

ASSESSMENT OF THE CONTRIBUTION OF LEISURE AND
RECREATION FACILITIES TO THE REVENUE OF THREE
STAR HOTELS IN NAIROBI COUNTY, KENYA.

BY

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Declaration

This thesis is my original work and has not been presented for a degree in any other university.

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DEDICATION

This work is dedicated to my late parents, my husband John, our children Kevin, Justin and Alfred for all the encouragement and support.

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LIST OF ABBREVIATIONS AND ACRONYMS

EAC	East African Community
HFD	Health Fitness Dynamics Inc
IRC	International Residential Code
ISPA	International Spa Association
LRF	Leisure and recreation facilities
PAR	Per available room

OPERATIONAL DEFINITION OF TERMS

Leisure	This is time available when one is not working or doing other life sustaining functions and spent in a hotel.
Leisure and recreation facilities	A building, service or piece of equipment provided for the purpose of recreation in three star hotels.
Profit motives	The aim of financial gains on provision of leisure and recreation facilities in three star hotels.
Recreation	Activities one chooses to undertake during leisure time in a hotel
Revenue	The total amount of money received by the company for goods sold or services provided during a certain time period in a hotel.
Spa	A place in a hotel devoted to enhancing well being through a variety of professional services that encourage the renewal of mind, body and spirit.
Star Rating	This is classification of hotels by the Automobile Association (AA) which is an accepted mark of quality according to comfort in the hotel, services offered, technical equipment, sanitation and security in the hotel in Nairobi.
Three Star Hotel	This is a luxurious hotel with modern and technical amenities comparable to an average class internationally. They offer the average standards of accommodation, service and comfort in Nairobi.

- Town Hotels** An accommodation establishment located within or near an urban centre where the majority of clients are tourists, business travelers and people attending conferences/workshops.
- Turn over** The change or movement of clients, in and out of the hotel rooms, restaurant and conference halls.
- Rate charges** The prices or cost of hotel services or facilities.

ABSTRACT

Leisure and recreation is an area which is constantly changing and must be closely monitored to retain the hotels competitive advantage and subsequent market share. Leisure and recreation facilities (LRF) benefit a hotel in the following areas: competitive advantage, positive image and as a marketing asset. Guests in a hotel expect LRF to be available in a hotel. This research examined the LRF available in three star hotels in Nairobi County, Kenya and the extent to which they are used. The research aim was to determine whether the use of LRF benefits the hotels in increased rate charges, turnover rates in room occupancy, restaurant and conference and also in membership which are indicators of revenue gains. A cross sectional descriptive research design was used to gather information from the respondents. The location of the study was three star hotels in Nairobi County Kenya, where the general managers, front office managers, recreation managers, recreation attendants and or instructors and facility users who were present at the time of data collection were the target population. Questionnaires and interview schedules were used as the research instruments to collect data. The instruments were pretested in order to obtain the reliability using the test retest method which was subjected to Pearson's Product Moment correlation coefficient. Data was analyzed using descriptive statistics such as frequency distributions, percentages and means. Inferential statistics were used to determine the relationship between LRF and rates charged, turnover rates and membership. Data from the open-ended items was summarized into frequency tables. The data was presented in pie charts, graphs and tables. The study found out that three star rated hotels in Nairobi County, Kenya had diverse LRF which included; swimming pools, golf course, steam bath, massage parlor, squash court and tennis court. The research found out that more than half of the clients in 56 percent of 3 star hotels made use of LRF. The hotel clientele was composed of in house guests (11%), walk in guests (50%) and registered members (39%). The study indicated that on average, LRF contributed 7 % to the total hotel revenue. According to the respondents, it was found out that LRF had impact on the rates charged on the hotel services and facilities. Positive associations were found between the presence of LRF and turnover rates in room occupancy ($p=0.000<0.05$), restaurant ($p=0.004<0.05$) and conference booking ($p=0.009<0.05$) in three star rated hotels in Nairobi County, Kenya. LRF and hotel membership had a positive association of $p=0.001<0.05$. Based on the findings of the study it was concluded that: LRF are essential as either direct or indirect sources of hotel revenue, LRF contributed to the revenue of 3 star rated hotel in Nairobi County Kenya, through direct charges for LRF, rates charged, high turnover rates in room occupancy, restaurant, conference booking and membership fee. The study recommended that hotels should invest more on LRF in an effort to attract new clients and to maintain the existing ones as they increase the hotels revenue both directly and indirectly. A research on the trends in LRF in hotels was also recommended to help the government realize the way forward in achieving the vision 2030.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Leisure is the free or unobligated time during which one is not working or performing other life sustaining functions (Leitner, 2004). Chelladurai 2006, states that leisure was originally considered by the ancient Greeks as the most worthy activity that human engage in. On the other hand, Roberts (2001) defines recreation as the voluntary activities one chooses to undertake during leisure time for personal fulfillment. According to Tolkildsen (1999) these activities are carried out because of satisfaction, pleasure or creative enrichment derived, or because one perceives certain personal or social values to be gained from them. According to Chelladurai (2006), recreation is the use of leisure time to refresh oneself from work. The leisure and leisure time idea is thought to have emerged in Victorian Britain in the late nineteenth century, late in the Industrial Revolution (Pearce, 1896). The modern entertainment and recreation industry with time emerged in industrialized nations, catering to entertain workers during their leisure time. This Victorian concept – the weekend – heralded the beginning of leisure time (Pearce, 1896).

Leisure and recreation facilities have been provided by the public, voluntary and commercial sectors (Tolkildsen, 1999). Tolkildsen (1999) further indicates that the major difference between the commercial and the public or voluntary organization is that the primary objective of the commercial operator is financial profit. The commercial sector is dominant in the provision of hotels, amusement parks, theme parks, holiday camps and public houses (Tolkildsen, 1999). According to Forbes (2009), the major reason for any hotel to invest in leisure facilities is the profit

motive. Forbes (2009) further indicates that it is difficult to make an exact relationship between increased trading profits and the presence of leisure facilities.

A leisure and recreation facility is an area which is constantly changing and has to be closely monitored to retain the hotels competitive advantage and subsequent market share (Knowles, 1998). O'neil and Palmer (2004) indicate that the increasing competition and unique services and conveniences have forced hoteliers to continuously search for competitive advantage. Knowles (1998) further states that during the late 1980's in the UK, a total of 72.3 million pounds was invested by hotels installing new health and leisure facilities and updating existing facilities. This investment indicated how convinced hoteliers are of the benefits accruing from leisure facilities. Leisure facilities may benefit the following areas, thus creating extra revenue particularly in using previously underutilized space: increased room occupancy, competitive advantage, business users, membership fees, increased room rates, marketing asset and positive image (Kohler, 2006). Andrew & Wohberg (2006) assert that hotels with leisure and recreation facilities may have a significant advantage to profitability over those without. The use of leisure and recreation facilities as a competitive advantage is evidenced by a huge increase in the demand for packages at resorts and hotels where leisure and recreation facilities are available in South Africa. (Kohler, 2006)

A hotel should be a place where people can still be exceptional individuals and they can extend their own personality and styles through the leisure and recreation facilities offered (Hogan, 2008). This makes the hotels to offer a variety of leisure and recreation facilities. Hotels rated three star and above must provide a swimming pool

as a leisure and recreation facility according to the East African Community (EAC) Criteria for classification of Hotels and Restaurants. Jagmohan (2002) indicates that swimming pools and other leisure and recreation facilities in a hotel are built to attract hotel guests; however they may be available to the public on payment of a fee.

Anderson (1999) in Monteson and Singer 2002 conducted a study of the USA resort based recreation facilities. The study found out that leisure and recreation facilities help resorts with regard to their marketing advantage, revenue per room occupied, room occupancy and perceived value for room rate.

Gathanju 2010 in Tembea Kenya Magazine indicates that Kenyan hotels and lodges are becoming aware of the leisure and recreation facilities like the spa facility which is almost becoming a must. Gathanju further notes that the Kenyan Government under the Ministry of Tourism intends to take the development of spas and wellness centers a notch higher. This was after the ministry announced the proposed development of a spa and wellness resort city in Diani, on the Kenyan South Coast. The government has pledged to pump in over Kshs. 18.5 billion to cater for the development (Tembea Kenya, 2010). This indicates there are gains expected from the same.

1.2. Statement of the Problem

Tourism has become a major force in the economy of the world and many governments have recognized its importance (Cooper, Fletcher, Fyall, Gilbert & Wanhill 2008). According to Walker (2010), the hospitality and tourism industries are the largest and fastest-growing industries in the world. Hotels are a part of the hospitality sector and are major components of tourism which cannot be ignored

(Middleton, Fyall & Morgan 2009). According to Sangkaworn and Mutjalata (2008), hotels and resorts play an important role in the attainment and acceleration of the social and economic growth of the country. The Tourism sector in Kenya has been identified as one of the key six growth sectors in the economic pillar of Vision 2030 (Government of Kenya, 2007). According to the Kenya Ministry of Tourism Strategic Plan 2008 – 2012 (Government of Kenya, 2008) some of the ministry's objectives to actualize the tourism sector goals are: to increase tourism revenue from Ksh.65 billion in 2007 to Ksh.200 billion by 2012 by increasing the number of international tourists and increasing the average spending per visitor, to offer and maintain internationally accepted standards of tourist service. Dietz and McGuire (2010) indicate that many hotels have significant ancillary revenue streams from other revenue generating outlets like spas, health fitness centers, massage and golf. Dietz and McGuire (2010) further state that the right mix of demand will spread clientele spending across the property, so these companies want to ensure that they are accepting guests that will maximize revenue across the property rather than strictly hotel room revenue.

Health and wellness tourism achieved through recreation facilities (which are hotels ancillary revenue streams) is a segment of the tourism sector that is rapidly growing in significance (Byron & Hawkins, 2001). A Health Fitness Dynamics (HFD), USA economic study conducted by Anderson in 1999 showed that hotels recreation facilities enhanced profit by 97%, in marketing advantage, 83% in revenue per occupied room, 73% in occupancy, 70% in perceived value for room rate, 57% in room rates, 43% in length of stay and 27% in number of people or occupied rooms (Singer 2006).

Historically, leisure and recreation facilities operations were treated by management as similar to other revenue departments like food and beverage or telephone (Singer 2006). These departments were simply perceived to be amenities needed to attract guests to the hotel. Singer (2006) further states that as long as these departments broke even, or didn't lose too much money; their ability to increase occupancy was deemed sufficient justification for their existence. However, in recent years, hotel recreation facilities have followed the path of the other operating departments and transformed from support facilities to profit centers. There is little or no published traces that have looked at the leisure and recreation facilities offered in the Kenyan rated hotels and their contribution to the hotel revenue. This study sought to find out the leisure and recreation facilities available in three star hotels in Nairobi County, Kenya. The study also sought to evaluate the extent to which these leisure and recreation facilities are used and whether they contribute to the revenue of these hotels through: rates charged, increased room occupancy and membership fee. By so doing it would give an insight to how the Kenyan hotels can contribute to achieving the objectives named above and hence achieve the economic pillar of Kenya Vision 2030 through the tourism sector.

1.3 Purpose of the Study

The purpose of the study was to examine the contribution of the use of leisure and recreation facilities to the revenue of three star hotels in Nairobi County Kenya. This would enlighten the hoteliers on whether to invest in them or not.

1.4. Objectives

This study was guided by the following objectives;

1.4.1 General objective

The aim of the study was to determine the availability and the utilization of leisure and recreation facilities in three star hotels in Nairobi County Kenya and whether they contribute to the revenue of these hotels.

1.4.2 Specific Objectives

- a) To find out the types of leisure and recreation facilities available in three star hotels in Nairobi, Kenya.
- b) To determine the extent to which leisure and recreation facilities are used in three star hotels in Nairobi County, Kenya.
- c) To find out whether leisure and recreation facilities in three star hotels contribute to the hotel revenue
- d) To determine whether the use of leisure and recreation facilities in three star hotels increases the rate charges and the turnover rates in room occupancy, restaurant and the conference.
- e) To establish whether the use of leisure and recreation facilities in three star hotels increase the membership.

