2.31) and a standard deviation of 1.13. This was followed by sports, with a mean rating of 2.60 and a standard deviation of 1.30. It can be observed that factors with low mean ratings displayed high standard deviations and vice versa for factors with high mean ratings. The average mean rating was 3.49, which tended towards the "*Important*" side, with a corresponding standard deviation of 1.06. Nonetheless, when the responses were reduced to "Important" and "Not Important," and disregarding the neutral category, the percentage proportions were summarised as shown in Figure 4.3.

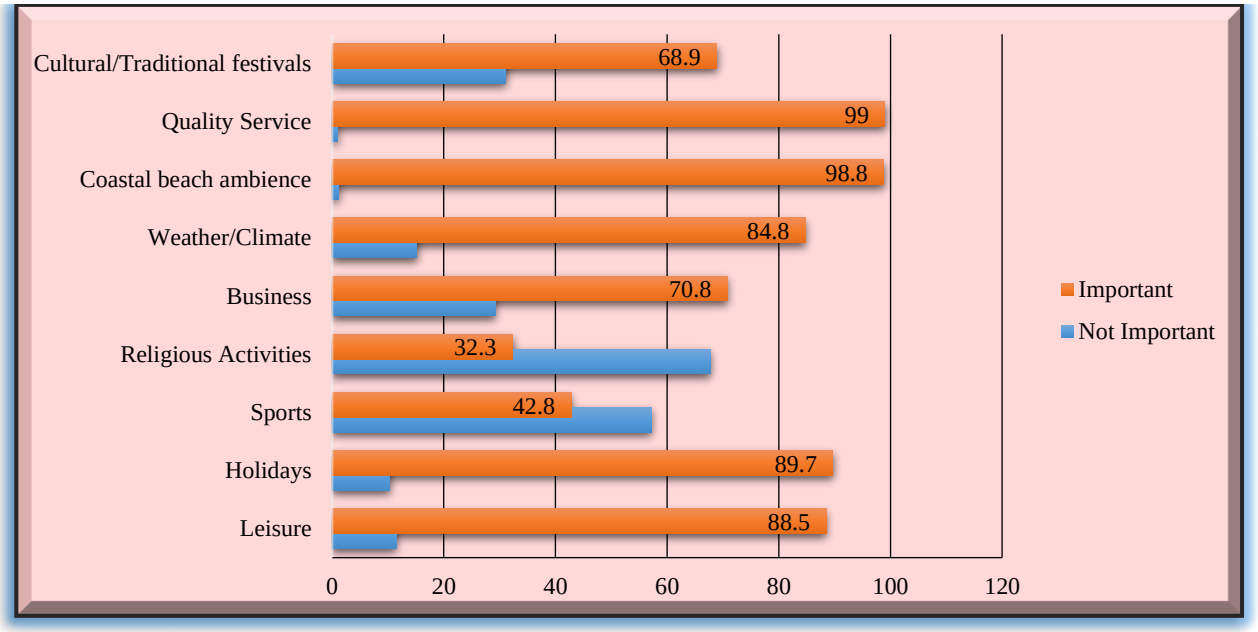

Figure 4.3: Importance of factors influencing consumer travel behaviour

Figure 4.3 shows that all the identified factors were important in influencing consumer travel patterns except for religious activities and sports. That is, for customers, quality service and coastal beach ambience have a significant role in shaping how they travel from one beach resort to another and/or how they choose their destinations. The observation on the significance of

religious activities and sports is consistent with the feeling of managers, who noted that the two factors do not play significant roles in influencing seasonality among star-rated beach resorts.

4.5.3 Strategies used to manage seasonality and consumer travel behaviour

This section presents descriptive results for objective three, which evaluated the mediating effect of management strategies on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts. Specific strategies used to manage seasonality and unpredictable consumer travel behaviour that were identified included price differentiation, product and market diversifications, product and policy mixing, promotional campaigns, seeking government assistance and forming partnerships with other stakeholders, among others. Using a Five-Point rating scale of 1= not important, 2=Less important, 3=important, 4=very important 5= most important, a summary of the responses is shown in Table 4.11.

Table 4.11: Strategies used to manage seasonality and consumer travel behaviour

	Min	Max.	Mean	SD
Price differentiation	3	5	4.61	.58
Product diversification	3	5	4.70	.56
Market diversification	3	5	4.78	.52
Improved quality service	3	5	4.74	.54
Reducing workforce	1	5	3.83	.98
Seeking government support	2	5	3.48	1.04
Seeking stakeholders' support	2	5	3.48	.99
Promotional campaigns	2	5	4.22	.90
Product and policy mixing	3	5	4.22	.67
Partnership with tour operators and travel agents	3	5	4.30	.70
Group bookings and off-season offers	3	5	4.26	.81
Average			**4.24**	**0.76**

Source: Survey data (2023)

From Table 4.11, it can be observed that, generally, all the strategies were important in managing seasonality and unpredictable consumer travel behaviour. This observation was because, in all the strategies, the mean rating was more than 3.0. Nevertheless, the top three ratings were observed in market diversification (mean = 4.78), improved service quality (mean = 4.74) and product diversification (mean = 4.70). It is also worth noting that the strategies with the highest

ratings had the least standard deviations, an indication of how respondents unanimously agreed that the three strategies are suitable for managing seasonality and unpredictable travel behaviour.

Conversely, a different observation was made for strategies that had the least mean ratings. Specifically, the least mean ratings, and corresponding standard deviations, were observed in seeking support from the government (mean = 3.48, SD = 1.04) and from stakeholders (mean = 3.48, SD = 0.99) and reducing workforce (mean = 3.83, SD = 0.98). This is an indication that there were varied opinions on whether these three factors are key in managing seasonality and unpredictable consumer travel behaviour. Despite these varied opinions observations, the average mean rating (= 4.24), nevertheless, showed positive feedback that the strategies are important. This can easily be seen in Figure 4.4.

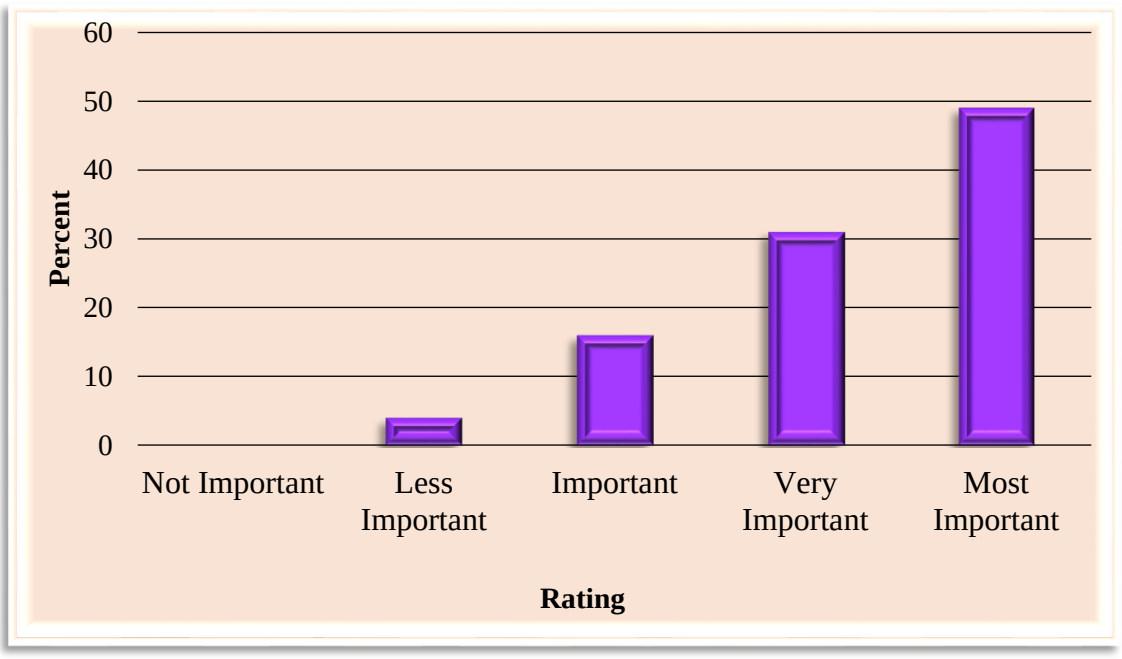

Figure 4.4: Importance of strategies used to manage seasonality and consumer travel behaviour

Figure 4.4 shows that all the identified strategies given in Table 4.11 are important in managing seasonality and unpredictable consumer travel behaviour. Responses portrayed in Figure 4.4 exhibited a negative distribution of responses. This is proof that the responses tended towards

the most important, as explained in Table 4.11. The findings of the current study also identified improved service quality as another very important strategy for managing seasonality in the new hospitality trends.

4.5.4 Moderating Effects of leadership commitment in handling seasonality and consumer travel behaviour

This section discuses descriptive results for objective four, which involved assessing the moderating effects of leadership commitment in handling seasonality and consumer travel behaviour. The effect of leadership commitment was examined in terms of adherence to laid down policies. Using a five-point scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree, respondents were asked to rate the level to which they agree with various statements about leadership commitment. Responses were summarised as shown in Table 4.12.

Table 4.12: Leadership commitment as a moderating variable

	Min	Max.	Mean	SD
Management has a clear picture of where this institution should go	4	5	4.83	.39
Management operates on the right decisions	3	5	4.70	.56
Management relies on team building	3	5	4.43	.59
Management has developed a clear quality management policy	3	5	4.65	.57
Management emphasises personal leadership in quality management	4	5	4.39	.49
Management articulates customer-focused values	4	5	4.48	.51
Total adherence to government regulatory requirements is key in sustainability of this resort	3	5	4.48	.67
Management has established right culture	4	5	4.61	.49
Management emphasises adherence to policies in making decisions	4	5	4.52	.51
Average			**4.57**	**.53**

Source: Survey data (2023)

Table 4.12 presents the minimum and maximum rating values, mean ratings and standard deviation for each of the aspects of leadership commitment. In all management commitment aspects, it can be seen that all responses tended towards the “Agree” side. This inference is

because, in all the statements or aspects, minimum rating values are not less than 3 (= Undecided). It can also be seen that in all the aspects, the maximum rating value is 5 (= Strongly Agree). Further, mean ratings for all the statements are more than 4.0 (= Agree), an indication that the distribution tended towards the "Strongly Agree" side. The ability of the management to develop a clear picture of where the respective institution should go had the highest score with mean = 4.83 and a standard deviation of 0.388. Conversely, the commitment of the management to continuously emphasises personal leadership in quality management had the least score of 4.39 with a standard deviation of 0.49. Nevertheless, the average mean rating for leadership commitment was 4.57, which rounds up to 5, an indication that all the ratings were clustered towards "5 = Strongly Agree".

4.5.5 Moderating effects of socio-cultural activities on seasonality, consumer travel behaviour and beach resort performance

In this section, descriptive results for objective five are presented. Objective five focused on assessing the moderating effects of social-cultural activities on seasonality, consumer travel behaviour and beach resort performance. The moderating influence of socio-cultural activities was examined in terms of cultural-based activities, perceptions and attitudes. Also, special events such as political rallies, holidays, workshops, conferences and retreats as well as religious events were considered as socio-cultural factors. Beach resort managers were then asked to rate the extent to which such factors have a moderating influence on the performance or operations of their beach resorts. A five-point Likert scale of 1 = Not at All, 2 = Small Extent, 3 = Neutral, 4 = Large Extent, 5 = Very Large Extent was used. A summary of the responses was as shown in Table 4.13.

Table 4.13: Socio-cultural activities as a moderating variable

	Min.	Max.	Mean	SD
Sporting seasonality	1	5	2.12	1.40
Religious events	1	5	3.00	1.21
Family background	1	5	3.40	.91
Cultural conceptions	2	5	3.74	1.01
Special events e.g., political rallies, public holidays	2	5	3.96	1.02
Local/international convections	2	5	4.17	.92
Cultural/traditional events	3	5	4.48	.73
Workshops and retreats	3	5	3.52	.83
Cultural diversity	3	5	4.22	.79
Average			**3.62**	**0.98**

Source: Survey data (2023)

The summary of statistics presented in Table 4.13 highlights the feelings of managers regarding the moderating influence of various aspects of socio-cultural factors. The factors were grouped as culture-related, family-related, religion-based and special events. Culture-based aspects include cultural conceptions, cultural traditions and/or events, cultural diversity and family background. Generally, mean ratings on culture-based aspects were observed to be high, each with a mean rating above "3 = Neutral". Culture-based aspects, as one category, were followed by special events, which included political rallies, public holidays, workshops and retreats and conventions. The least mean rating, on the other hand, was observed on sporting seasonality, as an aspect of socio-cultural factors.

In particular, a high mean score was observed in cultural or traditional events (mean = 4.48). This aspect, coincidentally, had the least standard deviation (SD = 0.73), which was an indication that respondents were unanimous in their rating of the extent to which cultural events affect their operations.

On the other hand, a low mean score was observed in sporting seasonality (mean = 2.12) with the highest standard deviation of 1.40. This could be an indication that sporting isn't among the major tourist attractions in the coastal region. Nonetheless, the overall mean rating was 3.62 with an average standard deviation of 0.98. The overall mean rating further indicates that the mean scores tended towards the "Large Extent" category.

4.5.6 Performance of beach resorts

The performance of star-rated beach resorts was measured using both financial and non-financial dimensions. Respondents were asked to rate the effects of seasonality and consumer travel behaviour on these aspects. For the returns dimension, respondents were asked to indicate the extent to which the independent variables lower various return indicators as shown in Table 4.14. For the cost dimension, the study involved assessing how seasonality and consumer travel behaviour have increased operations costs. A continuous scale of "1 = 0-5%", "2 = 5%-10%", "3 = 10%-15%", "4 = 15%-20% and "5 = Above 20%" was used. Mean ratings and the corresponding standard deviations were also obtained and a summary of the responses is as shown in Table 4.14.

