THE EFFECT OF E-COMMERCE ON PERFORMANCE OF MARKETING IN TANZANIA HOTEL INDUSTRY: A CASE OF SELECTED HOTELS IN DAR ES SALAAM CITY

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A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSSINESS ADMINISTARAION

DEPARTMENT OF ACCOUNTING AND FINANCE

THE OPEN UNIVERSITY OF TANZANIA

2023

CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled; *"The Effect of E-Commerce on Performance of Marketing in Tanzania Hotel Industry: A Case of Selected Hotels in Dar es Salaam City"*. In partial fulfilment for the award of the Degree of Master of Business Administration (MBA) of the Open University of Tanzania.

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Date

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DECLARATION

I, **Jackson Simon Mushi**, declare that the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in fulfilment of the requirement for the Award of the degree of Master of Business Administration (MBA) of The Open University of Tanzania.

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Signature

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Date

DEDICATION

I dedicate this dissertatation to my beloved parents Mr and Mrs Mushi, whose encouragement and support has inspired my success in education adventure and this thesis.

ACKNOWLEDGEMENT

ABSTRACT

This paper assesses the effect of implementing E-commerce system in hotel industry in Tanzania, specifically in Dar es salaam. The study specifically addressed the effect of perceived usefulness, perceived ease of use and perceived risk and their effect on marketing. A descriptive survey research design has been adopted in which 50 usable structured questionnaires from simple random selection of participants has been conducted. Descriptive analysis was used and the result shows most respondents at the rate of 56% of the respondents strongly agreed that using e-commerce makes marketing more easy than traditional marketing, the frequency value of 27equals to 54% of the respondents strongly agrees that, the use of e-commerce saves the cost of complying with traditional marketing. The study lastly revealed to have 56% of the respondents who agreed that the introduction of e-marketing was the best way to improve marketing performance. The study recommends that, hotels should strategically and innovatively find ways of enhancing and promoting performance and efficiency of marketing through application of e-commerce. The study further recommends the use of e-marketing to enable hotel business to improve their visibility, interactivity, efficiency and competitiveness.

Keywords: *Perceived usefulness, perceived ease of use, perceived risk, e-commerce*

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LIST OF ABREVIATIONS

CF   Conceptual Framework

ICT   Information Communication and Technologies

IDT   Innovation Diffusion Theory

IT   Information Technology

PEOU   Perceived Ease of Use

PR   Perceived Risk

PU   Perceived Usefulness

RTA   Reasoned Theory of Action

TAM   Technology Acceptance Model

CHAPTER ONE

INTRODUCTION

1.1   Background to the Study

The emergence of telecommunications and information technology has caused major impact on the way business associations bring value to their customers, the technology explosion has made new ways to learn about and track customers, create products and services customized to meet customer needs, distribute products more efficiently and effectively and communicate with customers in large groups or on one-to-one. (Eligi & Mwantimwa, 2019). This technological explosion has been used in various sectors including the hospitality industry in Tanzania. Today, Tourism has become a major sector in Tanzania economy. Indeed, tourism is the major foreign exchange earner to the country. Last year about 700,000 tourists visited the country earning the country close to 1.2 Trion given the corona virus pandemic (Ministry of natural resources and tourism budget report, 2021) Over 90 percent of those tourists stayed in major hotels in the country and therefore constitute the major clients of the hotels. The global environment for tourists has become quite competitive and this inevitably has led to aggressive marketing strategies among hotels to attract potential clients. As part of the global marketing strategies, many hotels in Dar es Salaam have adopted e-commerce by installing servers across the globe as well as websites to attract customer from various part of the globe.

Hotels in Dar es salaam utilize information technologies in some of its main functions that contribute to the overall success of the business. This includes (1)

Front Office operations whereby the technology enables the management of such functions as reservations and registration of data, guests' histories, room itinerary management, night auditing maintenance and concierge activities. It also facilitates production of operational reports and management reports. (2) Sales and Marketing programs. This supports the hotels entire sales and marketing functions such as group events management and reservations, account management, activities management, contract generations and associated follow-up activities. (3) Food and beverages management system whereby this function assists in revenue and cost budget management, stock control and return on investment. (4) Miscellaneous support services involve word processing, mail management, calendars and daily schedules organization (Abbott, 2015). The study has been guided by Technology Acceptance Model proposed by Fred David in 1989 which is affected by the perceived usefulness (PU) and the perceived ease of use (PEOU) of the technology (Davis, 1989). The model has two fronts. One is the degree to which an individual believes that a particular system would enhance job performance (Relative Advantage) within an organizational context. Secondly, the degree to which an individual believes that using a particular system would be free of effort (Complexity) which investigates the technological innovation against users' perception. The researcher used TAM to explain the user's perception on how e-commerce can significantly improve marketing performance.

1.2   Statement of the Research Problem

The development of ICT and related innovations continue to change, structure and strategy of the hotel industry throughout the world, with new technology,

communication and operational costs are reduced and flexibility, interactivity, efficiency, productivity and competitiveness are enhanced. (Cooper et al 2018). Several studies (Gaffer, Singh & Thomas, 2011; Anderson, 2007) indicate that there has been a growing trend of incorporating technology in hospitality industry in the world. Evidently, emerging technologies such as e-commerce have been adopted and integrated to foster sales and marketing in the hotel business in Tanzania (Mollel, 2013; Kazoka, 2016).

Setting up a website is affordable as costs are relatively low. Once established, the website allows a hotel to conduct a more targeted business 24 hours a day, 365 days in a year, with a potential audience worldwide with connected access, irrespective of geographical position, time zone, or computer system. This makes the hotel product more accessible to the new global market place and may reduce the need for attendance at trade and consumer shows.

Despite the potentials the ICT bring to the hotel industry there is a continuing debate on the quality of ICT invested. Scholars (e.g., Gaffer, Singh, & Thomas, 2011; Muhammad, 2011; Salehe, 2008) raise a number of questions and policy issues regarding the adoption and support of web technologies in the hotel industry. Mainly, the questions and issues raised surround matters to do with the quality, appropriateness, and reliability of ICT tools used to support hotel performance. In the same line, authors (e.g., Jabr, 2016; Echeng & Usoro, 2014; Jimoyiannias *et al*., 2013) raise questions regarding the privacy of client's data. In fact, understanding

perceived usefulness, perceived ease of use and perceived risk of Web technologies used in the hotel industry.

