FACTORS AFFECTING STUDENT ENROLMENT: A STUDY OF PRIVATE PRIMARY SCHOOLS IN KAJIADO NORTH-KAJIADO COUNTY

BY

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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A Research Project Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SPRING 2018
STUDENTS DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than The United States International University in Nairobi for academic credit.

Signed: ___________________________  Date: ______________

Lydia Wangu Ngare (ID: 605423)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________  Date: ______________

Dr. Peter Kiriri

Signed: ___________________________  Date: ______________

Dean, Chandaria School of Business
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ABSTRACT

The general objective of this study was to identify factors that affect student enrolment in private primary schools in Kajiado North-Kajiado County. The specific objectives that formed the base of this research included: To determine the impact of the marketing mix on student enrolment, to establish how word of mouth referral marketing affected student enrolment and lastly to examine how the quality of service influenced student enrolment.

The descriptive research design was used in this study. The research targeted 140 management level respondents from the private primary schools in Kajiado North. Simple random sampling was used in the study. The research sample size was 104 schools. The number of questionnaires filled and analysed was 77 which represented a 74% response rate. Structured questionnaires with close-ended questions were hand-delivered to the respondents for the purpose of collecting data. Descriptive and inferential statistics were used to analyze the collected data. The data were presented in tables and figures. The Statistical Package for Social Sciences (SPSS) software was used to analyse the data.

The first objective of this study aimed to determine the impact of the marketing mix on student enrolment in private primary schools in Kajiado North. Under price in the marketing mix, amount of school fees charged by a school was considered as the most important enrolment determinant. Quality of teaching was established to be the key enrolment determinant when parents look into the product/service offered by the school. The degree of a school’s cleanliness was highlighted as very important when parents were considering which school to enrol their child. Lastly, the most effective means of promoting a school so as to increase the student population was found to be face to face marketing to parents.

The second objective of this research was to establish how word of mouth referral marketing affected student enrolment in private primary schools in Kajiado North. The opinion of relatives and friends about a given school was found to have greatly influenced which school a parent enrolled their child in. Facebook and online blogs were considered more relevant than Twitter and WhatsApp in influencing student enrolment in Kajiado North. Very few schools were found to have used celebrities’ to influence student enrolment. For the few that used a celebrity, appearance/attractiveness of the celebrity was considered an important characteristic that aided in positively influencing student enrolment.
The last objective of this research was to examine how the quality of service offered influenced student enrolment in private primary schools in Kajiado North, Kajiado County. Maintaining or improving education standards as well as achieving the quality of education promised to parents were found to be the two most important reliability considerations in service quality. Parents considered all the responsiveness aspects of service quality important to almost the same degree. Competent members of staff and the integrity of the members of staff were the two most important assurance aspects of service quality. The importance of having a family atmosphere in school was highlighted by the research as the key empathy aspect in service quality. Finally, a low pupil-teacher ratio was pointed out as the most important tangibility aspect of service quality.

The study concluded that fees charged by schools and that charged by its competitors had an influence on student enrolment. Parents also considered the quality of teaching offered when looking for a school for their children. Cleanliness of a school was important to a parent. Face to face marketing was found to be the most effective promotion tool. The opinions of friends about a school were highlighted as an important student enrolment determinant. Quality of service was found to have impacted on enrolment and the need to maintain high-quality teaching was established.

The study recommended that schools carefully balance how much they charge in school fees and services offered. Schools should also use word of mouth marketing to promote their services. The best way to do this was to ensure they give good services so that people speak positively about them. Service quality should be maintained or improved constantly. There should be no compromise on the quality of teaching offered.
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I acknowledge my classmates - Ruth, Phyllis, Sikizano and Janet: four wonderful ladies with extremely helpful hearts.

Finally, dad and mum - thank you so much for constantly urging me on.
DEDICATION

I dedicate my research project to my husband and our four lovely children. Thank you for your assistance and patience during the entire research process.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Student enrolment in private primary schools was defined as the criteria of admitting students into a school. It involved the total number of students already registered and present in class (Alyani, Osman & Bachok, 2014). The current education system in Kenya is divided into 2:6:6:3. A child starts his or her education in pre-primary at the age of four. The child then attends pre-primary 1 and 2. This stage takes two years. The child then proceeds to lower primary. Lower primary comprises of grade 1, 2 and 3. Each grade lasts one year. After the lower primary, the child is expected to continue to middle school. Middle school lasts three years that is grade 4, 5 and 6. Junior secondary then follows with grade 7, 8 and 9. Finally, the child proceeds to the senior school. The senior school encompasses grade 10, 11, and 12. Upon successful completion of grade 12, a child joins university and spends a minimum of three years (GoK, 2016).

A lot of research has been done worldwide on the reasons parents chose to enrol their children in private schools. A study carried out in England highlighted the importance parents put on academic performance when selecting a school for their children. Academic performance was based on the test scores a given school was able to attain. It was however noted that some schools manipulated test scores either by improving on their teaching efficiency or by manipulating their student intake. The socio-economic composition of the school was also considered by parents (Burgess, Greaves, Vignoles, & Wilson, 2014).

Research was carried out in the United States of America to determine whether a school's racial composition had any influence on a parent’s school selection decision. The findings of the research showed that a schools racial composition was a major consideration when selecting which school to enrol their children in-especially among the white parents. White parents were found to prefer schools with lower proportions of African American students. White parents avoided schools with a higher proportion of African Americans students. The study recommended that in order to reduce the influence race played in school selection, all the schools that are dominantly African American should be renovated to make them more appealing to all races. Elimination of intimidating security
measures found in predominantly African American student schools, without compromising on security was also recommended. Improved school test scores through quality teaching was found to be one of the ways that made educational institutions that were dominantly African American more appealing to white students (Billingham & Hunt, 2016).

The distance between home and school was also found to be a determinant of where parents enrol their children. Families that were considered wealthy were found to lean towards schools that were more focused on academics. Families from a lower socio-economic status were found to lean towards schools that were less academic. The British Government also had certain laws in some locations where children were only allowed to attend state-sponsored schools within their school district. This therefore affected where a parent chose to take their child to school (Burgess, Greaves, Vignoles & Wilson, 2014).

A report on two Latin America school programs in Rio de Janeiro (Brazil) and Santiago (Chile) brought forward differences as well as similarities in the school selection process by parents. In Santiago, it was found that a family’s socio-economic level is linked with the probability of selecting a school that was outside of one’s neighbourhood. In both cities, wealthy families were found to be more willing to select a school that was considered a high achiever even if the school was not within their neighbourhood. The Chile Government charged tuition fees for its schools which acted as a barrier to poor students seeking education. The Chile Government also banned student selection by State schools until grade six. However, this student selection still went on based on academic performance and religious grounds. Pressure by the Government to have schools perform well in the national standardized tests and have schools ranked has also contributed to schools selecting students who were academically gifted and leaving out those who were not (Alves, Elacqua, Koslinki, Martinez, Santos, & Urbina, 2014).

In the year 2010, 52% of elementary school students in Santiago attended private schools. These private schools had different values and missions, for example, the Catholic, Waldorf and Artistic missions. These schools selected only those students who were compatible with their values. Similarly, parents sought those schools whose mission matched their beliefs. In Rio de Janeiro, only 3% of the parents had completed their higher education, unlike Santiago where 35% of the parents had completed their college education. This made parents in Santiago better placed to interpret school quality.
information. They also had more access to information about schools through social networks (Alves, Elacqua, Koslinki, Martinez, Santos & Urbina, 2014).

A study in Malaysia concluded that a good school environment and facilities, good academic performance, the income of both parents as well as their social backgrounds determined which private school a parent selected (Alyani, Osman, & Bachok, 2014). The staffing of a school was also considered. Private schools were found to fill their teacher vacancies quickly. Teachers rarely left employment in the middle of a school term. The methods of teaching were also more interesting (Sharma & Tripathi, 2015).

A study in Nigeria highlighted how the increased competition had led to private schools developing creative ways to satisfy students and parents. The increased number of private schools meant that they became aggressive in creating awareness of their institution and communicating the school's values to prospective students in order to increase their student enrolment (Uchendu, Mwaneri & Nwafor, 2015).

The right to free and compulsory basic education was enshrined in the 2010 Constitution of Kenya. Similarly, the importance of education in increasing human and social capital was also emphasized in the Kenya Vision 2030 report (GoK). The Sessional Paper 10 (GoK) of the year 2012 emphasised that education played an important role in achieving equitable social development in Kenya. The paper also highlighted the gains made by the free primary education. Firstly, the enrolment rate in primary, secondary and university has increased. The transition rate from primary school to secondary school showed a lot of growth. This has led to Kenya having the largest and most dynamic human resource pool in the region.

The Sessional Paper 10 (GoK, 2012) acknowledged the challenges faced by the free primary education. There were many areas whose enrolment rate was low. It was, therefore, important to focus on such areas and come up with strategies to increase enrolment numbers. Many schools did not have adequate facilities to cope with the increased student population brought about by the free primary education. The number of girls in school was lower than that of boys leading to gender disparity. Arid and semi-arid lands also had a low enrolment rate. Children with special needs were also not well catered for in the education system in Kenya.
The Government of Kenya offered free primary education. A report done in the year 2014 by The United Nations Children’s Fund (UNICEF) highlighted that many inequalities in the country hindered the realization of the right to education. These inequalities were based on geographic location, gender and wealth distribution. High repetition rates by students, lack of adequate infrastructure, high pupil-teacher ratio, overcrowded classrooms, retrogressive cultural practices, insecurity and conflict were some of the obstacles faced by the free primary education (Chemwei, 2013).

Despite the free primary education, Kenya had a large number of private schools, and the number increased every year. A report by the Ministry of Education Science and Technology (2014) showed that the number of private schools in the year 2009 was 4377. By the year 2014, the number of private schools had increased to 7742.

From the 1970s, the science of marketing had been structured around the exchange paradigm. Marketing not only applied to goods and services but also to places, ideas, Non-Governmental Organisations (NGOs), Governments, for profit and not for profit organisations (Achrol & Kotler, 2012). The role marketing played in a private school could not be moved to a second or third place (Jan-Benedict & Steenkamp, 2018).

With the increased number of private schools, the competition for potential students was high. This led to private schools developing creative ways to satisfy students and parents. Ensuring that a school properly utilized the appropriate marketing mix was crucial. The basic elements of the marketing mix were usually referred to as the 4Ps that is product, price, place (distribution) and promotion. When the marketing mix was properly combined it resulted in increased student enrolment which then led to increased profit (Isoraite, 2016).

Quality service had been found to increase student enrolment. Private schools need to establish what is required to satisfy their students (Selvakumar, 2015). A satisfied student was found to be more willing to introduce another student to the school in the future (Omboi & Mutali, 2011).

Globally, research had been carried out to show the importance of the marketing mix, word of mouth referral marketing and quality of service on student enrolment. However, very little research had been carried out in Kenya. A lot of research had been carried out
on factors that affected public school enrolment in Kenya but little or no research had been carried out on factors that affected enrolment in private primary schools.

A report by the Kajiado County Integrated Development Profile 2103-2017 stated that the county had a total of 514 primary schools. The number of pupils enrolled in these schools was estimated at 155,955. The net enrolment rate for Kajiado County was 86.19%. The teacher-pupil ratio was 1:60. The percentage drop out rate was 46%.

1.2 Statement of the Problem

Private primary schools operate in a very different environment than they did ten years ago. Their survival is based on how well they are able to incorporate marketing efforts which in turn lead to an increased student enrolment (Omboi & Mutali, 2011). Private schools struggle to attain desired enrolment levels. Failure to adopt marketing efforts that can lead to awareness creation and finally student enrolment has been ignored (Uchendu, Mwaneri & Nwafor, 2015).

Past research has shown that the marketing mix elements (product, place, price, and promotion) have been used by firms to market their goods and services so as to increase sales (Singh, 2012). Some of the elements of the 4P’s may be more significant than others in affecting school enrolment (Isoraite, 2016).

There is a direct and positive correlation between customer satisfaction and quality of service (Suchanek, Richter & Kralova, 2014). Alumni’s of a school are very effective in reaching out to other potential students (Omboi & Mutali, 2011). Based on the above, the more satisfied students and parents are with a school, the more likely they are to refer other students to the institution.

This study has provided insights into strategies that private primary schools in Kajiado North can use to increase student enrolment. This is important since many private schools are not able to attain the student population they desire. The most important marketing mix element is highlighted thus giving school owners a guide on where they need to invest more resources in. This study also answers the question of how important word of mouth marketing is to influencing student enrolment in Kajiado North. The school management will, therefore, be able to know how to maximize on the benefits of word of
mouth referral marketing so as to positively influence student enrolment. The quality of service that parents in Kajiado North look for is emphasised in this research. The school management will therefore know how to improve on the quality of services they offer if they are to enjoy increased student enrolment.

1.3 General Objective

The general objective of this study was to identify the factors affecting student enrolment in private primary schools in Kajiado North-Kajiado County.

1.4 Specific Objectives

The study was guided by the following specific objectives:

1.4.1 To determine the impact of the marketing mix on student enrolment.
1.4.2 To establish how word of mouth referral marketing affects student enrolment.
1.4.3 To examine how the quality of service influences student enrolment.

1.5 Significance of the Study

1.5.1 Primary School Owners

The findings of the study will give an insight into measures primary school owners can take to increase enrolment which in turn leads to an increase in profit. Based on the findings, school owners will be better placed to know which particular aspects of the marketing mix they should place more emphasis on. This is because the level of importance of each of the 4Ps (product, price, promotion and place) differs from one industry to another. Primary school owners will also get to understand how they can use word of mouth marketing to their advantage. The level of importance parents place on the quality of service was determined by the study. School owners will, therefore, get to understand their parents and students better since what is expected from the school is highlighted by the study.