Table 4.14: Impacts of seasonality and consumer travel behaviour on the performance of star-rated beach resorts

Returns dimension	**Min**	**Max.**	**Mean**	**SD**
Profit growth	2	5	4.26	1.05
Return on assets	2	5	3.65	1.11
Return on sales	2	5	4.13	1.05
Return on investment	2	5	4.04	1.06
Return on capital investment	1	5	4.22	1.12
Market share	1	5	3.39	1.20
Cost dimension				
Operating costs	1	5	3.57	1.12
Audit costs	1	5	2.39	1.37
Cost per service provided	2	5	3.13	.97
Cost per client served	2	5	3.22	1.09

Non-financial aspects				
Underutilisation of hotel resources	1	5	3.78	1.20
Inability to stockpile products/services	2	5	3.83	1.15
Reducing business during the off-season	2	5	4.22	.99
Business closure due to low customer turnout	1	5	3.04	1.61
Seasonal labour demands	1	5	3.65	1.56
Reduced labour force	1	5	3.55	1.59

Source: Survey data (2023)

In Table 4.14, effects on return were measured in terms of profit growth, return on assets, return on sales, return on investment, return on capital investment and growth of market share. In all of these aspects, it was observed that seasonality and unpredictable consumer travel behaviour lowers returns by at least 10%. This is true since none of the aspects had a mean rating of less than "3". For the standard deviations, it can be observed that, for all the aspects, the values are almost the same, an indication of the homogeneity of the responses. However, a high mean rating was observed in profit growth (mean = 4.26), which had the least standard deviation (SD = 1.05). This implies that of all the aspects of return, seasonality and unpredictable consumer travel behaviour have the highest impact. Conversely, a low mean rating was observed on how seasonality and consumer travel behaviour lower market share (mean = 3.39, SD = 1.20).

The effect of seasonality and consumer travel behaviour on cost dimensions was measured in terms of increase in operation costs, audit costs, per-service costs and per-client costs. Responses on the extent to which the independent variables increase various cost aspects showed that the impact is great in operating cost, with a mean of 3.57 (SD = 1.121), compared to other cost aspects. On the contrary, the least impact was observed to be on audit costs (mean = 2.39, SD = 1.37). Comparison means ratings of the impacts on the returns dimension and cost dimension reveal that, generally, the extent is great in the returns dimension than in the cost dimension.

For non-financial aspects, a high mean rating was observed in reduced business during the off-season (mean = 4.22, SD = 0.99), while a low mean rating was observed in business closure during low customer turnout (mean = 3.04, SD = 1.61). This observation implies that the extent to which seasonality and unpredictable consumer travel behaviour reduce businesses during the off-season is higher than other non-financial impacts. Just like the distribution of ratings in other study variables, it can also be seen in Table 4.14 those high mean ratings are characterised by low standard deviations and vice versa for low mean ratings.

4.6 Direct and Indirect Effects Modeling Using Regression Analysis

In this study, regression analysis examined the direct and indirect effects of the study variables on the performance of star-rated beach resorts. Direct effects involved assessing how seasonality and consumer travel behaviour affect the performance of star-rated beach resorts. Indirect effects, on the other hand, involved investigating the mediating influence of management strategies on the relationship between the independent variables and dependent variables. Also, the indirect effect entailed assessing the moderating influence of leadership commitment and socio-cultural factors on the relationship between the independent variables and dependent variables. Since testing the study hypotheses involved using regression models, inferential analysis was preceded by diagnostic tests to ascertain whether the collected data fitted regression modelling.

4.6.1 Normality Test

A normality test is used to detect any departure from the normal distribution of responses. In this study, the normality of the responses was tested using the Shapiro-Wilk test. Shapiro-Wilk test is used to test the null hypothesis that sample data is normally distributed against an alternative that the sample data does not follow a normal distribution (Razali & Wah, 2011). The

decision is to reject the null hypothesis whenever the p-value is less than .05. The results of this test were as presented in Table 4.15.

Table 4.15: Normality test

Study variables	Shapiro-Wilk statistic	df	Sig.	Comment
Seasonality	.79	22	.06	Normal
Consumer travel behaviour	.66	22	.06	Normal
Management strategies	.59	22	.25	Normal
Leadership commitment	.88	22	.13	Normal
Social cultural factors	.77	22	.46	Normal

Source: Survey data (2023)

Results in Table 4.15 shows that the research variables had Shapiro-Wilk test statistics ranging from 0.6 to 0.9. Also, the corresponding p-values for each variable were observed to be greater than 0.05. For this reason, the null hypothesis of normal distribution was accepted at a 5% level of significance. This decision implied that the collected data followed a normal distribution, as recommended by Razali and Wah (2011). This meant that the data was normally distributed and further analysis could be conducted.

4.6.2 Linearity Test

Regression analysis used an underlying assumption that there is a linear relationship between the dependent variable and the independent variable(s). To ascertain this assumption, a linearity test was performed as suggested by Greene, (2002) and Cohen, West and Aiken (2003). The test was used to establish whether the relationship between seasonality, consumer travel behaviour and performance of star-rated beach resorts is linear. The procedure, therefore, involved testing for the significance of the deviation from linearity. Testing for the significance of deviation from linearity involved testing the null hypothesis that deviation from linearity is not significant against an alternative hypothesis that deviation from linearity is significant. The decision is to

reject the null hypothesis whenever the p-value is less than .05. For this test, the output was as shown in Table 4.16.

Table 4.16: Linearity test

Independent variables	Significance of deviation from linearity (*p-value*)	Observation	Conclusion
Seasonality	.11	Deviation from linearity is not significant	Linear relationship
Consumer travel behaviour	.26	Deviation from linearity is not significant	Linear relationship

Source: Survey data (2023)

Table 4.16 shows that for the two independent variables, deviation from linearity was not significant since all the p-values were greater than .05. That is, the insignificant deviation from linearity indicated that there is a linear relationship between the dependent variable and the independent variables (Field, 2009). The nature and the type of this linear relationship will be examined under the direct effects model in Section 4.7.

4.6.3 Homoscedasticity Test

Homoscedasticity, also known as homogeneity of variance, assumes that the variance of the dependent variable remains the same at all levels of the independent variable. This test was performed using Levene's test statistic. That is the statistic measured whether a variation of responses on the impact of seasonality and consumer travel behaviour on the performance of star-rated beach resorts is the same for different categories of respondents and different predictor variables. The significance of the test p–value < 0.05) implies that variances are significantly different from one another and hence, an indication of heterogeneity of the observations. Conversely, a non-significant test (p–value≥ 0.05) implies that the variances are not significantly

different, an indication of homogeneity in the response variable (Gastwirth, Gel & Miao, 2009). The results for Levene's test are in given Table 4.17.

Table 4.17: Homoscedasticity test

	Levene's statistics	df 1	df 2	Sig.	Comment
Seasonality	9.02	1	21	.24	$p > 0.05$, hence equal variance
Consumer travel behaviour	8.71	1	21	.11	$p > 0.05$, hence equal variance
Management strategies	10.01	1	21	.42	$p > 0.05$, hence equal variance
Leadership commitment	6.41	1	21	.07	$p > 0.05$, hence equal variance
Socio-cultural activities	7.9	1	21	.06	$p > 0.05$, hence equal variance
Dependent List: Performance of beach resorts					

Source: Survey data (2023)

Table 4.17 shows variations in the values of Levene's statistics for different variables. It can also be noted that all the p-values are greater than 0.05, an indication that the variance of the dependent variable across all levels of the variables is equal. Warner (2008) recommends that the probability for Levene's statistic should be greater than 0.05 to meet the assumption of homogeneous variance. This observation implies that the collected data is suitable for regression analysis and can thus be used to test the study hypotheses.

4.6.4 Multicollinearity

The multicollinearity test involves determining whether there is a correlation between the study variables apart from the dependent variable. Multicollinearity increases standard errors of regression coefficients and, thus, making some variables statistically insignificant or significant when they should be otherwise. The impact of multicollinearity is established using Tolerance

values and Variance Inflation Factors (VIF). As explained by Field (2009), a small tolerance value indicates that the variable under consideration is almost a perfect linear combination of the independent variables already in the equation and that it should not be added to the regression equation. A tolerance value of less than 0.1, however, indicates the existence of multicollinearity.

VIF measures how much variances of the estimated coefficients are increased over the case of no correlation among the independent variables. In multiple regression analysis, absence of any correlation between any two independent variables is shown by all VIFs values being 1. If VIF for one of the variables is around or greater than 5, there is collinearity associated with that variable and therefore, the variable must be removed from the regression model (Field, 2009). Summary of multicollinearity analysis is shown in Table 4.18.

Table 4.18: multi-collinearity analysis

	Collinearity statistics		
	Tolerance	**VIF**	**Comment**
(Constant)			
Seasonality	.15	6.62	No multicollinearity
Consumer travel behaviour	.27	3.69	No multicollinearity
Management strategies	.45	2.21	No multicollinearity
Leadership commitment	.34	2.96	No multicollinearity
Socio-cultural activities	.45	2.22	No multicollinearity
Average VIF	.33	3.01	No multicollinearity
Dependent Variable: Performance of beach resorts			

Source: Survey data (2023)

Table 4.18 indicates that all the VIFs of the variables were less than 10 and Tolerance greater than 0.1 respectively. According to Landau and Everitt (2004), VIFs of at least 10 or tolerance of at most 0.1 suggests presence of multicollinearity. A high VIF was observed in seasonality (VIF = 6.62), while a low VIF was observed in management strategies (VIF = 2.21). Consumer travel behaviour yielded the least tolerance value at 0.15 and management strategies generated

the highest tolerance value at 0.45. This implies that there was no multicollinearity and thus all the predictor variables were maintained in the regression model, in accordance to recommendation by Landau and Everitt (2004).

4.7 Testing of Research Hypotheses

In testing the research hypotheses, the uni-dimensionality for each variable was first determined. This involved using Principal Component Analysis (PCA) in all items. In particular, Caesars' test, a component of PCA, was used. The test helps in deciding on which principal components in each study variable to be retained in the subsequent analysis. In Caesar's test, the maximum characteristic roots for all items in each study variable are obtained. To determine significant indicators or items, only indicators with maximum characteristic root greater than 1 ($\lambda \geq 1.0$) are retained (Cross, 2015). As mentioned in Chapter Three, quantitative data was analysed using SPSS. In all tests of the study hypotheses, decisions were made at 5% level of significance. That is, the null hypothesis, for each case, was rejected or accepted whenever the corresponding p-value was less than 0.05.

As discussed in Section 3.11, testing of the hypotheses was done in two phases, direct and indirect relationship examination. The direct relationship involved investigating the effect of the independent variables on the dependent variable i.e., influences of seasonality and consumer travel behaviour on the performance of star-rated beach resorts. This involved testing hypotheses H_{01} and H_{02}. Indirect relationship, on the other hand, entailed investigating the effects of both management strategies as mediating and leadership commitment and socio-cultural factors as moderating variables.

This was performed by testing hypotheses H_{03}, H_{04} and H_{05}. i.e. there was no significant mediating effect of management strategies on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts**,** there was no significant moderating effect of leadership commitment on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts, and there was no significant moderating effect of socio-cultural factors on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach.

4.8 Direct Relationship: Influence of the Independent Variables on the Dependent Variable; Effects of Seasonality and Consumer Travel Behaviour on Performance of Star-rated Beach Resorts

In the direct effect relationship, the focus was on the effect of the independent variables on the dependent variable. The tested hypotheses were, thus, formulated as follows:

H_{01}: There is no significant relationship between seasonality and the performance of star-rated beach resorts.

H_{02}: There is no significant relationship between consumer travel behaviour and the performance of star-rated beach resorts.

The corresponding regression model for the direct relationship was, therefore, expressed as

$$\boldsymbol{Performance = \beta_0 + \beta_1 S + \beta_2 C + \varepsilon}$$

Where:

S = Seasonality

C = Consumer travel behaviour

ε = Error term

In examining the influence of seasonality and consumer travel behaviour on the performance of star-rated beach resorts, multiple linear regression analysis was done. The results for this

procedure are given in three parts, which include the model summary, ANOVA results and the regression coefficients. The model summary part, obtained values explained the overall effect of the independent variables on the dependent variable. That is, this section explains the extent to which seasonality and consumer travel behaviour lead to changes in the performance of star-rated beach resorts, either positively or negatively.

This section, therefore, gives the extent to which a change in performance is attributed to changes in seasonality and consumer travel behaviour. This effect was determined by the value of (coefficient of determination) R^2. Statistics for the model summary output are presented in Table 4.19.

Table 4.19: Model summary of the influence of seasonality and consumer travel behaviour on the performance of star-rated beach resorts

Model summary					
R	R^2	Adjusted R^2	Std. Error	F Change	Sig.
.89	.79	.77	1.05	4.94	.03
Dependent variable: Performance of beach resorts Predictors: (Constant), seasonality, consumer travel behaviour					

Source: Survey data (2023)

Table 4.19 shows that the coefficient of determination is 79% ($R^2 = 0.79$) with a standard error of 1.05 and a corresponding F-statistics = 4.94. The value of R^2 shows that up to 79% of the total variations in the performance of the star-rated beach resorts are attributed to variations in seasonality and consumer travel behaviour. In other words, according to the model, the predictor variables only explain 79% of the total variations in the performance of the beach resorts. The remaining 21% is an indication that there are other factors influencing the performance of the beach resorts that are not included in the model. This explained variation of 79% was found to be significant since the corresponding p-value was less than 0.05 (that is $0.03 < 0.05$).

The second part of the multiple regression analysis was the ANOVA results. In regression analysis, the ANOVA output measures or tests the significance of the obtained model in describing the collected data. Thus, ANOVA tests model fitness to the collected data using the obtained p–value. For this part, the following summary statistics in Table 4.20 was obtained.

Table 4.20: ANOVA results for direct relationship model

ANOVA					
	Sum of squares	df	Mean squares	F-statistics	Sig.
Regression	42.54	2	21.27	4.94	.03
Residual	86.20	20	4.31		
Total	128.74	22			
Dependent variable: Performance of beach resorts Predictors: (Constant), seasonality, consumer travel behaviour					

Source: Survey data (2023)

Table 4.20 gives the sum of squares, degrees of freedom, mean squares, F-statistics and p-value. This output is used to test model fittingness in describing the collected data. Using the p-value (0. 03), the researcher observed that the obtained multiple regression model is significant since 0.03 is less than 0.05. This implies that the model correctly fitted the data description. The values of the regression coefficients and the corresponding p-values can, thus, be used to test the study hypothesis about the influence of seasonality and consumer travel behaviour on the performance of star-rated beach resorts.