Various empirical studies have been conducted using Technology Acceptance Model (TAM) devised by Rogers to measure acceptance of technology in developed countries (Echeng & Usoro, 2014). However, not much of such empirical studies have paid attention to perceived usefulness, risk and ease of use of ICT in developing countries like Tanzania. According to Usoro, Echeng & Majewski (2014), various theories have been developed to predict acceptance of technology (in this case perceived usefulness risk and ease of use as constructs in Technology and Acceptance Model – TAM), however, majority of them are applicable to few cultures, mainly those in developed countries. Therefore, this study is designed to establish the perceived usefulness, perceived risk and perceived ease of use of ICT adoption in the hotel industry in Dar es salaam.

1.3   Objectives of the Study

1.1.1 General Objectives

The main objective of this study is to determine the effect of e-commerce on the performance of marketing in the hotel industry in Tanzania.

1.1.2 Specific objectives

i)   To assess the effect of e-commerce perceived usefulness on marketing performance of hotel industry

ii) To assess the effect of e-commerce perceived ease of use on marketing performance of hotel industry

iii) To assess the effect of e-commerce perceived risks on performance of marketing of hotel industry.

1.4 Research Questions

1.4.1 General Research Questions

What are the effects of E-commerce on the performance of marketing in the hotel industry?

1.4.2 Specific Research Questions

i) What are the effects of e-commerce perceived usefulness on marketing performance of hotel industry?

ii) What are the effects of e-commerce perceived ease of use on marketing performance of hotel industry?

iii) What is the effect of e-commerce perceived risks on performance of marketing of hotel industry?

1.5 Relevance of the Study

The hotel industry contributes to the economic growth of the country since its main clients are the tourists who contribute significantly to foreign exchange earnings as well as providing employment to the best trained in the industry. At a time when the level and the rate of unemployment is high, thus it is important to highlight the best ways to do business. Therefore, the findings of this study will be useful to the policy

makers especially the marketing managers in hotels, who will be able to make more informed marketing activities decisions related to the Internet and E-commerce. However, this study will be useful to the competitors so as to achieve competitive advantage in service delivery.

Furthermore, the study highlights the potential of e-commerce in facilitating service delivery in the hotel industry. It also helps the policy makers so that they can develop a strategy for the internet and e-commerce which means, assessing the internet weaknesses and opportunities, working out what they want to achieve and how best to tackle it and appraising their own strengths and weaknesses. Other beneficiaries of this study will include customers who will get improved services.

 Moreover, this study wills also benefits other scholars and researchers who might have an interest in developing the findings further or taking other related field of e-commerce. Lastly, the study will also fulfill researcher's academic need of acquiring Master Degree in entrepreneurship and development.

1.6   Organization of the Study

This study has been organized in five chapters. Chapter one presents background of the study, statement of the research problem, research objectives, research questions, significance or relevance of the research and finally the organization of the study. Chapter two presents a conceptual review that provides definitions appears in the study, empirical analysis of relevant studies (latest paper), conceptual framework.

Chapter three covers research philosophy that has been applied, population surveyed in the study, area of the study, as well as sample and sampling techniques. In additional, this chapter presents data collection, types of data, data collection methods, data processing and analysis, validity of data, reliability of data and ethical issues. Chapter four makes an interpretation of data, analysis and discussion of the findings. Finally, chapter five presents summary of the findings and their implications, conclusion, recommendation, limitation of the study and suggested areas for further studies

CHAPTER TWO

LITERATURE REVIEW

2.1   Overview

The literature review undertakes to draw attention to the relevant literature which has been used to form and assist in building a foundation on which the study has been developed. A discussion of the core literature and its findings as it relates to the research problem has been presented. The discussion of the literature has been organized and structured according to the key concepts highlighted within the study.

2.2   Conceptual Definitions

2.2.1 E-commerce

Armstrong (2015) defines e-commerce as a conduct of commerce of goods and services over the Internet. It includes consumers using the Internet to purchase goods and services online; as well as businesses selling and communicating with other businesses through the Internet.

Mirescu, 2011, defined e-commerce as the use of technology to conduct financial transactions online; E-commerce refers to various online commercial activities focusing of commodity exchange by electronic means.

However, the Commission of European Commission (2019) defines E-commerce as a catalyst synonymous with great market transparency and immediate global competition. It is a powerful driver of change and incentive to competition. It favors

the diffusion of varied products and services as well as developing the diversity of companies' Know-how and productive base.

2.2.2 Application of E-commerce

Application of E-commerce enables firms from different industry to establish their presence in the market at national level and also to extend their economic activities beyond national borders in order to pursue opportunities elsewhere. The use of e-commerce has the opportunity to reshape the performance of firms working under the hospitality industry and effective usage of E-commerce enabling price and service-related comparisons in a borderless market environment (Frieden & Roche, 2006).

(Epstein, 2014) argues that, increased website usage leads to increased sales, improvement of sales and cost saving. All ultimately leading to profitability.

E-commerce is used to market business-to-business services, consumer services and consumer and industrial products via worldwide web. It is a form of direct selling. Rapid growth in sales of industrial goods, services, and consumer goods is occurring over the Internet both locally and internationally. Small and middle-sized firms are expected to generate substantial growth in Internet transactions as well as to pool their purchase through various Internet exchanges for everything Services are also an engine of growth; they are ideally suited for sales via Internet. All types of services-banking, education, consulting, retailing, gambling can be marketed through a website that is globally accessible (Awad, 2013)

2.3 E-commerce and Marketing

Advancement in information technology (ICT) has made online advertisement indispensable for an organization to achieve competitive advantage in any industry (Fang & Mykytyn, 2007). Marketing in its basic meaning is the promotion of organization products and services to the general public with intent of wooing more customers and ensuring customer loyalty to the brand. Percy (2008) viewed marketing as a process of discovering or assessing societal needs, designing and developing products or service to meet those needs as well as making conscious effort to influence consumer to discover those products and services offered. It involves keen evaluation of organization products and services, the demographic, geographic and psychographic of the consumer to determine which products and services to offer to different individuals at each point in time (Percy, 2008).