1.5.2 Academicians

The research findings are expected to assist academicians to expand their knowledge in the education business in Kenya. The research forms a background for further research by
other organisations and scholars. Academicians will get to understand the role played by the schools marketing mix in influencing student enrolment. They will also get to know the impact word of mouth referral marketing has on a school’s student enrolment. Lastly, academicians will comprehend the effect quality of service has on student enrolment in Kajiado North.

1.5.3 Potential Investors

Starting any business is a process filled with uncertainty and complexity. Making business decisions can be a challenging task. One needs to conduct a lot of research before starting any business (Shepherd, Williams & Patzelt, 2014). This study will act as one of the reference points for potential investors. It will show them the appropriate marketing mix elements to employ when starting their primary school. They will also know how to manipulate word of mouth in their favour. They will get to understand what parents and students quality expectations are. They will, therefore, be able to start off with a clear picture of what is required of them as investors in the education industry if they are to succeed.

1.6 Scope of the Study

This study was on the 140 private primary schools in Kajiado North-Kajiado County. The schools that were targeted were both church-sponsored schools and individual sponsored schools. The target population was 140 people at management level in private primary schools. Data was collected for three weeks that is from the second week of June to the end of June in the year 2018. The limitation of the study was the vast geographic region that needed to be covered in the data collection. Respondents were also reluctant to respond to the questionnaire. Research assistants were trained on data collection. They were then allocated different locations in the sub-county. This mitigated the vast geographic region challenge. To encourage respondents to answer the questionnaire, the benefit of the research to their business was explained to them. Each respondent was assured of a copy of the research findings.
1.7 Definition of Terms

1.7.1 Enrolment

Enrolment can be defined as the number of students admitted in a school. Factors influencing enrolment include the academic performance of a school, the environment and facilities of a school, the quality of teachers and the syllabus used by the school (Alyani, Osman & Bachok, 2014).

1.7.2 Marketing Mix

Having the correct product, at the correct place, at the correct price, at the correct time is a simple way of defining the term marketing mix. The 4P’s (product, place, price and promotion) need to be considered if a company wants to come up with a successful marketing strategy (Misra, 2015).

1.7.3 Word of Mouth Referral Marketing

Word of mouth referral marketing involves face to face marketing as well as internet marketing. It is a powerful tool since it is based on trust. Consumers are more likely to believe what their friends say about a product or service over any paid form of advertising (Zender, 2015). Word of mouth through social media can spread both positive and negative information about a product at a very fast speed (Kimmel & Kitchen, 2014).

1.7.4 Quality of Service

Quality of service is a term used as an important differentiator among companies. The quality of service is considered high when what the customer expected from an institution equals or surpasses their expectations (Selvakumar, 2015).

1.8 Chapter Summary

The background of the study is captured in chapter one. The statement of the problem, the general and specific objectives are discussed. The significance of the study and the scope of the study are highlighted. The chapter also offers the definition of key terms. The second chapter reviewed the literature from various sources. The literature reviewed is based on the three research objectives that seek to determine how student enrolment is
affected by the marketing mix, word of mouth referral marketing and the quality of service. Chapter three highlighted the research methodology used in the study. The fourth chapter focused on the research results and findings. The discussion, conclusion and recommendations form the chapter five of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The chapter reviewed the literature on how an organization’s marketing mix, word of mouth referral marketing and service quality affects customer satisfaction and performance with emphasis on its impact on student enrolment. The literature review aimed at identifying knowledge gaps from previous researches with an aim of filling them.

2.2 Marketing Mix and Student Enrolment

Organisations marketing mix refers to the different marketing decisions made to create awareness about existing and new products and services. Marketing mix elements include place, promotion, price and product (4Ps). To attain a competitive edge marketing managers should apply a marketing strategy that encompasses all the 4Ps (place, promotion, price and product) of the organisation (Singh, 2012). The report by Singh showed that all the 4Ps of the marketing mix are important in formulating decisions that will help the organization gain a competitive edge. The study also gave variables for service marketing mix as people, process and physical evidence. The service mix is also an important variable that helps the organization in achieving a competitive edge.

The use of an appropriate marketing mix strategy leads to improved organizational performance. Export companies that used effective marketing mix strategies were found to have increased business as opposed to companies that did not (Usman, Kayani, Ullah, & Khan, 2012). Similar conclusions were found in a research carried out in Iran. Export companies that developed products that accommodated the tastes of their foreign customers and carried out trade promotions were more successful than those companies that ignored the marketing mix strategy (Dolatabadi, Forghani, Tabatabaee, & Faghani, 2013).

The study on four and five-star hotels in Kenya that used the marketing mix strategy that is place (accessibility and location), people (level of courtesy and reliability), pricing (cost of accommodation and meals), and promotion (public relations, sales promotion and
personal selling) concluded that investing in quality reduces dividends. This meant that when the hotels aimed to exceed guest expectations it cost them a lot of money which reduced their profit. However, when guests got good service, good accommodation and meals it resulted in other advantages. The image of the hotel improved. People’s perception of the hotel was favourable. The hotel was, therefore, able to retain a large percent of its existing clients. Competent employees also attracted positive publicity, which led to an increase in the number of guests. Competent employees generated positive word of mouth, ensuring that the hotel remained ahead of its competitors. Qualified employees helped the hotel increase the number of repeat guests. The location of the hotel also influenced profitability. Having an attractive, easy to reach location motivated guests to frequent the hotel thus leading to increased profits (Njeri, Kambona & Odhuno, 2015). In the education business, private primary schools should ensure that they employ competent members of staff. Competent staff is able to offer quality service which leads to positive word of mouth. Positive word of mouth will then lead to an increase in student enrolment.

To achieve the marketing goals, organizations should adopt the marketing mix strategy. Organizations that adopt the marketing mix strategy have improved performance. Organizations should ensure that the products and services they offer meet the customer expectations so as to improve sales. The organization should ensure that the price of their product is favourable to the customer in order to increase demand for the product. The product should be easily accessible to the customers. Companies should have proper channels of distribution so that their products are available in the areas they are needed (Pour, Nazari & Emami, 2013).

Student enrolment is critical for a school to continue existing. Those managing schools must critically evaluate those factors that affect their enrolment levels. If a school’s population decreases, the first thing school managers must do is to get to the root cause of the decline, and then determine what action needs to be taken. Parent dissatisfaction is one of the reasons that led to enrolment levels declining. Increased competition from other schools also affected enrolment. However, the competition was also found to help low performing and under-enrolled schools since they were forced to improve on their services in order to remain competitive (Jabbar, 2015).

Communication between parents and teachers is one of the marketing strategies used by private schools in India. These schools identify the knowledge and skills required
globally and ensure they prepare their students accordingly. Parents in India regard quality education highly and are prepared to spend a big per cent of their income on it. Private schools have seen their enrolment levels rise due to this (Shivani, Chander & Kumar, 2014). Based on this study, private school owners in Kajiado North-Kajiado County should allocate financial resources to identify what skills are required in Kenya and globally so as to ensure that the students they have are better placed to meet the job market requirements. Marketability of students will lead to an increase in student enrolment.

2.2.1 Price in the Marketing Mix

Price is the amount of money that an organisation charges for its product or service. In determining the price, an organisation has to take into consideration the amount it spent to produce the product and promote it (Kotler & Armstrong, 2013). It is important for organisations to know how sensitive consumers are to changes in price. The degree of sensitivity will determine how much a company invests in improving the quality of a product. Present day consumers have access to a lot of information. They are aware of how much competitors are charging for similar products. They also want to get the maximum benefit for the amount of money that they have. Different consumers have different price acceptability ranges (Al-Mamun, Robel, & Rahman, 2014).

There are various pricing strategies used by organisations. Cost-based pricing is one of them. It is the most popular pricing strategy by companies since it is considered to make financial sense. It involves adding a profit margin to the cost. A study on forty-four managers of small and medium-size companies in the United States of America established that majority of them base their pricing on cost. Based on this finding, companies that use this strategy are always looking for ways to reduce their costs so as to remain competitive (Liozu, Boland, Hinterhuber & Perelli, 2011). Companies sometimes make entry into a new market by pricing their products or services at a much lower price than its competitors. This strategy is referred to as penetration pricing (Lamb, Hair & McDaniel, 2004). It is a good strategy when a company wants to increase its low sales since customers tend to be attracted to products whose price are low. Market share increased with this strategy. This, in turn, leads to increased profitability (Njomo & Margaret, 2016).
Value-based pricing is where an organisation sets prices based on how customers perceive the value of the product to be (Nagel & Singleton, 2011). The managers of the organisation price based on the perception of benefit that the item that they are offering will have on their customers in comparison to the amount they pay for it (Ingenbleek, Frambach & Verhallen, 2010). It is the most effective pricing strategy for a company wishing to increase its profitability. Despite this most companies resist using this pricing strategy due to the inability to accurately measure the value attached to a product by consumers. Most companies still price their products and services on the basis of cost and comparing competitors prices (Hinterhuber, 2008). Research carried out on medium-sized companies in Austria that used value-based pricing most of the time showed that their contribution margin was between 11-30% against 1-10% of those companies that did not use this pricing strategy (Fureder, Maier, & Yaramova, 2014).

Competiton based pricing is whereby a company uses its competitor's price levels to determine the price it will set for its own products (Liozu & Hinterhuber, 2012). The advantage of this pricing strategy is that a company is forced to be fully aware of what its competitors are doing and how they are pricing their products. It ensures that an organisation is not forced out of the market due to charging much more than its competitors. The disadvantage of this method is that demand for a given product is not considered when pricing (Heil & Helsen, 2001). This strategy can also be dangerous since the company may not be fully aware of its competitor's cost or profit information. Ones competitors may be operating on very low margins or using very efficient technology that allows it to price its products cheaply (Nagel & Singleton, 2011).

Where parents take their children to school depends largely on the cost and how the family perceives education. The family considers not only the direct costs such as tuition fee, cost of uniform and textbooks but also what the child’s present contribution through child labour is. If the parents value the child’s present contribution to the household more than the child’s future earning potential, chances are that the child will not be enrolled into school (Morgan, Petrosino & Fronius, 2014). A study in Rwanda confirmed Morgan’s findings. 200 participants were interviewed. Respondents included the local leaders, school administrators, children and caregivers. The study aimed to find out how hidden costs in the fee-free education policy affected enrolment and retention of children in public schools. Hidden costs included examination fees, coaching offered by teachers
after school hours and parent-teacher association charges. Hidden charges were found to affect enrolment and retention of students. These hidden costs were significant in explaining why many children did not complete their schooling. These hidden costs explained why many parents were discouraged to enrol their children into the fee-free education since they knew chances of their children dropping out due to hidden charges was high (Abbot & Mupenzi, 2015).

Research done in South Africa on the effects of increasing tuition fees in tertiary institutions showed that majority of the students were affected negatively since they came from poor households (Oyelana, 2016). This agreed with a study done on developing countries on the impact of eliminating school fees. Eliminating tuition fees and providing free uniform increased school enrolment significantly. It also positively impacted attendance, re-enrolment and age at school entry (Morgan, Petrosino & Fronius, 2014). Private primary schools in Kajiado North, therefore, need to carefully analyze their pricing strategies so as not to turn away potential students.

Higher education learning in Kenya is characterized by students preferring public universities since the Government financially supports such admissions (Gudo, 2014). A report was done in Cologne Germany on how University tuition fees affected students concluded that tuition fee did not affect the enrolment or discontinuation rate. It, however, affected how long students took to complete a given course. This is because students had to spend a lot more time working so as to meet their university costs (Karay & Matthes, 2016).

2.2.2 Product in the Marketing Mix

A product’s quality is the ability of the product to perform its intended functions. Quality attributes include durability, accuracy, reliability and ease of repair (Kotler & Armstrong, 2008). A customer’s intention to purchase a product is significantly related to how they perceive the quality of the product to be and the level of satisfaction they anticipate to get from the product. It, therefore, means that organisations should continually improve product quality if they are to increase sales. An organisations marketing goal should be to convince consumers that their company offers high-quality products (Saleem, Ghafar, Ibrahim, Yousuf & Ahmed, 2015).
A product's packaging is the first contact a consumer has with a given product. A product's packaging is the first observable sign of a product's underlying attributes (Honea & Horsky, 2012). Product packaging affects how consumers perceive a product to be. A well-packaged product gives the impression that the product quality is high. This in turn directly or indirectly affects brand preference. Companies, therefore, should pay special attention to the colours, logo, and graphics on their product packaging (Edward, 2013). A study carried out to determine how product packaging affects purchase intention concluded that there are four elements that organisations should pay special attention to. These four elements are package design, graphics, colour and packaging material (Farooq, Habib & Aslam, 2015).

A brand can be defined as a name, design or any other symbol that enables consumers to differentiate one company’s goods or services from another (American Marketing Association). A study on the impact of product branding on sales revenue of listed companies in Ghana concluded that branding has a positive long-term impact on sales. When a company is able to create and manage their brand, it is highly probable to gain more sales in the long run (Yeboah, 2016). Branding has many benefits but the most important one is to increase company profit. Product branding creates a product image and makes it easier for the consumer to purchase a product. Branding is also instrumental in companies differentiating their products so as to make them unique in the eyes of their customer (Llonch-Casanovas, 2012). Branding leads to customer loyalty. Customers are willing to recommend their favourite brands to their family and friends. Customers loyal to a given brand are willing to continue to purchase it even when there is a slight increase in its price (Bansah, 2015).