The regression coefficients section gives the regression coefficients for each of the independent variables and the corresponding standard errors, t-statistics and p-values. For each of the predictor variables, the corresponding p – values were used to test for the significance of their influence on the independent variables. The p-values were, consequently, used to test the study hypotheses. Summary statistics for the regression coefficients are shown in Table 4.21.

Table 4.21: Regression coefficients for direct relationship model

Regression coefficients				
	Beta	Std. Error	t-statistics	Sig.
(Constant)	6.41	5.85	1.10	.35
Seasonality	-9.69	1.43	-6.80	.02
Consumer travel behaviour	5.32	1.32	4.03	.01
Dependent variable: Performance of beach resorts Predictors: (Constant), seasonality, consumer travel behaviour				

Source: Survey data (2023)

From Table 4.21, the regression coefficients for seasonality and consumer travel behaviour were observed to be -9.69 (SE = 1.43) and 5.32 (SE = 1.32) respectively. The constant term was found to be 6.41 with a standard error of 5.85. The corresponding p-values for seasonality and consumer travel behaviour were found to be 0.02 and 0.01, while that of the constant coefficient was observed to be 0.35. For the t-statistics column, the respective t-statistics for constant term, seasonality and consumer travel behaviour were observed to be 1.10, -6.80 and 4.03. Since the obtained model correctly fits the data and both seasonality and consumer travel behaviour have p-values less than 5%, the obtained results in Table 4.21 can, thus, be used to test the study hypotheses H_{01} and H_{02}.

4.8.1 Relationship between Seasonality and Beach Resorts Performance

Hypothesis about the significance of the influence of seasonality was stated as follows:

H_{01}: There is no significant relationship between seasonality and the performance of star-rated beach resorts.

In testing H_{01}, the p-value for seasonality in Table 4.21 was used, which was 0.015 with a corresponding standard error of 1.425 and t-statistics of -6.802. A negative regression coefficient value (-9.693) implies that seasonality, as a predictor variable, had a negative influence on the performance of the star-rated beach resorts. Since the corresponding p-value for seasonality is

less than 0.05 (0.015 < 0.05), the null hypothesis **H_{01}** is rejected. This decision implies that seasonality has a significant and negative influence on the performance of star-rated beach resorts. That is, as the levels of seasonality get intense, performances of star-rated beach resorts are likely to deteriorate significantly.

A similar inference can be made by comparing the t-statistics (-6.802) and the tabulated t-score. In this case, the tabulated t-value is 2.074 (that is, $t_{0.05/2,22} = 2.074$). Using a t-test, the decision rule is to reject the null hypothesis of no significant influence if the absolute value of the observed t-statistics is greater than the tabulated t-value. Since 6.802 is greater than 2.074, the null hypothesis **H_{01}** is rejected. This implies that there is a significant relationship between seasonality and the performance of star-rated beach resorts. Thus, based on the inferences from the two tests, there is strong evidence that seasonality is very key in influencing the performance of beach resorts.

4.8.2 Testing hypothesis on the significance of consumer travel behaviour, H_{02}

For consumer travel behaviour, the null hypothesis was stated as follows:

H_{02}: There is no significant relationship between consumer travel behaviour and the performance of star-rated beach resorts.

From Table 4.21 consumer travel behaviour, as an independent variable, had a coefficient of 5.32 with a standard error of 1.32 and a t-statistics of 4.10. The positive coefficient for consumer travel behaviour implies the predictor variable had a positive impact on the performance of star-rated beach resorts. Consumer travel behaviour was measured in terms of reasons or factors that motivate the travelling nature of customers. Among the factors included leisure, holidays, business, sports and cultural diversity.

A positive regression coefficient is, thus, an indication that: the more consumer travel factors increase, the more performance in corresponding beach resorts is likely to increase (by a magnitude of 5.32 units). That is, as customers get motivated to travel to specific resorts, performances of the destination resorts are likely to increase by 5.32 units. A corresponding p-value of 0.01 (< 0.05) shows that at 5% level of significance, the null hypothesis $\mathbf{H_{02}}$ is rejected. This indicates that the influence of consumer travel behaviour on the performance of star-rated beach resorts is significant. Similarly, the t-test results also lead to the same decision of rejecting $\mathbf{H_{02}}$ since the computed t-value (4.03) is greater than the tabulated t-score (2.07). In both cases, the two tests lead to the rejection of $\mathbf{H_{02}}$**,** which is a confirmation that there is a significant relationship between consumer travel behaviour and the performance of star-rated beach resorts.

4.8.3 Inference on the independent variables

From the results in Tables 4.19, 4.20 and 4.21 and the discussions in Sections 4.7.1 and 4.7.2, the two hypotheses: “There is no significant relationship between seasonality and performance of star-rated beach resorts,” and “There is no significant relationship between consumer travel behaviour and the performance of star-rated beach resorts” for direct effects relationship have been rejected.

These decisions are indications that seasonality and consumer travel behaviour significantly influence the performance of star-rated beach resorts. Moreover, a significantly explained variation of more than 50% attributed to seasonality and consumer travel behaviour further confirms the significance of the effects of the independent variables on the dependent variable. A summary of the statistics for each independent variable are given in Table 4.22.

Table 4.22: Summary of the influence of independent variables

Summary of the Influence of Seasonality and Consumer Travel Behaviour			
	Beta	**P - values**	**Comment**
Seasonality	-9.69	.015	Significant negative influence
Consumer travel behaviour	5.32	.01	Significant positive influence
Dependent Variable: Performance of star-rated beach resorts			

Source: Survey data (2023)

From Table 4.22, seasonality and consumer travel behaviour have a significant relationship with the beach resorts' performance. Since from the ANOVA results, model 4.2 was found to correctly fit the data and that the regression coefficients are both significant, a model that explains how seasonality and consumer travel behaviour impact on the performance of star-rated beach resorts can, thus, be expressed as:

$$Performance = 6.409 - 9.693S + 5.318C$$

Where:

S = Seasonality

C = Consumer travel behaviour

4.9 Mediating Effect of Management Strategies

Testing for the significance of the mediating influence of management strategies involved testing the hypothesis:

H_{03}: Management strategies do not have any mediation effect on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts.

As explained in Chapter 3 Section 3.11, the intervening influence of management strategies was tested using a stepwise approach suggested by Baron and Kenny (1986). In this approach, the existence of relationships among the variables is established and determined whether they are significant. The existence of a non-significant relationship is a probable indication of the absence

of mediation. For the four steps, the extracted coefficients and the corresponding p-values in the steps were summarised as shown in Table 4.23.

Table 4.23: Mediating effect of management strategies

Steps		**Seasonality &consumer travel behaviour**	**Management strategies**	R^2
Step 1 (Base Model)	Coefficient	2.03	-	0.65
	P-value	0.04	-	
Step 2	Coefficient	0.78	-	0.44
	P-value	0.01	-	
Step 3	Coefficient	-	1.81	0.50
	P-value	-	0.03	
Step 4	Coefficient	1.40	0.62	0.72
	P-value	0.03	0.05	
Significance of change		P-value = 0.03, 2.031 > 1.40	P-value = 0.01, change significance at $\alpha = 0.05$	0.08 (0.72-0.65)

Source: Survey Data (2023)

Where the regression steps are as follows:

Step 1: Conducting a simple regression analysis of X predicting Y

Step 2: Conducting a simple regression analysis with X predicting M

Step 3: Conducting a simple regression analysis with M predicting Y

Step 4: Conducting a multiple regression analysis with X and M predicting Y

In Table 4.23, the base model (Step 1) shows the regression of the performance of the star-rated beach resorts on the composite of seasonality and consumer travel behaviour. The model gave a regression of the dependent variables on the composite of the independent variables. For this model, the regression coefficient for the composite independent variable was observed to be 2.03, which was positive, with a corresponding p-value of 0.04. This effect was significant at 5%

level of significance since 0.04 < 0.05. For this model, the explained variation was observed to be 64.6% (R^2 = 0.6).

Step 2 model gives the regression of management strategies on the composite of seasonality and consumer travel behaviour. This model explains how the intensity of seasonality and unpredictable consumer travel behaviour results in the development of strategies to manage the predictor variables. It can be observed that seasonality and consumer travel behaviour is intense and unpredictable. Management in the beach resorts then increases or develop new strategies of managing the same. This is because the regression coefficient for this model was observed to be 0.78, implying a positive effect. This effect was significant at 5% level of significance since the corresponding p-value was 0.01 (< 0.05).

Step 3 model examined how strategies devised to manage seasonality and consumer travel behaviour influence the performance of the beach resorts. In this model, the coefficient was positive and significant at 5% ($\beta_1 = 1.807,\ p-value = 0.025$) and an explained variation of 50.3% (R^2 = 0.503). Step 4 model explains how the composite independent variables and management strategies influence the performance of star-rated beach resorts. In this model, the respective regression coefficients were 1.398 and 0.624, which were both positive and significant at 5% significance level. In this multiple regression model, the explained variation was found to be 72.1% (R^2 = 0.72).

4.9.1 Testing of hypothesis on the mediating effect of management strategies, H_{03}

To test for the significance of the intervening influence of management strategies, regression coefficients and the corresponding p-values and R^2 of the base model (before mediation) and step 4 model (after mediation) are used. Also, the models can be used to determine whether the mediation is full or partial. It can be seen from Table 4.22 that the coefficient of the composite

independent variable before mediation is greater than the coefficient after mediation (2.03 >1.40). Also, in both cases, the coefficients are significant since p-values are less than 5 (< 0.05) Further, the coefficient of management strategies in the model was found to be significant at 5% significance level.

A comparison of explained variations in the two models reveals that using management strategies as an independent variable increase explained variation from 64.6% to 72.1%. This is evidence of strong explanatory power when management strategies are used as an independent variable instead of an intervening variable. The fact that the composite independent variable has a significant influence on the mediating variable, which in turn has a significant effect on the dependent variable, is proof of the existence of the mediation effect. As explained in Section 3.11, all regression coefficients in the four steps are significant, which is evidence that management strategies have a mediating effect on the relationship between seasonality and consumer travel behaviour and performance of the beach resorts. For this reason, the null hypothesis $\mathbf{H_{03}}$ is rejected.

To determine whether the mediation is partial or not, Baron and Kenny (1986) argue that partial mediation exists if the coefficients in the base model and the step 4 model are significant, if the coefficient of the independent variable decreases after mediation and if there is an increase in R^2 before and after mediation. All three conditions are satisfied as shown in Table 4.22. Management strategies, therefore, as a variable, have a partial mediating effect on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts.

4.10 Indirect Relationship: Moderating Effects

To analyse the moderating effect of leadership commitment and socio-cultural factors, two regression models were considered. The first regression model was obtained when the interaction effect is included and another model, when the interaction effect is omitted. Similar to the procedure in the analysis of mediating effect, testing for the significance of moderating variables involved obtaining a composite variable for the independent variables. For this procedure, the composite independent variable was denoted as X. Further, Z_1 and Z_2 were used to denote the moderating variables; leadership commitment and socio-cultural activities. In this case, the tested hypotheses were:

H_{04}: Leadership commitment does not have any moderating effect on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts,

H_{05}: Socio-cultural factors do not have any moderating effect on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts.

4.10 .1 Moderation Effect of leadership commitment

Testing for the moderation effect of leadership commitment was guided by the following two linear regression models (of without interaction and with interaction):

$Y = \beta_0 + \beta_1 X + \beta_2 Z_1 + \varepsilon$……. (i)

$Y = \beta_0 + \beta_1 X + \beta_2 Z_1 + \beta_3 (X*Z_1) + \varepsilon$…….. (ii)

Where;

Y	=	Performance of beach resorts	(Dependent variable)
X	=	Seasonality and consumer travel behaviour	(Combined variables)
Z_1	=	Leadership commitment	(Moderating variable 1)

$X*Z_1$ = Interaction between leadership commitment and seasonality and consumer Travel behaviour

ε = the error term

β_0 = Constant (the intercept of the model)

β_1 = Coefficient for the composite of seasonality and consumer travel behaviour

β_2 = Regression coefficient for leadership commitment

β_3 = Regression coefficient for interaction between leadership commitment and seasonality and consumer travel behaviour

Analysis for the regression model without interaction (given in Model (i)) was performed and the outputs are summarised as shown in Table 4.23.

Table 4.24: Moderation effect of leadership commitment without interaction

Model summary					
R	R^2	Adjusted R^2	Std. error	F change	Sig.
.89	.79	.71	2.08	5.13	.01

ANOVA					
	Sum of squares	df	Mean squares	F-statistic	Sig.
Regression	24.35	2	12.18	5.13	.01
Residual	47.48	20	2.37		
Total	71.83	22			

Regression coefficients				
	Beta	Std. error	t-statistics	Sig.
(Constant)	5.31	4.89	1.08	.12
X	3.62	1.10	3.30	.01
Z_1	2.71	0.95	2.85	.01

Dependent variable: Performance of beach resorts
Predictors: (Constant), X, Z_1

Source: Survey data (2023)

Table 4.23 summarises the output for the analysis of the interaction effect of leadership commitment on the relationship between a composite of seasonality and consumer travel behaviour and the performance of star-rated beach resorts is not considered. This model, therefore, represented a multiple regression of the performance of the beach resorts on a

composite of seasonality and consumer travel behaviour and leadership commitment. From the model summary, the two variables explain 79.4% of the total variations in the performance of beach resorts ($R^2 = 0.794$). This explained variation in the relationship was found to be significant since the p-value was found to be less than 0.05. ($p - value = 0.005 < 0.05$).

The obtained multiple regression model was found to correctly fit the data. This significance of the model is seen from the ANOVA section, which measures model fitness, where the corresponding model significance value was 0.005. Also, from the regression coefficients section, the composite variable and leadership commitment were both positive and significant since the respective p – values were 0.005 and 0.015. This observation implied that the performance of star-rated beach resorts is significantly influenced by seasonality, consumer travel behaviour and leadership commitment. Thus, the multiple regression model can be expressed as:

$$\textbf{\textit{Performance} = 5.308 + 3.623X + 2.707}Z_1 \quad \text{..... (iii)}$$

Model (iii) does not, however, explain the effect of the interaction between the composite of the independent variables and leadership commitment. The effect can only be examined by including interaction term in the multiple regression analysis. Output for this step was summarised as shown in Table 4.25.