Online marketing basically is every marketing activity that takes place on the internet. (Jennifer, 2011) noted that online marketing can be referred as any promotional activities of the organization that uses internet to deliver the message to the consumers or the general public. Online marketing can be of different form including e-mail marketing, display advertising (different form of banner advert), search engine marketing, mobile advertising, and social media advertising, among others. Online marketing involves two principal parties, the publisher who provides the other party, the advertiser platform to advertise its products or services on its content (Jennifer R., 2001; Edosomwan, Kouame, Prakasan, Seymour, & Watson, 2011). Online marketing is all marketing activities carried out online to reach the customers as opposed to the traditional way of reaching the customer like print

media, sales promotion, adverts on TV and on radio (Goldfarb, 2011). Weinstein (2008) observed that online marketing is the promotion of organization products through digital or electronic platform. Such as any promotion made on social media, mobile phones, digital television & radio sites as well as digital banners on various websites (Hughes & Fill, 2006; Helen, 2018).

2.4 Theoretical Literature Review

2.4.1 Technology Acceptance Model (TAM)

The technology acceptance model (TAM) states that technological innovation adoption is affected by the perceived usefulness (PU) and the perceived ease of use (PEOU) of the technology (Davis, 1989). The model has two fronts. One is the degree to which an individual believes that a particular system would enhance job performance (Relative Advantage) within an organizational context. Secondly, the degree to which an individual believes that using a particular system would be free of effort (Complexity). Thus, the model suggests that the innovation (e-commerce) usage is indirectly affected by both PU and PEOU, which form the primary relevance for innovation adoption behaviors (Lee et al., 2011).

2.4.1.1 Perceived Usefulness

(Fu *et al,*2006) define perceived usefulness as the user's subjective probability that using a specific system will increase his or her performance. This belief is said to have an influence on behavioral intention. However, (Fu *et al* ,2006) study has found that perceived usefulness has no direct impact on behavior intention but has significant impact on attitude, which consequently has an impact on behavioral

intention of using the system. (Röcker,2009) concurs by saying that perceived usefulness could outweigh people's negative attitude towards technology, thus leading to positive usage intention. The hotel industry is most likely to use e-commerce if they are convinced that it will benefit them in their work performance either as an accountant or bookkeeper or as individual hotel booker and an employee or managers will attempt to comply. This study makes an affirmation that perceived usefulness is a strong determinant of user acceptance, and usage behavior toward technology.

2.4.1.2 Perceived Ease of Use

The system ease of use is likely to affect the hotels perception of risk usage. Systems that are perceived to be complex are likely risky to adopt and use. The hotel industry will perceive it as problematic and not free of effort and could plague with marketing performance problems and usage uncertainties. On the contrary, if the hotel industry perceives that e-commerce is easy to use, they will believe it will perform well then will evaluate them positively and probable to adopt it. Because the system is highly usable and is less likely to cause usage concerns, therefore perceived ease of use may function as an important risk-reducing factor. Information systems that users perceive easier to use and less complex will increase the likelihood of its adoption and usage (Teo et al., 1999).

(Geffen & Straub,2000) describe PU and PEOU in terms of intrinsic and extrinsic characteristics. PEOU relates to the "intrinsic characteristics of Information Technology (IT), such as the ease of use, ease of learning, flexibility and clarity of its

interface". PU results from a user's assessment of IT's "extrinsic, i.e., task-oriented, outcomes: how IT helps users achieve task-related objectives, such as task efficiency and effectiveness". In order to promote the usefulness of the system, e-commerce system need to be both easy to learn and easy to use. These two determinants, PU and PEOU, directly influence the user's attitude toward using the new information technology, which in turn leads to the user's behavioral intention to use. PU is defined from the prospective user's point of view. Will the application improve his or her job performance in the organization? Perceived ease of use (PEOU) is a variable that describes the perception of the user that the system will be easy to use.

2.4.1.3 Perceived Risk

E-commerce involves more perceived risk than traditional marketing. the level of perceived risk may be magnified due to online consumers' limited physical access to products and sales personnel (Park & Stoel, 2005). A high level of perceived risk hinders consumers from the marketing performance of the hotel industry (Alreck & Settle, 2002; Forsythe & Shi, 2003; Garbarino & Strahilevitz, 2004). Six components of perceived risk associated with e-commerce have been identified as physical, social, product, convenience, financial, and psychological risks (Jacoby & Kaplan, 1972; Peter & Tarpey, 1975).

Among the six types of risk associated with e-commerce, product and financial risks to which this study will press its concentration.

Product risk is defined as the probability of the item failing to meet the performance requirements originally intended (Peter & Tarpey, 1975). A high level of product risk

in online shopping may be expected due to online consumers' inability to physically examine and test product quality and alternatives (Alreck & Settle, 2002; Garbarino & Strahilevitz, 2004). The inconsistency in infrastructures required for enabling online shopping, such as computer monitor settings and computers software, may not always display product features as precisely as they may be in a traditional setting. Therefore, consumers' uncertainty increases with regard to a particular purchase decision when it comes to e-commerce. For example, (Goldsmith and Goldsmith ,2002) found that, in online apparel shopping, consumers perceived higher level of product risk as opposed to in a traditional store. It has also been documented those risks associated with product uncertainty could negatively affect e-commerce and online marketing (Bhatnagar, Misra, & Rao, 2000).

Financial risk is defined as the likelihood of suffering a monetary loss from a purchase (Horton, 1984; Jacoby & Kaplan, 1972; Peter & Tarpey, 1975; Sweeney, Soutar, & Johnson, 1999). Credit card fraud is a primary financial concern among many online consumers. (Caterinicchia ,2005) found that online consumers are reporting increased concerns regarding financial loss in online transactions. Also, consumers suffer from the monetary loss if products purchased online fail to perform as expected.

Financial risk been shown to have a significant negative influence on consumers' Internet It is manifested in consumers concerns that e-commerce system will transfer their personal to third parties without their knowledge or permission. Although this concern also presents in the physical world but then this online issue takes a vast

importance due to the special characteristics of the Internet (Hoffman *et al*, 1999 & Friedman *et al,* 2000). Privacy risk in this study refers to, the safeguard of various types of data that are collected during consumers interaction with the e-commerce system.