Construction and maintenance of high-quality educational facilities have a high potential for increasing student achievement levels (Lavy & Nixon, 2017). In addition to increasing student achievement levels, high-quality infrastructure improves non-academic areas which include student safety as well as the overall appeal of an institution (Cellini, Ferreira & Rothstein, 2010). Larger classrooms, more windows in the classroom, good class and school layout, more computers in the laboratories, less noisy pathways, smart boards, printers are examples of the infrastructure that teachers in a state university in the Philippines considered important (Limon, 2016). As per this research, private primary
schools needed to ensure that the overall look of the school is good and that learning facilities are appropriate for learning.

Infrastructural facilities in a school affected student enrolment. Thirty-five years after independence Papua New Guinea (PNG) still was not able to educate it’s over 2 million elementary and primary going children. Education in PNG was free. However, most schools lacked adequate facilities. A study of four primary schools in the Boma Yong Area of Lae District of Morobe Province PNG revealed how the quality of education had dropped over the years. Classrooms, teachers and other basic facilities were lacking. As a result of this, children were no longer interested in going to school. They opted to remain at home and assist their families with household and agricultural work. An increase in budgetary allocation was recommended by the study. This would help facilitate construction of classrooms, paying the current teachers and recruiting more. This would then draw the children back to school, and encourage those who had not joined school to do so (Rena, 2011).

2.2.3 Promotion in the Marketing Mix

A good combination of a company’s promotional tools (advertising, sales promotion, public relations and personal selling) will enable a company to achieve its sales target. Managers should decide on the extent of each of the promotional tools to use based on the marketing communication objectives of the company (Konyimbih, Mbura & Paul, 2017). Advertising can be defined as any form of non-personal presentation and promotion of ideas, goods and services usually paid for by an identified sponsor (Dominick, 2013). Advertising has many functions. The first one is to inform. The consumer gets to know about a product through advertising. Once consumers are aware of a product, interest is generated which then leads to purchase. Advertising, therefore, enables a company to increase its sales and ultimately its profitability. Advertising persuades consumers to purchase a product. This role is fundamental when dealing with consumers who are not fully decided on whether to purchase a given product or not. Advertising also helps in the promotion and maintenance of a company’s brand image. This helps boost the reputation of the company (Terkan, 2014).

Sales promotion is defined as a special offer by a company to its customers or potential customers. These special offers include free samples and price reduction. It is intended to
provoke consumers to purchase a company’s product. It also encourages a company’s sales force to aggressively sell its products (Shimp, 2003).

A study carried out in Nigeria to determine the relationship between sales promotion and customer retention for telecommunication mobile network users showed that there is a positive relationship (Omotayo, 2011). Price reduction on a product is the best way to influence a consumer to pick a company’s brand over that of its competitor. However, this same consumer is most likely not to pick your brand when there is no price reduction promotion (Alvarez & Casielles, 2005). A loyal consumer is less receptive to sales promotion activities whereas a less loyal consumer is more receptive to promotional efforts (Mariole & Elina, 2005). Ultimately, sales promotion increases sales which positively impacts on the profitability of the company.

Public relations are a management tool. It involves activities that aim to build a favourable company image through publicity and community events. The main function of public relations is to create and maintain good relations with the organization’s internal and external stakeholders such as persons, governments and the general society (Zeithami, Bitner & Gremeler, 2009). It is intentional, planned and a sustained effort to establish and maintain mutual understanding between an organization and its public (Institute of Public Relations- USA). The impact of public relations in the society is huge yet it costs much less than advertising (Kotler & Armstrong, 2006). Modern day public relations use social media platforms such as Twitter, Facebook and LinkedIn to communicate with the public and tackle key issues. Professional approaches to public relations lead to positive outcomes for the company. (Achilov, 2016).

Personal selling is a process of marketing where consumers are personally persuaded to purchase a product or service. It is termed as one of the oldest methods of promoting a product (Afrina, Yasmin, Tasneem & Kaniz, 2015). Personal selling is credited with the ability to build customer relationships, enhance creativity in selling and maintain valuable customers. Personal selling has been found to increase customer satisfaction. It, therefore, continues to be a valuable marketing activity, especially when selling high-value products as well as complex products (Adesogo, 2016). Personal selling when well managed has led organisations to enjoy increased business profitability. This is because salespeople gave valuable information especially for new products to consumers. They created a
relaxed atmosphere for customers to buy. Salespeople also helped customers in decision making (Renfors, 2014).

In order for academic institutions to increase enrolment through promotional activities, it was important that they knew which advertising media was most appropriate and effective. They had to understand the media that enjoyed the highest exposure frequency among students (Ho, 2015). Almost every product we use is influenced by some form of promotion or advertising. Promotions were also used to attract students to a particular school. Some schools gave special offers to parents who brought more than one of their children to their school. Many schools had attractive websites that they used for publicity (Shivani, Chander & Kumar, 2014).

It is fundamental that education institutions let people know about their services. With increased competition and increased tuition fee, universities have had to spend more on promotional activities (Nedbalova, Greenacre & Schulz, 2014). A report on the impact of promotion on student enrolment in Pakistan brought to light the importance of schools carrying out promotion campaigns. Sixteen school principals/administrators were interviewed on their views and experiences with different promotional elements in the education sector in Pakistan. The schools were in two neighbouring areas that is Islamabad and Rawalpindi. The finding of the research was that four promotion variables were important in the education sectors. These variables included the appearance of the school, public relations, advertisement (electronic and print media) and publicity. Out of the four variables, the appearance of the school was used as the key tool for promotion (Khan & Qureshi, 2010). Private primary schools should put a lot of emphasis on promotion campaigns so as to increase student enrolment.

2.2.4 Place in the Marketing Mix

Place in marketing did not only refer to the physical place where a company sold its products or services. It also referred to the means by which a company distributed its products or services to its consumers. Many factors were considered when deciding on the place to distribute a company’s products. These include knowing where consumers will look for your product. The location of a physical shop should be strategic. It was also important to determine how feasible an online presence would be. How important having a company sales force also needed to be established. Lastly, every company needed to
know which distribution channel its competitors were using. Amazon India considered place as the most important of the 4Ps. This was because it focused on one-day deliveries as its competitive edge over its competitors such as Flipkart and Snapdeal (Misra, 2015). Profitability was affected by how efficiently a company distributed its products. It is therefore important that a company’s supply chain and logistics plan be excellent. Marketing managers’ should ensure that the demand by its customers is met. They should also match or surpass their competition in the market by delivering satisfaction to their customers (Singh, 2012).

Research has shown that a location that is viewed as inconvenient by customers leads to a decrease in business. A dirty facility, especially in the food business, leads customers to keep away especially so that they can avoid foodborne diseases (Eriksson, Strid & Hansson, 2012). Customers travel long distances to make important purchases. A new business, however, should ensure that they make it as easy as possible for their customers to make purchases with them. They do this by locating their business in an area where their potential customers already shop in. The location should feel safe especially if the business operates late in the night. A business that is poorly located will probably pay cheaper rent than one that is strategically located. It, however, will have to compensate for the poor location by spending more on advertising (Sherman, 2018).

The school location, physical evidence and school timing all influenced the marketability of a school. Many parents, especially those seeking admission in elementary school put more importance on the location of a school over its academic record. A school with adequate play area and facilities was perceived more favourably than one without a play area. The school management was also required to ensure that the school timetable was adequate to meet the students’ academic and co-curricular needs. Schools needed to have flexible timing to allow parents who wanted to drop their children early on their way to work to do so and extend the closing time so as to allow parents who had to work late to still get the opportunity to pick their children (Ho, 2015). Parents also had the option between day school or boarding school, a school that was within one's residential area or in the city (Shivani, Chander & Kumar, 2014).
2.3 Word of Mouth Referral Marketing and Student Enrolment

Word of mouth marketing is acknowledged as a significant source of information. Little is however known about how it impacts consumer attitudes and beliefs (Martin, 2014). There are approximately 2.4 billion daily conversations about brands worldwide. This explains why marketing managers continue to invest heavily in ways that help them understand and influence word of mouth marketing (Libai, Muller & Peres, 2013). How positive or negative the conversation was determined the amount of interest generated towards the brand (Berger & Milkman, 2012). The number of times a message was repeated, especially if repeated slowly, in an environment with minimal distraction, through a credible source such as an alumnus of an institution, the stronger the effect of word of mouth was (Voyer, 2015).

How to engage in word of mouth marketing, where to engage and finally with whom to engage are decisions that were established not to be independent of each other. The three factors should be looked into jointly when trying to understand word of mouth marketing. Organisations have customers with different characteristics. Customer characteristics have an impact on word of mouth marketing. It is important that organisations carefully segment their customer base. Once the customer base is segmented, organisations use the available resources in a more targeted way so as to increase positive word of mouth impact and manage negative word of mouth impact (Keiningham, Rust, Lariviere, Lerzan & William, 2018).

2.3.1 Positive and Negative Word of Mouth Marketing

Many companies have now realized that for their products to sell successfully in the market, they must give word of mouth marketing its due attention. Only after paying attention to word of mouth marketing can the company utilize other forms of advertising (Maisam & Mahsa, 2016). Positive word of mouth is an influential marketing tool in consumer purchasing decisions. Positive word of mouth is dependent on the level of trust consumers have of the sender of the message, and the level of experience the sender has on the product he is speaking of (Almossawi, 2015). Positive word of mouth messages have a greater effect on the willingness of people to use a particular product or service than negative word of mouth (Sweeney, 2014).
Word of mouth marketing is a vital tool in marketing among service providers and plays an important role in determining consumer choices. A focus group of six was studied. The results of the study showed that word of mouth marketing depends on the perception and the quality of service that a consumer got from the service providers. The significance of word of mouth marketing especially in the service industry has been hugely accepted. The study recommended that marketing managers need to understand word of mouth marketing and its significance in influencing the choices made by consumers (Sweeny, 2013).

Word of mouth marketing was responsible for influencing customer purchases. Some consumers of a product or service depended on the opinions and information offered to them about a particular product or service from others. Millions of dollars are spent on advertising. However, consumers still depend on word of mouth referrals to influence their buying decisions. When a consumer is influenced to purchase a given product or service repeatedly, it results in brand equity (Ghorban, 2012).

The effect of word of mouth communication on marketing communication was studied. The research was to establish the relationship between word of mouth communication and marketing communication using two parameters: the loyalty of customers and the satisfaction of customers. The loyalty of customers was perceived to be the most important variable in influencing marketing communication followed by customer satisfaction. When organizations have loyal customers they will communicate about the services provided by the organization to their friends. The results showed that there is a positive relationship between word of mouth communication and marketing communication. The study suggested that organizations should use word of mouth communication to improve performance (Kandampully, Bilgihan & Zhang, 2015).

Word of mouth marketing has contributed to the success of service providers. Before buying a product or service, word of mouth marketing was important to customers. When a consumer was not so sure about a product or service, he would either not buy or ask for information about the product from someone who has experience with the service or product. Word of mouth has proved to be seven times more effective when compared to advertising. When consumers used a product, they formed a perception towards the product. Word of mouth marketing determined customer retention. Marketers should ensure that the products and services offered created a good impression on the customers
which would make them refer their product or service to others. 76% of customers purchase a new product when communicated to them through the word of mouth marketing. Word of mouth marketing increased the profit of organizations (Basri, Roslina, Anuar & Ismail, 2016).

Student referrals are an important factor influencing student enrolment in schools. Research was carried out to determine how school recommendations affected enrolment. The study had a sample size of 109 undergraduate students. The service quality provided in school was considered as an important factor in word of mouth marketing. The students were able to talk about their school to friends when they perceived the service quality to be good. Education outcome was also perceived to be an important factor. Students were proud of their school when it performed well and this resulted in positive word of mouth marketing which influenced the school enrolment (Palmer, Eidson, Haliemun, & Wiewel, 2011).

Friends advice has a greater impact on consumers buying decision as compared to other forms of marketing. This is because the receiver views the sender of the information as neutral. When the information is credible and reliable, word of mouth marketing becomes the most important marketing tool. There are two dimensions to the word of marketing that is active communication and passive communication. Word of mouth marketing is an important marketing activity that formed part of the decision-making process of potential students. Word of mouth marketing influenced the student's decision making to a large extent. 56.8% of the students relied on friends when they wanted to join schools, 9% of the students relied on the internet and 12% relied on advertisements. Marketing managers in schools need to understand the role of word of mouth marketing as it can have both a positive outcome or a negative outcome. Negative outcomes arise when customers have negative opinions about the quality of services (Ozdemir, Tozlu, Sen & Atesoglu, 2016). A study on factors that affect university image formation among prospective students agreed with Ozdemir's findings. In universities that have many expatriate students, prospective students relied significantly on the information they received from their parents, teachers and current or past students (Wilkins & Jeroen, 2014).

School selection is a complex process. Many factors such as cost, service quality and availability of admission space are considered. The university selection process was more complex since some students preferred to study in the same university as their spouse
while others preferred to study in a university near home. Influence from one's employer and immigration procedures also determined which university one attended. Quality, however, was rated based on what one's friends, family, teachers or agents said about an institution (Nedbalova, Greenacre & Schulz, 2014).

A study was carried out on the impact of marketing on student enrolment in primary schools in Ghana. The study aimed at finding out whether marketing of schools had any impact on student enrolment. The parameters of the study included customer referrals, advertisement, and promotion representing the independent variables and school enrolment represented the dependent variable. According to the respondents, primary schools should make the current students happy in order to market the school through word of mouth referral. Word of mouth marketing positively affected school enrolment. The high quality of service of private schools made them the best learning option for students. The results showed that most pupils would refer their friends to study in the schools and thus increased the enrolment rate in private schools (Bamfo & Atara, 2013).