Table 4.25: Moderation effect of top management commitment with interaction

Model summary					
R	R^2	Adjusted R^2	Std. error	F change	Sig.
.89	.81	.72	2.80	5.19	.00

ANOVA					
	Sum of squares	df	Mean squares	F-statistic	Sig.
Regression	28.34	3	9.45	5.19	.00
Residual	34.68	19	1.83		
Total	63.01	22			

Regression coefficients				
	Beta	Std. error	t-statistics	Sig.
(Constant)	4.00	4.70	0.85	.16
X	4.93	1.56	3.16	.00
Z_1	2.61	0.68	3.82	.01
Interaction	1.12	0.43	2.59	.01

Dependent variable: Performance of beach resorts
Predictors: (Constant), X, Z_1, Interaction between X and Z_1

Source: Survey data (2023)

Results in Table 4.24 describe a multiple regression model where the independent variables are composite of seasonality and consumer travel behaviour, leadership commitment and a variable representing the interaction between the composite variable and leadership commitment. For this model, the explained variation was observed to be 80.5% ($R^2 = 0.805$). This explained variation was found to be significant since the corresponding p-value was found to be 0.001 (< 0.05). From the ANOVA results, this model with interaction was found to correctly describe the collected data since the F-statistic was significant at 5% level of significance.

A look at the regression coefficients shows that all the coefficients had positive effects since all the corresponding regression coefficients were all positive. All the coefficients of the predictor variables were found to be significant since all the p-values were less than 0.05. Based on the results in Table 4.24, a model that best describes the relationship between performance and the seasonality and consumer travel behaviour, including the interaction term, was thus expressed as

$$\textit{Performance} = 4.004 + 4.925\,X + 2.614\,Z_1 + 1.122(X*Z_1) \quad \text{..... (iv)}$$

4.10.2 Testing of hypothesis on moderating effect of leadership commitment, H_{04}

In the test for the moderating effect of leadership commitment, the significance of the change was examined by comparing the p-values before and after moderation. This was done by checking the change in the p-values for the composite variable and leadership commitment. That is, if a p-value is significant at 5% level of significance and it decreases after moderation, the variable has a significant moderating effect. A small p-value implies a high significance. Also, for a variable to have a significant moderating effect, the interaction variable must be significant. Moreover, a significant moderating effect is indicated by an increase in the value of a significant R-squared, which measures the explained variation. Table 4.26 presents a summary of the moderating effect of leadership commitment.

Table 4.26: Summary of the moderating effect of leadership commitment

Variable	Before moderation		After moderation		Significance of change	Implication of change
	Coeff.	p-value	Coeff.	p-value		
R^2	0.79	0.01	0.81	0.00	P-value = 0.00 < 0.01	Increase in explained variation
X	7.42	0.01	6.92	0.00	P-value = 0.00 < 0.01	Z_1 is a moderating variable with a P-value < 0.05
Z_1	3.37	0.02	2.61	0.01	P-value = 0.01 < 0.02	
$X*Z_1$			1.12	0.01		

Source: Survey data (2023)

From Table 4.26, it can be observed that there is an increase in the value of R-squared from 0.79 to 0.81 after moderation, which was both significant at 5% level of significance. Improvement of explained variation from 79 % to 81% implies that the inclusion of the interaction factor in the model makes the moderating effect of leadership commitment significant. Further, it can be seen that for both the composite variable (X) and leadership commitment, there is a decrease in the respective p-values. This is an indication that the interaction between seasonality and

consumer travel behaviour and leadership commitment makes the two predictor variables more significant.

An increase in the significance of the predictors due to the interaction, which is also significant at 0.01, implies that leadership commitment is a significant moderating variable. Therefore, based on the summary presented in Table 4.25, the null hypothesis **H_{04}**, "There is no significant moderating effect of leadership commitment on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts," was rejected.

4.10.3 Moderation effect of socio-cultural activities

Testing for the moderation effect of socio-cultural activities was guided by the regression models (of without interaction and with interaction):

$Y = \beta_0 + \beta_1 X + \beta_2 Z_2 + \varepsilon$ …….…… (v)

$Y = \beta_0 + \beta_1 X + \beta_2 Z_2 + \beta_3 (X*Z_2) + \varepsilon$ ……...…….....….. (vi)

Where;

Y = Performance of beach resorts (Dependent variable)

X = Seasonality and consumer travel behaviour (Combined variable)

Z_2 = Socio-cultural factors (Moderating variable 1)

$X*Z_2$ = Interaction between socio-cultural factors and seasonality and consumer travel behaviour

ε = the error term

β_0 = Constant (the intercept of the model)

β_1 = Coefficient for the composite of seasonality and consumer travel behaviour

β_2 = Regression coefficient for socio-cultural factors

β_3 = Regression coefficient for interaction between socio-cultural factors and seasonality and consumer travel behaviour

For the model without interaction, a summary of the outputs was as shown in Table 4.27.

Table 4.27: Moderation effect of socio-cultural activities without interaction

Model summary					
R	R^2	Adjusted R^2	Std. Error	F Change	Sig.
.90	.81	.76	5.82	12.51	.02

ANOVA					
	Sum of squares	df	Mean Squares	F-statistic	Sig.
Regression	54.49	2	27.24	12.51	.02
Residual	1049.31	48	2.18		
Total	1103.80	484			

Regression coefficients				
	Beta	Std. error	T-statistics	Sig.
(Constant)	6.21	5.11	1.22	.06
X	3.31	1.03	3.21	.00
Z_2	3.66	1.11	3.31	.00

Dependent Variable: Performance of beach resorts
Predictors: (Constant), X, Z_2

Source: Survey data (2023)

Table 4.27 gives the phase 1 analysis of moderating effect of socio-cultural activities. This output summarises regression analysis if the interaction effect is not included in the model. Thus, predictor variables in this model are seasonality and consumer travel behaviour combined and socio-cultural activities, while the dependent variable is the performance of the beach resorts. This model, therefore, represented a multiple regression of the performance of the beach resorts on the combined variable and socio-cultural activities. Statistics for the model summary reveal that the two variables i.e., seasonality and consumer travel behaviour explain 81.1% of the total variations in the performance of beach resorts ($R^2 = 0.811$). This proportion of explained variation implies that the remaining 18.9% is attributed to factors not included in the model. This explained variation was, however, found to be significant since the corresponding p-value was found to be less than 0.05. ($p - value = 0.015 < 0.05$).

Using F-statistic and its significance, it can be observed that the obtained multiple regression model was found to correctly fit the data. The F-ratio and its significance is used to test model fittingness to a given data. In this case, since the p-value < 0.05, it implied that the model correctly fit the data. This observation is consistent with the significance of the combination of seasonality and consumer travel and socio-cultural activities (X and Z_2), which were found to be both positive and significant. The respective p-values were both 0.00, which was less than 0.05. This is an indication that the performance of star-rated beach resorts is significantly influenced by the composite variable and social-demographic activities. This multiple regression model can, therefore, be expressed as:

$$\textit{Performance} = 6.214 + 3.309X + 3.661Z_2 \quad \text{(vii)}$$

To examine the moderating effect of socio-cultural activities, phase 2 analysis, which includes the interaction variable, was performed. Output for this procedure was summarised as shown in Table 4.28.

Table 4.28: Moderation effect of socio-cultural activities with interaction

Model summary					
R	R^2	Adjusted R^2	Std. error	F change	Sig.
.702	.493	.476	10.520	1.849	0.155

ANOVA					
	Sum of squares	df	Mean squares	F-statistic	Sig.
Regression	16.638	3	5.546	1.850	0.155
Residual	1442.038	481	2.998		
Total	1458.676	484			

Regression coefficients				
	Beta	Std. error	t-statistics	Sig.
(Constant)	5.817	6.120	0.950	.257
X	4.923	2.712	1.815	.075
Z_2	3.626	3.933	0.922	.255
Interaction	2.189	2.387	0.917	.250

Dependent variable: Performance of beach resorts
Predictors: (Constant), X, Z_2, Interaction of X and Z_2

Source: Survey data (2023)

Table 4.28 summarises the moderating effect of socio-cultural activities when the interaction variable is included. In this case, therefore, predictor variables were seasonality and consumer travel behaviour, socio-cultural activities and interaction of seasonality and consumer travel behaviour, socio-cultural activities, while the dependent variable is the performance of the beach resorts. This model, thus, represented a multiple regression of the performance of the beach resorts on the composite variable, socio-cultural activities and interaction variable. Statistics for the model summary reveal seasonality, consumer travel behaviour and socio-cultural activities. explain 49.3% of the total variations in the performance of beach resorts ($R^2 = 0.493$). This explained variation was not significant since the corresponding p-value was more than 0.05. ($p - value = 0.155 < 0.05$).

Using F-statistic and its significance, it can be observed that the multiple regression model of the performance of beach resorts on socio-cultural activities and interaction variables was found to incorrectly fit the data. This incorrectness was because the p-value for the model fittingness (= 0.155) was more than 0.05. A similar trend is seen with the significances of seasonality and consumer travel behaviour and the interaction of seasonality consumer travel behaviour and socio-cultural activities (X, Z_2 and $X*Z_2$), which were observed to have insignificant effects on performance since all the p-values were more than 0.05.

4.10.4 Testing of hypothesis on moderating effect of socio-cultural activities, H_{05}

In the test for the moderating effect of socio-cultural activities, the significance of change was examined by comparing the p-values before and after moderation. This was done by checking the change in R-squared value and regression coefficients and the respecting p-values before and after mediation. Table 4.29 presents a summary of the moderating effect of socio-cultural activities.

Table 4.29: Summary of the moderating effect of socio-cultural activities

Variable	Before moderation		After moderation		Significance of change	Implication of change
	Coeff.	p-value	Coeff.	p-value		
R^2	0.811	0.015	0.493	0.155	P-value = 0.001 > 0.005	Decrease in explained variation
X	3.309	0.002	4.923	0.075	P-value = 0.075 > 0.002	Z_2 is not a moderating variable since P-value > 0.05
Z_2	3.661	0.002	3.626	0.255	P-value = 0.255 > 0.002	
$X*Z_1$			2.189	0.250		

Source*: *Survey data (2023)

Table 4.28 shows the introduction of the interaction variable does two main things; reducing the extent of explained variation and eliminating the significance of the predictor variables. In the first effect, there is a decrease in the explained variation from 81.1% to 49.3%, with a reduced significance from 0.015 to 0.155. In the second effect, the predictors (X and Z_2) have a significant influence on the performance of star-rated beach resorts before moderation. However, the influence becomes insignificant after introducing the interaction variable. Therefore, the decrease in explained variation and insignificance of the predictors after including the interaction variable in the model indicates that socio-cultural activities, as a variable, do not have a significant moderating effect. Socio-cultural activities should, thus, be considered as an independent variable. Based on the before-moderation and after-moderation observations, the null hypothesis **H_{05}** is not rejected at 5% level of significance. Table 4.29 presents the summary of hypothesis testing.

Table 4.30: Summary of hypothesis testing

Variable category	Variable definition	Beta	P-value	Decision
Independent variables	Seasonality	-9.693	0.015	Reject H_{01}
	Consumer travel behaviour	5.318	0.005	Reject H_{02}
Mediating variable	Management strategies	0.624	0.045	Reject H_{03}
Moderating variables	Leadership commitment	1.122	0.005	Reject H_{04}
	Socio-cultural factors	2.189	0.250	Fail to reject H_{05}

Source: Survey data (2023)

4.11 Analysis of Qualitative Data

As mentioned in chapter three, qualitative data obtained from interviews with beach resort managers were analysed thematically. The data was cleaned, classified, and information was arranged to examine the relationship in the variables. Data with common themes and patterns were grouped in the analysis to form the basis of report formulation as explained by Mihas (2019). This involved compiling responses for each of the main objectives of the study, which were seasonality and consumer travel behaviours and their effects on the star-rated beach resorts. This formed the basis of building evidence that supported the cases in the study. Further, the study sought to determine strategies used by the resorts to manage the adverse effect (s) of seasonality and consumer travel behaviour.

4.11.1 Characteristics of Guests

According to beach resort managers, consumers at the star-rated beach resorts comprised both local and foreign tourists. Nevertheless, local tourists are slightly more than foreign tourists. These differences could be attributed to either increasing local tourism demand or containment measures taken by foreign countries due to COVID-19 restricting travelling outside their countries. In particular, managers reported that, generally, the resorts do receive guests who visit individually and/or as a group. The groups in this case present themselves in the form of families, company workers, meetings and conferences. Consequently, while streamlining processes, coastal beach resorts adopt strategies that accommodate both individual and group needs.

On sources of origin of guests, it was found that the majority of coastal beach resorts receive their guests from within the country. Of all the countries listed as sources of consumers of beach resort services, Kenya topped the list followed by other East African countries, the United

Kingdom, Germany and the United States of America, West African countries, South African countries, Poland and Italy, France and Nigeria, Britain, China, and Canada.

4.11.2 Managers Understanding of Seasonality

Seasonality, as viewed by managers, refers to variations in the flow or the overall number of consumers in a particular beach resort within a year. As noted by one interviewee:

> *"Seasonality is the variations in the flow or the overall number of guests in our beach resort within a year"*

Major causes of seasonality, as stated by managers include unpredictable customer travel behaviour, variations in climatic conditions, calendar events such as public holidays and school holidays, cultural and/or religious and sporting activities and special events such as political gatherings and trade fairs and conferences. Examples of such conferences are conferences of Primary School Head-teachers and High School Principals. Both seasonality and consumer travel behaviour shared the same impacts on star-rated beach resorts. In the description of seasonality and its effects, managers were asked to estimate occupancy rates at different times of the year as shown in Section B of Appendix II. The averages of the estimated occupancy rates at different times of the year were as shown in Table 4.31

Table 4.31: Average occupancy rates

Time/Period of the year	Occupancy rate
December to March is *peak* season	68%
April (Easter week) is *peak* season	74%
October to December is *shoulder*	61%
April to July is *low* season	43%

Source: Survey data (2023)

According to the estimated occupancy rates at different times of the year, the high season is between December and March, which coincides with winter in the main source market (Europe),

and Easter week being an international holiday. The shoulder season is from October to December, and the low season is generally experienced between April to July.