While e-commerce is convenient and creates efficiencies for their users, little is understood about how consumers perceive it. Furthermore, the development of electronic services will increase the trade-off between as the levels of services increase, the level of risk will also increase. These risks are the result of two processes. They are, (a) information that is sent electronically, and (b) information that is stored electronically. In addition to that, the coupling of electronic data is much simpler as compare to traditional types of data storage. This means that third parties can capture, read and modify information as they are being transmitted or stored. For example, in the case of electronic burglary, large quantities of subtle information can be obtained or wiped out quickly and easily without the public's consent.

2.5   Empirical Literature Review

2.5.1 E-commerce Perceived Usefulness on Marketing Performance

Azlina et al, 2016. Researched on the effect of E-commerce usage on the effect of hotel business performance in Malaysia. The purpose of the study was to examine the relationship between e- commerce usage and online business performance. The study found that e-commerce usage affects the business performance significantly and then help to achieve the desired success from online business. The study further

found that online shoppers with moderate experience in using internet technology have strong intention to use e-commerce for booking accommodation with no need to follow the traditional old way for booking. The author recommends firms working in hospitality industry to increase the usage of e-commerce by improving their business model in order to get the desired benefit of their business performance. It is highly recommended by the author to encourage all hotels regardless of their size to improve business performance by increasing the usage of E-commerce and adopting latest application for online booking that enhance the experience of customers online from different perspectives such as fast response, easy booking, safe payment portal and privacy protection.

In Spain, the study done by Perez-Arostegui *et al*., (2011) on 230 firms on Spain analysed the impact of IT competence on quality performance. The results showed that IT competence, which composed of flexible IT infrastructure, IT managerial knowledge, and integration of IT strategy with the firm's strategy, all had a positive and direct impact on quality performance and thus also on competitive advantage.

2.5.2 Effect of e-commerce Perceived Ease of use on Marketing Performance

Bojuwon (2015) carried out a survey of factors influencing income taxpayers' reaction towards e-tax system adoption in Nigeria. This study found that taxpayers' trust, ease of use, compatibility, complexity, relative advantage, government support, security and resistance to change are variables that influence taxpayers' reaction towards an e-tax system in Nigeria. The significant factors are presented in the following sequence: ease of use, compatibility, resistance to change, relative

advantage security, taxpayers trust, complexity and government support. The result of taxpayers' trust revealed that it is important to integrate the worries of taxpayers with regard to the security of personal information so as to consider their willingness to engage in the adoption of the e-tax system. This paper presents the significant importance of allowing for the ultimate role of government support when exploring the factors that impact income taxpayer reaction towards adoption of e-tax system. Furthermore, Relative advantage, ease of use, compatibility and complexity variables were recorded with high loading above the threshold of 0.50. The respondents were with little computer skills and are adopters of the e-government on which the itemized survey was conducted. This enables the income taxpayers' to be more capable of assessing how easy is to understand the system, how compatible is it with the existing filing system, how complex is the system and to what extent does e-tax system claim to be more important than the traditional one in interacting with income taxpayers. It was found that relative advantage, ease of use, compatibility and complexity are related to the adoption of a new innovation.

In South Africa, the findings by Binuyo et al., (2017) on the assessment of the impact of ICT on the performance of South Africa banking industry shows that the use of ICT increases return on capital employed as well as return on assets of the South African banking industries. Furthermore, the study discovers that more of the contribution to performance comes from ICT cost efficiency.

Ongori and Migiro (2010), the evolution of technology has affected the way businesses operate. First, it has changed the industry structures and altered the degree

of competition. Second, it has created a competitive advantage for the businesses, which have adopted ICT in their business process. Third, it has improved business operations by increasing the productivity, efficiency of internal business operations and connects small businesses more easily and cheaply to external contacts both locally and globally.

In Tanzania the study by Kajembe, 2016 assessed the e-commerce adoption and its effect on the performance of the tour operator enterprises based in Arusha region. The research design adopted was a descriptive cross-sectional survey. The study population comprised of all registered tour operator's enterprises. From which a sample of 75 tour operators were sampled jointly through convenience and snow bowl sampling. The primary data collection instrument was a structured questionnaire. Sixty-three usable questionnaires out of the 75 were collected and analyzed. The descriptive statistics which include percentage, means, and standard deviation were used to describe the sample and to assess e-commerce adoption and performance. Regression analysis was used to assess the effect of e-commerce adoption on performance. The findings revealed that most of enterprises based in Arusha region are aware and adopted some form of e-commerce applications. Further, the study showed that e-commerce adoption has significant positive relationship with the business performance. The findings imply that for tour operators do achieve better performance, e-commerce adoption should be part of their strategy. It is recommended therefore all stakeholders should work to ensure the necessary conditions are in place to support e-commerce adoption

2.5.3 Effect of e-commerce Perceived Risks on Marketing Performance

The researcher conducted a pre-test, using a convenience sample of 40 undergraduate students at a southern university, and a main test, using a convenience sample of 336 undergraduate students. Results from the pre-test were used to modify the questionnaire that was finally used for the main study. Results from the main study provided insights on the relationships among consumers' previous e-commerce experience, the three types of risk perceptions, and purchase intentions, in the context of shopping for two types of products, apparel and music products (e.g., CDs, videos). Results indicated that male online shoppers perceived higher level of privacy risks than female online shoppers in online apparel and music shopping. Overall, previous online shopping experience had a significant positive influence on consumers' online purchase intentions regardless of the product category and gender. It appeared that, in online apparel shopping, men tend to perceive higher privacy risk with increased experience in online apparel shopping, whereas such impact was insignificant for female. The author concludes that devoid of the risks, e -commerce is capable of improving marketing performance on any business entity.

2.6   Research Gap

Most of the previous empirical literature divided have identified various effects of e-commerce on business performance and both of them has encouraged the business family to adopt e-commerce in order to raise the performance of the business. I have to admit that they have brought more knowledge toward creation of this study. However, Despite the common consensus that e-commerce adoption influences firm's performance, assessing the impact of e-commerce on firm's performance is

still problematic. Furthermore, although a large number of papers related to this approach have been published, the findings are inconclusive. This waiver is due to the fact that the findings are more general to IT investment on business performance. This study has been carried out with the aim of filling this gap by assessing specifically on the effects of e-commerce on marketing perfo rmance in Dar es Salaam.