1.5 Research Questions

- a) Which leisure and recreation facilities are available in three star hotels in Nairobi County, Kenya?
- b) To what extent are leisure and recreation facilities used in three star hotels in Nairobi County, Kenya?

- c) To what extent do leisure and recreation facilities in three star hotels contribute to the hotel revenue?

1.6 Hypotheses

- H0₁: There is no significant association between the use of leisure and recreation facilities in three star hotels in Nairobi and the rate charges.
- H0₂: There is no significant association between the presence of leisure and recreation facilities in three star hotels in Nairobi and high turnover in rooms' occupancy, restaurant and the conference.
- H0₃: There is no significant association between the presence of leisure and recreation facilities in three star hotels in Nairobi and membership.

1.7 Significance of the Study

The findings of this study were expected to provide an understanding on the use of leisure and recreation facilities to the revenue of three star hotels. The study was also expected to serve as a guide to hotels which may have spaces that can be used for leisure and recreation but have been left unused. The findings would be helpful to other lower establishments and other three star hotels on the aspect of profitability.

The study findings were further expected to serve as a motivation for marketing hotels with leisure and recreation facilities as a sales tool as well as a source of revenue. The study would encourage others to carry out further research on this subject in other star rated hotels or the same rating in other counties in Kenya hence add to the available knowledge.

1.8 Delimitations of the Study

The study was carried out in Nairobi County, Kenya and only in three star hotels. Nairobi is the capital city of Kenya, located in Nairobi County and has many star rated hotels with leisure and recreation facilities. According to the East African Community (EAC) Criteria for classification of Hotels and Restaurants, hotels rated three star and above must provide at least a swimming pool as a leisure and recreation facility. Three star hotels were considered for the study as they could be compared amongst themselves as they were noted to offer a variety of leisure and recreation facilities. This made it easy to relate this to the gains accrued from the same. According to Ralph (2004), Nairobi has a large and fast growing number of private health fitness centers and state-of-the-art gyms. Ralph further states that nearly all of the major hotels in town have excellent health fitness centers with competitively priced membership fees. The city's status as regional capital has also helped to create one of Africa's most cosmopolitan leisure spots, with some of the continent's finest hotels, restaurants, and modern and cultural entertainments Mairura (2010). This makes the county appropriate for the study.

The study interviewed the hotel managers, front office managers and recreation managers who gave information on the recreation facilities revenue as compared to the total hotel revenue. They also gave an insight of what leisure and recreation facilities were offered and how they were used to generate revenue. Leisure and recreation attendants and users were also interviewed to give an insight on which facilities were commonly used and whether clientele of these facilities also used other hotel services like the restaurant.

1.9 Limitations of the Study

The study was carried out under the following constraints; since the study was carried out within the three star hotel categories in Nairobi County Kenya only, results may not be generalized to other categories of hotels. Additionally, there could be other factors such as location, site, being a chain hotel that could influence the rate charges, turnover rates as well as membership which the researcher had no control over.

1.10 Assumptions of the Study

This study was based on the assumptions; that the hotels use leisure and recreation facilities for profit gains. The rate charges, leisure and recreation facilities membership and turnover were not influenced by other factors other than the availability of leisure and recreation facilities.

1.11 Conceptual Framework

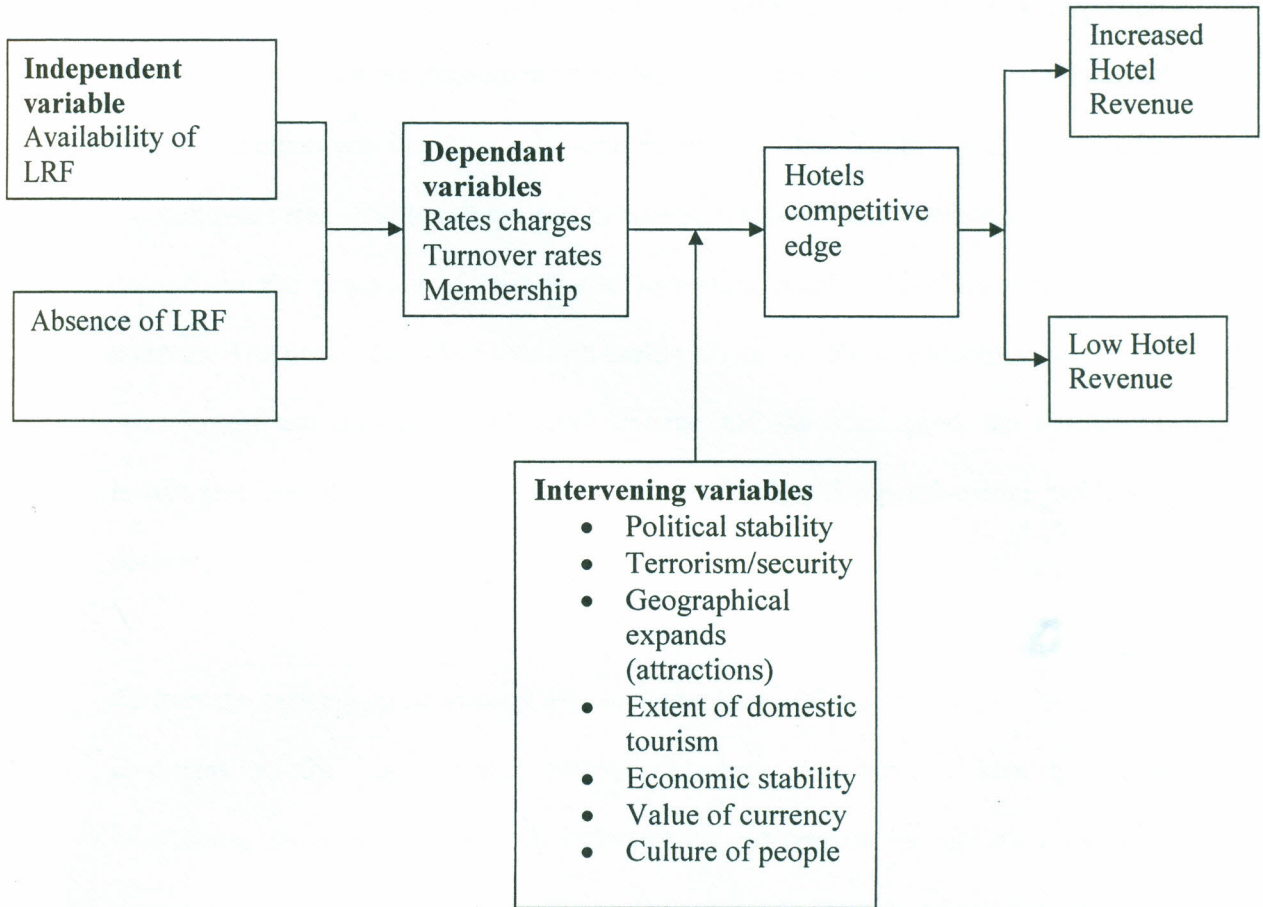


Figure 1: A conceptual model on the use of leisure and recreation facilities for revenue in three star hotels

Source: Researcher 2015: adopted from Singer (2006) & Knowles (1998)

Figure 1 above shows the conceptual frame work which captures the major variables and their interrelationships. It was based on Singer (2006) and Knowles (1998). The two authors indicated that leisure facilities create extra revenue and profits through;

rates charged, increased room occupancy, membership fees, marketing asset and positive image. In this conceptual framework, the leisure and recreation facilities in hotels are the independent variables while the rates charged; turnover rates and membership fees are the dependant variables. When guests visit a hotel for the use of leisure and recreation facilities, they most likely use other facilities hence increasing the turnover rates. The turnover rates in rooms, restaurant and conference halls may depend on the presence of leisure and recreation facilities holding other factors constant. The use of these facilities will enable a hotel to gain a competitive edge over other hotels and increase in the hotel revenue. On the other hand, the absence of leisure and recreation facilities in a hotel may lead to low competitive edge and hence decreases in hotels revenue.

Further, the conceptual framework also indicates that LRF are not the sole factors that contribute to the high revenue turnover in three star hotels. There are other intervening variables that indirectly influence the outcome of the dependent variable. Revenue turnover is a result of variables such as the economic and political stability of the country; the geographical expansions/scenic beauty; the thrust of domestic tourism; the value of the currency and the culture of the people that impact in different ways on the revenue turnover from these hotels. The interrelatedness between these variables is presented in the figure above.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is a review of the literature related to the study. It entails the leisure and recreation facilities commonly found in three star hotels in Nairobi County, general use of leisure and recreation facilities in hotels, the profit indicators; rates charged turnover rates and membership in the hotels leisure and recreation facilities.

2.2 Leisure and Recreation Facilities

Leisure and recreation facilities can either be a building, service or piece of equipment provided for the purpose of recreation, and in this study provided in three star hotels in Nairobi County Kenya. In this study facilities like swimming pool, steam bath, health fitness centre, massage parlor, golf course, tennis court and squash court were put into consideration. The spa has also come up in the literature review, this is because according to White (2008), the management of an urban hotel equipped with a health fitness centre, a swimming pool, and a few treatment rooms may find it beneficial to label the facility a spa.

Heinemann (2004) states that, in the 1980's and 1990's leisure and recreation facilities became a larger component in many hotels and resort facilities. He further indicates that the traveling public became more health and fitness conscious and many properties especially business oriented urban properties and destination resorts responded to this trend by adding a health club or spa facilities. According to Stipanuk (2002), most lodging properties had only a swimming pool as the only recreation amenity. Stipank (2002) further adds that over time, developers realized the

competitive advantage of more expansive fitness facilities and added exercise equipment and limited health club facilities. Keller and Bieger (2008) indicate that it's common for a first class hotel to include a full size spa to complement its other business oriented facilities. Additionally, a suburban hotel may enclose its pool area to provide a swim and health club for the community (Keller & Bieger, 2008). Heinemann (2004) notes that a conference center may add extensive outdoor jogging, tennis and golf facilities to its indoor pool and spa to attract high level executive retreats.

2.3 Use of Leisure and Recreation Facilities in Hotels

Knowles (1998) and Rutes, Walter, Richard, Penner and Adams (2006), indicate that relatively few guests use the recreational facilities at most hotels. Nonetheless, many guests expect them and it is essential that the developer provide these amenities in some form (Rutes et al, 2006).

According to Wolf (2009), swimming for fitness is rapidly gaining in popularity because it is ideal for almost anyone - from competitive types to the physically challenged. According to Johnson (2004), Nairobi has a large and fast growing number of private Health fitness centers and state-of-the-art gyms. According to Macharia (2012), there are 6 golf courses which are within a 20-mile radius of Nairobi - Kenya's bustling capital.

Fitness consumers seek to be active and fit when they want to and where they need it; anywhere, anytime and they seek increasingly skilled professionals to meet their needs (Carroll, 2003).

According to Hanna and Subic (2008), the benefits of saunas and steam baths are well documented - making these amenities essential for health clubs and other commercial installations.

2.4 Leisure and Recreation Facilities and Hotel Revenue

Gemma (2009) states that establishing a strong membership for recreation facilities at hotels has been highlighted as an important revenue generator by recreation managers. Gemma, (2009) further indicates that the recreation facilities not only provide revenue in terms of membership fees, but also for other services such as food and beverage and also rooms.

Anderson (2001) identified 30 hotels in USA that had extensive leisure and recreation facilities and reported that in 1999 the resort spas in his sample recorded a departmental profit margin of 30.7%. In 2004 Anderson conducted another study on leisure and recreation facilities at resort hotels in the USA. The study found out that these hotels achieved a margin profit of 23.2%. The findings of the 2004 Spa Industry Study, by Anderson showed that US spas earned an average of \$172 per square foot, \$143 per spa visit and \$277 per client (International Spa Association, 2004).

Collectively, all these figures illustrate how leisure and recreation facilities in resorts evolved in the 1999-2009 decade and became major revenue centers in the USA.

2.5 Profit Motive Indicators in Star Rated Hotels

The following have been identified as revenue indicators in star rated hotels.