2.3.2 Online Word of Mouth Marketing

Electronic word of mouth has received a lot of focus from scholars and researchers. This is because of the increased role of social media in influencing consumers buying decisions. Social media tools include blogs, discussion forums, online polls and surveys and social network sites like Facebook and Twitter (Shanu, 2015). Majority of the Fortune 500 companies have an online presence. Many of them interacted with their customers on Twitter. These companies mainly push information pertaining to their products to their customers (Kwon & Sung, 2011). Customers also used social media to interact with these organisations. They sought information and incentives from organisations whose brands they use (Kwon, Kim, Sung & Yoo, 2015).

Brand loyalty is, however, less positively related to electronic word of mouth. For a consumer to engage in positive electronic word of mouth about a product, they must already have developed a strong bond with the product (Eelen, Ozturan & Verlegh, 2017). Customers who tweeted and retweeted content about a given brand were those who have a high level of brand identification, were very loyal to the brand and trusted the product as compared to those who did not tweet or retweet. When consumers retweet information sent to them by a given organisation, they expose that content to people who had not been
initially targeted by that organisation thus increasing exposure (Kim, Sung & Kang, 2015). By carefully monitoring their online communication, organisations were able to know what consumers are saying about their products. They were also able to identify who their main online influencers were and in the process use them to pass brand generated messages (Marwick & Boyd, 2011).

Social media which is a form of word of mouth marketing can have both positive and negative impacts. Social media can create and destroy an organisation's image within a few hours. Online firestorms are defined as a discharge of a large number of negative messages about an organization or person. Online firestorms begin when someone airs their opinion about an organization or person. These opinions carry a lot of weight when viewed by other users or potential users of a product or service. Companies, therefore, need to have strategies to manage negative word of mouth (Pfeffer, Zorbach & Carley, 2013). When negative word of mouth comments were posted on different forums it adversely affected consumers purchase decisions (Chang, Tsai, Wong, Wang & Cho, 2015).

2.3.3 Celebrity Endorsement in Word of Mouth Marketing

A celebrity is an individual whose name captures attention, locks in interest, has a profit-generating value that arises from the high level of public interest and attention (Gupta, 2009). Since the 18th century, celebrities have endorsed various activities and products. Celebrity endorsements are based on an agreement between the celebrity and the company needing its brand endorsed. This agreement entails the celebrity giving the company permission to use his or her name or physical appearance (Salmones, Del-Mar, Dominguez & Herrerro, 2013). Consumers have over the years preferred messages endorsed by celebrities over non-celebrity endorsements. The celebrity’s attributes and qualities, however, played a significant role in impacting on the purchasing intentions of consumers (Gauns, Pillai, Kamat & Chang, 2018).

Pairing a celebrity with a brand helped in shaping the image of that brand in the consumer's mind. Celebrities have been known to be held in high standing by consumers. It, therefore, follows that when a product is endorsed by a celebrity who consumers believe in, they are highly likely to purchase the given product (Mwendwa, 2014). Sometimes celebrity endorsement of a brand has worked against the brand. This
happened when the particular celebrity started getting negative press. When the celebrity’s behaviour started getting viewed negatively due to something he or she did or said, consumers’ opinion of him or she dropped. This leads consumers to lower their opinion of the product also (Fleck, Korchia & LeRoy, 2012).

Celebrities are used to influence consumer behaviour. The impact of celebrity endorsement has gained a lot of interest among researchers (Kim, Wang & Ahn, 2013). A consumer looks at various attributes about the celebrity before deciding whether to follow their advertising message or not. These include the celebrity’s level of expertise with the particular product they are endorsing. The celebrity’s trustworthiness, appearance, personality, attractiveness, private life management, competency and likeability are also considered (Han & Ki, 2010). (Fleck et al., 2012) also agreed that the effectiveness of a celebrity endorsement is based on three issues-expertise, attractiveness and trustworthiness.

2.4 Quality of Service and Student Enrollment

Quality of service in an organization is measured based on the difference between services delivered by the organization against what the customer expected. Quality is reflected in consistency, suitability of purpose, value for money and exceptionality. The characteristics of service are intangibility, heterogeneity and inseparability (Yousapronpaiboon, 2014).

The Servqual model has been used over the years to measure the quality of services. The model gauges how customers perceive the quality of service offered by a company when they receive it. Its creators characterized the model as reliable, and capable of generating valid results (Handrinos, Folina & Rotsios, 2015). The Servqual model has five dimensions to service quality. These include reliability, responsiveness, assurance, empathy, and tangibles. Reliability refers to the ability to perform the promised service dependably and accurately. Responsiveness is the willingness to help customers and provide prompt service. Assurance refers to the knowledge, courtesy of employees, and the ability to convey trust and confidence in the customer towards the service provider. Empathy is the provision of care and giving individualized attention to customers. Tangibles refer to the appearance of physical facilities, equipment, personnel and communication materials (Yousapronpaiboon, 2014).
2.4.1 Reliability in Service Quality

Organizations’ should be able to deliver quality services to their consumer. The quality provided should match the quality they promised them. A correlation between company performance and customer satisfaction exists. It is important for companies to not only focus on immediate customer satisfaction but also future customer satisfaction. In order to do this, companies must ensure that the quality of their products and services is good. They have to continuously aim at improving on the quality of their products. The improvements should always be based on the requirements of their customers (Suchanek, Richter & Kralova, 2014).

When customers perceived a product or service to be of high quality, they tended to be more loyal to that given brand. When customers were loyal to a brand, the company spent less on marketing, there was an increase in the use of related products or services in the company and positive word of mouth was enhanced. People then recommended these products or services that they have experienced and were happy with to their friends and acquaintances (Jasinskas, Streimikiene, Svagzdiene & Simanavicius, 2016).

Research was carried out to determine the quality gap in Chinese medical care. The findings highlighted the quality gap in medical care. The quality patients expected was not what they received. The reliability of the medical services was low. The report recommended that the hospitals should make amendments to their services. They should also strive to improve on the quality of their medical services (Fan, Gao, Liu, Zhao, Mu & Li, 2017).

Maintaining and improving the quality of service offered by an institution should be its primary focus. A study done in Mauritius proved that the higher education sector had become extremely competitive. The competition had been brought about by the internationalization of higher education and the number of private universities had increased. Universities, therefore, needed to ensure that their students were satisfied if their institutions were to thrive. Quality of service should be properly managed and measured regularly (Teeroovengadum, Kamalanabhan & Seebaluck, 2016). Quality of services in institutions of higher learning should also be assessable and measurable (Chong & Ahmed, 2012).
Having their children in “Elite Schools” is what dominated the minds of Taiwanese parents. A higher achiever in exams was most likely to be admitted into schools considered as high grade. Schools put most of their resources into ensuring that their students got good exam results. There was a lot of competition between schools as they tried to outperform each other academically. The birth rate in Taiwan declined each year. This fact made it hard for schools to enrol the number of children they would like. This greatly affected the viability of schools. Many closed down due to this. Schools, therefore, were forced to closely monitor their quality of service since parents competed for schools perceived to offer superior quality. Schools that offered below standard quality expected a reduction in their student population (Wu, Lin, Chuang & Kuan, 2013).

2.4.2 Responsiveness in Service Quality

The ability of an organization to assist their customers and provide speedy service is important. Organisations should be attentive and prompt in dealing with client requests, queries and complaints. Organisations should be prepared to customize their services so as to meet the needs of their customers. Organisations should analyse their processes based on the customers’ needs and not based on the company’s point of view (Anwowie, Amoaka & Abrefa, 2015).

320 questionnaires were administered in Pakistan to compare service quality between private and public hospitals. Private hospitals were found to offer better quality of service to their patients as compared to public hospitals. Since private hospitals depended on money received from their patients to meet their financial obligations and remain profitable, they were more inclined to offer quality services so as to ensure their clients remained satisfied. The doctors, nurses and all support staff aimed at providing the best care to patients while ensuring that the environment was clean. The hospital processes were also streamlined. A feedback mechanism was also put in place in some hospitals (Irfan and Ijaz, 2011). For an organization to build a successful brand, they must provide good quality service relative to other competing companies. They must give customers what they need at the appropriate time (Agyapong, 2011).

Findings from a study on the present level of Automated Teller Machines (ATM) service quality at one of the main ATM service points in Malaysia concluded that machine consistency, dependability and timeliness were important if customers were to express
satisfaction with this service. 271 respondents were interviewed using a questionnaire. Observations were also carried out at the service points (Iberahim, Taufik, Adzmir & Saharuddin, 2016). Banks in India have over the years offered similar products to their consumers. What has been the key differentiator is the quality of service offered by different banks to their consumers. Only when the banks have met the expectations of their customers is their quality of service considered good (Selvakumar, 2015).

A report on managing and improving service quality in higher education in Israel agreed with Selvakumars findings. In today’s world, institutions of higher learning have to become more efficient. Client’s expectations rise continuously, therefore quality is key to success. The quality of service that is accorded to a student by the employees he gets into contact with is highly dependent on the coordination of the top management and its various departments (Sharabi, 2013).

2.4.3 Assurance in Service Quality

Assurance is the level of confidence as well as trust that a consumer has on a given service provider. It is how confident a consumer felt about a service provider’s ability to supply a product or service. Dissatisfaction on the part of the customer is experienced if he doubts the ability of the service provider (Lancaster & Massingham, 2014).

Companies should ensure that their employees are knowledgeable about the products or services offered by the company. Customers should be handled in a professional manner. The customers should also be able to trust the products or services the organization offers. It was critical that an organisation hired competent staff. Due to the intangible nature of services, the service providers’ quality is usually measured by how well they relate to their customers. Management should ensure that their members of staff acquired the relevant skills for the job. The staff should be monitored to ensure that they give customers enough attention to their needs. They should also be fast and efficient in their service delivery. The attitude of staff towards their customers should be positive. Employees should be able to maintain the confidentiality of transactions with their customers. Putting in extra hours so as to meet the needs of customers is highly appreciated. Maintaining a favourable attitude among clients was vital to getting and retaining them (Agyapong, 2011).
Assurance perceived by a customer is a critical dimension of service quality in any particular industry. This is more critical in the healthcare industry where trust and confidence in the medical personnel are significant (Schee, Groenewegen & Friele, 2006). Institutions dealing with health matters should have assurance as an integral part of their healthcare delivery strategy (Ovretveit, 2004). Assurance from a Physician can be displayed through his courtesy and friendliness to patients, confidentiality of patient information, thoroughness of explanation of medical condition and treatment and honesty (Ramsaran-Fowder, 2005).

A significantly positive relationship existed between these variables—trusting a brand, a brand logo, a brand's character and loyalty to a brand and deciding to proceed with a purchase. When customers trusted a product, sales increased (Naziri, Ghasemi & Saeidi, 2015). Trust existed only in situations where one party was confident that the partner they were dealing with was reliable and had integrity. When there was a lack of trust, customers viewed an organization negatively. This, in turn, affected sales (Thakur, 2014).

2.4.4 Empathy in Service Quality

The degree of care given to customers as well as individualized attention accorded to them influences what customers think about an organization. According to Jordanians’, empathy in the hotel business is the most important element of service quality. Employees’ knowledge of hotel products, having the guests’ best interest at heart, competency of employees, and their ability to understand customers’ specific needs were considered (Khattab & Aldehayyat, 2011). A similar study was carried out in Vietnam and an identical finding on the importance of empathy in the hospitality industry was highlighted (Minh, Ha, Anh & Matsui, 2015). A different conclusion was arrived at in a research on service quality in the call centre business in India. Empathy was found to be the least important service quality element (Agarwal, Singh & Thakur, 2013).

A sense of importance is elicited every time a customer is treated empathetically. The result is that the customer felt the need to be loyal to that organization. They were also more willing to recommend the organization to their family and friends (Wieseke, Geigenmuller & Kraus, 2012). Many new products fail because customers resisted the change. Marketers should make the switching process for their customers as easy as possible. When the organization has not communicated with its customers well on such changes it leads to negative outcomes (Holmqvist, Vaerenbergh & Gronroos, 2014).
A study carried out in a suburb in the United States of America in elementary and middle schools illustrated the different type of care given by teachers to pupils. Teachers showed they cared for their students when they created a family environment in the classroom. Each student was made to have a sense of belonging. Nonverbal communication such as making eye contact with the students expressed care. The teachers also made time to know their students personally, not only on academic matters but also on social matters. Teachers who cared knew when there was a loss of a family member and provided support. They knew children who were new in the school and helped them settle into class quickly. Caring teachers verbally communicated what they expected from their students. They encouraged students that were performing well and assisted those who were lagging behind. Caring teachers provided food and personal resources to children who came from disadvantaged backgrounds. Caring teachers knew that the homes their students came from were no longer places with security and love. The teacher, therefore, had to make the classroom a caring community (Garza, Alejandro, Blythe & Fite, 2014).

2.4.5 Tangibility in Service Quality

The tangible dimension of service quality is described as the physical quality such as facilities, equipment and personnel appearance (Parasuraman, Zeithaml & Berry, 1988). The convenience offered to customers by the layout of the physical facilities must be considered (Ananth, Ramesh & Prabaharan, 2011). Facilities in an organization such as a well-furnished reception desk and well-trained personnel can influence customer perception about the organization. This means that a lot of attention needs to be given to all tangible factors of service quality since they influence customer loyalty and lead to profitability (Abdullah, Razak, Marzuki & Jaafar, 2013).