2.7   Conceptual Framework

In this study the conceptual framework (Figure 2.1) has been developed in a way to show the relationship among independent, and dependent variables. The framework presents the key concepts and variable for the study that aims to evaluate the effect of e-commerce in hotel industry in Dar es Salaam. The conceptual framework describes the e-commerce (e-commerce perceived ease of use, e-commerce perceived usefulness and e-commerce perceived risk) as dependent variable. This is the basis for the study and the associated relationships. The independent variable include is marketing performance Therefore, the developed CF is an engine of the study to guide the collection of data, analysis and reporting of the findings.

Independent Variables   **Dependent Variables**
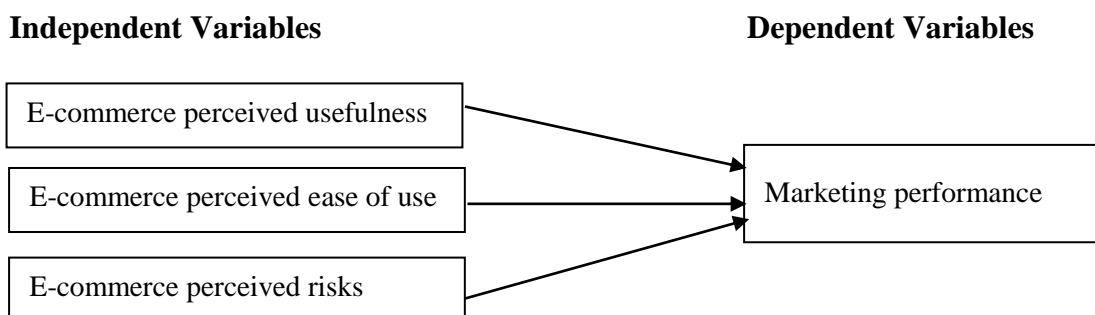
Figure 2.1 Conceptual Framework

Source: Author (2022)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter describes the methodology of this study, the main topics included in this chapter are research strategy, survey population, area of the research or research location, sampling design and procedures, variable and measurement procedures, methods of data collection, data processing and analysis, expected results of the study, research activities or schedules, work plan.

3.2 Research Strategies

Kothari (2004) defined research design as arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Research design is a structure of any type of research. It is the glue that holds together the elements in research project. Saunders et al., (2009) described in details different types of research strategies which includes experiment, survey, case study, action research, grounded theory, ethnography, archival research. The survey strategy is usually associated with the deductive approach and tends to be used for exploratory or descriptive research. This study used a survey strategy because it allows the collection of a large amount of data in highly economical way in terms of time, cost and also allow collecting quantitative data which can be analyzed quantitatively using descriptive statistics. As it has been explained in Chapter one, the purpose of the study is determining the effect of e-commerce on the performance of marketing in the hotel industry. Therefore,

descriptive cross-sectional survey design is necessary because it is a kind of design that put across the state of affair as it is so as to reach a conclusion on the studied phenomenon.

3.3   Survey Population

A population refers to the total of items about which information is desired (Kothari 2004). The population for this study comprises of hotel managers, marketing officers, sales representatives and customer care people who are the main stakeholders and involved in the e-commerce management and marketing performance in the hotel industry. The questionnaires were distributed to all stakeholders under the study. The researcher visited the hotels with the intention to meet the participants of the study.

3.4   Area of the Study

 The study has been conducted at Dar es Salaam in five selected hotels (Serena, Peacock, Landmark hotel, Golden Tulip and Seashells hotel, these hotels have been chosen because they both carry their marketing via internet so strongly.

3.5   Sampling Designs and Procedures

Kothari (2004) sampling design is a definite plan for obtaining a sample from a given population. It refers to a technique or procedure the researcher would adopt in selecting items from the population for the sample. Sample design may as well lay down the number of items to be included in the sample size. Most of questions for this study were closed ended question on questionnaire. A non-probability sampling

strategy, noted as appropriate for quantitative case studies (Merriam, 1988), employed in the selection of participants for this study. Non-probability sampling, also referred to as 'purposive' or 'criterion based' sampling, involves a process where sample units to be included in the study are deliberately selected to reflect particular features (Ritchie, 2003). That means the selection is based on the belief that the units are helpful in achieving detailed exploration and understanding of the central themes under the study (Merriam, 1988; Manson, 2002). The participants for this study have been purposively selected because of their personal profiles and positions, and the roles they play in hotel marketing in the selected study.

3.6   Methods of Data Collection

3.6.1 Data Collection Tools

Relevant literature (as noted above) suggests that qualitative research through multiple-case study is contingent on the use of multiple-sources for collecting rich evidence to understand the phenomenon. Thus, data for this study has been collected through questionnaire.

3.6.2 Questionnaire

The sources of information gathered for this research are pure primary. Structured questionnaire is the main tool employed. Close-ended questions were framed in considering the topic under the study and the characteristics of the sample, close-ended statements requiring „agreement "or „not agreed" answers. It should be noted that it is suitable for the type of issues rose which is clear and the use of this makes handling and analysis so easier and less cumbersome.

In the study, 60 questionnaires were distributed to various to sales representatives, marketing officers, front office people and customer care people. The researcher administered the questionnaire as means of reducing the rate of unreturned questionnaire but also making explanations to respondents on questions. The data obtained were captured in a spreadsheet in tabular format with various variables from the questionnaire. SPSS was used to extract results and present them in tables and graphical format.

3.7   Data Processing and Analysis

This study adopted thematic analysis of data. The choice of a thematic analysis method is based on its capacity to use a variety of types of information drawn from various methods in a systematic manner that increased accuracy and sensitivity in understanding and interpreting people's ideas or events (Boyatzis, 1998). As suggested above this study used three methods to gather rich information from hotels, thematic analysis was foundational method for analyzing qualitative data due to the fact that such data are diverse (Braun and Clarke, 2006).

CHAPTER FOUR

DATA FINDINGS, ANALYSIS AND DISCUSSION

4.1 Overview

The previous chapter, Chapter Three, explains the designed methodology in this research, plus key elements in data collection and analysis as well as validity and reliability of the study. This chapter presents the researched results of the study based on the completed questionnaires with managers, marketing managers and officers, sales managers and front officers in Dar es Salaam. The chapter has two sections, in which section one presented demographic characteristics of respondents and section two presented results to the study objectives.