2.5.1 Increased Rate Charges

Salemo (2009) states that hotels should not develop rates in a vacuum, thus many independent hotels tend to set rates based upon their own facilities and services. According to Knowles (1998), hotels with leisure and recreation facilities increase the room rates due to the fact that customers expect leisure facilities, in three, four and five star hotels as part of the package. A 1999 Health Fitness Dynamics (HFD) Economic Study of the US showed that leisure and recreation facilities enhanced hotel profits by 73% in perceived room rates and 57% in room rate (Singer 2006). The same needs to be established in three star rated hotels in Kenya.

2.5.2 Increased Turnover Rates

The presence of leisure and recreation facilities may influence the number of clients in room occupancy, restaurant and conference bookings. The turnover rate of the clients could increase the revenue received.

2.5.2.1 Room Occupancy

Knowles, 1998 indicates that for any hotel, its biggest source of profit is its room revenue. In other words, it is the room that the hotel is really selling. Knowles (1998), further notes that the increase in room occupancy is the single most commonly cited reason for the addition of leisure facilities and the majority of guests would rather stay at a hotel with such facilities than without. The basic aim of a hotel pool or other leisure facilities should be to encourage occupants to stay in the hotel rather than elsewhere (Geraint & Campbell, 1996). White, (2008) indicates that with the leisure and recreation facilities in place, the hotel's occupancy increases from 68% to 70% and it is believed that the presence of leisure and recreation facilities adds

significantly to the quality of lodging facilities. According to Singer, 2006 leisure and recreation facilities enhanced the hotels profit by 73% in room occupancy.

2.5.2.2 Restaurant

Geraint and Campbell (1996) indicate that in addition to increasing occupancy levels, hotel leisure facilities should also increase the totals spend on food and drinks and therefore the overall profitability of the hotel. Additionally, catering and drinking facilities should be included so that the full benefit of the visitors staying on site can be gained (Geraint & Campbell, 1996).

Foster & Mandelbaum (2005) indicate that hotels with leisure and recreation facilities, such as large spa operations, operate a health snack bar, or full service restaurant serving 'spa cuisine' consistent with spa focus on health and wellbeing. Consequently, this food and beverage revenues are classified within the Food and Beverage Department, which may increase the turnover rates in restaurant (Foster & Mandelbaum, 2005).

2.5.2.3 Conference

Conference organizers will tend to choose hotels which provide leisure facilities as a means of making them more attractive (Geraint & Campbell, 1996). Additionally, hotels geared to cater for business travelers and conferences provide leisure facilities to increase room occupancy. Most new hotels will include leisure facilities as they are competing in a market where the majority of hotels already have such facilities (Geraint & Campbell, 1996).

According to Chrisler (2009), some business oriented hotels offer facilities for companies to conduct extended staff meetings. Chrisler, 2009 further indicates that its common for business to schedule 'retreats where employees stay at the same hotel and discuss business strategies in designated rooms, then spend time together participating in leisure activities such as golf, tennis or swimming. The presence of these leisure and recreation facilities hence may result in increase to the turnover rates for conferences and or workshops.

2.5.3 Increase in Recreation Facilities Membership

Weerasiriwardena 2008, in Birchall (2009), states that membership is extremely important as regular members utilize the leisure and recreation facilities consistently all year round, unlike the tourism sector, which has both peak and off-peak seasons. Additionally, membership revenue is used for recreation facility maintenance and employee compensation and the remainder is the hotel revenue, hence making membership very important (Birchall, 2009). According to Geraint and Campbell (1996), many hotels have organized membership clubs to attract people not staying at the hotel. Additionally, by charging an annual subscription and opening the facilities to local members, the operating costs may be recovered. The size of the membership depends on range and scale of facility to avoid conflict of interest between club members and hotel users (Birchall, 2009).

According to Henkin (2012), LRF membership, which could be for golf, spa, fitness center or any other facility use can be created for the non-guest populace. Henkin further indicates that memberships are very popular with local clientele and an excellent source of potential revenue from treatments, programs (such as personal training). Also, one can consider a separate daily usage fee for non hotel guests who

simply want to stop over and use the LRF; this can produce a tidy sum of ancillary revenue which flows directly to hotels revenue.

A research conducted by a USA Hospitality firm in 2006 indicated that treatments such as massages, body wraps and facials are the largest sources of revenue for hotel. The study further indicated that, due to the use of these facilities by the local residents, membership fees made up to 5.2% of the total revenue earned by urban hotel. (Mandelbaum & Lerner, 2008).

2.6 Theoretical framework

The study was guided by the theory of categories of recreation activities, (Baud-Bovy and Lawson 2002, Tribe 2005) and Torkildsen list of influences on leisure participation.

Table 2.1 *Categories of recreational activities (Baud-Bovy and Lawson 2002, Tribe 2005)*

Category of activities	Examples
Taking place about the home	Watching television, reading, listening to music, gardening, do-it-yourself hobbies, exercise, use of computers
Having a high social content	Entertaining, eating out, drinking in bars, party going, visiting friends and relatives
Cultural, educational and artistic interests	Visiting theatres, concerts, exhibitions, museums, attending non-vocational classes.
Pursuit of sport, either as participants or spectators	Golf, football, swimming, tennis, bowls, darts, gymnastics.
Informal outdoor recreation	Driving for pleasure, day excursions to seaside and countryside, walking, picnicking
Leisure tourism involving overnight stay	Longer distance travel, tours, weekend break holidays and vacations

Baud-Bovy and Lawson (2002) and Tribe (2005) state that provision of high quality leisure and recreation facilities like golf course, swimming pools, tennis courts and others will enhance interests in the users and tourism and hence generate demands for accommodation and other users. Exotic leisure and recreation facilities will attract tourists as well as day users (walk - in guests) Baud-Bovy and Lawson (2002). Hotels and resort facilities may partly rely on the revenues generated by the leisure and recreation facilities users (functions, club membership and restaurant usage) Tribe (2005).

Torkildsen (1992) in Hall and Page, (2006), outlines the influences on leisure participation in terms of three categories: personal, social and circumstantial, and opportunity factors. These influences are outlined in Table 2.2

Table 2.2 *Torkildsen list of influences*

PERSONAL	SOCIAL AND CIRCUMSTANTIAL	OPPORTUNITY FACTORS
Age	Occupation	Resources available
Stage in life cycle	Income	Facilities-type and quality
Gender	Disposable income	Awareness
Marital status	Material wealth and goods	Perception of opportunities
Dependants and ages	Car ownership and mobility	Recreation services
Will and purpose in life	Time available	Distribution of facilities
Personal obligations	Duties and obligations	Access and location
Resourcefulness	Home and social environment	Choice of activities
Leisure perceptions	Friends and peer groups	Transport
Attitudes and motivation	Social roles and contacts	Costs: before, during, after
Interests and preoccupations	Environment factors	Management: policy and support
Skill and ability-physical, social and intellectual	Mass leisure factors	Marketing
Personality and confidence	Education and attainment	Programming
Culture born into	Population factors	Organization and leadership
Upbringing and background	Cultural factors	Social accessibility

Source (Hall & Page, 2006)

According to Torkildsen (1992) in Hall and Page, (2006), there are several factors personal, social and circumstantial factors that influence leisure participation. The opportunity factors are also listed and this is where the facility providers (hotels and resorts) come in to take the opportunity to make the resources (leisure and recreation facilities) available. The facilities provided - type and quality attracts the users who in turn are ready to spend their disposable income and this generates revenue for the facilities providers.

2.7 Summary

Chan and Wong (2005) in their survey identified the factors affecting the hotel selection by the frequent travelers, into which the group "business people" are also included. The research showed that the most important factors appeared to be convenient hotel location, their past experience of staying at the selected hotel, the membership in some customer loyalty program, reputation of the hotel, good service provided by the hotel staff, the availability of various leisure and recreation facilities such as a swimming pool, sauna, fitness center, restaurant providing food of different cuisines.

Historically, leisure and recreation facilities operations were treated by management as similar to other revenue departments like food and beverage or telephone (Singer 2006). These departments were simply perceived to be amenities needed to attract guests to the hotel. Singer (2006) further states that as long as these departments broke even, or did not lose too much money; their ability to increase occupancy was deemed sufficient justification for their existence. However, in recent years, hotel

recreation facilities have followed the path of the other operating departments and transformed from support facilities to profit centers.

Foster & Mandelbaum (2005) indicate that while experiences in leisure and recreation facilities may have been considered a luxury to guests, hotel owners and operators are fast realizing that it is necessary to have leisure and recreation facilities to meet the guest expectations so as to remain competitive.

According to Mandelbaum & Lerner (2008), a USA hospitality research showed that from 2005 to 2006, total hotel leisure and recreation facilities revenue grew from \$2,886 per available room (PAR) in 2005 to \$3,166 PAR in 2006. This 9.7% increase compares favorably to the 8.2% increase in total hotel revenues and 5.9% gain in sales from all other operated departments. Such a research has not been conducted in the Kenyan hotels. Health and wellness tourism achieved through recreation facilities in hotels is a segment of the tourism sector that is rapidly growing in significance. However, there is scanty information available on its size or value (Byron & Hawkins, 2001). This warrants a study on the availability of health and wellness recreation facilities in hotels and their contribution to the hotel revenue in rates charged, turnover rates in rooms, restaurant, conference and in membership to the leisure and recreation facilities.

According to the East African Community (EAC) Criteria for classification of Hotels and Restaurants, a three star hotel must provide a swimming pool. Hotels may offer more than this to obtain a competitive edge over the same rated hotels. This study therefore seeks to find out the leisure and recreation facilities available in three star

rated hotels in Nairobi County Kenya and assess whether they contribute to the revenue of these hotels.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter provided a description of the procedures that were to be followed in conducting the study focusing on: research design, location of the study, target population, sampling procedures and sample size, data collection instruments, validity and reliability, methods of data analysis and presentation.

3.2 Research Design

The study used cross sectional descriptive survey design. This design is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals (Orodho, 2003). According to Nassium (2008) and Orodho (2005) cross sectional survey studies are conducted to determine status quo and are concerned with gathering of facts rather than manipulation of variables. It can be used when collecting information about people's attitudes, opinions, habits or any of the variety of education or social issues (Orodho & Kombo, 2002). When using this design the researcher ensured that; questions were constructed to solicit the desired information; individuals to be surveyed were identified; means by which the study was conducted was identified; and the data was summarized in a way that provided the desired descriptive information.

Descriptive approach was used in this study since the study was gathering the facts and not manipulating the variables in investigating whether leisure and recreation facilities in three star hotels Nairobi were used for revenue gains.

3.3 Location of the Study

The location of the study was the three star hotels in Nairobi County, Kenya. Nairobi is the capital city of Kenya, located in Nairobi County and has many star rated hotels with leisure and recreation facilities. According to the East African Community (EAC) Criteria for classification of Hotels and Restaurants, hotels rated three star and above must provide at least a swimming pool as a leisure and recreation facility. Three star hotels were considered for the study as they could be compared amongst themselves as they were noted to offer a variety of leisure and recreation facilities. This made it easy to relate this to the gains accrued from the same. According to Ralph (2004), Nairobi has a large and fast growing number of private health centers and state-of-the-art gyms. Ralph further states that nearly all of the major hotels in town have excellent health centers with competitively priced membership fees. The city's status as regional capital has also helped to create one of Africa's most cosmopolitan leisure spots, with some of the continent's finest hotels, restaurants, and modern and cultural entertainments Mairura (2010).

3.4 Target Population

The study targeted the 9 three star hotels in Nairobi County, Kenya. The hotel managers, front office managers, recreation managers, recreation facilities attendants/instructors and facility users participated in the study. Generally a hotel will have one general manager, one front office manager, one recreation manager and at least one attendant for each recreation facility provided in a hotel. The LRF facilities user number may be determined by various factors like the time of the day and the size of the facility. The targeted facility users on average per day per hotel were 55. The average number of facility users per day per hotel was obtained from the hotels. The total accessible population targeted was 488.