There is a positive correlation between tangibility and customer satisfaction. Research on service quality attributes and customer satisfaction highlighted that clients looked for tangible aspects which they used to measure service quality. Bank customers looked at the premises of the bank and also the appearance of the bank employees then drew a conclusion on the bank service quality (Siddiqi, 2011). A study on visitor’s service quality perception of a museum in Malaysia showed that they valued the availability of parking space, general cleanliness of the place, staff dressing and the attractive grounds (Fadhil, Radam, Yacob & Samdin, 2016).
The adequacy of personnel and facilities formed part of the tangibility dimension in service quality. The two affected how long it took to deliver services to customers. Emotions were generated when customers interacted with an organisation's staff over a long period of time. These emotions affected the customer’s perception of the organisation. When customers perceived waiting time to be favourable they perceived the service quality to be high. This affected business positively (Reimer & Kuehn, 2005).

A school's physical facilities and equipment affected its service quality. A study carried out on Taiwan elementary schools concluded that factors that affect the quality of service were the school administration, availability of teaching equipment, the school leadership and management, and social changes (Wu, Lin, Chuang & Kuan, 2013).

A study on business school students in Malaysia provided a lot of insight into how important quality education is in higher education. 250 questionnaires were disturbed and answered by the students who had enrolled in different business courses. The finding of the research concluded that institutions need to focus on student satisfaction, only then will they be able to align themselves with their student needs. Level of student satisfaction should be continuously monitored. Different quality factors were found to be important to students. These included instructor learning resources, academic courses, assessments and student engagement. The learning resources were found to be the most important quality factor in the study. Learning resources include the teaching technologies, fast internet, well-maintained facilities, properly furnished computer laboratory, and a library with many relevant books. Fair assessment with a workload that was not too demanding also influenced student satisfaction. Relevant courses are another quality factor that was found to be important. Having relevant courses in an institution was found to be a strong predictor of student satisfaction levels. Quality teaching, frequent student-lecturer interaction also increased the positive learning experience which led to increased student satisfaction (Seng & Ling, 2013).

Research carried out by Rogers and Smith (2011) found that students perform better in school when their attitude towards the learning environment was positive. Institutions of higher learning needed to have programs and courses that were balanced between what the students expected and learning outcomes.

A study was conducted in Kajiado Central District, Kajiado County by the Dupoto-e-Maa Project. Kajiado Central District is classified as a semi-arid area. Dupoto-e-Maa focused
on intervention measures aimed at addressing the quality of education among pastoralists. The project had significantly helped improve the capacity of schools in arid and semi-arid. This was through the construction of classrooms, dormitories, staff rooms and offices. With a better learning environment, the quality of service improved and children were able to learn more. Teachers also enrolled in teacher training colleges so as to improve on the quality of their teaching (Ouda, Atieno & Wambiya, 2015).

### 2.4.6 Service Quality and Competitiveness

To remain competitive, the quality of education offered in schools has to be improved continuously (Wu, Lin, Chuang & Kuan, 2013). Giving good service is expected but when you exceed customer expectations, it builds customer loyalty. Customers deeply appreciate it when organisations strive to meet their needs. This leads them to tell others about the organization. They are also more likely to give the organization repeat business (Kloefkorn, 2014).

Intense competition in the banking industry in India was brought about by financial liberalization in the country. Banks that dealt in retail banking were therefore forced to focus on strategies that would lead to an increase in service quality. This, in turn, would lead to increased customer satisfaction and loyalty to the bank. Data collected from 300 valued customers of two top banks in India concluded that when banks increased their quality of service, customer satisfaction increased. When customer satisfaction increased, banks were able to retain their customers (Ravichandran, Mani, Kumar & Prabhakaran, 2010).

A research on how service quality affected the competitive advantage and business performance of Small and Medium Enterprises (SME) in Sri-Lanka highlighted that good quality of service led to improved company competitiveness and performance. Good quality of service enabled SMEs to retain their existing customers and attract new ones. This then leads to increased sales and ultimately increased profits (Wijetunge, 2016).

### 2.5 Chapter Summary

The literature review was based on the objectives of the study. The objective of the study was to determine how the marketing mix, word of mouth referral marketing and quality of service affects enrolment of private schools in Kajiado North-Kajiado County. The methodology that was used in this study will be provided in chapter three. A detailed
description of the research design, sampling and population design, data collection methods and data analysis methods are provided in the next chapter.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the methodology of the research, the target population, the size of the sample and the sampling technique, data collection and instruments that were used and finally the data analysis methods. The main aim of this chapter was to provide the statistical analysis used and also the instrument that helped the researcher get the answers to the research objectives.

3.2 Research Design

The research design is a systematic model that enables the researcher to draw conclusions concerning casual relationships amongst the variables under investigation (Kothari, 2011). A research design is a framework used by researchers to conduct research (Zikmund & Babin, 2012). The research design indicates the framework necessary for the researcher to collect the information required so as to achieve his research objectives (Zikmund & Babin, 2012). This study used a descriptive research design. A descriptive research design answers the what, how and why questions. This type of research design was appropriate in obtaining a complete and accurate description of situations (Sekaran & Bougie, 2013).

3.3 Population and Sampling Design

3.3.1 Population

A population is the total number of relevant elements that a researcher intends on studying (Cooper & Schindler, 2014). The target population for this study comprised of 140 management level employees and owners in private schools in Kajiado North-Kajiado County. The population of interest was private primary schools in Kajiado North that were members of the Kenya Private School Association (KPSA).
3.3.2 Sampling Design

3.3.2.1 Sample Frame
A Sampling frame is a list of elements from which a sample is drawn (Cooper & Schindler, 2014). Zikmund and Babin (2012) assert that a sampling frame is a primary material from which a sample is obtained from. The sample frame of this study comprised of 140 people working at the management level of the 140 private primary schools in Kajiado North-Kajiado County.

3.3.2.2 Sampling Techniques
Simple random sampling was used in the study. (Kothari, 2004) asserts that the process of choosing the number of respondents for a research is referred to as a sampling technique. In simple random sampling, every element in the population has an equal probability of getting selected into the sample (Ghauri & Gronhaug, 2005). Management level was divided into four groups that is the school owners, school managers, head-teachers and deputy head-teachers.

3.3.2.3 Sample Size
A sample is a representative fraction of a population. A smaller set of the entire population is referred to as a sample size (Blumberg, 2014). The benefit of using a sample to the researcher was that it helped to save on cost and time and hence able to obtain more information from the respondents. The sample size was obtained from the following formula.

\[
n = \frac{N}{1+N \alpha^2}
\]

Where n is the sample size, N is the total target population, 1 is the constant and \(\alpha\) is the error margin determined at 5% level of significance.

\[
n = \frac{140}{1+140 (0.05)^2}
\]

\[
= 104 \text{ schools}
\]
3.4 Data Collection Methods

Data collection is a process of systematically collecting information based on the research objectives (Cooper & Schindler, 2008). A questionnaire was used to collect primary data. A questionnaire is a standardized method of data collection where each respondent is asked the same question, carrying the same meaning so that responses are comparable (Sapsford & Japp, 2006).

Sapsford and Japp further add that the chief advantage of using a questionnaire is that it is cheap and quicker to use in conducting an investigation but also warns that the response rates are sometimes low unless the questions engage the respondents’ interest or the investigation is perceived as being of direct value to the respondent.

The questionnaire had four sections. The first section sought to obtain general information about the respondent. The second section asked the respondents questions pertaining to the marketing mix and its effect on student enrolment. The third section of the questionnaire dealt with the effect of word of mouth referral marketing on student enrolment. The last section was on the effect of quality of service on student enrolment. The questionnaire had close-ended questions. The researcher prepared a questionnaire with brief instructions. The questionnaire used the five-point Likert scale where 1 represented extremely important, 2 represented very important, 3 represented neutral, 4 represented little important and 5 represented not important.

3.5 Research Procedure

A reliability test was carried out to determine how consistent the questionnaire was in the measurement of variables. Internal consistency reliability is the most commonly used psychometric measure in assessing survey instruments and skills (King, Mabachi, Manning, Leonard and Schill, 2004). Cronbach alpha is the basic formula for determining reliability based on internal consistency. The reliability test was conducted using Cronbach’s Alpha based on the items that were confirmed in order to ascertain the measure of the degree to which the research instrument would yield the same results of data after repeated trials. If a measurement scale has a Cronbach's coefficient above 0.70 it is acceptable as an internally consistent scale and further analysis can be possible. On the other hand, if the coefficient alpha is below .70 the scale is not reliable and prone to errors arising from sources such as administration errors, sampling errors, the number of
item errors and theoretical errors (Sekaran, 2003). Table 3.1 indicates Cronbach’s alpha values were above 0.70, so the results were acceptable.

**Table 3.1 Reliability Test**

<table>
<thead>
<tr>
<th></th>
<th>Cronbach Alpha</th>
<th>Number of items</th>
<th>Verdict</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Mix</td>
<td>.929</td>
<td>38</td>
<td>Accepted</td>
</tr>
<tr>
<td>Word of mouth marketing</td>
<td>.891</td>
<td>17</td>
<td>Accepted</td>
</tr>
<tr>
<td>Quality of services</td>
<td>.969</td>
<td>26</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

A pilot study was conducted to check how accurate and clear the questionnaire was. Once feedback was received, amendments to the questionnaire were made. The data collection instrument was designed so as to collect data that addressed the problem of the study and research objectives.

A letter from the Chandaria School of Business was obtained that enabled the researcher to collect data. The questionnaires were administered through “drop and pick” later method. The researcher informed the respondents in advance about the purpose of the study and the need for them to respond to the questions. To encourage respondents to answer the questionnaire, they were assured that the information they provide would be treated with confidentiality. The researcher also sent them short text messages (SMS) to remind them to fill out the questionnaire.

**3.6 Data Analysis Methods**

According to Cooper and Schindler (2008), data analysis is the process whereby the data collected by the researcher is reduced to a manageable and convenient size. This process enables the researcher to apply statistical techniques and generate a summary of the data.

Once the data was collected, it was sorted and coded. The data was then analyzed using the Statistical Package for Social Sciences (SPSS) software. Statistical methods used to analyse data were both descriptive and inferential. Descriptive statistics included the mean and standard deviation. Inferential statistics used included correlation analysis, ANOVA and regression analysis. Tables and figures were used to give a clear illustration of the research findings.
3.7 Chapter Summary

This chapter described the research methodology adopted by this study. The research design, population, sampling design, sampling technique used and sample size were discussed. The data collection method, research procedures and the data analysis method were also highlighted. Chapter four covered the data analyses method used in the study. The results and the findings of the study were also highlighted.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the analysis and discussion of the research data. The designation of respondents, their gender, professional qualification and years worked in the organization are also discussed. The overall factors affecting student enrolment in Kajiado North are highlighted.

The sample size of this study was 104 respondents in management level positions in private schools in Kajiado North sub-county. Out of 104 questionnaires that were distributed to sample institutions, 77 responses were obtained, which gives a response rate of 74.04%. According to Kothari (2004) a response rate of 50% or more is adequate for analysis, therefore, the responses obtained was an acceptable basis for drawing conclusions.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and Returned Questionnaires</td>
<td>77</td>
<td>74</td>
</tr>
<tr>
<td>Non-Response</td>
<td>27</td>
<td>26</td>
</tr>
<tr>
<td>Total</td>
<td>104</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2 General Information

This section provides a profile of the respondents. This information is presented on a number of basic characteristics. These include gender, years of service, level of education and designation. This information gives a general understanding of the population under study. An analysis of these variables provides the socioeconomic context within which other subsequent factors fall.

4.2.1 Gender of Respondents

Gender is a very important factor in any social economic study. The study sought to establish the respective gender of the respondents. The number of females was found to
be thirty-nine which represented 50.6% of the total number of respondents. Thirty-eight males responded to the questionnaire. This represented 49.4% of the total number of respondents. The female proportion (50.6%) was slightly larger than that of the male (49.4%) respondents.

Table 4.2: Gender of Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>38</td>
<td>49.4</td>
</tr>
<tr>
<td>Female</td>
<td>39</td>
<td>50.6</td>
</tr>
<tr>
<td>Total</td>
<td>77</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2.2 Years in the Institution

The study aimed to investigate the number of years the respondents had worked in the institution. Most of the respondents reported having served in the institution between 6-10 years (53.2%) followed by those who have served for a period of fewer than 6 years (27.3%). Those who had worked in the institution for over sixteen years formed the smallest percentage of respondents in the study.

Figure 4.1: Years in the Institution

4.2.3 Level of Education

The study delved into the academic qualifications of the respondents. Five academic levels were provided for; Post graduate, bachelor’s degree, diploma, certificate and O-level. The study established that most of the respondents had attained a diploma (40.3%)
as their highest level of qualification, 35.1% of the respondents had attained a bachelor degree as their highest level of qualification. Only 1.3% of the respondents had only an O-level as their highest academic achievement.

**Figure 4.2 Level of Education**

### 4.2.4 Designation in the Institution

The study aimed to determine the designation held by the respondents. Four management level positions were provided for in the questionnaire; director, head teacher, deputy head teacher and manager. Majority of the respondents were head teachers who accounted for 46.8% of the total respondents. The number of school managers who filled in the questionnaire was 7 which accounted for the smallest percentage (9.6%) of respondents.

**Figure 4.3 Designation in the Institution**
4.3 Marketing Mix and its Effect on Student Enrolment

The first objective of this study was to examine the effects of the marketing mix on student enrolment among the private primary schools in Kajiado North Sub County. Price was evaluated on the basis of school fees charged by the school, school fees charged by its competitors’, availability of financial support, cost of uniform, textbooks, cost of co-curriculum activities, the cost of school transport and effect of free primary school education by the Government. The responses were rated on a 5 point Likert scale that is 1 represented extremely important, 2 represented very important, 3 represented neutral, 4 represented little important and 5 represented not important.