4.12 Consumer Travel Behaviour: Understanding and Effects

4.12.1 Understanding consumer travel behaviour

Asked about their understanding of the term consumer travel behaviour, interviewees clarified that consumer travel behaviour refers to the general movement of consumers from one region to another. It also describes the movement of consumers from one resort to another. This movement is observable for both local and foreign tourists. As clarified by one interviewee:

> *...."In other words, consumer travel behaviour can be looked at as the change of customer loyalty from one beach resort to another. That is, it is an indication of how well beach resorts retain their customers or gain customers from other resorts. It also indicates how a beach resort loses its consumers to other beach resorts."*

4.12.2 Effects of Seasonality and consumer travel behaviour

Effects of seasonality and consumer travel behaviour were classified into two categories, which were financial effects and non-financial. Non-financially, it was reported that seasonality and consumer travel behaviour result in the underutilisation of resources within a resort. This is due to the uncertain nature of the flow of consumers. Unpredictable consumer travel behaviour has resulted in variations in the demands of labour and services. This uncertainty has made most beach resorts to have problems in making their long-term operational plans. For most beach resorts, as reported, the probabilistic approach of management is unrealistic since the management is not sure of what might happen the next moment. Since consumer travel behaviour cannot be directly controlled by beach resorts, it has made the business environment unstable, especially for newly established beach resorts.

Qualitative data also showed that consumer travel behaviour has adverse financial effects. Among the reported effects included an increase in operating costs due to unpredictable returns. Most interviewees concurred that one area that increases operating costs is the cost of managing inventory or stock. Moreover, fluctuating profit growth results from reduced market share that makes the business too expensive to maintain. Unwelcoming business operating environment has made most beach resorts to come up with strategies that are unrealistic and unsustainable. Another interviewee noted:

> *… "High cost of operation has made some beach resorts, including ours, to come up with non-functional competitive advantage strategies"*

Apart from seasonality and consumer travel behaviour, qualitative data revealed that the nature of competition among the star-rated beach resorts is fairly intense. One interviewee claimed that:

> *"Newly established beach resorts present a serious challenge to old beach resorts that majorly ride on the business name and customer loyalty, which is currently dwindling. Newly established beach resorts, on the other hand, are gaining competitive advantage and hence thrive easily since most of them have easily devised and adopted modern technological tools of operation, which is an integral part of business in the 21st century."*

4.13 Management Strategies

As for management strategies, qualitative data revealed that most beach resorts adopt five techniques to manage the effects of seasonality and unpredictable consumer travel behaviour. These included diversification of both market and product, which has resulted in continuous trickling of consumers from different sources. Product diversification and price differentiation, according to managers, promote domestic tourism which, in their view, is gaining popularity over the foreign market.

This suggests that the majority of locals are embracing tourism within their own country. Regulation of the workforce as demand changes, as another strategy, involves reducing human resources when demand reduces (during *low* seasons) and increasing during high seasons. Although this has worked well for some resorts, one interviewee, however, cautions that:

> *"Regulating workforce has one major drawback that it destroys long-term employee-employer relations. Once it is known that a particular resort regulates its number of employees depending on the time of the year, most potential employees will shun away from such a resort. This bad rapport destroys any trust between the management and other staff. Consequently, such resorts will, in most cases, remain understaffed."*

Intensifying campaigns, road shows and advertisements, as another strategy, have also worked well for some beach resorts. Moreover, forming partnerships, especially with tour operating companies and/or travel agents, is another strategy that most beach resorts adopt to avert any impact of seasonality and consumer travel behaviour. This move has ensured a constant flow of customers and hence, a constant inflow of money. The fifth strategy that has also worked well for most beach resorts entails giving gifts and package offers, especially to group bookings. Since it is evident from both quantitative and qualitative data reveal that seasonality and consumer travel behaviour have serious impacts on the performance of star-rated beach resorts. Suitable management strategies should, thus, be devised and properly adopted.

As another solution for seasonality and unpredictable consumer travel behaviour, most managers agreed that the government had a great part to play in cushioning the industry during low seasons. The interviewees argued that the government should extend incentives on taxes and levies, and offer subsidies on utility bills like electricity, water and land rates, as one interviewee suggested:

> *"Low season along the coastal strip is periodical and occupies a greater period of the year and you don't expect beach resorts here to remain financially stable until* peak *time.*

This is the time when the government should intervene to cushion the industry by way extending incentives on taxes and other statutory charges to ensure hotels remained operating as high season is expected. Things like power bills, water bills, salaries and operating capital remain a big challenge during low *season spell."*

CHAPTER FIVE: DISCUSSION OF FINDINGS

5.1 Introduction

This chapter provides a discussion of the findings of the study. The study aimed to assess seasonality and consumer travel behaviour and their impact on the performance of star-rated beach resorts in the coastal region of Kenya. The chapter presents discussions on the response rates, reliability analysis, demographic characteristics of managers and guests, characteristics of beach resorts, seasonality and performance of star-rated beach resorts, consumer travel behaviour and performance of star-rated beach resorts, mediating effect of management strategies on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts, moderating effect of leadership commitment on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts, the moderating effect of socio-cultural activities on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts and performance of beach resorts.

5.2 Discussion of Findings

5.2.1 Response rates

The study targeted 23 beach resorts, where in each resort, general managers were purposively selected to represent the resort. All the 23 managers were available and participated in the study. This gave a 100% response rate for managers. For guests in the beach resorts, the study expected to use 585 sampled guests. However, out of this number, only 492 fully participated in the study, giving a response rate of 84.1%. This was an excellent response rate since, according to Mugenda and Mugenda (2003), the acceptable response rate should be at least 70%. Only guests found in the beach resorts at time of research participated in the study.

5.2.2 Reliability analysis

As for the reliability of the results for each study variable and the corresponding interpretation, each variable presented a score 0.7 which implied an acceptable level of internal consistency. The reliability score was closer to 1, presenting a greater extent of internal consistency. Alpha scores were less than 0.7 for each study variable, an indication that the research instrument was reliable and the overall reliability coefficient was 81.3%, which implied excellent reliability.

5.2.3 Demographic characteristics of managers

The study established that most managers (82.6%) were males, while the rest (17.4%) were females with their ages ranging between 31 to 40 years. This was however, an indication that the number of lady managers was increasing in an industry which was previously dominated by men. In terms of level of professional training, the results indicated that slightly more than half of the managers (52.2%) had attained the undergraduate level of professional training, 30.4% had postgraduate professional training level, while only 17.4% had attained diploma level of professional training. None of the managers, however, had attained certificate level of professional training.

As regarding to the work experience in the industry, the study found that equal proportion of 30.0% of managers had worked between 6-10 and 11-15 years, 21.7 % had worked for over 15 years and a few 17.4 % had worked for less than 6 years in the industry. The findings of this study revealed that the number of women managers in hotel hospitality was slowly increasing against many years believe that hotel management was a preserve for men. Further considering that all managers had work experience of six years and above, this proved that all had wide knowledge on seasonality and consumer travel behaviour and how they impact performance in beach resort.

5.2.4 Demographic characteristics of guests

The study found that the majority of the guests (60.4%) visiting beach resorts are males, with female guests accounting for the remaining 39.6%. This was probably attributed by males having more disposable income and leisure time than their female counterparts. Further the study revealed that the overall frequency of local guests was higher than that of foreign guests by 29.0%. This was probably due to containment measures taken by most foreign countries due to COVID 19 or an increasing trend in domestic tourism in the country.

In terms of age distribution of guests, it was study found that majority of guests (77.4%) had their ages between 31 years and 50 years, with 31-40 years being slightly higher (40.2%) than 41-50 years' category (37.2%). Ages 31-50 years constitute greater number of travellers due to the fact that majority are working class. Age bracket with the lowest percent was observed to be "*Less than 21*" with only 0.6%, followed by "*Above 60*" and "*51-60*" categories with 1.2% and 7.9%, respectively.

Most guests (39.0%) agreed that they organised their visits themselves. This was attributed to the internal influence on consumer travel behaviour as was noted by Pittway & Rashid (2016). Guests whose visits were organised by companies, accounted for 23.8%. Visits organised by family, by agent and by group or mass accounted for 19.5%, 10.4% and 7.3%, respectively. More than half of the guests (59.8%) responded that they visit Kenya annually, (27.4%) quarterly and10.4%. Semi-annually and (2.4%) stating that they do visit Kenya any time of the year, 85.4% of the guests confirmed that they were repeat guest to their current resort, while the majority of guests (98.8%) were willing to recommend the current resorts to their friends.

All cited quality services, coast ambience, leisure and holidays as the main reason for their answer. This concurs with Roberts (2016) who says quality service is the major influence on consumer travel behaviour in hospitality which affects patterns of demand at destination level.

5.2.5 Characteristics of beach resorts

The study found that the rating of the selected beach resorts was as follows: 4-star accounted for 43.5%, 3-star accounting for 30.4%, followed by 5-star and 2-star with 21.7% and 4.3%, respectively. On ownership type, local ownership scored 73.9%, followed by joint venture (21.7%) then foreign ownership accounted for (4.3%). On duration of operation, the study found that 78.3% had operated for more than 5 years, while the rest (21.7%) had operated for a period of between 3 years and 5 years. Out of the 23 selected beach resorts, 17 (73.9%) resorts were found to have outlets, an indication of how well established most star-rated beach resorts are. Despite this discrepancy, the resorts majorly targeted both local and foreign market (60.9%) followed by target on local or domestic market (26.1%) and finally foreign market (13.0%).

In all the sampled beach resorts, the study found that the level of competition was intense and, therefore, competitive management strategies was necessity to all. This finding supports KAHC (2017) reports that business in beach resorts at the coastal region of Kenya experienced intense competition due to seasonality in tourism demand, which adversely affects their performance.

5.3 Seasonality and Performance of Star-rated Beach Resorts

This section provides a discussion of findings in objective one, which determined the relationship between seasonality and performance of star-rated beach resorts.

5.3.1 Description of seasonality

In the description of seasonality at the beach resorts, four main seasons were identified and managers were then asked to rate each of the seasons in a five-point scale from "1 = Not important" to "5 = Most important". The results indicated a high rating, which tend to "Most important," in April Easter week, December-March with the least being April-July and October-December season. A high standard deviation was observed in October-December season (SD = 1.27) and April-July (SD = 1.08) while a low standard deviation was observed in April Easter week (SD = 0.51) and December March (SD = .85).

This was an indication of homogeneity of the responses in agreeing that April-Easter week and December-March are a high season while October-December is shoulder and April-July is low season just as noted by Burugu (2020). In other words, consumer travel to beach resorts is concentrated within April-Easter week and December-March period, making the two periods high seasons while October-December and April-July are shoulder and low seasons respectfully.

Qualitative data also revealed that high season occurs between December and March, which coincides with winters in main source market with 68% occupancy rate and Easter week being an international holiday with 74%. The shoulder season is between October to December with 61% occupancy rate, while the low season is experienced between April to July with 43% occupancy rate.

5.3.2 Causes of Seasonality

To further explore seasonality and its effects on the performance of beach resorts, managers were asked about the perceived causes of seasonality. The two basic factors concerned with tourism demand variations, which are 'natural' and 'institutionalised' factors, as discussed by Turrion-

Prats and Duro (2017), were put into consideration. Respondents were asked to rate how they agreed or disagreed with the listed factors that caused seasonality. A five-point scale of 1= strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, 5 = strongly agree, managers were asked to indicate with a tick [√**]** the extent to which they agreed or disagree with the stipulated cause of seasonality in beach resorts. Factors that were perceived to cause seasonality included climatic changes, international and domestic travel patterns, religious festivals, school and public holidays, sports and trade fairs among others.

The results presented an overall mean score of 3.54 indicating that, in general, respondents agreed that the identified possible causes of seasonality actually caused seasonality in the star-rated beach resorts. Using the mean ratings of each cause, it can be noted that domestic tourist travel patterns had the highest rating of 4.14, while special events such as political gatherings had the least rating of 2.39. This is an indication that existence or absence of special events is insignificant in causing seasonality in the star-rated beach resorts.

In terms of homogeneity of the ratings, which was presented using standard deviation, also indicated a high homogeneity on domestic tourist travel patterns. Both domestic and international consumer travel behaviour had a general low standard deviation compared to other identified causes which implied that respondents agreed consumer travel behaviour is significant factor in influencing seasonality. On the other hand, a heterogeneity of the responses, shown by high standard deviation, was observed in religious festivals (SD = 1.13), followed by sports (SD = 1.11). A high standard deviation shows that the respondents were not unified in agreeing a factor in question is a key factor in causing seasonality in the star-rated beach resorts.

The findings are in line with KAHC (2017) report which indicates that seasonality in Kenya Beach-resorts is determined more by the travelling patterns of its visitors and tourism seasonality than by climatic conditions. This is due to the fact that the country enjoys warm tropical climate throughout the year (Burugu (2020). Findings of the current study further have identified public holidays besides domestic tourism as a key factor that determines seasonality at the coastal beach resorts.

In qualitative data, interviewees in beach resorts further identified unpredictable consumer travel behaviour as a major cause of seasonality. Other causes of seasonality according to the interviewees included variations in climatic conditions, yearly events such as public holidays and school holidays, cultural and/or religious and sporting activities and special events such as political gatherings and trade fairs and conferences. They, nevertheless, agreed that both seasonality and consumer travel behaviour shared the same impacts on star-rated beach resorts.

5.3.3 Impacts of seasonality on star-rated beach resorts performance

Chiutsi and Mudzengi (2017) state that impacts of seasonality vary considerably with the location of the destination, consumer travel patterns and tourism enterprises within destinations. Impacts of seasonality was perceived in terms of frequency of resort bookings, duration of stay, effects on operating environment, swings in seasonal demands and cash flow management. Similarly, a five-point scale of "1 = Not important" to "5 = Most important" was used. The results presented a high rating, or equivalently, the most important impact was in fluctuation in resort bookings (mean = 4.35) and disruptions in managing cash flows and budgeting (mean = 4.26).

The least rating was observed in the changes in duration of stay (mean = 3.39), followed by operating environment set by the government, which in turn influences arrivals and departures. Coincidentally, impacts with the highest mean ratings had the least standard deviation and vice versa for the impact with the least mean rating. This observation implied that the distribution of the ratings is homogeneous, an indication of managers unanimous perception on the most significant and immediate impact of seasonality. The overall mean rating was found to be 3.932 with a standard deviation of 0.9304.

The results were in consistent with Zhang and Enemar (2016) findings and KAHC (2017) reports that seasonality and low seasons in particular leads to low returns on investment, disrupt in smooth cash flow management, underutilisation of hotel resources and general economic crisis due to over dependence on tourism.