3.5 Sampling Procedure and Sample Size

To identify all the members of the target population, a list of all the three star rated hotels in Nairobi County Kenya was obtained from the Kenya Gazette notice No.3976 published in 2003. Out of the 9 hotels, 8 were selected since the other one was used for pretesting the research instruments, hence a census sampling technique for the hotels. The estimated accessible population was 488 assuming each hotel provided at least three LRF. To obtain the sample size the Cochran 1963 formula for finite population was used.

$$n = \frac{n_0}{1 + (n_0 - 1) / N}$$

Where n is the sample size and N is the accessible population. Information was obtained from each general manager, front office manager, recreation manager and at least three attendants of recreation facilities in each hotel. Twenty one facility users in each hotel also participated in the study. A total of 216 respondents were used. Convenience sampling procedure was used to sample out the leisure and recreation facility attendants. The attendants were only present where the facilities were offered and hence attendants for the offered facilities were interviewed. Simple random sampling was used to access the facility users in each hotel. The facility users who were using the facilities at the time the researcher was at the hotel were interviewed. The present facility users were assigned numbers, which were put in a container and then picked randomly. Those who picked the numbers were interviewed.

Table 3.1 *Sample Size*

Respondents	No. Respondents	No. of Hotels	Total No. of Respondents
General Managers	1	8	8
Front Office Managers	1	8	8
Recreation Managers	1	8	8
LRF Attendants	3	8	24
LRF Users	21	8	168
Total	9	8	216

3.6 Research Instruments

Questionnaires were used to obtain information from the respondents. Each item in the questionnaires was developed to address specific study objectives. The questionnaires had both closed and open-ended questions. The questionnaires were used on the general managers, front office managers, recreation managers and leisure facilities attendants of the 8 three star hotels in Nairobi County, Kenya. An interview guide was used to elicit information from the users of leisure and recreation facilities in each hotel.

3.7 Pretesting of Research Instruments

This was done to enable the researcher know how to administer the instruments and estimate the duration needed to complete data collection. Pretesting of the instruments enabled the researcher check the reliability and validity of the questionnaires. Pretesting of the questionnaire was carried out in one of the three star hotels which did not participate in the actual study.

3.7.1 Instrument Validity

Pretesting helped to improve face validity of the instruments. The validity of an instrument represents the degree to which a test measures what it purports to measure (Borg & Gall 1989). The researcher removed any bias in the research instruments by constructing them in line with the objectives of the study. To avoid the threat of the instrument, to the internal validity an accurate instrument and data collection procedure was achieved by holding a training session for all research assistants. This was achieved by the construction of representative questions and evaluating them against desired outcomes. Conceptual and operational definition of variables in the study ensured external validity

3.7.2 Instrument Reliability

Reliability of measurement concerns the degree to which a particular procedure gives similar results over a number of repeated trials (Orodho, 2003). To ensure reliability in the study, the researcher employed the test-retest method. One hotel, which did not participate in the study, was selected and questionnaires distributed to respondents for completion. The questionnaires were scored manually. After a period of one week, the same questionnaires were administered to the same respondents. Their responses were scored and a comparison was made between the first and the second scores. The Pearson's Product Moment Correlation Coefficient was used to compute the coefficient in order to establish the extent to which the contents of the questionnaire were consistent in eliciting the same responses every time the questionnaire was administered. The correlation coefficient r ranges from -1 to +1, a 0.5 correlation coefficient was obtained and accepted for a strong relationship to judge the reliability. The researcher also received expert advice from the supervisors as well as peer evaluation of the instruments.

3.8 Data Collection Procedure

After the validity and reliability of questionnaires were ascertained, the researcher trained two research assistants on data collection. Permission was sought from the Ministry of Education Science and Technology to carry out the research. The researcher sought permission from the hotels to administer the questionnaire to the general managers, front office managers, leisure managers, leisure attendants and leisure and recreation facility users. The researcher went in person to the hotels to book appointments.

3.8.1 Questionnaire

The questionnaires were used to collect data from the general managers, front office managers, recreation managers and the leisure and recreation instructors/attendants. The questionnaires elicited responses on the available leisure and recreation facilities, the extent to which they are used and whether they contributed to the hotels revenue. The questionnaires further sought the opinion of the managers on the relationship between leisure and recreation facilities and the rates charged, turnover rates and the membership to particular facilities. They were administered in the sampled hotels by the researcher and two research assistants. They explained the purpose and the significance of the study. The questionnaires were checked to ascertain that they were fully filled and if not, respondents were required to fill in the gaps.

3.8.2 Interview Schedule

The researcher held interviews with the users of leisure and recreation facilities in each hotel. Semi structured interview schedules were used to gather information from the users of leisure and recreation facilities using interview guide (see appendix E).

The interview elicited responses on membership to the facilities, direct payment for non members, duration of use and use of other facilities.

3.9 Data Analysis and Presentation

The data collected was analyzed using descriptive and inferential statistics. The responses from the questionnaires were coded, tabulated and then processed. The analysis made use of descriptive statistics such as frequency distributions, percentages and means to analyze data by an electronic statistical package. The Goodness of Fit Chi Square Test was utilized to determine the relationship between leisure and recreation facilities in three star hotels and the hotels revenue. The data was presented in pie charts, graphs and tables.

3.10 Logistical and Ethical Considerations

Before conducting the research, clearance was sought from the Graduate School of Kenyatta University. A research permit was obtained from the Ministry of Education Science and Technology to carry out the research. The researcher sought permission from the hotels to administer the questionnaire to the general managers, front office managers, leisure managers, leisure attendants and leisure and recreation facility users. To ensure confidentiality, information was used only for the purpose of research. Names of the participants were omitted on the questionnaires to ensure anonymity.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Introduction

The purpose of the study was to establish the availability and the extent to which leisure and recreation facilities were used in three star hotels in Nairobi County Kenya. It was also the aim of the study to assess whether recreation facilities contribute to the revenue of these hotels. This chapter presents the findings and summarizes the study results into several areas based on the study objectives and the hypothesis.

4.2 Overview

The response rate of this study was 75% (162) of the respondents responding to the questionnaires and interviews. According to Fincham, (2008), response rates approximating 60% for most research is acceptable and should be the goal of researchers. The response rate of this study was therefore within the acceptable range. The findings of the research indicated that 80% of the 3 star rated hotels in Nairobi County Kenya have been in operation for more than 20 years. The study observed that close to Leisure and Recreation Facilities (LRF) like swimming pool and fitness centre in the hotels, there was a restaurant and/or even a pub situated nearby. This attracted most clientele from the leisure and recreation facilities to also use the outlets. The findings further indicated that 60% males made use of the LRF as compared to 40% females. The findings indicated diverse presence and use of LRF in the three star rated hotels. The study further showed that walk - in guests pay for the use of LRF. Other clients paid for training on how to use the facilities, for example, swimming training. The findings further indicated that there was a relationship between the

presence of LRF and rates charged on other hotel facilities, turnover rates and the membership. The study indicated that leisure and recreation facilities in three star hotels contribute to the hotels revenue.

4.3 Leisure and Recreation Facilities in Three Star Hotels, in Nairobi.

The study sought to find out the types of leisure and recreation facilities available in three star hotels in Nairobi County, Kenya. The findings are summarized in Table 4.1.

Table 4.1 *Types of LRF available in 3 Star Rated Hotels in Nairobi*

	Frequency	Percent	Valid Percent	Cumulative Percent
Golf course	1	3.4	3.4	3.4
Health Fitness Center	6	20.7	20.7	24.1
Massage Parlor	6	20.7	20.7	44.8
Others	3	10.3	10.3	55.2
Steam Bath	6	20.7	20.7	75.9
Swimming Pool	7	24.1	24.1	100.0
Total	29	100.0	100.0	

Table 4.1 shows that the swimming pool had the highest frequency of seven, whereas the health fitness center, the massage parlor and the steam bath had the same frequency of six. Other leisure and recreation facilities like the tennis court, Jacuzzi and squash court had a frequency of three and golf course had a frequency of one. The frequency in this table indicates the number of a particular leisure and recreation facility found in the hotels altogether.

The findings imply that swimming pool was available in most of the hotels with some hotels having more than one. Health fitness center, the massage parlor and the steam bath were the second in availability. The tennis court, Jacuzzi and squash court were available in very few hotels, whereas golf was only found in one hotel.

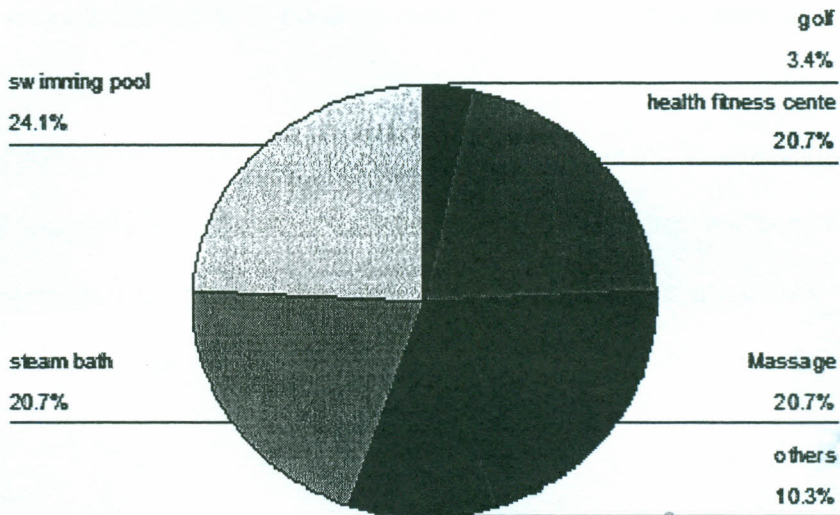


Figure 4.1 Availability of LRF in 3 Star Hotels, Nairobi

Figure 4.1 above shows that there are different forms of leisure and recreation facilities available in 3 star rated hotels. According to the study, it was revealed that 3 star rated hotels in Nairobi had diverse leisure and recreation facilities some being common in most of them. These facilities included swimming pools, golf course, steam baths, massage parlors, squash courts and tennis courts. According to the data obtained, swimming pool was the most available LRF in this category of hotels in Nairobi. According to Mairura (2004), most international tourist hotels have swimming pools that can be used by non guests for a daily fee of between KSh200 and KSh500. Further, according to the data obtained, massage parlor, steam bath and

health fitness center were commonly available among the 3 star rated hotels; this was indicated by each holding 20.7 percent of the total available facilities as shown in Figure 4.1. Other facilities such as sauna, Jacuzzi and tennis court had altogether 10.3 percent of the total available facilities. These facilities were combined together due to the fact that some had very small percentage hence could only clearly be visualized when combined. According to the study, only one hotel had golf course as a LRF.

The findings indicate that hotels are offering a variety of leisure and recreation facilities. According to O'neil and Palmer (2004), the increasing competition and unique services and conveniences have forced hoteliers to continuously search for competitive advantage. This makes the hotels offer a variety of leisure and recreation facilities.

4.4 The Extent of use of LRF in Three Star Hotels in Nairobi.

The study aimed at determining the extent to which leisure and recreation facilities are used in three star hotels in Nairobi County, Kenya. The study findings indicated that although many LRF were available in the hotels there are some that were more used by the clients. The results are summarized in Figure 4.2.

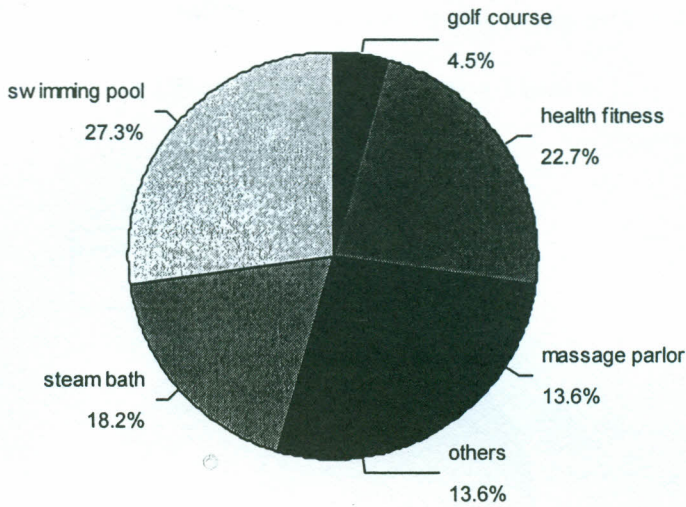


Figure 4.2 The Extent of use of LRF in 3 Star Hotels

The study found that the swimming pool is the facility that was used to a great extent as indicated by 27.3 % of the respondents. This concurs with Wolf (2009), who states that swimming for fitness is rapidly gaining in popularity because it is ideal for almost anyone - from competitive types to the physically challenged. It was followed by health fitness center as indicated by 22.7% of the respondents. Steam bath was also greatly used as shown by 18.2% of the respondents. This was followed by massage parlor which was shown by 13.6% of the respondents together with other facilities like Squash court, tennis court amongst others. Golf course was the least used with 4.5% of the respondents indicating this and being available in only one of the 3 star rated hotels in Nairobi County Kenya.