4.2 Demographic Characteristics

Table 4.1: Demographic characteristics of respondents

Age group	Frequency	Percent
Under 26	7	14
26-35	10	20
36-45	20	40
Above 45	13	26
Total	**50**	**100**
Position Held in Business		
Managers	20	40
Other Employees	30	60
Total	**50**	**100**
Duration of the Business		
0-2 years	0	0
2-5 years	10	20
5-10 years	10	20
10 years and above	30	60
Total	**50**	**100**

Source: Researcher (2023).

The demographic characteristics of hotel workers were investigated in the first section of the questionnaire. They are presented in this section under position held in business, number of employees in the business and age of the business.

4.2.1 Age Group

From the findings, most of respondents 20, equals to 40% of the population were in 36-45 years age group, 26% of respondents were above 45 years age group, 20% of respondents were in 26-35 years age group while 14 % of respondents were under 26 and above year's age group. This implies that the study relied on information given by mature respondents.

4.2.2 Position Held in Business

Given the fact that, questionnaires were distributed in five hotel and one hotel equals to 10% is in business for 2-5 years, two hotels equal to 40 % have been in business for 5-10 years and three hotels which is equal to 50%, have been in business for 10 years and above.

4.3 Descriptive Statistics

Under this section, the respondents or hoteliers' general position on perceived easy to use, perceived usefulness and perceived risk in relation to the effect of e-commerce on performance of marketing activities in hotel industry has been discussed. The respondents were asked to indicate their extent of agreement or disagreement with some statements relating to some of the factors that influence easy to use of e-commerce and marketing performance in hotel industry where strongly Disagree to

1; Strongly Agreeto2; Agree 3; Neutral 4, and strongly disagree to 5 and 6: Disagree.

The effort was also made to calculate the frequency and percentages of the result.

4.3.1 Perceived Ease of use (PEOU)

Table 4.2: Perceived Ease of Use (PEOU)

	1		2		3		4		5	
Perceived usefulness (PU)	F	%	F	%	F	%	F	%	F	%
E-commerce system feels the same like the traditional one	50	100	0	0	0	0	0	0	0	0
E-commerce brings the best competitive advantage	0	0	0	0	0	0	0	0	50	100
E-commerce system improves marketing performance.	0	0	0	0	0	0	13	26	37	74
E-commerce convenient and easy to use	0	0	0	0	0	0	12	25	38	75

Source: Field data (2023).

Study findings unveiled that majority respondents with the frequency of 27 and 54%, strongly agree to have an easy use e-commerce system while the frequency value of 27 equals to 60% of the respondents can use and understand the system without assistance. With or without assistance from a third part, the frequency value of 28 equals to 56% of the respondents strongly agreed that using e-commerce makes marketing more easy than traditional marketing the frequency value of 27equals to 54% of the respondents strongly agrees that, the use of e-commerce saves the cost of complying with traditional marketing. The study lastly revealed to have 56% of the respondents who agreed that the introduction of e-marketing was the best way to improve marketing performance.

4.3.2 Perceived Usefulness (PU)

Table 4.3: Perceived Usefulness (PU)

	1		2		3		4		5	
Perceived usefulness (PU)	F	%	F	%	F	%	F	%	F	%
E-commerce system feels the same like the traditional one	50	100	0	0	0	0	0	0	0	0
E-commerce brings the best competitive advantage	0	0	0	0	0	0	0	0	0	0
E-commerce system improves marketing performance.	0	0	0	0	0	0	13	26	37	74
E-commerce convenient and easy to use	0	0	0	0	0	0	12	25	38	75

Source: Field Data (2023)

The table, 4.3 above shows with regards to Perceived usefulness of e-commerce system, responses were needed from the sampled respondents in order to find out whether e-commerce system application feels the same like the ordinary of marketing version. From the findings, all respondents at the frequency of 50 equal to 100% of the respondents strongly disagreed with the e-commerce system to have been the same as the ordinary marketing. This suggests that the e-commerce system designed has different features and applicability compared to ordinary way of marketing.

In connection with e-commerce being convenient and easy to use, the frequency value of 38 carrying 75% strongly agreed that the e-commerce system is convenient and easy to use. This implies that the designed systems in selected hotels appears to be easy or takes no time to have conversant users which simplifies its full adoption. On the part of marketing performance, productivity and effectiveness that the e-commerce system brings about, 75% equals to the frequency of 38 of the respondents

strongly agreed that the system enhances the effectiveness, productivity and performance marketing of hotels. This suggests, majority of respondents abide with Fu et al. (2006) which submits that the system have a friendly reception if the particular system drives the users to have a subjective probability that using a system will increase the performance of marketing.

4.3.3 Perceived Risk (PR)

Table 4.4: Perceived Risk (PR)

	1		2		3		4		5	
Perceived Risk (PR)	F	%	F	%	F	%	F	%	F	%
Using e-commerce system, loses control over the privacy of consumers personal information	50	100	0	0	0	0	0	0	0	0
E- commerce system doesn't have security strong enough to protect consumers information.	50	100	14	28	0	0	0	0	0	0
Online bullying affects marketing performance	30	60	0	0	20	40	5	10	0	0

Source: Field data (2023)

From Table 4.5 above, the respondents were asked to indicate their views on perceived risk in using e-commerce underpinned on lose control over the privacy of personal information, e-commerce system doesn't have security strong enough to protect consumers information, access code and the codes acquisition processes aren't easy to manage, feel that e-filing system wasn't designed with the user's best interest and steps on e-commerce application aren't clearly written.

Starting from lose control over the privacy of my personal information, 100% of respondents at the frequency of 50 strongly disagreed that using e-commerce system

loses control over the privacy of personal information. This corresponds with Hoffman *et al.* (1999) & Friedman et al. (2000) who asserts that where the system safeguards all types of data collected or submitted during application of the system then the behavioral intention of users to adopt the system will not be complicated.

Furthermore 60% at the frequency of 30 strongly disagreed that the online bullying affects the performance of marketing of hotels. While 40% of the respondents are not sure if online bullying can affect performance of marketing.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Overview

This is the final chapter in this study which gives summary of the findings, conclusions and recommendations of the study based on objectives of the study. The chapter finally presents suggestions for further studies.