Qualitative data also showed that seasonality and consumer travel behaviour have adverse financial effects. Among the reported effects included increase in operation cost due to unpredictable returns. Most interviewees in qualitative data concurred that one area that increases operation cost is cost of managing inventory or stock. Moreover, fluctuating profit growth results from reduced market share that makes the business become too expensive to maintain.

5.4 Consumer Travel Behaviour and Performance of Star-rated Beach Resorts

This section presents a discussion of findings in objective two, which examined the relationship between consumer travel behaviour and the performance of star-rated beach resorts.

5.4.1 Consumer travel behaviour

On consumer travel behaviour, respondents were asked about factors that motivate them to travel and that dictate their travel patterns. Consumer travel behaviour factors, as noted by Patwary,

Omar, and Tahir (2020), entails all activities directly involved indecisions and processes of obtaining, consuming and disposing of products and services. Various factors were identified and respondents asked to rate them using a five-point scale of "1 = Not important" to "5 = Most important" in terms of how important each factor is in influencing consumer travel patterns. Of how important each factor was in influencing consumer travel patterns. A high mean score of 3.50 was an indication that respondents noted that the corresponding factors were important in influencing consumer travel behaviour.

The results indicated that quality service and coastal beach ambience, leisure, and holidays among other listed factors, are key in influencing consumer travel behaviour. That is, beach resorts perceived to offer quality services tend to attract more consumers. Also, consumers tend to travel towards coastal regions characterised by ambient environment. This observation was due to high respective mean ratings of 4.29 and 4.26, with a corresponding standard deviation of 0.69 and 0.79. A low standard deviation, as previously mentioned, indicated that there was a unanimous agreement that the two factors are vital in shaping consumer travel patterns and influencing seasonality in star-rated beach resorts. Interviewees in qualitative data, however, anonymously agreed that religious activities and sports do not play significant roles in influencing consumer behaviour and are least causes of seasonality in beach resorts.

5.4.2 Preferred visit season

The question of preferred season of visit was directed to resort guests. According to Wawira (2016), Kenyan coast is favourable for visitation throughout the year due to its warm temperatures. The respondents were required to state whether they always, rarely, or never visited beach resorts during the stated seasons. In the "Always" category, high proportions were

observed in April Easter week (61.1%) and December-March season (57.9%), while the lowest was in April-July (28.7%) and October-December season (15.2%).

This finding confirms that the two periods with high proportion of "Always" attract greater numbers of consumers, while April-July and October-December with the highest proportion of "Rarely" forms the *low* season. These results are also in line with Kambaga (2020) who notes that high seasons in Kenya are in December-March and the Easter week in April each year.

This observation is in line with the perceptions of interviewees in qualitative data who specified that high season in coastal beach resorts is during the April Easter week and December-March, while the shoulder season is generally during the October-December period, and low season is always between April to July. It is, however, worth noting that tourism patterns have changed with the Easter week season beating the traditional December-March season. This suggests an increasing trend in domestic tourism in the country.

5.5 Mediating Effect of Management Strategies on the Relationship Between Seasonality and Consumer Travel Behaviour and Performance of Star-Rated Beach Resorts

This section provides a discussion of findings in objective three, which was on the mediating effect of management strategies on the relationship between seasonality, consumer travel behaviour and performance of star-rated beach results. The research considered management strategies to be a series of techniques for controlling and directing business to achieve a set of predetermined goals as urged by Yoon and Lee (2017). This implies that strategies act as guides in the decision-making processes that aim at improving the company's financial stability in a competing market. Against this background, Qiang (2020) argues that seasonality and consumer travel behaviour places great challenges on tourism enterprises and hotels in particular. This

implies that management should use a number of strategies to remain relevant in business. Specific strategies used to manage seasonality and consumer travel behaviour include price differentiation, product and market diversifications, product and policy mixing, promotional campaigns, seeking government assistance and forming partnerships with other stakeholders, among others. Using a five-point scale, managers were asked to rate them in the order of 1= not important, 2=Less important, 3= important, 4=very important 5= most important.

The study found that all the strategies were important in managing seasonality and consumer travel behaviour. This observation was because in all the strategies, the mean rating was more than 3.0. Nevertheless, the top three ratings were found to be market diversification (mean = 4.78), improved service quality (mean = 4.74), and product diversification (mean = 4.70). It is also worth noting that strategies with highest ratings had the least standard deviations, an indication of how managers unanimously agreed that the three strategies were suitable in managing seasonality and consumer travel behaviour.

Conversely, a different observation was made for strategies that had the least mean ratings. Specifically, least mean ratings, and corresponding standard deviations, were observed in seeking support from the government (mean = 3.48, SD = 1.04) and from stakeholders (mean = 3.48, SD = 0.99) and reducing workforce (mean = 3.83, SD = 0.98). This indicates that there were varied opinions on whether these three factors are key in managing seasonality and unpredictable consumer travel behaviour. Despite this observation, the average mean rating (= 4.24), nevertheless, showed positive feedback that the strategies are important.

These findings concurred with Connell, Page and Meyer (2015) who observe that appropriate strategies that can be used to manage impacts of seasonality and consumer travel behaviour

include lengthening the main season by diversifying markets, price differentiation, modification and diversification of destination product to meet consumer demand, using differential pricing and tax incentives on a temporal basis. Findings of the current study also identified improved service quality as another very important strategy of managing seasonality in the new hospitality trends.

Qualitative data similarly showed that beach resorts managers adopted five strategies to manage the effects of seasonality and consumer travel behaviour. During interviews, most interviewees agreed that diversification of both market and product coupled with quality service resulted in continuous trickling of consumers from diverse sources. Product diversification and price differentiation promoted domestic tourism which, in their view, is gaining popularity over the foreign market. This suggests that Kenyans are embracing local tourism. Regulation of workforce as demand changes was, however, found to be unpopular in most beach resorts as it created unfavourable relationship between employers and potential employees.

5.6 Moderating Effect of Leadership Commitment on the Relationship Between Seasonality and Consumer Travel Behaviour and Performance of Star-Rated Beach Resorts

This section provides a discussion of the findings in objective four, which examined the moderating effects of leadership commitment on the relationship between seasonality, consumer travel behaviour and performance of star-rated beach results. Leadership commitment was considered to be is a process of inspiration that involves understanding of events by groups, election of the goals for the organisation or group, motivation and commitment of the groups to achieve set goals of an organisation (Dorneles *et al*., 2017). The effect of leadership commitment, as a moderating variable, was examined in terms of whether top leadership had clear goals and/or visions with respect to the strategic plan of a beach resort. The influence of

leadership commitment was also assessed on the ability of leaders to make the right decisions all the time, the capacity to develop the right work culture integrated with personal leadership qualities and team building. Moreover, the effect of leadership commitment was examined in terms of adherence to laid down policies. Using a five-point scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree, managers were asked to rate the level to which they agree with various statements about leadership commitment.

The results showed that all managers tended towards "Agree" side. This inference was because in all the statements or aspects, minimum rating values are not less than 3 (= Undecided). It was also seen that in all the aspects, the maximum rating value is 5 (= Strongly Agree). Further, mean ratings for all the statements are more than 4.0 (= Agree), an indication that the distribution tended towards "Strongly Agree" side. The ability of the management to develop a clear picture on where the respective institution should go had the highest score with mean = 4.83 and standard deviation of 0.39. Conversely, commitment of the management to continuously emphasise personal leadership in quality management had the least score of 4.39 with standard deviation of 0.49. Nevertheless, the average mean rating for leadership commitment was 4.57, which rounds up to 5, an indication that all the ratings were clustered towards "5 = Strongly Agree".

Findings of the current study indicated that management agreed with all the stipulated commitment as viable moderating factors in handling impacts of seasonality and consumer travel behaviour.

These results concur with the study by Jiang and Alexakis (2017), who concluded that hotel managers who can lead the organisation with commitments to the guest while grasping the realities of the role, are best positioned to succeed in a rapidly fluctuating industrial seasonality and hotel performance.

5.7. Moderating Effect of Socio-cultural Activities on the Relationship Between Seasonality and Consumer Travel Behaviour and Performance of Star-Rated Beach Resorts

This section provides a discussion of the findings in objective five, which assessed the moderating effect of social-cultural activities on the relationship between seasonality, consumer travel behaviour and performance of star-rated beach results. Lee and Patrick (2018) states that culture are values and beliefs that style up societies and have been known to shape thoughts, attitudes, wishes, perceptions, decisions, and general behaviour of a person. Ramos, Stoddart and Chafe (2016) grouped cultural values and believes into culture-related, family-related, religion-based and special events. Culture-based aspects include cultural conceptions, cultural traditions and/or events, cultural diversity, and family background.

In this study, the moderating influence of socio-cultural activities was examined in terms of cultural-based activities, perceptions, and attitudes. Also, special events such as political rallies, holidays, workshops, conferences and retreats as well as religious events were considered as socio-cultural activities. Using a five-point scale, beach resort managers were asked to rate them in the order of 1 = Not at All, 2 = Small Extent, 3 = Neural, 4 = Large Extent, 5 = Very Large Extent, the extent to which such factors have a moderating influenced performance in their beach resorts. The result indicated a high mean rating on culture-based aspects, each with mean rating above “3 = Neutral”. Culture-based aspects, as one category, was followed by special events, which included political rallies, public holidays, workshops and retreats and conventions. The least mean rating, on the other hand, was observed on sporting seasonality, as an aspect of socio-cultural activities.

A high mean score was observed in cultural or traditional events (mean = 4.48). This aspect, coincidentally, had the least standard deviation (SD = 0.73), which was an indication that

respondents were unanimous in their rating of the extent to which cultural events affects their operations. On the other hand, a low mean score was observed in sporting seasonality (mean = 2.12), with the highest standard deviation of 1.401. This could be an indication of how sporting or leisure activities are valued in the coastal region. Nonetheless, the overall mean rating was 3.62 with an average standard deviation of 0.98. The overall mean rating further indicates that the mean scores tended towards "Large Extent" category. The findings agree with Kiage (2018) who stated that Kenya coastal strip accounts for 66% of all the tourism activities in the country with socio-cultural activities playing a greater role. Gitau (2017) further confirms that such activities range from leisure, holidays, meetings, incentives, conferences, and events.

5.8 Performance of Beach Resorts

Performance of star-rated beach resorts was measured using both financial and non-financial dimensions (Taouab & Issor, 2019). Managers were asked to rate the effects of seasonality and consumer travel behaviour on these aspects. For returns dimension, managers were asked to indicate the extent to which the independent variables lower various return indicators. For the cost dimension, the study involved assessing how seasonality and consumer travel behaviour have increased operations cost. A continuous scale of "1 = 0-5%", "2 = 5%-10%", "3 = 10%-15%", "4 = 15%-20% and "5 = Above 20%" was used.

As noted by Muteti (2019), the effects on returns were measured in terms of profit growth, return on assets, return on sales, return on investment, return on capital investment and growth of market share. In all aspects, the results indicated that seasonality and consumer travel behaviour lowers return by at least by 10%. This is true since none of the aspects had a mean rating of less than "3". The results further indicated a high mean rating in profit growth (mean = 4.26), which had the least standard deviation (SD = 1.05). This implied that of all the aspects of return,

seasonality and consumer travel behaviour has the highest impact on profit growth. Conversely, a low mean rating was observed on how seasonality and consumer travel behaviour lowers market share (mean = 3.39, SD = 1.20).

The effect of seasonality and consumer travel behaviour on cost dimensions was measured in terms of increase in operation costs, audit costs, per-service cost and per-client cost. Responses on the extent to which the independent variables increase various cost aspects showed that the impact is great in operating cost, with a mean of 3.57 (SD = 1.121), compared to other cost aspects. On the contrary, the least impact was observed to be on audit costs (mean = 2.39, SD = 1.37). Comparison mean ratings of the impacts on returns dimension and cost dimension reveals that the extent is great in returns dimension than in cost dimension.

For non-financial aspects, a high mean rating was observed in reduced business during off-season (mean = 4.22, SD = 0.99), while a low mean rating was observed in business closure during low customer turnout (mean = 3.04, SD = 1.61). This observation implies that the extent to which seasonality and consumer travel behaviour reduces businesses during low season is higher than other non-financial impacts. These findings are consistent with findings of Wawira (2016) who found that beach resorts managers at the Coast believe that it is difficult to escape the effects of seasonality such as low returns on investment, seasonal employment, business closures and underutilisation of resorts resources due to consumer travel behaviour and seasonality.

CHAPTER SIX: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter presents the summary, conclusions made from the findings of the study and recommendations for further research**.**

6.2 Summary

6.2.1 Direct effects model

This section presents a summary of the descriptions of the independent variables and their relationship with the dependent variable.

6.2.1.1 Seasonality and performance of star-rated beach resorts

Corluka (2019) defined seasonality as the systematic, although not necessarily regular, intra-year movement of people caused by changes in demand and supply factors. Seasonality forms the major characteristic of tourism industry in forming seasonal patterns, each with different expectations of demand. This scenario determines performance at destinations level. Under seasonality, the study focused on describing seasonality, causes of seasonality, impacts of seasonality on the performance of beach resorts, and strategies that are used to manage effects of seasonality. Seasonality was classified into three categories in this study, which were Low, shoulder and Peak seasons. Each category was associated with different consumer expectations and demands. In describing seasonality at the beach resorts, four main seasons were identified, which were the December-March peak season, the April Easter week peak season, the April-July low season, and the October-December shoulder season. Beach resort managers were in agreement that indeed these seasons significantly influence the performance of coastal beach resorts. Nevertheless, in order of significance of the influence on performance of the star-rated beach resorts, the April-Easter week followed by December-March season were highly

significant, while April-July and October-December were the least significant as they were considered as low and shoulder seasons, respectively.

The study categorised causes of seasonality into two groups based on demand variations at destination level. The two groups were ‘natural’ and ‘institutionalised’ causes. Natural causes for seasonality include natural factors such as climate change, wildlife, and physical features, while institutionalised causes include institutionalised factors such as school holidays, industrial holidays, public holidays, tradition, and social pressure. Key causes of seasonality observed in the study included climate, tourist travel patterns (both domestic and international), religion festivals, public holidays, sports trade fairs and special events.