The study further found that more than half of the clients in 56 percent of 3 star hotels make use of LRF. About half of the clients in 39 percent of these hotels make use of LRF. It is only in six percent of the total 3 star hotels where clients below average (less than 50%) use LRF as indicated by Figure 4.3 below.

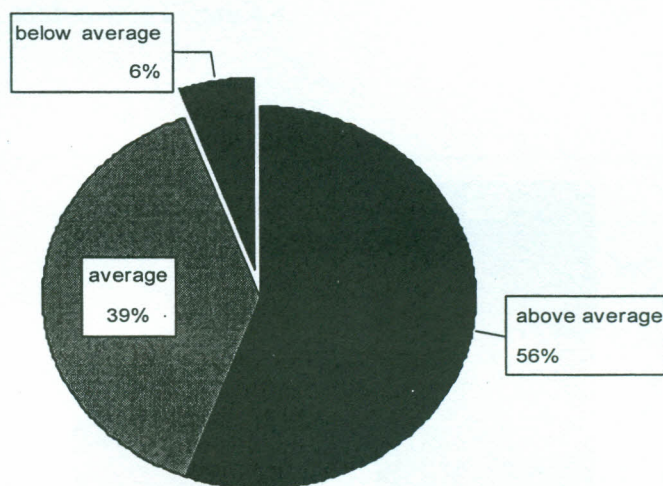


Figure 4.3 Clientele that Use LRF in 3 Star Hotels in Nairobi

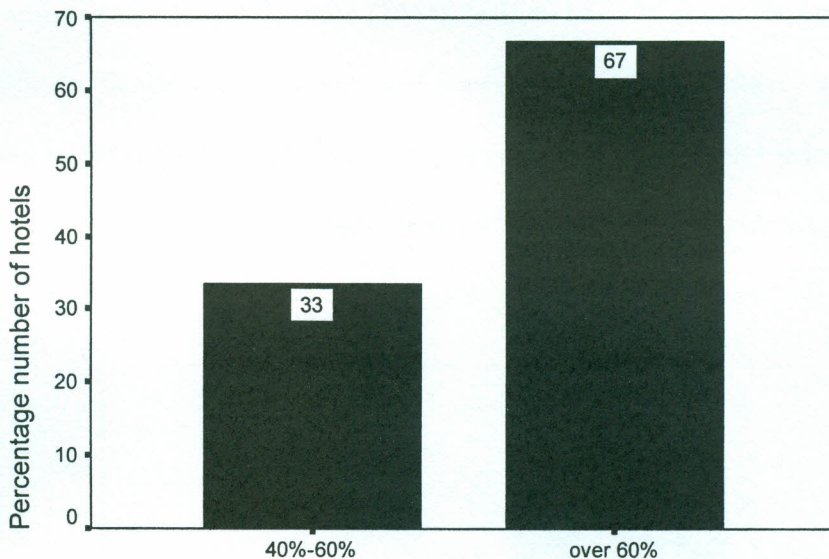
The findings of the study indicated that majority of the hotels have above average (more than 50%) of their clients using LRF while about 94 percent of the hotels have more than half of the clients that use the facilities.

These results differ with Rutes et al (2006), who indicate that relatively few guests use the recreation facilities at most hotels though they expect them to be available in a hotel.

The study showed that some leisure and recreation facilities were used more than others hence analysis for every LRF was done and the results presented as follows.

4.4.1 Swimming Pool

According to the findings, swimming pool was the most available facility among the 3 star hotels. This was shown by 16 (67 percent) of the managers indicating that over 60 percent of the hotel clientele use the facility. In the same regard, 8 (33 percent) of the managers indicated that the use of the swimming pool by the clients ranged between 40% and 60% as shown in Figure 4.4.



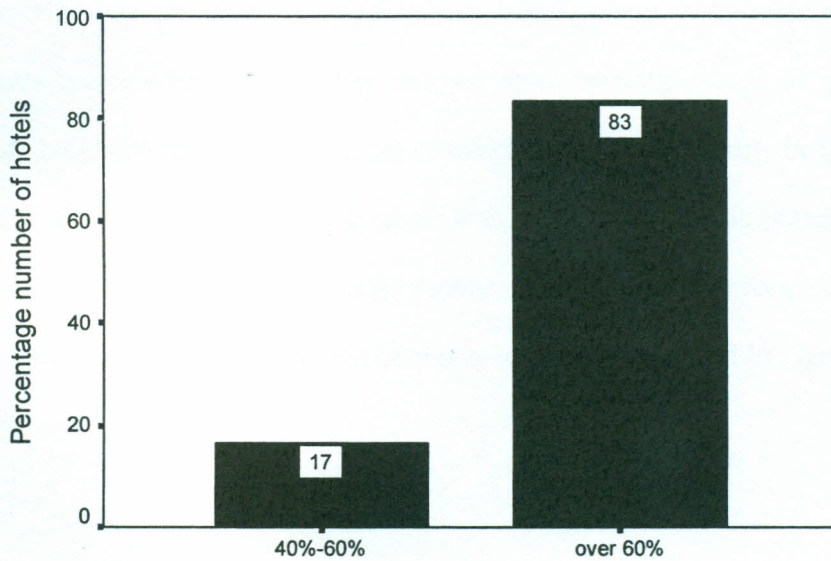
The percentage hotel clientele that uses swimming pool

Figure 4.4 The Use of Swimming Pool in 3 Star Hotels in Nairobi

Figure 4.4 indicates that swimming pool was used to a large extent by most of the hotel clientele. It is thus an important LRF in 3 star hotels in which it is available. According to the respondents swimming pools were used to even greater extents during holidays and weekends. This indicates the significance of swimming pools in three star hotels and concurs with Wolf (2009), who indicates that swimming for fitness is rapidly gaining in popularity because it is ideal for almost anyone - from competitive types to the physically challenged.

4.4.2 Health Fitness Center

Health fitness center is one of the commonly available facilities in 3 stars hotels as indicated in Figure 4.2. Consequently, about 83 percent of the sampled hotels (with health fitness centers) indicated that above 60 percent of their clientele used the facility. However, 17 percent of the hotels indicated that the percentage clientele that used health fitness center ranged between 40 to 60 percent as shown in Figure 4.5. This is an indication that more people are becoming conscience about their health and exercises. According to Johnson (2004), Nairobi has a large and fast growing number of private Health fitness centers and state-of-the-art gyms. Nearly all of the major hotels in town have excellent health centers with competitively priced membership fees. This makes the Health fitness center clientele have a wide choice of the facility.



The percentage of the hotel clientele that uses health fitness

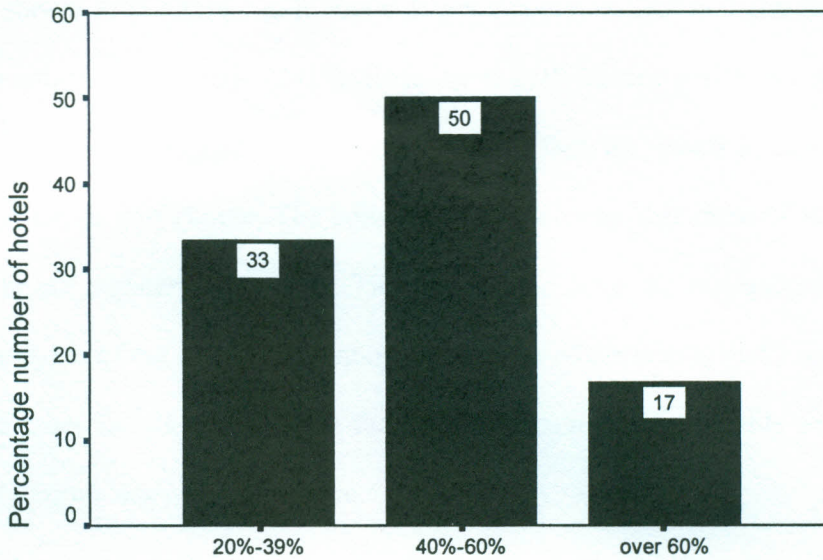
Figure 4.5 The Use of Health Fitness Center in 3 star Hotels in Nairobi

The results in Figure 4.5 indicate that health fitness center is used by many clients and this is shown by over 60% of the hotels clientele. The findings imply that Health fitness center is an essential facility to the specific hotels that have it.

According to Carroll (2003), fitness consumers seek to be active and fit when they want to and where they need it; anywhere, anytime and they seek increasingly skilled professionals to meet their needs. This makes them end up in the Health fitness centers in the hotels. This explains the over 60% hotel clientele using the Health fitness centre.

4.4.3 Steam Bath

According to Figure 4.6, steam bath was used in different percentages by the hotels clientele. The findings indicated that in hotels where swimming pool and health fitness center were used to large extents, there was high usage of steam bath. The study indicated that over 60 percent of the clients used the facility in 17 percent of the hotels. In half of the hotels with steam bath, between 40 and 60 percent of the clients make use of the facility. The results further indicated that 33 percent of the hotels with the facility had below 39 percent of clients using it as indicated in Figure 4.6.



The percentage hotel clientele that uses steam bath

Figure 4.6 The use of Steam Bath in 3 Star Hotels in Nairobi

The results as indicated in Figure 4.6 show that steam bath use is on average since in 50% of the hotels it was used by 40% to 60% of the hotel clientele. This indicates that in most hotels, about half of the clients use it. The results also indicate that in 33% of the hotels 20% -39% of the clientele use steam bath whereas in 17% of the hotels over 60% of the clientele use steam bath. This implies that steam bath is an important LRF in 3 star rated hotels.

According to Hanna and Subic (2008), the benefits of saunas and steam baths are well documented - making these amenities essential for health clubs and other commercial installations. This explains why steam baths are getting popular with 40% to 60% clientele in three star hotels in Nairobi County, Kenya using it.

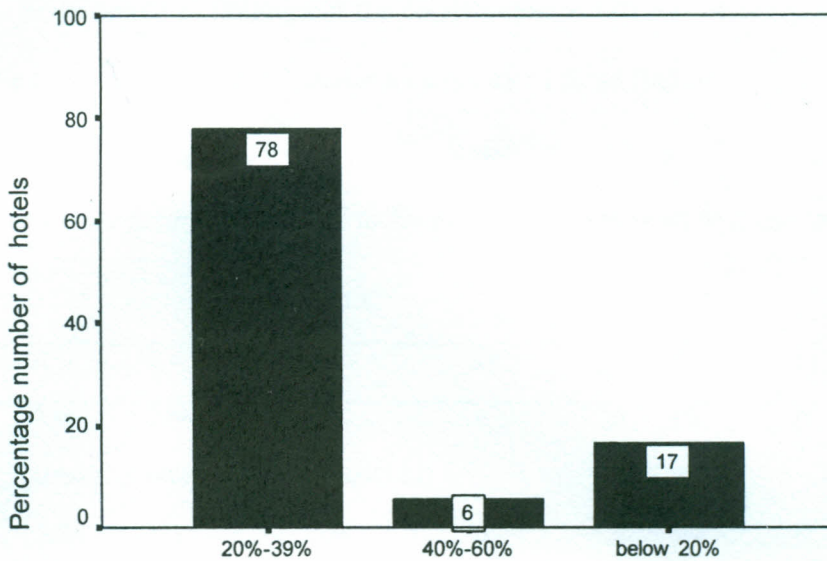
4.4.4 Golf Course

As shown in Figure 4.1 golf course is not a common LRF in 3 star hotels in Nairobi. According to Macharia (2012), there are 6 golf courses which are within a 20-mile radius of Nairobi - Kenya's bustling capital. In fact, the results indicated that only one hotel had a golf course. The collected data indicated that most of the clients in this hotel are registered members. The information from the respondents indicated that this is one of the reasons why above 60 percent of the clients make use of the facility. The other reason was that the facility is not commonly available even in other star rated hotels due to limited space.