4.3.1 Price and Student Enrolment

The study found that fees charged by the school (88.3%) and the fees charged by competitors (80.5%) affected student enrolment. In cases of financial support, (75.3%) respondents reported there was more enrolment. Respondents also felt the cost of uniform (75.3%), cost of textbooks (75.3%), cost of co-curriculum activities (71.4%) and cost of transport (77.9%) were very important price-related factors that affected student enrolment in private schools in Kajiado North. The majority (76.6%) felt Free Primary Education offered by the Government had very little effect on enrolment of students in private schools in Kajiado North.

Table 4.3: Price Charged and Student Enrolment

<table>
<thead>
<tr>
<th>Price</th>
<th>E.I %</th>
<th>V.I %</th>
<th>Neutral %</th>
<th>L.I %</th>
<th>N.I %</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount of fee we charge</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fee charged by our competitors</td>
<td>20.8</td>
<td>59.7</td>
<td>9.1</td>
<td>7.8</td>
<td>2.6</td>
<td>2.117</td>
<td>0.917</td>
</tr>
<tr>
<td>Availability of financial support</td>
<td>14.3</td>
<td>61</td>
<td>9.1</td>
<td>5.2</td>
<td>10.4</td>
<td>2.364</td>
<td>1.123</td>
</tr>
<tr>
<td>Cost of uniform</td>
<td>11.7</td>
<td>63.6</td>
<td>16.9</td>
<td>2.6</td>
<td>5.2</td>
<td>2.260</td>
<td>0.894</td>
</tr>
<tr>
<td>Cost of textbooks</td>
<td>13</td>
<td>62.3</td>
<td>14.3</td>
<td>3.9</td>
<td>6.5</td>
<td>2.286</td>
<td>0.971</td>
</tr>
<tr>
<td>Cost of co-curricular activities</td>
<td>7.8</td>
<td>63.6</td>
<td>16.9</td>
<td>7.8</td>
<td>3.9</td>
<td>2.364</td>
<td>0.887</td>
</tr>
<tr>
<td>Cost of school transport</td>
<td>16.9</td>
<td>61</td>
<td>6.5</td>
<td>7.8</td>
<td>7.8</td>
<td>2.286</td>
<td>1.086</td>
</tr>
<tr>
<td>Free Primary Education</td>
<td>5.2</td>
<td>18.2</td>
<td>19.5</td>
<td>37.7</td>
<td>19.5</td>
<td>3.481</td>
<td>1.154</td>
</tr>
</tbody>
</table>
4.3.2 Product and Student Enrolment

The effect of products/services offered on enrollment was evaluated on the basis of the quality of teaching, previous performance in national examinations, availability of modern classrooms, availability of a well-stocked library, laboratory facilities, attractiveness of the school, school safety and security, adequacy of car parking, availability of an established sports program, availability of boarding facilities and image of the school. The responses were rated on a 5 point Likert scale that is 1 represented extremely important, 2 represented very important, 3 represented neutral, 4 represented little important and 5 represented not important.

The study sought to determine how the product/service offered by an institution affected enrolment. The study found the quality of teaching (89.6%) and previous performance in the national examination (85.7%), availability of modern classrooms (87%), school safety and security (85.7%), and attractiveness of the school (88.3%) were important factors that affected enrolment of students in the area. The image of school (77.9%) availability of a well-stocked library (76.7%), availability of an established sports program (75.3%) were rated as very important factors that affected enrolment of students in Kajiado North. Laboratory facilities (54.6%) and adequate parking (27.3%) were considered of slight importance in affecting enrolment of students in private primary schools in Kajiado North.
Table 4.4 Product/Service Offered and Student Enrolment

<table>
<thead>
<tr>
<th>Variable</th>
<th>E.I %</th>
<th>V.I %</th>
<th>Neutral %</th>
<th>L.I %</th>
<th>N.I %</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of teaching</td>
<td>76.6</td>
<td>13</td>
<td>3.9</td>
<td>2.6</td>
<td>3.9</td>
<td>1.442</td>
<td>0.980</td>
</tr>
<tr>
<td>Past national examination</td>
<td>67.5</td>
<td>18.2</td>
<td>1.3</td>
<td>3.9</td>
<td>9.1</td>
<td>1.688</td>
<td>1.259</td>
</tr>
<tr>
<td>performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Modern classrooms</td>
<td>29.9</td>
<td>57.1</td>
<td>10.4</td>
<td>2.6</td>
<td>0</td>
<td>1.857</td>
<td>0.702</td>
</tr>
<tr>
<td>Well stocked library</td>
<td>33.8</td>
<td>42.9</td>
<td>14.3</td>
<td>5.2</td>
<td>3.9</td>
<td>2.026</td>
<td>1.026</td>
</tr>
<tr>
<td>Laboratory facilities</td>
<td>33.8</td>
<td>20.8</td>
<td>13</td>
<td>7.8</td>
<td>24.7</td>
<td>2.688</td>
<td>1.600</td>
</tr>
<tr>
<td>Attractiveness of our school</td>
<td>28.6</td>
<td>59.7</td>
<td>7.8</td>
<td>2.6</td>
<td>1.3</td>
<td>1.883</td>
<td>0.760</td>
</tr>
<tr>
<td>School safety and security</td>
<td>59.7</td>
<td>26.0</td>
<td>5.2</td>
<td>6.5</td>
<td>2.6</td>
<td>1.662</td>
<td>1.021</td>
</tr>
<tr>
<td>Adequate car parking</td>
<td>10.4</td>
<td>16.9</td>
<td>24.7</td>
<td>35.1</td>
<td>13</td>
<td>3.234</td>
<td>1.191</td>
</tr>
<tr>
<td>Established program</td>
<td>sports</td>
<td>13</td>
<td>62.3</td>
<td>14.3</td>
<td>6.5</td>
<td>3.9</td>
<td>2.260</td>
</tr>
<tr>
<td>Availability of boarding</td>
<td>9.1</td>
<td>37.7</td>
<td>24.7</td>
<td>11.7</td>
<td>16.9</td>
<td>2.896</td>
<td>1.242</td>
</tr>
<tr>
<td>facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Image of the school</td>
<td>59.7</td>
<td>18.2</td>
<td>7.8</td>
<td>5.2</td>
<td>9.1</td>
<td>1.857</td>
<td>1.305</td>
</tr>
</tbody>
</table>

4.3.3 Place and Student Enrolment

Place in the marketing mix was evaluated on the basis of school location, accessibility to the school, level of security in the neighbourhood, the distance of the school from home, adequate play area, availability of play equipment/facilities, school cleanliness and level of cleanliness in the school neighbourhood. The responses were rated on a 5 point Likert scale that is 1 represented extremely important, 2 represented very important, 3 represented neutral, 4 represented little important and 5 represented not important.

The study found school location (88.3%), accessibility to the school (89.6%), level of security in the neighborhood (84.8%), distance of the school from home (85%), adequate play area (92.2%), availability of play equipment/facilities (79.2%), school cleanliness (88%) and level of cleanliness in the school neighborhood (68.9%) were rated as very
important factors that affected enrolment of students in private schools in Kajiado North sub-county. Level of school cleanliness was considered a key factor that affected enrolment of student as implied by a standard deviation of 0.576.

Table 4.5: School Location and Students Enrolment

<table>
<thead>
<tr>
<th>Place</th>
<th>E.I %</th>
<th>V.I %</th>
<th>Neutral %</th>
<th>L.I %</th>
<th>N.I %</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>School location</td>
<td>35.1</td>
<td>53.2</td>
<td>5.2</td>
<td>3.9</td>
<td>2.6</td>
<td>1.857</td>
<td>0.884</td>
</tr>
<tr>
<td>Accessibility to the school</td>
<td>31.2</td>
<td>58.4</td>
<td>6.5</td>
<td>2.6</td>
<td>1.3</td>
<td>1.844</td>
<td>0.762</td>
</tr>
<tr>
<td>Level of security in the neighborhood</td>
<td>46.6</td>
<td>38.2</td>
<td>7.8</td>
<td>3.5</td>
<td>3.9</td>
<td>1.831</td>
<td>0.965</td>
</tr>
<tr>
<td>Distance of the school from home</td>
<td>38.2</td>
<td>46.8</td>
<td>4.1</td>
<td>5.4</td>
<td>5.5</td>
<td>1.896</td>
<td>0.757</td>
</tr>
<tr>
<td>Adequate play area</td>
<td>24.7</td>
<td>67.5</td>
<td>3.9</td>
<td>1.3</td>
<td>2.6</td>
<td>2.117</td>
<td>0.760</td>
</tr>
<tr>
<td>Availability of play equipment</td>
<td>15.6</td>
<td>63.6</td>
<td>15.6</td>
<td>3.9</td>
<td>1.3</td>
<td>2.182</td>
<td>0.790</td>
</tr>
<tr>
<td>School cleanliness</td>
<td>38.9</td>
<td>49.1</td>
<td>5.5</td>
<td>3.9</td>
<td>2.6</td>
<td>1.662</td>
<td>0.576</td>
</tr>
<tr>
<td>Level of cleanliness in the school neighborhood</td>
<td>19.5</td>
<td>49.4</td>
<td>15.6</td>
<td>3.9</td>
<td>11.7</td>
<td>2.390</td>
<td>1.194</td>
</tr>
</tbody>
</table>

4.3.4 Promotion and Student Enrolment

The other factor assessed under marketing mix was promotion. Different methods used by schools to promote their services were analysed. These included the television, newspaper, magazines, outdoor signboards, school brochure, school website, open day, school events like sports day, music festival, charity events, fee discounts and face to face marketing to parents. The responses were rated on a 5 point Likert scale that is 1 represented extremely important, 2 represented very important, 3 represented neutral, 4 represented little important and 5 represented not important.

Importance of television, newspaper and magazines generated mixed reactions among the respondents recording an average mean of 3.260, 3.247, and 3.130 respectively which
implies a neutral average response. Their high standard deviation implies varied responses. On the other hand, outdoor signboards, school brochure, school website, school open day, school events like sports day, music festival, charity events, and fee discounts were rated as very important factors affecting enrollment of students in private primary schools in Kajiado North. Face to face marketing to parents (88.3%) was considered an important factor affecting enrolment of students as shown in table 4.6 below.

Table 4.6: Promotion and Students Enrolment

<table>
<thead>
<tr>
<th>Promotion</th>
<th>E.I %</th>
<th>V.I %</th>
<th>Neutral %</th>
<th>L.I %</th>
<th>N.I %</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Television</td>
<td>6.5</td>
<td>27.3</td>
<td>24.7</td>
<td>16.9</td>
<td>24.7</td>
<td>3.260</td>
<td>1.281</td>
</tr>
<tr>
<td>Newspaper</td>
<td>5.2</td>
<td>29.9</td>
<td>24.7</td>
<td>15.6</td>
<td>24.7</td>
<td>3.247</td>
<td>1.269</td>
</tr>
<tr>
<td>Magazine</td>
<td>2.6</td>
<td>40.3</td>
<td>22.1</td>
<td>11.7</td>
<td>23.4</td>
<td>3.130</td>
<td>1.250</td>
</tr>
<tr>
<td>Outdoor signboards</td>
<td>19.5</td>
<td>41.6</td>
<td>15.6</td>
<td>13</td>
<td>10.4</td>
<td>2.533</td>
<td>1.242</td>
</tr>
<tr>
<td>School brochure</td>
<td>20.8</td>
<td>51.9</td>
<td>11.7</td>
<td>10.4</td>
<td>5.2</td>
<td>2.273</td>
<td>1.072</td>
</tr>
<tr>
<td>School website</td>
<td>10.4</td>
<td>51.9</td>
<td>10.4</td>
<td>9.1</td>
<td>18.2</td>
<td>2.727</td>
<td>1.304</td>
</tr>
<tr>
<td>School open day</td>
<td>16.9</td>
<td>61</td>
<td>13</td>
<td>5.2</td>
<td>3.9</td>
<td>2.182</td>
<td>0.914</td>
</tr>
<tr>
<td>School events</td>
<td>14.3</td>
<td>62.3</td>
<td>7.8</td>
<td>10.4</td>
<td>5.2</td>
<td>2.299</td>
<td>1.014</td>
</tr>
<tr>
<td>Charity events</td>
<td>11.7</td>
<td>63.6</td>
<td>10.4</td>
<td>10.4</td>
<td>3.9</td>
<td>2.312</td>
<td>0.950</td>
</tr>
<tr>
<td>Fee discounts</td>
<td>13</td>
<td>54.6</td>
<td>12.9</td>
<td>9.1</td>
<td>10.4</td>
<td>2.533</td>
<td>1.154</td>
</tr>
<tr>
<td>Face to face marketing</td>
<td>33.8</td>
<td>54.5</td>
<td>1.3</td>
<td>6.5</td>
<td>3.9</td>
<td>1.922</td>
<td>0.984</td>
</tr>
</tbody>
</table>

4.4. Word of Mouth Referral Marketing and its Effect on Student Enrolment

The second objective of this study was to examine the effects of word of mouth referral marketing on student enrolment in private primary schools in Kajiado North sub-county. The study evaluated word of mouth referral marketing on enrolment based on positive and negative word of mouth marketing, online word of mouth marketing and use of celebrities’ in marketing.

4.4.1 Positive and Negative Word of Mouth Marketing and Student Enrolment

The effects of positive and negative word of mouth marketing on students’ enrolment considered aspects such as; brother or sister schooled with us, views from other parents
with children in the same school, relatives opinion of a school, friends image of the school and former student (alumni) referral.

The research aimed to highlight how word of mouth referral marketing affected student enrolment. The study found that previous experience by a brother or sister who attended a given school (84.4%), views from other parents with children in the school (87%), relatives opinion of a school (88.3%), friends image of a school (90.9%) and former student (alumni) referral (76.4%) were important factors that affected enrolment in the private schools in Kajiado North.