Most managers agreed that the possible causes of seasonality identified in this study actually caused seasonality in the star-rated beach resorts. Domestic tourist travel patterns had the highest rating, while special events such as political gatherings had the least rating. This means that consumer travel behaviour is a significant factor in influencing seasonality.

Impacts of seasonality was considered by the researcher as a vital issue while addressing performance of star-rated beach resorts. The knowledge of impacts of seasonality on performance of the Kenyan coastal star-rated beach resorts was considered to be key in guiding managers on which strategies they can adopt to address the impacts. Impact of seasonality was perceived in terms of frequency of resort bookings, duration of stay, general changes in the operating environment, swings in seasonal demands and cashflow management. The most pronounced impacts were reported to be fluctuations in resort bookings, difficulties in retaining full-time workers, the duration of guest stay, and disruptions in managing cashflows. These were closely followed by unpredictable adjustments set by the government, which in turn influences

arrivals and departures. Although a few beach resorts reported that they were able to manage impacts of seasonality successfully, inferential results, however, showed that seasonality, as an independent variable, has a significant negative effect. This was shown by the negative regression coefficient and a corresponding p-value which was less than 0.05. This implies that with informed strategies to manage impacts of seasonality, the majority of resorts can enjoy the same business privilege throughout the year.

6.2.1.2 Consumer travel behaviour and performance of star-rated beach resorts

Consumer travel behaviour was vital in this study since it dictates demand patterns, which in turn affects performance at destinations level. Factors that were considered to influence consumer travel decisions include gender, nationality, and age, how their visits to the Coast were organised, the preferred season to visit beach resorts, and length of stay (number of nights). It was observed that the majority of the guests visiting beach resorts are males, with local guests having higher frequency than foreign guests, an indication of a considerable rise in domestic tourism. Most guests reported that they organised their visits themselves, which was mostly done annually compared to other pre-stated frequency periods.

Since most guests confirmed that they had visited the current resort previously, this could be the reason that most guests were willing to recommend the current resorts to their friends. Among the reasons that were cited to motivate referrals include quality services, coastal beach ambience, holidays and leisure. This was further influenced by the time of the year. Results also indicated that the highest number of guests visited in the April Easter week and December-March seasons, while the lowest was in October-December season. This was an indication that consumer travel patterns at the coastal beach resorts are concentrated in these two seasons.

Regression analysis results indicated that consumer travel behaviours had a significant positive influence on performance of star-rated beach resorts. This was showed by the positive regression coefficient. The positive influence is due to the fact that movement of consumers to a given destination increases demand at the destination resort, which in turn improves revenue and overall performance at the destination point. Consumer travel behaviour, therefore, has a positive influence at the destination point only if there is movement of guests towards that point.

6.3 Performance of beach resorts as a dependent variable

In this study, performance was considered as the operational ability of a business to satisfy desires of major shareholders and/or customers of the business or organisation. Performance was measured using both financial and non-financial dimensions. Financial aspects entailed returns dimension and cost dimension, while non-financial aspects included utilisation of resort resources, customer turn-out, labour demand and labour force among others. Using a continuous scale, the results indicated that seasonality and consumer travel behaviour negatively impacted beach resorts performance on returns by lowering profit growth, return on asset, return on sales and on market share. On non-financial aspects, seasonality and consumer travel behaviour reduces businesses during low season, leading to seasonal business, business closure, seasonal employment and underutilisation of beach resorts facilities, which are all negative impacts.

6.4 Indirect effects models

This section summarises observations made on management strategies as a mediating variable and on leadership commitment and socio-cultural activities as moderating variables.

6.4.1 Mediating effect of management strategies

Management strategies entailed a series of techniques for controlling and directing a business to achieve some predetermined goals. Strategies that were considered to be vital in managing

seasonality and unpredictable consumer travel behaviour included price differentiation, product and market diversifications, product and policy mixing, promotional campaigns, seeking government assistance, and forming partnerships with other stakeholders. It was observed that all these strategies were important in managing seasonality and unpredictable travel behaviour. High ratings on the significance of each strategy were, nevertheless, observed in market diversification, improved service quality and product diversification. This observation could have been the reason for local tourism.

Significance of the mediating influence of management strategies on the relationship between seasonality and consumer travel behaviour and performance of beach resorts was determined by considering before and after mediation models. This was according to the stepwise approach suggested by Baron and Kenny (1986). Management strategies, as a variable, was found to have a significant mediating influence since there was a statistically significant increase in the explained variation after incorporating the intervening variable. Significant mediating influence of management strategies was also proved by the fact that the composite independent variable has a significant influence on the intervening variable, which in turn has a significant effect on the dependent variable. Further, the fact that all regression coefficients in the four steps are significant is evidence that management strategies have significant partial intervening effect on the relationship between seasonality and consumer travel behaviour and performance of the beach resorts.

6.4.2 Leadership commitment as a moderating variable

Leadership commitment is a process of inspiration that involves understanding of events by groups, election of goals for an organisation or group, motivation process and commitment of the groups to achieve set goals of an organisation. Leadership commitment, as a moderating

variable, was perceived in terms of whether top leadership has clear goals and/or visions with respect to the strategic plan of a beach resort. The influence of leadership commitment was also assessed on the ability to make right decisions all the time, capacity to develop the right work culture integrated with personal leadership quality and team building. Moreover, effect of leadership commitment was examined in terms of adherence to laid-down policies.

The results show that all the indicators of leadership commitment were vital in moderating the relationship between seasonality and consumer travel behaviour, and the performance of star-rated beach resorts. Nonetheless, ability of management to develop a clear picture on where the respective institution should go in terms of vision and mission had the highest score, while commitment of the management to continuously emphasise personal leadership in quality management had the least score.

Significance of moderating effect of leadership commitment was examined by comparing the change in the value of a significant R-squared and p-values of the coefficients before and after moderation. Leadership commitment was observed to have a significant moderating influence since there was an increase in the value of R-squared, which was also significant. Decrease in the p-values of the composite variable (X) and leadership commitment after introducing the interaction factor implies that the interaction between seasonality and consumer travel behaviour and leadership commitment makes the two predictor variables be more significant. Therefore, while examining how seasonality and consumer travel behaviour influence performance of beach resorts, it is vital to also explore how leadership commitment of the management moderates the relationship.

6.4.3 Socio-cultural activities as a moderating variable

Socio-cultural activities were considered as values and beliefs that style up societies by shaping individual's thoughts, attitudes, wishes, region, perceptions, decisions and behaviour. Socio-cultural activities identified in this study included cultural-based activities, perceptions and attitudes, existence of special events such as political functions, holidays, workshops, conferences and retreats as well as religious events. Culture-based (family values and beliefs) factors were highly rated as crucial components of socio-cultural factors.

Similar to leadership commitment, the moderating influence of socio-cultural activities was examined by comparing the changes in the p-values and explained variations before and after moderation. Using this approach, socio-cultural activities, as a variable moderator, was observed not to have a significant moderating influence. This decision was due to the fact that there was a significant decrease in the value of the explained variation after introducing the interaction variable. Introduction of the interaction variable also made the values of predictors and R-squared in the after-moderation model to be insignificant. This was an indication that socio-cultural activities does not present itself as a moderating variable but as an independent variable.

6.5 Conclusion

The study set out five objectives: to investigate the relationship between seasonality and performance of star-rated beach resorts; to investigate the relationship between consumer travel behaviour and performance of star-rated beach resorts; to investigate the mediating effect of management strategies on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts; to establish the moderating effect of leadership commitment on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts; and to establish the moderating effect of socio-cultural

factors on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts.

On the first objective (the relationship between seasonality and performance of star-rated beach resorts), the findings showed that seasonality negatively impacted beach resorts performance in both financial and non-financial dimensions. On the financial dimension, seasonality affected beach resort performance in the areas of returns by lowering profit growth, return on asset and return on sales. On non-financial aspects, seasonality reduced businesses during off-season, leading to seasonal business, reduced market share, business closure, seasonal employment and underutilisation of beach resorts facilities, which are all negative impacts. The study, therefore, concludes that seasonality had significance negative impact on the performance of beach resorts in the Coast region of Kenya.

On the second objective (to investigate the relationship between consumer travel behaviour and performance of star-rated beach resorts), the results showed that consumer travel behaviour had positive influence on performance of star-rated beach resorts. The positive influence was due to the fact that movement of consumers to a given destination increases demand at the destination resort, which in turn improves revenue and overall performance at the destination point. It was, therefore, concluded that consumer travel behaviour had positive influence at the destination point only if there is movement of guests towards that point, while the opposite led to negative effects on beach resorts performance.

On the third objective (to investigate the mediating effect of management strategies on the relationship between seasonality and customer travel behaviour and performance of star-rated beach resorts), the study showed that all management strategies were important in managing impacts of seasonality and consumer travel behaviour. However, there were top three strategies

that were ranked the highest by the managers. These were market diversification, improved service quality and product diversification, while support from the government and stakeholders and reduced workforce ranked the least. The study concludes that all management strategies used to manage impacts of seasonality and consumer travel behaviour were significantly viable, but the three were more popular than others.

On the fourth objective, the study sought to establish the moderating effect of leadership commitment on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts. The results showed that all the stipulated management commitment had viable moderating factors in handling impacts of seasonality and consumer travel behaviour. Therefore, the study concludes that all-leadership commitment practiced by the managers to manage impacts of seasonality and consumer travel behaviour on the performance of star-rated beach resorts at the coastal region of Kenya were viable.

Pertaining to the fifth objective (moderating effect of socio-cultural activities on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts), the study showed that socio-cultural activities with effective moderation aspects on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts range from leisure, holidays, meetings, Incentives, conferences and events. However, comparing the changes in the p-values and explained variations before and after moderation, the study concludes that socio-cultural activities as a variable moderator was not a significant moderating influence.

6.6 Recommendations

Based on the conclusions, the study makes the following key recommendations:

1. On seasonality and performance of star-rated beach resorts, the study concluded that seasonality negatively impacted beach resorts performance in the areas of returns by lowering profit growth, return on asset and return on sales. This implies that beach resorts managers require viable management strategies to manage the adverse influences of seasonality on the performance. To these ends, the study recommends that beach resort managers should enhance the three management strategies that were found to be effective (market diversification, price differentiation, improved service quality and product diversification) to manage the impacts of seasonality and consumer travel behaviour on the performance of star-rated beach resorts. This would help with sustenance of business during low seasons.

2. As of consumer travel behaviour and performance of star-rated beach resorts, the study concludes that there was a significant positive influence on performance of star-rated beach resorts. This positive influence can be attributed to the movement of consumers to a given destination increases demand at the destination resort, which in turn improves revenue and overall performance at the destination point. The key in influencing factors of the movement of consumers to beach resorts were quality service, coastal beach ambience, leisure and holidays among other listed factors. Based on this conclusion, the study recommends that at operations level, beach resort managers should maintain and keep on improving on service quality to attract and retain consumers. At policy formulation level, the government and other tourism stakeholders, including beach resort managers, should enhance on coastal beach ambience by setting up coastal beach cleanup policies to attract more leisure and holiday consumers.

3. On management strategies, the study showed that all strategies presented by the study were important in managing impacts of seasonality and consumer travel behaviour. However, the top three strategies as ranked by the managers were market diversification, improved service quality and product diversification, while support from the government and stakeholders and reduced workforce ranked the least. The study concludes that all management strategies used to manage impacts of seasonality and consumer travel behaviour were significantly viable but three (market diversification, improved service quality and product diversification) were more popular than others. Based on this finding, the study recommends that beach resort managers should optimise on these three strategies to sustain performance in different seasons.

4. As of moderation effects of leadership commitment on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts, the study concludes that all-leadership commitment practised by the managers to manage impacts of seasonality and consumer behaviour on the performance of star-rated beach resorts at the coastal region of Kenya were viable. Based on this finding, the study recommends that beach resort managers should continue refining leadership commitment to improve their business status in order to gain a competitive advantage in the industry.

5. Regarding to the moderating effect of socio-cultural activities on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts. The study concludes that socio-cultural activities with effective moderation aspects on the relationship between seasonality and consumer travel behaviour and performance of star-rated beach resorts include leisure, holidays, meetings, incentives, conferences, and events. Based on this conclusion, the study recommended that beach resort marketers should improve on designing favourable packages for different seasons to retain and attract more conferencing and

events business. This will increase rate of bookings in beach resorts and improve performance in all seasons.

6.7 Suggestions for Further Research

The study suggests research in the following areas:

i. Assessment on the effectiveness of strategies used by beach resort to manage impacts of seasonality and consumer travel behaviour for sustainable performance.

ii. Development of a "Smoothening Model" to eradicate negative effects of seasonality and consumer travel behaviour on beach resorts performance in the coastal region of Kenya.

iii. Re-evaluation of tourism social-cultural activities and the performance of beach resorts in the coastal region of Kenya in the post-COVID 19 period.

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APPENDICES

APPENDIX I

QUESTIONNAIRE FOR BEACH RESORT MANAGER

INTRODUCTION

The purpose of this questionnaire is to collect data for academic purposes. This questionnaire is designed to obtain information from star-rated beach resorts at the Kenyan coast. The study seeks to establish the relationship between seasonality, customer travel behaviour and performance of resorts. You are requested to respond to statements in the questionnaire according to the guidelines provided in each section. All information will be treated with strict confidentiality. Answer all questions as indicated by either filling in the blank or ticking the option that applies.