The results indicated that above 60 percent of the clients of the only 3 star rated hotel with a golf course use the facility. In the only 3 star rated hotel where it is available, golf course was used to a large extent.

4.4.5 Squash Court, Tennis Court and others

According to the results, Squash court, tennis court, sauna and Jacuzzi are some of the LRFs not commonly recognized by many clients in many 3 star hotels. As such, these facilities are used to a less extent in many hotels as shown in Figure 4.7



The hotel clientele that use other LRF

Figure 4.7 The Use of Other LRF in 3 Star Hotels in Nairobi

According to the results in Figure 4.7 squash court, tennis court, sauna and Jacuzzi are not used to large extents in 3 star hotels where they are available. Seventy eight percent of the hotels with such facilities had between 20 to 39 percent of their clients using the facility. Seventeen percent of the hotels had below 20 percent of the clients using the facilities. Only six percent of the hotels had about half of the clients making use of the facilities. Generally these facilities were used to a less extent. The clients in these hotels preferred other LRF like the swimming pool, health fitness center, steam bath and golf to squash, tennis, and the others as indicated in Figure 4.2. This implies that these facilities are not very popular with the clients.

4.5 The Contribution of Leisure and Recreation Facilities to the Hotel Revenue.

The study aimed at finding out the contribution of LRF to the revenue of each of the three star hotels. Table 4.2 shows a summary of these findings.

Table 4.2 Contributions of LRF to Hotel Revenue (Amounts in Kshs. thousands.)

LRF	HOTELS								Total
	A	B	C	D	E	F	G	H	
Steam bath	0.4%	0.5%	2%	0	0	1%	0	1%	4.9%
	(1952)	(4682.41)	(16,047.32)			(6,556)		(3,221.26)	(32,458.99)
Health fitness	3.9%	2%	7%	0	0	3%	0	2%	17.9%
	(19035)	(18,729.64)	(56165.52)			(19,668)		(6,442.52)	(120,040.68)
Massage	0.52%	0.5%	0	0	0	1%	0	0	2.02%
	(2515)	(4682.41)				(6,556)			(13,753.41)
Golf	0	7%	0	0	0	0	0	0	7%
		(65553.74)							(65553.74)
Pool	0.25%	0	2%	1%	0	2%	0	1%	6.25%
	(1223)		(16,047.32)	(2,502.4)		(13,112)		(3,221.26)	(36,105.98)
Tennis	0	1%	0	2%	0	0	0	0	3%
		(9364.82)		(5,004.8)					(14,369.62)
Squash	0	1%	0	0	0	0	0	0	1%
		(9364.82)							(9364.82)
TOTAL	5.1%	12%	11%	3%	0	7%	0	4%	42.1%
	(24,725)	(112,377.84)	(88,260.26)	(7,507.20)		(45,892)		(12,885.04)	
Hotel									
Revenue	483,494	936,482	802,366	250,240		655,600		322,126	
AVERAGE				7.0%					

According to Table 4.2 the hotel with the highest number of LRF (hotel B) had the highest percentage revenue contribution. Hotel B which had the highest number (6) of LRF received the highest percentage of revenue contribution of (12%) (Kshs.112,377.84), it was followed by hotel C which had 11% (Kshs.88,260.26) revenue contribution. Although hotel C had the second largest revenue contribution from LRF it had only 3 LRF. The highest amount of the revenue was contributed by Health Fitness Centre. This implies that the facility was used by many clients who also paid for it. The revenue from Health Fitness Centre in this hotel also superseded those of all the other hotels. Health fitness center had the total highest percentage revenue contribution in the hotels with a total of 17.9% (120,040.68). This indicates that there are many hotel clients who are ready to pay for their fitness and are aware of the hotels offering for the facility.

This concurs with Carroll (2003) who indicates that fitness consumers seek to be active and fit when they want to and where they need it; anywhere, anytime and they seek increasingly skilled professionals to meet their needs. It was followed by golf with 7% (65553.74) and the swimming pool with 6.25% (36,105.98). The findings further indicated that hotels in-house guests did not pay for the use of LRF, such as the swimming pool, but on the other hand, the walk in clients (clients not booked for accommodation) paid for their use. Revenue was also collected for training and instructions as well as the facility use. The three star hotels in Nairobi County Kenya could be using LRF as a marketing tool and as a way of attracting in-house guests who also pay for other services like accommodation hence the in-guests were not required to pay for them.

The hotels with few LRF had low percentage revenue contribution as compared to those with a variety of LRF. Hotel D which had only 2 LRF had the lowest percentage revenue contribution of 3% (7,507.20). Hotel E and G which had no LRF had no revenue contribution from the same. This implies that the hotels with LRF had a revenue edge over those with none though with the same rating.

These findings imply that LRF contribute to the revenue of the hotel as indicated by the average contribution of 7%. A study conducted by Anderson in 2004 on leisure and recreation facilities at resort hotels in the USA found out that these hotels achieved a margin profit of 23.2% (International Spa Association, 2004).

The study by Anderson (2004) shows a higher percentage of revenue contribution than the current study. This implies that LRF in the USA generate more revenue in the hotels than in Kenya, the Kenyan 3 star rated hotels in Nairobi County may have a lot to borrow from them. The two studies concur in that LRF contribute to the hotels revenue.

These findings also concur with Dietz and McGuire (2010), who indicate that many hotels have significant ancillary revenue streams from other revenue generating outlets like spas, health fitness centers, massage and golf. The right mix of demand will spread spend across the property, so these companies want to ensure that they are accepting guests that will maximize revenue across the property rather than strictly hotel room revenue. Although LRF are considered as ancillary revenue streams, they significantly contribute to the hotel revenue.

4.6. Leisure and Recreation Facilities in 3 Star Hotels in Nairobi and the Rates Charged

The study aimed to determine if the hotels increased the charges for their other services and facilities due to the presence of LRF. The general managers and the front office managers' opinions were sought to determine whether LRF influences the rates charged on other services and facilities. Further, the objective sought to determine whether there was any relationship between the availability of LRF and the rate charges in the hotels.

Table 4.3 *The Influence of LRF and Rate Charges in a Hotel*

	Positive opinion	Negative opinion
Overall rates charged	10	6
Room rates	8	8
Restaurant rates	9	7
Conference hall rates	4	12
Banquets	3	3
Totals	44	36
Percentage totals	55%	45%

The results in Table 4.2 show the opinion scores for general managers and front office managers. A Likert scale was adopted from Mugenda and Mugenda (2003). The scale was to serve the function of identifying the opinion from the responses and make it possible to use quantitative analysis. The following scale was used; 5 points were awarded for any statement that a manager strongly agreed on, 4 points for agree, 3 points for neutral, 2 points for disagree and 1 point for strongly disagree. Scoring 5 and 4 points implied a positive opinion, scoring 3 points implied neutral or undecided, while scoring 2 and 1 point implied a negative opinion. The percentage number of managers who had a positive opinion was 55%, while those with a negative opinion were 45%. The focus was on in depth information and not generalization.

The current study found the general managers and front office managers to have varying opinions on whether LRF affect hotel rate charges. Fifty five percent of the managers had the opinion that LRF had an influence on the rates charged on other facilities. Hotels with LRF had their charges for rooms, restaurant, conferences and banquets higher than those without. There could be other factors other than LRF that could have affected the charges that the researcher did not look into.

Forty five percent (45%) of the managers on the other hand, had the opinion that LRF had no impact on the hotel charges on the other facilities. These hotel managers argued that this was as a result of clients' direct payment to LRF used, for example, the Health fitness center.

The findings imply that in the hotels where LRF were available the rates charged on other facilities were higher though other factors could have contributed to the same. This was indicated by the 55% managers. The presence of LRF in three star hotels could therefore be a tool for setting facility charges.

The study further aimed to determine whether there was any association between the LRF and rates charged. The Goodness of Fit Chi Square Test was used to test the H_0 : hypothesis, which stated that there is no association between the use of leisure and recreation facilities in three star hotels in Nairobi and the rate charges.

Table 4.4 *The Association between LRF and Rates Charged in Rooms, Restaurant and Conference Charges*

Variables	Observed (N)	Expected (N)	Residual	Chi square	Significance
Room rates	35	24	11	10.3	0.001
Restaurant rates	32	24	8	5.33	0.021
Conference charges	31	24	7	4.083	0.043

The value for p in room rates is 0.001 and was less than 0.05 ($p=0.001<0.05$), the value for p in restaurant charges is 0.021 and was less than 0.05 ($p=0.021<0.05$) and the value for p in conference charges was 0.043 and is also less than 0.05 ($p=0.043<0.05$). The value for p in room rates, restaurant charges and conference are all less than 0.05 as indicated in Table 4.4. This implies that the null hypothesis H_0 : which stated that there is no association between the use of leisure and recreation facilities in three star hotels in Nairobi and the rate charges does not hold and therefore it is rejected.

This implies that the availability of LRF in 3 star rated hotels in Nairobi County positively influences the rates charged in rooms, restaurant and conference halls. This is because there is an association between LRF and rates charged in rooms, restaurant and conference in 3 star hotels in Nairobi County, Kenya. The study concurs with Salemo (2009), who noted that hotels do not develop rates in a vacuum, and many independent hotels tend to set rates based upon their own facilities and services.

4.7 The Influence of LRF on Turnover Rates

The researcher intended to establish whether the use of leisure and recreation facilities in three star hotels in Nairobi County, Kenya increases the turnover rates in room

occupancy, restaurant and the conference. To determine the above, the general managers, front office managers and recreation managers were interviewed. According to the results LRF had diverse impact on turnover rates in room occupancy, restaurant and conference bookings, as shown in Table 4.5.

Table 4.5 *The Impact of LRF on Turnover Rates of Room Occupancy, Restaurant and Conference Booking.*

	Positive opinion	Neutral	Negative opinion
Room occupancy	78%	20%	2%
Restaurant	74%	26%	0
Conference	65%	31%	4%

The results in Table 4.5 show the opinion scores for recreation managers. A Likert scale was adopted from Mugenda and Mugenda (2003). The scale was to serve the function of identifying the opinion from the responses and make it possible to use quantitative analysis. The following scale was used; 5 points were awarded for any statement that a manager strongly agreed on, 4 points for agree, 3 points for neutral, 2 points for disagree and 1 point for strongly disagree. Scoring 5 and 4 points implied a positive opinion, scoring 3 points implied neutral or undecided, while scoring 2 and 1 point implied a negative opinion. Recreation managers were questioned to establish their opinions; focus was on an in depth information and not generalization.

According to the results in Table 4.5, 78% of the respondents had the opinion that LRF increased the turnover rates in room occupancy. The results indicated that 20% were neutral while 2% were for the opinion that LRF did not increase the turnover rates in rooms. According to the results 74% and 65% had the opinion that LRF increased the turnover rates for restaurant and conference halls respectively. The

results further indicated that 26% and 31% were neutral or undecided on whether LRF increased the turnover rates on restaurants and conference halls respectively. The study also showed that 4% of the respondents felt that LRF did not increase the turnover rates in conference halls.

The current study found that the recreation managers had varying opinions on the influence of LRF on the turnover rates. Those with positive opinion had a higher percentage than those without. These managers argued that clients would rather book rooms and conference halls in hotels with LRF rather than book in hotels without. They also indicated that most clients will use refreshments and food from the restaurant after a visit to the LRF. This increased the turnover rates in room occupancy, restaurants and conference bookings.