5.2   Summary

5.2.1 General Summary

This study objective was to determine the effect of e-commerce on the performance of marketing in the hotel industry in Dar es salaam. To accomplish this, the study was inclined to accomplish that motive with the following sub objectives:

5.2.2 Specific objectives

i)   To assess the effect of e-commerce perceived usefulness on marketing performance of hotel industry

ii)   To assess the effect of e-commerce perceived ease of use on marketing performance of hotel industry

iii)   To assess the effect of e-commerce perceived risks on performance of marketing of hotel industry

Descriptive design was useful for collecting data and techniques used in analysis. Data was collected using administered questionnaires where 60 questionnaires were

distributed among five selected hotels in Dar es Salaam. 10 questionnaires were marked as unreturned and 50 out of 60 questionnaires were completed, returned and proceeded to data analysis. Data was analyzed using IBM SPSS Version 20 for descriptive statistics. It was revealed perceived usefulness; perceived ease of use and perceived risk has significant effect on the effect of e-commerce on performance of marketing of hotels in Dar es salaam.

5.2.3 Summary of Findings from Specific Objects

5.2.3.1 Perceived Ease of Use (PEOU)

Study findings unveiled that majority respondents with the frequency of 27 and 54%, strongly agree to have an easy use e-commerce system while the frequency value of 27 equals to 60% of the respondents can use and understand the system without assistance. With or without assistance from a third part, the frequency value of 28 equals to 56% of the respondents strongly agreed that using e-commerce makes marketing more easy than traditional marketing the frequency value of 27equals to 54% of the respondents strongly agrees that, the use of e-commerce saves the cost of complying with traditional marketing. The study lastly revealed to have 56% of the respondents who agreed that the introduction of e-marketing was the best way to improve marketing performance.

5.2.3.2 Perceived Usefulness (PU)

With regards to Perceived usefulness of e-commerce system. responses were needed from the sampled respondents in order to find out whether e-commerce system application feels the same like the ordinary of marketing version. From the findings,

all respondents at the frequency of 50 equal to 100% of the respondents strongly disagreed with the e-commerce system to have been the same as the ordinary marketing. This suggests that the e-commerce system designed has different features and applicability compared to ordinary way of marketing.

In connection with e-commerce being convenient and easy to use, the frequency value of 38 carrying 75% strongly agreed that the e-commerce system is convenient and easy to use. This implies that the designed systems in selected hotels appears to be easy or takes no time to have conversant users which simplifies its full adoption.

On the part of marketing performance, productivity and effectiveness that the e-commerce system brings about, 75% equals to the frequency of 38 of the respondents strongly agreed that the system enhances the effectiveness, productivity and performance marketing of hotels. This suggests, majority of respondents abide with Fu et al. (2006) which submits that the system have a friendly reception if the particular system drives the users to have a subjective probability that using a system will increase the performance of marketing.

5.2.3.3 Perceived Risk (PR)

At this point, 100% of respondents at the frequency of 50 strongly disagreed that using e-commerce system loses control over the privacy of personal information which corresponds to Hoffman *et al.* (1999) & Friedman et al. (2000) who asserts that where the system safeguards all types of data collected or submitted during application of the system then the behavioral intention of users to adopt the system will not be complicated.

On the other part, 60% at the frequency of 30 strongly disagreed that the online bullying affects the performance of marketing of hotels. While 40% of the respondents are not sure if online bullying can affect performance of marketing.

5.3   Limitations of the Study

Although the researcher managed to accomplish the study, various limitations were encountered. These limitations included, data availability whereby obtaining secondary data was somehow difficult and therefore the researcher depended mostly on primary data which was also expensive to collect. Despite making a proper administration of the questionnaire, 10% of the questionnaire were not returned, this narrowed data collection as it was planned in the first place.

5.4   Conclusion

The study found that majority of respondents have positive belief that using e-commerce as a tool of marketing in hotel industry would bring positive performance of marketing of hotels. However perceived usefulness, perceived ease of use, and perceived risk were found to have positive relationship with performance of e-commerce system. On the part of perceived ease of use has been proved as Teo et al., (1999) asserted that when the system is perceived to be complex is likely risky the intended intention. The system users will perceive it as problematic and not free of effort and could plague with performance problems and usage uncertainties. However, it has been illustrated by the majority of respondents who agreed that in numbers that the when the system is easy to use will automatically bring positive results.

On the part of perceived usefulness, Fu et al. (2006) explained this as the user's subjective probability that using a specific system will increase his or her performance. Through this study, majority of the respondents believes that e-commerce is likely to improve and enhance both performance of marketing of hotels. On the part of Perceived risk was found to have a positive association with e-commerce as the respondents appeared to find no risk of the system and it is worth adoption and use.

5.5   Recommendations

According to literature and respondent reviews, the use of e-commerce in marketing enhances competitive advantage. The results of the study indicate that application of e-commerce in marketing and service delivery and competitive advantage was positively and significantly correlated. Therefore, this study recommends that, hotels should strategically and innovatively find ways of enhancing and promoting performance and efficiency of marketing through application of e-commerce.

Hotels should empower their employees to handle advanced E-Systems to move the daily activities of the hotels given the competitive nature of the hotel industry and the demand for customers to prefer the use of technology as opposed to manual application.

According to   Bojuwon (2015) requires a more flexible and trained staff to facilitate hotels marketing and other transactions. Based on the study, it is recommended that

education and training of employee's education in the use of e-commerce would be powerful and productive and quality enhancing tool.

According to (Teo et al., 1999). Requires that Systems that are perceived to be complex are likely risky to adopt and use. The hotel industry will perceive it as problematic and not free of effort and could plague with marketing performance problems and usage uncertainties. Therefore, this study recommends that the hotels should adopts e-commerce systems that appears to be easy to use and bring the intended intentions.

Due to radical change of market and customer behavior, the critical decision for most hotel business is to develop their e-commerce system which is free from any risk, compatible with the new information technology era which promoted cost benefit analysis due to differentiation aspects of product and services.

The research recommends the use of e-marketing to enable hotel business to improve their visibility, interactivity, efficiency and competitiveness. The future of the hotel industry is electronic e-commerce will play a leading role in the transformation of the whole sector.