![Figure 4.4 Effects of Word of Mouth Referral Marketing on Student Enrolment](image)

**Figure 4.4 Effects of Word of Mouth Referral Marketing on Student Enrolment**

**4.4.2 Online Word of Mouth Marketing and Student Enrolment**

The effects of online word of mouth marketing on student enrolment were considered on the basis of the use of social media platforms such as Facebook, Twitter, WhatsApp and Blogs. The study found that there was a mixed reaction to the importance of online word of mouth marketing on enrolment. Facebook (57.2%) was considered by a reasonable number of respondents as important in influencing enrolment of students in private primary schools in Kajiado North. Many remained neutral regarding the importance of Twitter (49.4) and WhatsApp (46.8%) and blogs (42.9) as shown in figure 4.5.
4.4.3 Use of Celebrity’s in Marketing and Student Enrolment

The use of celebrity’s in marketing is one of the methods that have been used widely in many industries. The study assessed the use of celebrities in marketing academic institution among private primary schools in Kajiado North in Kajiado County. The study found the majority of private schools in Kajiado North in Kajiado County did not use celebrities in the marketing of their schools. However, 16% of schools studied reported that they had at some point used celebrities in the promotion of their schools.

![Figure 4.5 Online Word of Mouth Marketing and Student Enrolment](image)

**4.4.3.1 Celebrity Characteristics and Student Enrolment**

The study further analysed aspects of celebrities that were considered important in marketing schools. These included; their level of education, an expert on school academic matters, trustworthiness, appearance/attractiveness, personality and private life.
management. The study found that level of education, appearance/attractiveness, personality and private life management of celebrities had important effects on enrolment of students in private schools in Kajiado North. All the respondents felt that the appearance/attractiveness of the celebrity was important in influencing student enrolment.

![Figure 4.7 Celebrity Characteristics and Student Enrolment](image)

**4.5. Quality of Service and its Effect on Student Enrolment**

The third and last objective of this study was to examine the effects of quality of service on student enrolment among the private primary schools in Kajiado North. The study evaluated the effect of quality service on enrolment based on reliability, responsiveness, assurance, empathy, and tangibility.

### 4.5.1 Reliability and Student Enrolment

Effect of the reliability of service on student enrolment was assessed using the following factors; achieving the quality of education promised to parents, maintaining or improving academic standards, the loyalty of parents, level of student satisfaction with school, good national examination performance and ability to keep to the school timetable.

The study found ability of a school to achieve quality education promised to parents (93.5%), maintaining or improving school academic standards (93.5%), loyalty of parents (92.2%), level of student satisfaction with school (93.5%), good national examination performance (90.9%) and ability to keep to the school timetable (89.6%) were very important reliability factors that affected enrolment of students in private schools in Kajiado North.
Table 4.7 Effect of Reliability in Service Quality on Student Enrolment

<table>
<thead>
<tr>
<th>Reliability</th>
<th>E.I</th>
<th>V.I</th>
<th>Neutral</th>
<th>L.I</th>
<th>N.I</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieving quality of education promised to parents</td>
<td>31.2</td>
<td>62.3</td>
<td>1.3</td>
<td>3.9</td>
<td>1.3</td>
<td>1.818</td>
<td>0.756</td>
</tr>
<tr>
<td>Maintaining or improving our academic standards</td>
<td>31.2</td>
<td>62.3</td>
<td>3.9</td>
<td>2.6</td>
<td>0</td>
<td>1.779</td>
<td>0.641</td>
</tr>
<tr>
<td>Loyalty of our parents</td>
<td>15.6</td>
<td>76.6</td>
<td>2.6</td>
<td>5.2</td>
<td>0</td>
<td>1.974</td>
<td>0.628</td>
</tr>
<tr>
<td>Level of student satisfaction with our school</td>
<td>16.9</td>
<td>76.6</td>
<td>3.9</td>
<td>1.3</td>
<td>1.3</td>
<td>1.935</td>
<td>0.614</td>
</tr>
<tr>
<td>Good national examination performance</td>
<td>13</td>
<td>77.9</td>
<td>5.2</td>
<td>1.3</td>
<td>2.6</td>
<td>2.026</td>
<td>0.688</td>
</tr>
<tr>
<td>Ability to keep to the school timetable</td>
<td>16.9</td>
<td>72.7</td>
<td>3.9</td>
<td>1.3</td>
<td>5.2</td>
<td>2.052</td>
<td>0.857</td>
</tr>
</tbody>
</table>

4.5.2 Responsiveness and Student Enrolment

Effect of responsiveness on student enrolment was assessed using the following factors: ability to deal with parents queries and requests, the speed of resolving complaints from parents, ability to customize services like transport, lunch to meet student needs, the efficiency of school management and convenient operating hours for parents.

The study established that ability to deal with parents’ queries and requests (92.2%), speed of resolving complaints from parents (89.6%), ability to customize services like transport and lunch to meet student needs (90.9%), efficiency of school management (89.6%) and convenient operating hours for parents (86.3%) were important factors that affected enrolment of students in private schools in Kajiado North as shown in table 4.8 below.
Table 4.8 Effect of Responsiveness in Service Quality on Student Enrolment

<table>
<thead>
<tr>
<th>Responsiveness</th>
<th>E.I %</th>
<th>V.I %</th>
<th>Neutral %</th>
<th>L.I %</th>
<th>N.I %</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to deal with parents queries and requests</td>
<td>29.9</td>
<td>62.3</td>
<td>1.3</td>
<td>2.6</td>
<td>3.9</td>
<td>1.883</td>
<td>0.873</td>
</tr>
<tr>
<td>Speed of solving complaints from parents</td>
<td>32.5</td>
<td>57.1</td>
<td>5.2</td>
<td>2.6</td>
<td>2.6</td>
<td>1.857</td>
<td>0.838</td>
</tr>
<tr>
<td>Ability to customize services to meet student needs</td>
<td>35.1</td>
<td>55.8</td>
<td>5.2</td>
<td>3.9</td>
<td>0</td>
<td>1.779</td>
<td>0.719</td>
</tr>
<tr>
<td>Efficiency of school management</td>
<td>32.5</td>
<td>57.1</td>
<td>5.2</td>
<td>2.6</td>
<td>2.6</td>
<td>1.855</td>
<td>0.844</td>
</tr>
<tr>
<td>Convenient operating hours for parents</td>
<td>22.7</td>
<td>63.6</td>
<td>8.5</td>
<td>1.3</td>
<td>3.9</td>
<td>1.857</td>
<td>0.838</td>
</tr>
</tbody>
</table>

4.5.3 Assurance and Student Enrolment

The study examined how assurance in quality service affects enrolment of students in private schools in Kajiado North. The study assessed how competent members of staff, friendliness of teachers, the integrity of members of staff, the care given to students, and quality of school leadership and management affected enrolment.

A competent member of staff was one key factor found to affect enrolment in most schools in Kajiado North sub-county as implied by a mean of 1.636. Care given to students (91%), friendliness of teachers (90.9%), the integrity of members of staff (90.9%) and quality of school leadership and management (89.1%) were regarded as important factors affecting student enrolment in private primary schools in Kajiado North.
Table 4.9 Effect of Assurance in Service Quality on Student Enrolment

<table>
<thead>
<tr>
<th>Assurance</th>
<th>E.I %</th>
<th>V.I %</th>
<th>Neutral %</th>
<th>L.I %</th>
<th>N.I %</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competent members of staff</td>
<td>46.8</td>
<td>48.1</td>
<td>1.3</td>
<td>2.6</td>
<td>1.3</td>
<td>1.636</td>
<td>0.759</td>
</tr>
<tr>
<td>Friendliness of teachers</td>
<td>37.7</td>
<td>53.2</td>
<td>6.5</td>
<td>2.6</td>
<td>0.0</td>
<td>1.740</td>
<td>0.696</td>
</tr>
<tr>
<td>Integrity of members of staff</td>
<td>50.6</td>
<td>40.3</td>
<td>3.9</td>
<td>2.6</td>
<td>2.6</td>
<td>1.662</td>
<td>0.883</td>
</tr>
<tr>
<td>Care given to students</td>
<td>41.6</td>
<td>49.4</td>
<td>6.5</td>
<td>0.0</td>
<td>2.6</td>
<td>1.727</td>
<td>0.805</td>
</tr>
</tbody>
</table>

4.5.4 Empathy and Student Enrolment

To examine the effect of empathy on student enrolment the following factors were analysed; having a family atmosphere in school, individualized student attention, care for the social aspect of students, giving of extra help to academically challenged students and giving of regular feedback to parents about their children’s performance.

The study found maintaining a family atmosphere in school (92.2%), individualized student attention (88.3%), care for the social aspect of students (90.9%), giving of extra help to academically challenged students (88.3%) and giving of regular feedback to parents about their children’s performance (87%) had an important effect on enrolment of students in private schools in Kajiado North sub-county in Kajiado County.

Table 4.10 Effect of Empathy in Service Quality on Student Enrolment

<table>
<thead>
<tr>
<th>Empathy</th>
<th>E.I %</th>
<th>V.I %</th>
<th>Neutral %</th>
<th>L.I %</th>
<th>N.I %</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having a family atmosphere in school</td>
<td>29.9</td>
<td>62.3</td>
<td>2.6</td>
<td>2.6</td>
<td>2.6</td>
<td>1.857</td>
<td>0.806</td>
</tr>
<tr>
<td>Individualised attention</td>
<td>28.6</td>
<td>59.7</td>
<td>6.5</td>
<td>3.9</td>
<td>1.3</td>
<td>1.896</td>
<td>0.788</td>
</tr>
<tr>
<td>Care for the social aspects of students</td>
<td>19.5</td>
<td>71.4</td>
<td>3.9</td>
<td>2.6</td>
<td>2.6</td>
<td>1.974</td>
<td>0.760</td>
</tr>
<tr>
<td>Extra help given to academically challenged</td>
<td>20.8</td>
<td>67.5</td>
<td>6.5</td>
<td>1.3</td>
<td>3.9</td>
<td>2.000</td>
<td>0.827</td>
</tr>
<tr>
<td>Regular feedback to parents</td>
<td>28.6</td>
<td>58.4</td>
<td>3.9</td>
<td>5.2</td>
<td>3.9</td>
<td>1.974</td>
<td>0.946</td>
</tr>
</tbody>
</table>
4.5.5 Tangibility and Student Enrolment

Finally, on quality of services, the study assessed the effect of tangibility on student enrolment. The low pupil-teacher ratio was found to be an extremely important factor affecting enrolment of students. Low pupil-teacher ratio (89.7%), size of classrooms (89.6%), well-furnished administration block (70.1%), availability of teaching aids (89.2%) and adequacy of members of staff (89.6%) were found to be important factors that affected enrolment of students in private schools in Kajiado North.

Table 4.11 Effect of Tangibility in Service Quality on Student Enrolment

<table>
<thead>
<tr>
<th>Tangibility</th>
<th>E.I</th>
<th>V.I</th>
<th>Neutral</th>
<th>L.I</th>
<th>N.I</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low pupil-teacher ratio</td>
<td>46.8</td>
<td>42.9</td>
<td>2.6</td>
<td>5.2</td>
<td>2.6</td>
<td>1.740</td>
<td>0.938</td>
</tr>
<tr>
<td>Size of classrooms</td>
<td>39</td>
<td>50.6</td>
<td>6.5</td>
<td>2.6</td>
<td>1.3</td>
<td>1.766</td>
<td>0.793</td>
</tr>
<tr>
<td>Well-furnished administration block</td>
<td>10.4</td>
<td>59.7</td>
<td>22.1</td>
<td>6.5</td>
<td>1.3</td>
<td>2.286</td>
<td>0.792</td>
</tr>
<tr>
<td>Availability of teaching aids</td>
<td>24.7</td>
<td>64.5</td>
<td>2.6</td>
<td>5.2</td>
<td>3</td>
<td>1.883</td>
<td>0.688</td>
</tr>
<tr>
<td>Adequacy of members of staff</td>
<td>28.6</td>
<td>61</td>
<td>2.6</td>
<td>2.6</td>
<td>5.2</td>
<td>1.948</td>
<td>0.944</td>
</tr>
</tbody>
</table>

4.6 Correlation Analysis

4.6.1 Marketing Mix and Student Enrolment Correlation

A correlation analysis was undertaken to investigate the relationship between marketing mix and student enrolment. The Pearson correlation coefficient was used to determine the nature and strength of the relationship. This is a real number ranging from -1 to +1. Values close to zero imply weak correlation and those close to 1 imply strong correlation. The level of significance used for this study was 0.05.

The correlations show that product has the highest correlation with student enrolment (0.735) implying that the product has a significant influence on student enrolment. This is followed by school location (0.729) which implies that school location has a positive and
significant influence on student enrolment. This is then followed by promotion with 0.442 which also shows that promotion has a positive and significant influence on student enrolment. This is followed by pricing with -0.347 which indicates that pricing has a negative and significant influence on school enrolment.