The study found out that 2% and 4% managers who had the opinion that LRF had no influence on room occupancy and conference bookings argued that there are clients who will get to a hotel without considering whether it has LRF or not. This probably could be because they do not use them. The study also found out that 20%, 26% and 31% had mixed reactions towards the influence of LRF on room occupancy, restaurant and conference bookings respectively. They were for the view that a hotel will have high turnover rates due to other factors like location and quality of services offered.

The study further aimed to find out whether there was any association between LRF and the turnover rates in room occupancy, restaurant and conference booking. The Goodness of Fit Chi Square Test was used to test the H_0 : hypothesis which stated

that there is no significant association between the presence of leisure and recreation facilities in three star hotels in Nairobi and high turnover rates in rooms' occupancy, restaurant and the conference.

Table 4.6 *The Association Between LRF and Turnover Rates in Room Occupancy, Restaurant and Conference*

Variables	Observed (N)	Expected (N)	Residual	Chi square	Significance
Room occupancy	37	24	13	14.083	0.000
Restaurant	34	24	10	8.33	0.004
Conference	33	24	9	6.75	0.009

The values of p in room occupancy is 0.000 and is less than 0.05 ($p=0.000<0.05$), the value of p in restaurant is 0.004 and is less than 0.05 ($p=0.004<0.05$) and the value of p in conference booking is 0.009 and is also less than 0.05 ($p=0.009<0.05$). The values of p in room occupancy, restaurant and conference bookings are all less than 0.05 as indicated in the Table 4.6. This implies that LRF in 3 star hotels in Nairobi County Kenya has an association with the hotels turnover rates in room occupancy, restaurant and conference bookings. The findings therefore indicate that the null hypothesis H_0 does not hold and is therefore rejected. This is because the findings show that an association between LRF and turnover rates in room occupancy, restaurant and conference bookings exist in the 3 star rated hotels in Nairobi County.

These findings concur with the findings of Anderson (1999) in Monteson and Singer 2002 who conducted a study of the USA resort based recreation facilities. The study found out that LRF help resorts with regard to their marketing advantage, revenue per

room occupied, room occupancy and perceived value for room rate. This indicates that the presence of LRF will increase the turnover rates of other facilities like room occupancy, restaurant and conference bookings.

4.8 The Impact of LRF on Membership

The study aimed at determining whether the use of leisure and recreation facilities in three star hotels increase the membership in 3 star rated hotels. The results showed that the hotels had mainly three types of clientele; in house guests, outsiders (walk in) and registered members. The clientele composed of 11% of in house guests, 50% of the outsiders and 39% of registered members as shown in Figure 4.8.

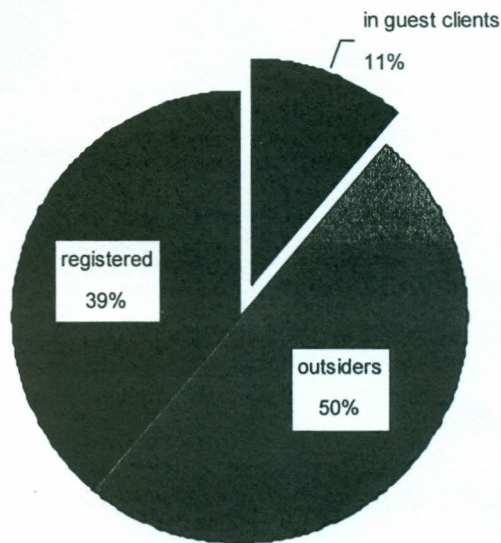


Figure 4.8 The Types of Clientele in a Hotel

Many hotels seek to increase the number of registered clients by ensuring that the clients maintain their loyalty to the hotel. According to the study, one of the vital

factors that determine and maintain loyalty is the availability of LRF. It is on this base that the study further sought to determine whether LRF influenced the membership.

4.8.1 Membership Duration

The study further sought to determine the trend of membership in the hotels. According to the results, 38.9 % of the LRF registered members had been registered in the specific hotels for less than a year. Thirty three point three percent were registered for a period between 1 and 2 years while 27.8% had been registered for more than two years as shown in Figure 4.9.

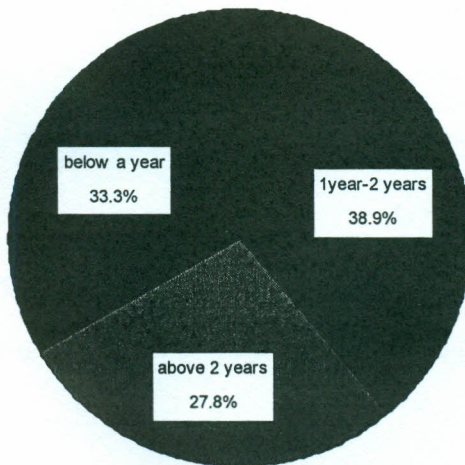


Figure 4.9 The Membership Duration of Clientele in 3 Star Hotels

According to the results LRF is vital in establishing and maintaining membership. LRF have great impact in promoting the membership in a hotel. The results indicated that about 92% of the registered clientele were of the opinion that LRF have been the key determinant to their registration. Majority of the clients subscribed for membership to ensure convenience in the usage of LRF and other services offered by a hotel. This implies that LRF is key to loyalty and registration.

The study aimed at determining whether there was any association between LRF and the membership. The Goodness of Fit Chi Square Test was used to test the H_{03} : hypothesis which stated that there is no association between the presence of leisure and recreation facilities in three star hotels in Nairobi and the membership.

Table 4.7 *The Association Between LRF and Membership*

Variables	Observed (N)	Expected (N)	Residual	Chi square	Significance
Hotel membership	35	24	11	10.3	0.001

The value of p as shown in Table 4.7 was less than 0.05 ($p=0.001<0.05$); this indicated that LRF have an influence on the membership in the 3 star hotels. This implies that the availability of LRF in 3 star hotels in Nairobi County has an association with the membership. The results hence do not accept the null hypothesis H_{03} . The hypothesis does not hold and is therefore not accepted. The findings concur with Geraint and Campbell (1996), who noted that many hotels organize membership clubs to attract people.

According to Henkin (2012), LRF membership, which could be for golf, spa, fitness center or any other facility use can be created for the non-guest populace. Henkin further indicates that memberships are very popular with local clientele and an excellent source of potential revenue from treatments, programs (for example, personal training). Also, one can consider a separate daily usage fee for non in house hotel guests who simply want to stop in and use the LRF; this can produce a tidy sum of ancillary revenue which flows directly to hotels revenue. This implies that LRF

membership also contributes to the hotel revenue. This is because to be registered, members have to pay a fee and this enables them to use the leisure and recreation facilities in the hotel.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter contains the summary of the findings, its implications, conclusions and recommendations for policy and further research.

5.2 Summary

According to the Kenya Ministry of Tourism Strategic Plan 2008 – 2012, one of the ministry's objectives to actualize the tourism sector goals is to increase tourism revenue by increasing the number of international tourists and increasing the average spending per visitor, by 2012. Health and wellness tourism achieved through recreation facilities is a segment of the tourism sector that is rapidly growing in significance.

The current study found out that the LRF available include swimming pool, health fitness center, steam bath, golf course, sauna, squash court and tennis court. In the **entire 3 star rated hotel in Nairobi County, Kenya only two did not have any LRF.** The availability of a variety LRF attracts more clients as well as registered members.

The study further also found out that utilization of LRF was very high in most of the hotels and 60 % of the hotel clientele made use of the facilities. Swimming pool was the most used facility followed by steam bath, massage parlor, health fitness centre and golf course. These facilities were used by many clients in various hotels. However, some LRF such as sauna, Jacuzzi, squash court and tennis courts were used by fewer clients. In some hotels the use of these facilities was minimal (25%) while in

majority (75%) they were unavailable. High usage of a facility implies more revenue for the hotel especially where the facilities are paid for separately.

The current study found out that LRF in three star hotels were generating revenue for the hotels, though considered as ancillary revenue streams. This was indicated by an average revenue contribution of 7 %. The hotels with the highest number of leisure and recreation facilities had the highest revenue contributions of 12%.

The findings further indicated that LRF had an impact on the rates charged on other hotel services and facilities. The findings showed that there was an association between the LRF and rate charges. The significance was indicated by $p=0.001<0.05$ for room rates, $p=0.021$ for restaurant rates and $p=0.043$ for the conference rates.

Basically, LRF have great impact on the clientele turnover rates in most hotel facilities. Among the leading facilities are room occupancy, restaurant and conference booking. However, LRF had most impact on the turnover rates in the room occupancy, followed by that of the restaurants and conference booking respectively. On average the association between LRF and turnover rates had a significance of $p=0.000<0.05$ for room occupancy, $p=0.004<0.05$ for restaurant and $p=0.009<0.05$ for conference bookings. LRF have significantly raised the hotel revenues due to increased turnover rates in facilities. The presence of LRF attracts clients to book rooms and conferences hence contributing to the hotels revenue. Users of LRF also tend to use the restaurant for food and beverages hence increasing the restaurants revenue.

It was established that hotels with Leisure and Recreation Facilities had a large number of LRF registered members. Most clients demonstrate their loyalty through subscribing for hotel LRF membership. Hotels with health fitness center and golf course had the highest number of registered members. The study indicated an upward trend in member registration. This implies that more people are making use of Leisure Recreation Facilities and hence committing themselves for the use of the same by registering for LRF membership. The membership is high in hotels with varieties of Leisure and Recreation Facilities. The entire hotel benefits from members as they not only provide revenue in terms of membership fees, but also for other services such as, food and beverage, and also rooms. Members give hotels stability from taking up and renewing their membership to forming habits depending on their interests. This indicates the advantage of having a variety of services to meet varying interests, therefore, maintaining a steady income from members once someone has paid their membership fees. The study indicated there was a significance of $p=0.001<0.05$ which indicates an association between LRF and membership.

5.3 Conclusions

Leisure and Recreation Facilities are essential as either direct or indirect sources of hotel revenue. The study concluded that LRF being a significant source of income have continually been established.

Most hotels are working to improve the LRF membership for their clientele. This has been the case due to the immense benefits accrued from the same in regard to revenues. Leisure and Recreation Facilities have been identified to be one of the most essential factors in attracting clients to subscribe for membership and maintaining the already registered members. Hotels in return gain more revenues due to limited

fluctuations of the clients. Consequently, hotels have continuously established LRF due to the actual and potential revenue generated through these facilities.

According to the East African Community (EAC) Criteria for classification of Hotels and Restaurants, a three star hotel must provide a swimming pool. However, out of the total hotels used in the research, only two did not meet this criterion as they did not have any LRF at all. The rest of the hotels offered a variety of Leisure and Recreation Facilities besides the swimming pool. The study concluded that Leisure and Recreation Facilities contributed to the revenue of 3 star rated hotels in Nairobi County, Kenya. This was through direct charges for LRF, high turnover in room occupancy, restaurant, conference booking and membership fee. Revenue was also realized through increased rate charges of other hotel services and facilities.

The study further concluded that besides generating revenue, Leisure and Recreation Facilities also acts as a marketing tool which increases the competitive advantage and creates a positive image for the hotel. This was evidenced in the use of hotels available LRF in the hotels marketing strategy.

5.4 Recommendations for Hotel Management

- Hotels should invest more on LRF in an effort to attract new clients and to maintain the existing ones as they increase the hotels revenue both directly and indirectly.
- Hotels should improve the variety of LRF in order to increase their use and the hotel clientele and hence raise the hospitality economy which is essential in realization of Vision 2030.

- Membership in hotels LRF contributes to increased hotel revenues, hotels should thus aim to improve the registered clientele.
- Leisure and Recreation Facilities that offer the most potential for growth such as golf course should be explored. Potential LRF are essential in promoting the future prospect for tourism sector and consequently to the realization of economic pillar of Kenya's vision 2030.
- Golf course is one of the facilities that have increased hotel LRF membership to a great extent. Hotels with enough space should thus introduce the facility to ensure competitiveness.
- Leisure and Recreation Facilities such as sauna, Jacuzzi and squash courts have not adequately been developed; it is thus advisable that hotels establish them in order to sufficiently provide LRF to large influx of both local and international visitors who have increasingly been using these facilities.
- Due to the significance and multiplier impact of LRF, hotels should ensure quality facilities for sustainable hospitality economy.