5.6   Suggestion for Future Studies

The study sought to investigate the effect of e-commerce on performance of marketing in hotel industry in Dar es salaam. The analysis was made in five hotels only in Dar es salaam. In future, researchers should consider some other hotels which

are not within in Dar es salaam to determine the extent to which the results of this study can be generalized.

Secondly the researcher was confined to the marketing sector only and leaving out other department like sales, food and beverage section, logistic and human resource sector. These are form of good practice for further research.

Thirdly, the study used descriptive data collection method in which the data is collected at one point in time whereas other method like longitudinal method data collection is done over a long period of time giving more concrete results. It is recommended that the future studies adopt the longitudinal method to trace related changes to adoption of e-commerce overtime.

Finally, the results obtained in this study are effect of respondents' perceptions or opinions and no actual measurements were done. The study suggests that more research to be carried out where more accurate measurements can be done for better and accurate results.

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APPENDICES

Appendix I: Questionnaire

Dear participants

This research is entitled "**The Effect of E-Commerce on the Performance of Marketing Activities in the Hotel Industry in Tanzania**: The researcher is Jackson Mushi who is currently pursuing his Master Degree in Business Administration at the Open University of Tanzania. The main objective of this study is to determine the effect of e-commerce on the performance of marketing activities in the hotel industry. The researcher seeks to gather relevant information from randomly selected participants in that hotel industry by questionnaire as presented hereunder. Any information provided will be treated confidentially and used strictly for academic purposes only.

Your cooperation will be highly appreciated.

Thank you.

Yours's faithfully,

Jackson Mushi,

THE RESEARCHER.

Questionnaire

SECTION – A (General Information)

1. Name of the hotel………………………………………………………….
2. Name of Respondent (optional) …………………………………………………
3.   Gender

    Male ☐ Female ☐

4.   Relevant work experience (Years)

    Up to 5 ☐   5-10 ☐ 10-15 ☐   above 15 ☐

5. How many customers do you get on monthly basis…………….................?
6. Is the number satisfactory? Yes ☐ No ☐
7. What percentages of your monthly customers get to know you through the Internet?

Yes ☐   No ☐

8. Do you have a website?   Yes ☐   NO ☐

9. If yes, what is the website name?..

10. Does it generate satisfactory traffic? YES ☐   NO ☐

11. Has your hotel adopted E-commerce as a way of doing business? YES ☐ NO ☐

12. If yes, tick the marketing activities that are carried out through E-commerce in

   your

   i) Markerting   ☐

   ii) Selling   ☐

   iii) Customer service   ☐

   iv) Marketing research ☐

DESCRIPTION	Very high	High	Moderate	Low	Very low
Inform your customer					
Educate your customer about your new products					
Increase your clientele base					
Assist your customer in understanding your existing services					
Enhance entry to the market					
Enables differentiation of services from your competitors					
Helping build the hotel goodwill					
Any other					

13. What technique do you use in on-line advertising? (Tick the appropriate ones)

   i)   Banners …………………….

   ii)   Buttons ………………………

   iii) Web advertising …………………

   iv)   Classified ads…………………….

   v)   Email listing………………………

14. Has E-commerce in general led to increase in promotion/marketing?

   YES ☐   NO ☐

A. Section II: Questions related challenges of implementing e-commerce

	Perceived easy to use (PEOU)	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
15	Your system is easy to use					
16	Booking through online system is easy to do without assistance					
17	Using e-commerce makes marketing more easy than traditional marketing					
18	It is easy to market my products via internet					
19	I prefer doing e-marketing as opposed to traditional marketing					
20	The use of e-commerce saves me the cost of complying with traditional marketing					
21	The introduction of e-marketing was the best way to improve marketing performance					
	Perceived usefulness (PU)	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
22	e-commerce system feels the same like the traditional one					
23	e-commerce brings the best competitive advantage					
24	E-commerce system will improve marketing performance.					
	Perceived Risk (PR)	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
25	Using e-commerce system, loses control over the privacy of consumers personal information					
26	E- commerce system doesn't have security strong enough to protect consumers information.					
27	Online bullying affects marketing performance					

Thank you for taking the time to fill in this questionnaire.

Appendix II: Clearance Letter

THE OPEN UNIVERSITY OF TANZANIA

DIRECTORATE OF POSTGRADUATE STUDIES

P.O. Box 23409
Dar es Salaam, Tanzania
http://www.out.ac.tz

Tel: 255-22-2668992/2668445
ext.2101
Fax: 255-22-2668759
E-mail: dpgs@out.ac.tz

Our Ref: PG202000191
SERENA HOTELS LTD
P.O. Box 151
Dar es Salaam

Date: 28th April, 2022

RE: RESEARCH CLEARANCE

The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007.In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania.

With this brief background, the purpose of this letter is to introduce to you **Mr. Jackson Simon Mushi, Reg. No: PG202000191** pursuing **Master of Business Administration (MBA).** We hereby grant this clearance to conduct a research titled *"The Effect of E-Commerce on Performance of Marketing in Tanzania Hotel Industry: A Case of Selected Hotels in Dar es Salaam City"*.

He will collect his data at your area from 2nd May, 2022 to 15st, July 2022. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O. Box 23409, Dar es Salaam.Tel: 022-2-2668820.We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

With kind regards,

Prof. Magreth Bushesha
DIRECTOR OF POSTGRADUATE STUDIES

Appendix III: Acceptance Letter

Scientific Research

Journal of Human Resource and Sustainability Studies

Acceptance Notification

October 9, 2023

Dear Author,

Thanks for your contribution to *Journal of Human Resource and Sustainability Studies*. We are pleased to inform you that your paper:

ID: 2833962
Title: THE EFFECT OF E-COMMERCE ON PERFORMANCE OF MARKETING IN TANZANIA HOTEL INDUSTRY: A CASE OF SELECTED HOTELS IN DAR ES SALAAM CITY
Author(s): JACKSON SIMON MUSHI AND LILIAN JOSEPH MACHA

has been accepted for publication. Congratulations!

This article will be ready for publication in **Vol. 11, No. 4 of December issue 2023** in *Journal of Human Resource and Sustainability Studies* if the following procedures are completed no later than November 10.
Step 1: Sign the Copyright Form
Step 2: Finish Payment for Article Processing Fee and Return the Receipt to Us:

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