BEACH RESORT CODE ----------

SECTION A: GENERAL INFORMATION

1. Indicate your current position (e.g., General Manager, Food & Beverage Manager etc.)

   _____

2. Indicate your gender Male [ ] Female [ ]
3. Indicate your age

Below 20 [ ]

20 – 30 [ ] 51 – 60 [ ]

31 – 40 [ ] 60 and above [ ]

41– 50 [ ]

4. Years of work experience in this industry

   5 Years and below [ ] 6-10 Years [ ] 11-15 Years [ ]

   16 Years and above [ ]

5. Number of years worked in the current beach resort ----------

5 Years and below [ ] 6-10 Years [ ] 11-15 Years [ ] 16 years and above [ ]

6. Indicate your level of professional training.

   Certificate [ ]

   Diploma [ ]

   Undergraduate [ ]

   Postgraduate [ ]

   Any other, specify, _____

7. Indicate the star rating of your Beach Resort.

   Five stars [ ] Four star [ ]

   Three stars [ ] Two star [ ]

   One star [ ]

8. Ownership of beach resort

   Local [ ]

   Foreign [ ]

   Joint Venture [ ]

   Others [ ]

9. Duration of operation of the beach resort

   Less than 1 year [ ]

   1 – 3 years [ ]

   3 – 5 years [ ]

   More than 5 years [ ]

10. Indicate the number of employees in your organization in the following categories

    Permanent workers_____

    Contract workers_____

    Casual workers_____

11. (a) Indicate your target market

    Local/domestic [ ]

    Foreign/international [ ]

    Both [ ]

12. Does the resort have outlets?

    Yes [ ] No [ ]

13. How would you describe the competition your resort is currently facing (please tick one)?

Negligible [ ]

Low intense [ ]

Intense [ ]

Fairly intense [ ]

Very intense [ ]

SECTION B: CAUSES OF SEASONALITY IN STAR-RATED BEACH RESORTS

14. The following are some of the causes of seasonality in hotel industry. Please indicate with a tick [√] the extent to which you agree or disagree with the following cauese of seasonality in beach resorts: 1= strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, 5 = strongly agree

No.	Causes of seasonality (Tick where appropriate)	Not important	Less important	Important	Very important	Most important
		1	2	3	4	5
1.	Climate					
2.	Tourist travel patterns(international)					
3.	Tourist travel patterns(domestic)					
4.	Consumer travel behaviour					
5.	Religious Festivals					
6.	Public Holidays					
7.	School Holidays					
8.	Sports					
9.	Trade fairs					
10.	Special events such as political gatherings					

SECTION C: TOURIST SEASONS IN STAR-RATED BEACH RESORTS

15. Please indicate the extent to which you agree or disagree with the following descriptions of the seasons of the year. Using the scale ; 1=strongly disagree,2=disagree,3= undecided,4=agree,5=strongly agree

No.	Annual Business seasons seasonality (Tick where appropriate)	Strongly disagree	Disagree	Undecided	Agree	Strongly
		1	2	3	4	5
1.	December to March is peak season					
2.	April (Easter week) is peak season					
3.	October to December is shoulder					
4.	April to July is low season					

16. Kindly indicate the average occupancy rate in % during the periods below

No.	Annual Business seasons seasonality (Tick where appropriate)	%
1.	December to March is peak season	
2.	April (Easter week) is peak season	
3.	October to December is shoulder	
4.	April to July is low season	

17. On average how many nights does a guest stay in your establishment?

Kindly tick [√]

1—2 nights ☐

2---4 nights ☐

4---6 nights ☐

6 nights and above ☐

18. Indicate the extent to which you agree with the statements below concerning how seasonality affects performance of your resort1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, 5 = strongly agree

No.	Statements	strongly disagree	disagree	undecided	agree	strongly agree
		1	2	3	4	5
1.	The number of bookings in our resort fluctuates with time of the year					
2.	Duration of stay of guests in our resort depends on time of the month/year					
3.	Occupancy ratio or rates goes down during this time					
4.	Operating environment in beach resorts set by the government significantly influences arrivals and departures in the beach resorts					
5.	Climatic or weather changes dictate the traffic flow of customers at the beach resorts					
6.	Available and varied travel options determine customer destination choice					

7.	Seasonality in the beach resorts results to Seasonal employment					
8.	Seasonality in the beach resorts interferes with smooth management of cash flow and budget					
9.	Our institution is able to overcome problems associated with consumer behaviour and seasonality demands					

SECTION D: STRATEGIES FOR MANAGING SEASONALITY AND CUSTOMER TRAVEL BEHAVIOURS

19. The following are some of strategies used by beach hotels in managing seasonality to sustain business. Please indicate with a tick [√] the level of importance of these strategies used to cope with seasonality to your beach resort: 1= not important, 2=Less important, 3= important, 4=very important 5= most important

No.	Managing strategies (Tick as appropriate)	Not important	Less important	Important	Very important	Most important
		1	2	3	4	5
1.	Price differentiation					
2.	Product diversification					
3.	Market diversification					
4.	Improved quality service					
5.	Reducing worker force					
6.	Seeking government support e.g., tax concession, subsidies and loans					
7.	Seeking stake holders support					
8.	Promotional campaigns e.g., discounts and free offers					
9.	Product and policy mixing to improve market share					
10.	Partnership with tour operators and travel agents					
11.	Group booking and off-season offers					

SECTION E: LEDERSHIP COMMITMENT

20. Indicate the extent to which you agree with the statements concerning the top leadership commitment to ensuring high performance of your beach resort: 1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, 5 = strongly agree

No.	Statements	strongly disagree	disagree	undecided	agree	strongly agree
		1	2	3	4	5
1.	The management of this resort has a clear vision and mission for the beach resort					
2.	Management operates on right decisions					
3.	Management relies on team building					
4.	The management has developed a clear quality management policy					
5.	The Management emphasizes personal leadership in managing quality					
6.	Management articulates customer focused values					
7.	Total adherence to government regulatory requirements is key in sustainability of this resort					
8.	Management has establishment right culture					
9.	Management emphasizes adherence to policies in making decisions					

SECTION F: SOCIO-CULTURAL ACTIVITIES

21. Please indicate the extent to which you agree with the influence of the following socio-cultural factors in your beach resort: 1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, 5 = strongly agree

No.	Socio-cultural influences on tourism visitation in beach resorts.	Not at all	Small extent	Neutral	Large extent	Very large extent
		1	2	3	4	5
1.	Sporting seasonality					
2.	Religious functions/events					
3.	Cultural or traditional festivals/celebrations					
4.	Public holidays					
5.	Special events e.g., Political rallies, thanksgiving parties, graduation ceremonies					
6.	local/Intentional Convections					
7	Conferences					
8	Workshops and retreats					
9	Recommendations from earlier visitors					

SECTION G: FINANCIAL AND NON-FINANCIAL IMPACTS OF SEASONALITY AND CUSTOMER TRAVEL BEHAVIOURS ON BEACH RESORTS PERFOMANCE

22. The following are some financial and non-financial effects of seasonality and unpredictable customer behaviour to beach resorts. Please indicate the extent to which seasonality and unpredictable customer behaviour have impacted on the performance of your resort using the ratio specified below

Dimension	**Ratings/Extents**				
(i) Returns Dimensions	**Extent of reduction on returns**				
	1: 0-5%	**2: 5-10%**	**3: 10-15%**	**4: 15-20%**	**5: Above 20%**
Profit growth					
Return on assets					
Return on sales					
Return on investment					
Return on capital investment					
Market share					

	Extent of increase in costs				
(ii) Cost Dimension	**1: 0-5%**	**2: 5-10%**	**3: 10-15%**	**4: 15-20%**	**5: Above 20%**
Operating costs					
Audit costs					
Cost per service provided					
Cost per client served					
(iii) Non-Financial Aspects	**Extent of non-financial effects**				
	1: 0-5%	**2: 5-10%**	**3: 10-15%**	**4: 15-20%**	**5: Above 20%**
Underutilization of hotel resources/facilities					
Inability to stockpile products/services					
Business reduction during off-season					
Business closure due to low customer turnout					
Seasonal labour demands					
Reduction of labour force					

APPENDIX II: NTERVIEW SCHEDULE FOR MANAGERS

Q1.(i) what do you understand by the term consumer travel behaviour?----------

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(b) In which way/s does consumer travel behaviour affect this beach resort performance?

(i) Financial performance----------

(ii) Non-financial performance----------

(c) What would you say about the characteristics of your market? Do they visit as individuals, groups, family or even in mass tours?----------

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(b) Which country/s are the principal sources of your market? Kindly list them in the order of highest to the lowest in terms arrival numbers.

1. ----------

2.----------

3.----------

4.----------

5. ----------

Q2. (a) In your understanding explain the meaning of seasonality? ----------

---

(b) What are the causes of seasonality in your beach resort?

Q3. What are financial and non- financial impacts of consumer behaviour and seasonality on beach resort performance?

(i) Financial impacts----------

(ii) Non-Financial impact----------

(iii) Q4. What business strategies do you implement to manage consumer behaviour and impacts of seasonality?

(iv) Q5. What are possible solutions to address the recurrent seasonality problems in your beach resorts? ----------

---

Thanks for your time and responses

APPENDIX III

QUESTIONNAIRE FOR BEACH RESORT GUEST

HOTEL CODE _____

INTRODUCTION

The purpose of this questionnaire is to collect data for academic purposes. This questionnaire is designed to obtain information from star-rated beach resorts at the Kenyan coast. The study seeks to establish the relationship between consumer travel behaviour and seasonality and performance of the beach resort. You are requested to respond to statements in the questionnaire according to the guidelines provided in each section. All information will be treated with strict confidentiality. Answer all questions as indicated by either filling in the blank or ticking the option that applies.

SECTION A: GENERAL INFORMATION

1. Indicate your gender Male [ ] Female [ ]
2. State your nationality_____
3. Indicate your age

   20 Years and below [ ]

   20 – 30 [ ] 51 – 60 [ ]

   31 – 40 [ ] 60 and above [ ]

   41– 50 [ ]
4. Academic level

   Certificate [ ]

   Diploma [ ]

   Undergraduate [ ]

   Postgraduate [ ]

Any other, specify, _____

5. Occupation_____

6. (a) How is your visit to Kenyan coast organised; use a tick [√]

(i)Personal [ ] (ii) by Family [] (iii) by Company [ ] (iv) by Agent [ ] (v) Group/Mass tour [ ]

7. How many times do you organise such trips to Kenya? Indicate with a tick [√]

(i) Annually [ ] (ii) Mind yearly [ ] (iii) quarterly [ ] (iv) All year round[ ]

8. Have you been to this beach resort before?

Yes [ ] No [ ]

9. Please indicate the number of nights you intend to stay in this beach resort_____

10. Would you recommend a friend to visit this beach resort in future?

Yes [ ] No [ ]

12. Using few words kindly give reasons for your answer in 8 above in the space provided.

SECTION B: TRAVEL MOTIVATIONS TO BEACH RESORTS

13. The following are some of the factors that motivate guest to visit Kenyan beach resorts. Please indicate with a tick [√] the importance of each factor using the scale: 1-not important, 2-Less important, 3 important,4-very important 5- most important

No.	Travel motivation to beach resorts	Not important	Less important	Important	Very important	Most important
		1	2	3	4	5
1.	Leisure					
2.	Holidays					

3.	Sports					
4.	Religious					
5.	Business					
6.	Weather/climate					
7.	Ambience at the coastal beaches					
8.	Quality service					
9.	Cultural/traditional festivals					`

14. What activities do you enjoy most during your stay at the Kenyan beach resorts? Kindly list in the space provided

_____

15. Kindly indicate your preferred season to visit Beach Resorts at the coast of Kenya**.** In the order of: 1- Always, 2-Rarely, 3- Never

No.	**Preferred season to visit beach resorts**	**Always**	**Rarely**	**Never**
		1	**2**	**3**
1.	December to March-----*peak* season			
2.	April (Easter week) —---*peak* season			
3.	October to December—*shoulder* season			
4	April to July---------- *low* season			

15 Any other period kindly indicates----------

Thanks for your time and responses

APPENDIX V

NACOSTI RESEARCH LICENCE

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **398652**

Date of Issue: **16/March/2020**

RESEARCH LICENSE

This is to Certify that Mr.. japhet Mugao kwenga of Technical University of Kenya, has been licensed to conduct research in Mombasa on the topic: AN ASSESSMENT OF CONSUMER BEHAVIOR AND SEASONALITY AND THEIR IMPACT ON THE PERFORMANCE OF STAR RATED BEACH RESORT IN THE COASTAL REGION OF KENYA for the period ending : 16/March/2021.

License No: **NACOSTI/P/20/3870**

398652

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Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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APPENDIX VI: INSTITUTIONAL RESEARCH AND ETHICS COMMITTEE APPROVAL CERTIFICATE

INSTITUTIONAL RESEARCH AND ETHICS COMMITTEE (IREC)

MOI TEACHING AND REFERRAL HOSPITAL
P.O. BOX 3
ELDORET
Tel: 33471//2/3

MOI UNIVERSITY
COLLEGE OF HEALTH SCIENCES
P.O. BOX 4606
ELDORET
Tel: 33471/2/3

Reference: IREC/2020/180
Approval Number: 0003743

22nd December, 2020

Japhet M. Kwenga,
Technical University,
School of Hospitality and Human Ecology,
P.O. Box 52428-00200,
NAIROBI-KENYA.

Dear Mr. Kwenga,

AN ASSESSMENT OF CONSUMER TRAVEL BEHAVIOUR AND SEASONALITY AND THEIR IMPACT ON THE PERFORMANCE OF STAR RATED BEACH RESORTS IN THE COASTAL REGION OF KENYA

This is to inform you that ***MU/MTRH-IREC*** has reviewed and approved your above research proposal. Your application approval number is ***FAN: 0003743.*** The approval period is **22nd December, *2020 – 21st December, 2021.***

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments, MTA) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by ***MU/MTRH-IREC***.
iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to ***MU/MTRH-IREC*** within 72 hours of notification.
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to ***MU/MTRH-IREC*** within 72 hours.
v. Clearance for export of biological specimens must be obtained from ***MU/MTRH-IREC*** for each batch of shipment.
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
vii. Submission of an executive summary report within 90 days upon completion of the study to ***MU/MTRH-IREC.***

Prior to commencing your study; you will be required to obtain a research license from the National Commission for Science, Technology and Innovation (NACOSTI) https://oris.nacosti.go.ke and other relevant clearances. Further, a written approval from the CEO-MTRH is mandatory for studies to be undertaken within the jurisdiction of Moi Teaching & Referral Hospital (MTRH), which includes 22 Counties in the Western half of Kenya.

Sincerely,

INSTITUTIONAL RESEARCH & ETHICS COMMITTEE
22 DEC 2020
APPROVED
P.O. Box 4606-30100 ELDORET

DR. S. NYABERA
DEPUTY-CHAIRMAN
INSTITUTIONAL RESEARCH AND ETHICS COMMITTEE

cc CEO - MTRH Dean - SOP Dean - SOM

SEASONALITY AND CONSUMER TRAVEL BEHAVIOUR AND THEIR IMPACT ON THE PERFORMANCE OF STAR-RATED BEACH RESORTS IN THE COASTAL REGION OF KENYA

ORIGINALITY REPORT

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