5.4.1 Recommendations for Further Research

- A similar study should be done in other counties for result comparison.
- **Other studies should be conducted with other star rated hotels**
- A research on the trends in LRF in hotels should be conducted to help upcoming hotels and the government to realize the way forward in achieving the vision 2030.

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APPENDIX A**INTRODUCTION LETTER**

Karobia W. Annie,
Kenyatta University
School of Hospitality and Tourism Management

Dear Sir /Madam

RESEARCH ASSISTANCE

I am a student at Kenyatta University, undertaking a research on the use of leisure and recreation facilities as a profit motive in three star hotels in Nairobi. I am hereby kindly requesting you to fill the questionnaire without reservation or any fear because this information will be used for purely examination purposes at Kenyatta University.

Any information given will go a long way in helping to maximize profits through the use of leisure and recreation facilities.

Please follow the instructions given.

Your co-operation will be highly appreciated. Thanks in advance.

Yours sincerely,

Karobia W. Annie

P.O Box 713 – 00902

Kikuyu

APPENDIX B

QUESTIONNAIRE FOR GENERAL MANAGERS AND FRONT OFFICE MANAGERS

PART 1

Questions in this part seek information about the leisure and recreation facilities used in the hotel. Kindly respond to each of the questions as honestly as possible, tick () in the box which best suits your answer or give an explanation where needed.

Section A

1. How long has this hotel been in operation?

Less than 20 years ()

20 _ 39 years ()

40 _ 59 years ()

Over 60 years ()

2. Which of the following leisure and recreation facilities does the hotel provide?

Swimming pool ()

Sauna ()

Spa ()

Health fitness centre ()

Massage ()

Jacuzzi ()

Golf ()

Others (Specify)

3. How many clients does the hotel register per day?

4. Out of the above how many use any of your leisure and recreation facilities?

5. In your opinion why do the others not use the leisure and recreation facilities?

Section B

1. Do leisure and recreation facilities determine the rate charges of the other services?

Yes ()

No ()

2. If yes to number 1. , above, state how?

3. In which category do you consider leisure and recreation facilities in this hotel?

Core hotel business ()

Auxiliary ()

4. Do you have separate charges for the use of leisure and recreation facilities?

Yes ()

No ()

5. What determines the rates charged for the rooms in this hotel?

6. The presence of leisure and recreation facilities in this hotel increase rates of the following?

	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree(1)
Overall rates charged					
Room rates					
Restaurant rates					
Conference hall rates					
Banquets					

Section C

1. Does the presence of leisure and recreational facilities increase the turnover rates in room occupancy?

Yes ()

No ()
2. a) How many rooms do the hotel has? _____
 b) On average how many rooms were occupied for the last two weeks?

3. Does the presence of leisure and recreation facilities increase the turnover rates in the hotel restaurant?

Yes ()

No ()
4. Does the presence of leisure and recreation facilities increase the turnover rates in conference booking?

Yes ()

No ()

5. What percentage of the hotel clients enquire on the provision of leisure and recreation facilities before booking?

Below 25% ()

25% - 50% ()

50% - 75% ()

Over 75% ()

6. To what extent do the following factors influence the hotel bookings?

(Tick appropriately)

Factor	Great extent	Less extent	Not at all
Star rating			
Charges			
Level of cleanliness			
Conference halls			
Leisure and recreation facilities			
Good management			
Spacious, well equipped rooms			
Good services given			

Section D

1. Does the hotel have registered members for the various leisure and recreation facilities?

Yes ()

No ()

2. What influences the membership?

Availability of leisure and recreation facilities ()

Star rating of the Hotel ()

Rates charged ()

Others, _____ (Specify)

3. Does the membership fee charged for leisure and recreation facilities increase the profit of the hotel?

Yes ()

No ()

4. In your opinion what attracts the members to this hotel?

Thank you.

APPENDIX C

QUESTIONNAIRES FOR RECREATION MANAGERS

PART 1

Questions in this part seek information from the recreation manager. This part is divided into 4 sections. Kindly respond to each of the questions as honestly as possible, tick () in the box which best suits your answer or give an explanation where needed.

Section A

1. Which of the following leisure and recreation facilities does the hotel provide?

Swimming pool ()

Sauna ()

Spa ()

Health fitness centre ()

Massage ()

Jacuzzi ()

Golf ()

Others (Specify) _____

2. For how long has the following leisure and recreation facilities been in use in this hotel?

Factor	Below10 yrs	10 – 20 yrs	20 -40 yrs	As old as the hotel
Swimming pool				
Sauna				
Spa				
Health fitness club				
Massage				
Jacuzzi				
Golf				
Other (specify)				

3. If there is a facility in question 2. Above that was introduced below 10 years, why do you think the hotel saw it necessary to introduce it? Please explain.

Section B

1. How does the use of leisure and recreation facilities in this hotel bring profit gains?

2. Are the rates charged in this hotel determined by the presence of leisure and recreation facilities?

If your answer to the above question is yes, explain how?

Section c

1. Are there direct charges for the use of leisure and recreation facilities in this hotel?

2. If yes to the above question, what are the charges specifically for?

3. Do the clients pay for the following facilities and services?

	Yes	No
Training		
Instructions		
Presence of instructors		
Use the facility		

4. The use of leisure and recreation facilities in this hotel influences positively the clients' turnover rates in the following?

	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly disagree (1)
Room occupancy					
Restaurant					
Conference					

5. Is there a restaurant/club near the leisure and recreation facilities in this hotel?

6. How often do users of leisure and recreation facilities in this hotel also use the restaurant?
Rarely ()
Often ()
Always ()

Section D

1. Does this hotel have members registered for the various leisure and recreation facilities?

2. Which of the leisure and recreation facilities in this hotel do the registered members often use?

3. In your opinion do you think the membership fee to leisure and recreation facilities contributes to the hotel profits?

Thanks

APPENDIX D

QUESTIONNAIRES TO LEISURE AND RECREATION
INSTRUCTORS/ATTENDANTS

PART 1

Questions in this part seek information from the recreation instructors/attendants. Kindly respond to each of the questions as honestly as possible, tick () in the box which best suits your answer or give an explanation where needed.

1. What leisure and recreation facility do you instruct/attend?

2. Who runs this leisure and recreation facility?

Hotel ()

Other (specify) ()

3. Who are your frequent clients?

Hotel in guests ()

Hotel LRF registered members ()

Outsiders ()

4. What percentage of the hotel clientele uses the following leisure and recreation facilities in this hotel?

	Below 20%	20% - 40%	40% - 60%	Over 60%
Swimming pool				
Sauna				
Spa				
Health fitness centre				
Massage				
Jacuzzi				
Golf				
Other (specify)				

5. Do the clients pay directly when they use the leisure and recreation facilities in this hotel?

6. If they pay, which leisure and recreation facilities do they pay for?

Thanks

APPENDIX E
INTERVIEW GUIDE FOR FACILITY USERS

1. a) Gender Male () Female ()

b) Age information

Age (Yrs)	15-25	26-35	36-45	46-55	56-65	66-75	Above 75

2. Name of the leisure and recreation facility used

3. a) Are you a guest in this hotel? _____

b) Are you paying for the use of this facility? _____

4.a) Are you a registered member in the hotel? _____

b) If not do you pay for the facility every time you use? _____

c) How often do you use the facility? (No. of days per week or month) _____

d) If registered, which facility are you registered for? _____

e) How long have you been a registered member in this hotel? _____

5. Which other facilities do you use while in the hotel?

Restaurant ()

Hotel rooms ()

Conference halls ()

Others facilities ()

6. Mainly what attracts you to this hotel?

Fair prices ()

Leisure and recreation facilities ()

Others (specify) ()

7. Would you recommend others to this hotel?

If yes, why? _____

Thank you.

APPENDIX F

SAMPLE SIZE CALCULATIONS

Accessible population.

General Managers	8 (1 per hotel)
Front Office Managers.....	8 (1per hotel)
Recreation Managers.....	8 (1 per hotel)
LRF Attendants	24 (3 per hotel)
Average facility users per day.....	440 (55 per hotel)
Total accessible population	488

The Conhran 1963 formula was used to get the sample size.

$$n = \frac{n_0}{1 + (n_0 - 1) / N}$$

Where

n = sample size

N= accessible population

N₀ = 385

$$n_0 = \frac{Z^2 pq}{e^2} = \frac{(1.96)^2 (.5) (.5)}{(.05)^2} = 385$$

Assume p=.5 (maximum variability). A 95% confidence level and ±5% precision.

$$n = \frac{385}{1 + (385 - 1) / 488} = 215.457 = 216$$

$$n = 216$$

APPENDIX G

**EAST AFRICAN COMMUNITY (EAC)
CRITERIA FOR CLASSIFICATION OF HOTELS & RESTAURANT**

TOWN HOTELS

SECTION-ITEM	ONE STAR	TWO STAR	THREE STAR	FOUR STAR	FIVE STAR
	10	10.	provided. 20	20	20
16.8 Guest Transport Service	Not essential, but recommended.	Same as for One Star	Depending on the location transport services to: - the nearest commercial or business center - airport - railway station; should be provided. 20	Same as for Three Star. 20	Same as for Three Star. 20
16.9 Entertainment and Recreation	Not essential	Same as for One Star.	Some form of entertainment should be provided. 20	Same as for Three Star but with a variety of entertainment and recreational facilities, which could include sports and live band. 30	Same as for Four Star but with excellent recreational facilities. 40
16.10 Outdoor Areas	Not essential.	Not essential.	Where land is available, landscaping should be done and be well maintained. 30	Same as for Three Star but with very good landscaping with aesthetic appeal. 40	Same as for Four Star 40
16.11 Swimming Pool	Not essential	Not essential	A swimming pool of adequate size should be provided and well	Same as for Three Star but with a provision for heating of the pool	Same as for Four Star

SECTION- ITEM	ONE STAR	TWO STAR	THREE STAR	FOUR STAR	FIVESTAR
			maintained. The pool should have: <ul style="list-style-type: none"> • Treatment room and filtration plant • A separate pool/area for children • Beds and mattresses • Separate changing rooms for men and women should be provided. 	where necessary.	
			40	50	50
16.12 Hotel Insurance	Hotel should be covered by a public liability insurance and other statutory insurance policies.	Same as for One Star	Same as for One Star	Same as for One Star	Same as for One Star
	30	30	30	30	30
16.13 Health Club	Optional	Optional	Optional	Well equipped sauna, gymnasium, with a suitably trained instructor, steam bath, whirlpool and massage parlour, should be provided	Same as for Four Star.

APPENDIX H**A LIST OF THREE STAR TOWN HOTELS IN NAIROBI KENYA**

1. Fair view hotel
2. Windsor
3. Southern Sun
4. Utalii
5. Ambassadeur
6. Nairobi Safari Club
7. Marble Arch
8. Land Mark

RESEARCH SCHEDULE 1

Activity	Month	Year
Research proposal and development	October to December	2012
Research Piloting	January to March	2013
Prepare Research Materials And Data Collecting	April to July	2013
Research Data Analysis	August	2013
Final Report Writing	September	2013
Submission Of Final Copy at school	October	2013
Presentation at school level	December	2013
Corrections and Submission of thesis	February	2014
Defense of thesis at graduate school	February	2015
Correction and final submission	May	2015

RESEARCH BUDGET

ITEM

1. STATIONARY RATE AMOUNT

a) 3 realms of foolscaps	@ 300	900
b) 2 realms of photocopies	@ 350	700
c) Typing and printing 200pgs	@30	6000
d) Pen, pencil, eraser		100
e) 1 flash disk		1000

2. FIELD RESEARCH EXPENSES

Internet	15000
Traveling and accommodation for 3 (Together with research assistances)	45000
Subsistence for a month @ 2000	6000

3. REPORT WRITING EXPENSES

a) Printing 2 original copies	@ 1000	2000
b) Photocopies 6 copies of 100 pgs	@ 2	1200
c) Binding 6 copies	@ 100	600
d) Contingencies 10%		2250

GRAND TOTAL

80,750