Table 4.12 Marketing Mix and Student Enrolment Correlation

<table>
<thead>
<tr>
<th></th>
<th>Student enrolment</th>
<th>Pricing</th>
<th>Promotion</th>
<th>Product</th>
<th>School location</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Correlation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student enrolment</td>
<td>Pearson</td>
<td>1</td>
<td>-.347**</td>
<td>.442**</td>
<td>.735**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td><strong>Correlation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pricing</td>
<td>Pearson</td>
<td>-.347**</td>
<td>1</td>
<td>.497**</td>
<td>.929**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td><strong>Correlation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion</td>
<td>Pearson</td>
<td>.442**</td>
<td>.497**</td>
<td>1</td>
<td>.630**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.321</td>
</tr>
<tr>
<td>N</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td><strong>Correlation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product</td>
<td>Pearson</td>
<td>.735**</td>
<td>.929**</td>
<td>.630**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.001</td>
</tr>
<tr>
<td>N</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td><strong>Correlation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>School location</td>
<td>Pearson</td>
<td>.729**</td>
<td>.410**</td>
<td>.115</td>
<td>.381**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.321</td>
<td>.001</td>
</tr>
<tr>
<td>N</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

4.6.2 Word of Mouth Referral Marketing and Student Enrolment Correlation

The study established that positive and negative word of mouth marketing was positively correlated with student enrolment (r=.701, p=.000). The correlation was significant at 0.05 significant level. The results also indicated that there was a positive correlation
between the online word of mouth marketing and student enrolment \( (r=.792, p=.000) \). The correlation was significant at 0.05. Lastly, the results indicated there was a positive correlation between celebrity word of mouth marketing and student enrolment \( (r=.755, p=.000) \).

**Table 4.13 Word of Mouth Referral Marketing and Student Enrolment Correlation**

<table>
<thead>
<tr>
<th></th>
<th>School enrolment</th>
<th>Positive</th>
<th>Online</th>
<th>Celebrity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student enrolment</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>.701**</td>
<td>.792**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>77</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td>Positive and negative Word of Mouth</td>
<td>Pearson Correlation</td>
<td>.701**</td>
<td>1</td>
<td>.842**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>77</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td>Online Word of Mouth Marketing</td>
<td>Pearson Correlation</td>
<td>.792**</td>
<td>.842**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>77</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td>Celebrity Word of Mouth Marketing</td>
<td>Pearson Correlation</td>
<td>.755**</td>
<td>.780**</td>
<td>.691**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>77</td>
<td>77</td>
<td>77</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

**4.6.3 Quality of Service and Student Enrolment Correlation**

The study established the correlation between quality of services and student enrolment. The results are presented in the table below. The results showed that there is a positive and significant correlation between reliability of services and student enrolment at 0.454. The results also show that there is a positive and significant correlation between responsiveness and school enrolment at 0.456. The results show that there is a positive and significant correlation between assurance and school enrolment at 0.643. The findings also indicated that there is a positive and significant correlation between empathy
and student enrolment at 0.485. Lastly, the results indicated that there is a positive and significant correlation between tangibility and school enrolment at 0.231.

**Table 4.14 Quality of Service and Student Enrolment Correlation**

<table>
<thead>
<tr>
<th>Student enrolment</th>
<th>Student enrolment Pearson Correlation</th>
<th>Reliability</th>
<th>Response</th>
<th>Assurance</th>
<th>Empathy</th>
<th>Tangible</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>.454**</td>
<td>.546**</td>
<td>.634**</td>
<td>.485**</td>
<td>.231*</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.002</td>
<td>.005</td>
<td>.003</td>
<td>.001</td>
<td>.044</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td>Reliability</td>
<td>Pearson Correlation</td>
<td>.454**</td>
<td>1</td>
<td>-.342**</td>
<td>-.421**</td>
<td>.311**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.002</td>
<td>.164</td>
<td>.002</td>
<td>.000</td>
<td>.006</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>Pearson Correlation</td>
<td>.546**</td>
<td>.160</td>
<td>1</td>
<td>-.109</td>
<td>.015</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.005</td>
<td>.164</td>
<td>.346</td>
<td>.895</td>
<td>.014</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td>Assurance</td>
<td>Pearson Correlation</td>
<td>.634**</td>
<td>-.342**</td>
<td>-.109</td>
<td>1</td>
<td>-.508**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.003</td>
<td>.002</td>
<td>.346</td>
<td>.384</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td>Empathy</td>
<td>Pearson Correlation</td>
<td>.485**</td>
<td>-.421**</td>
<td>.015</td>
<td>.101</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.001</td>
<td>.000</td>
<td>.895</td>
<td>.384</td>
<td>.483</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td>Tangibility</td>
<td>Pearson Correlation</td>
<td>.231*</td>
<td>.311**</td>
<td>.278*</td>
<td>-.508**</td>
<td>-.081</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.044</td>
<td>.006</td>
<td>.014</td>
<td>.000</td>
<td>.483</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
</tr>
</tbody>
</table>
4.7 Regression Analysis

4.7.1 Regression Analysis for Marketing Mix on Student Enrolment

4.7.1.1 Model Summary for Marketing Mix on Student Enrolment

The researcher conducted a multiple regression analysis so as to determine the effects of the marketing mix on school enrolment. The researcher applied the statistical package for social sciences (SPSS) to code, enter and compute the measurements of the multiple regressions for the study.

Table 4.15 Model Summary for Marketing Mix on Student Enrolment

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.890a</td>
<td>.793</td>
<td>.781</td>
<td>.3580</td>
</tr>
</tbody>
</table>

The correlation and the coefficient of determination of the dependent variables when all independent variables are combined can also be measured and tested as in the table above. From the findings, 79.3% of school enrolment is attributed to a combination of the independent factors that relate to product, pricing, promotion, place and student enrolment investigated in this study. A further 20.7% of school enrolment is attributed to other factors not investigated in this study.

Table 4.16 ANOVA for Marketing Mix on Student Enrolment

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>35.417</td>
<td>4</td>
<td>8.854</td>
<td>68.853</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>9.259</td>
<td>72</td>
<td>.129</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>44.675</td>
<td>76</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

57
4.7.1.2 ANOVA for Marketing Mix on Student Enrolment

The significance value is .000 which is less than 0.05 thus the model is statistically significant in predicting independent variables.

Table 4.17 Coefficients of Marketing Mix on Student Enrolment

<table>
<thead>
<tr>
<th>Model</th>
<th>Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unstandardized</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>-1.019</td>
<td>.756</td>
<td>-1.348</td>
<td>.182</td>
</tr>
<tr>
<td>Pricing</td>
<td>-.395</td>
<td>.185</td>
<td>-.328</td>
<td>-2.138</td>
</tr>
<tr>
<td>Promotion</td>
<td>.815</td>
<td>.373</td>
<td>.121</td>
<td>2.184</td>
</tr>
<tr>
<td>Product</td>
<td>.232</td>
<td>.085</td>
<td>.156</td>
<td>2.729</td>
</tr>
<tr>
<td>School location</td>
<td>.576</td>
<td>.066</td>
<td>.521</td>
<td>8.777</td>
</tr>
</tbody>
</table>

a. Dependent Variable: School enrolment

4.7.1.3 Coefficients of Marketing Mix on Student Enrolment

The Unstandardized beta coefficients column in the table above were used to obtain the overall equation as suggested in the conceptual framework. When these beta coefficients are substituted in the equation, the model becomes:

\[ Y = -1.019 - 0.395X_1 + 0.815X_2 + 0.232X_3 + 0.576X_4, \text{ where} \]

\[ Y = \text{School enrolment}, \quad X_1 = \text{Pricing}, \quad X_2 = \text{promotion}, \quad X_3 = \text{product} \quad \text{and} \quad X_4 = \text{School location} \]

From the above regression equation, holding pricing, promotion, product and school location constant at zero, the school enrolment will be -1.019. A one unit change in pricing resulted in -0.395 units decrease in student enrolment, a one unit change in promotion results to 0.815 units increase in student enrolment. The results also show that one unit increase in product results to 0.232 units increase in student enrolment. Lastly, a one unit change in school location results to 0.576 units increase in student enrolment.
This shows that there is a positive relationship between (price, promotion, product and school location) and student enrolment. The results also show that there is a negative relationship between pricing and school enrolment.

The result indicates that promotion had the highest beta of 0.815 meaning it has the largest influence on school enrolment. The second most important variable was the school location with a beta of 0.576. The third most important variable was product with a beta of 0.232. The least important predictor of these four variables was pricing with a beta of -0.395. The t-test statistic shows that the B coefficients of all the variables are significant (since \( p < 0.05 \)).

4.7.2 Regression Analysis - Word of Mouth Referral Marketing on Student Enrolment

### Table 4.18 Model Summary of Effect of Word of Mouth Referral Marketing on Student Enrolment

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.769(^a)</td>
<td>.592</td>
<td>.575</td>
<td>.44123</td>
</tr>
</tbody>
</table>

\(^a\) Predictors: (Constant), Celebrity, Online, Positive

4.7.2.1 Model Summary - Effect of Word of Mouth Referral Marketing on Student Enrolment

Regression analysis was carried out to determine the strength of the relationship between word of mouth marketing and student enrolment. The \( R^2 \) tells us how well the regression line fits the data. It is also an important indicator of the predictive accuracy of the equation (Cooper and Schindler, 2006). The \( R=0.769 \) and \( R^2 \) value is 0.592 meaning that 59.2% of the variation in school enrolment is explained by variation in word of mouth. 40.8% of the variation in school enrolment is explained by other factors not in the model.
Table 4.19 ANOVA Word of Mouth Referral Marketing on Student Enrollment

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>20.593</td>
<td>3</td>
<td>6.864</td>
<td>35.259</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>14.212</td>
<td>73</td>
<td>.195</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>34.805</td>
<td>76</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: School enrollment
b. Predictors: (Constant), Celebrity, Online, Positive

4.7.2.2 ANOVA Word of Mouth Referral Marketing and Student Enrollment

Analysis of variance was performed to test the significance of the model. From the results in the table below the p-value (0.000) is less than the level of significance (0.05) implying that the model is significant.

Table 4.20 Coefficients of Word of Mouth Referral Marketing on Student Enrollment

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.522</td>
<td>.329</td>
</tr>
<tr>
<td>Positive</td>
<td>.609</td>
<td>.182</td>
</tr>
<tr>
<td>Online</td>
<td>.508</td>
<td>.120</td>
</tr>
<tr>
<td>Celebrity</td>
<td>.637</td>
<td>.111</td>
</tr>
</tbody>
</table>

a. Dependent Variable: School enrollment

4.7.2.3 Coefficient of Word of Mouth Referral Marketing on Student Enrollment

From the regression equation, holding the positive and negative word of mouth marketing, online word of mouth marketing and celebrity word of mouth marketing constant at zero, the school enrolment will be 1.552. A one unit change in the positive and
negative word of mouth marketing results to 0.609 units increase in school enrolment, a
one unit change in online word of mouth marketing results to 0.508 units increase in
school enrolment.

Lastly, a one unit change in celebrity word of mouth marketing results to 0.637 units’
increases in school enrolment. This shows that there is a positive relationship between the
positive and negative word of mouth, online word of mouth and celebrity word of mouth
with student enrolment. The t-test statistic shows that all the B coefficients are significant
(since \( p < 0.05 \)).

4.7.3 Regression Analysis for Quality of Service on Student Enrolment

Table 4.21 Model Summary of Effect of Service Quality on Student Enrolment

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.930(^a)</td>
<td>.864</td>
<td>.854</td>
<td>.29251</td>
</tr>
</tbody>
</table>

4.7.3.1 Model Summary of Effect of Service Quality on Student Enrolment

The results of the study indicated that the R is 0.930 and the R square is 0.864. The
findings indicated that 86.4% of the school enrolment is attributed to the factors of quality
of services (tangibility, reliability, empathy, assurance and responsiveness). 13.6% of
school enrolment is attributed to other factors not in the study.

Table 4.22 ANOVA for Quality of Service on Student Enrolment

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>38.601</td>
<td>5</td>
<td>7.720</td>
<td>90.230</td>
<td>.000(^b)</td>
</tr>
<tr>
<td>Residual</td>
<td>6.075</td>
<td>71</td>
<td>.086</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>44.675</td>
<td>76</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.7.3.2 ANOVA Quality of Service on Enrolment

Analysis of variance (ANOVA) was used to test the significance of the regression analysis model. The results indicated the model for quality of service was statistically significant since the p-value 0.000 was less than 0.05.

Table 4.23 Coefficients of Service Quality of Student Enrolment

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>.066</td>
<td>.302</td>
</tr>
<tr>
<td>Reliability</td>
<td>of .238</td>
<td>.141</td>
</tr>
<tr>
<td>Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsiveness</td>
<td>.346</td>
<td>.088</td>
</tr>
<tr>
<td>Assurance</td>
<td>.315</td>
<td>.113</td>
</tr>
<tr>
<td>Empathy</td>
<td>.455</td>
<td>.092</td>
</tr>
<tr>
<td>Tangibility</td>
<td>.127</td>
<td>.108</td>
</tr>
</tbody>
</table>

a. Dependent Variable: School enrolment

4.7.3.3 Coefficients of Service Quality on Student Enrolment

The study computed the regression analysis, where holding reliability of services, responsiveness, assurance, empathy and tangibility at constant zero the school enrolment was 0.066. A one unit change in reliability of service will lead to 0.238 variations in student enrolment. The results also indicated that one unit change in responsiveness will lead to 0.346 unit increase in student enrolment. The findings also indicate that one unit change in assurance will result in 0.315 unit increase in school enrolment. The findings also indicated that one unit increase in empathy will result in 0.455 unit increase in the school enrolment. Lastly, the results showed that one unit increase in tangibility will lead to 0.127 unit increases in student enrolment.
The unstandardized beta coefficients column in the table were used to obtain the overall equation as suggested in the conceptual framework. When these beta coefficients are substituted in the equation, the model becomes:

\[ Y = 0.066 + 0.238X_1 + 0.346X_2 + 0.315X_3 + 0.455X_4 + 0.127X_5 \]

where 
\[ Y = \text{school enrolment}, \quad X_1 = \text{reliability of services}, \quad X_2 = \text{responsiveness}, \quad X_3 = \text{assurance}, \quad X_4 = \text{empathy}. \]

4.8 Chapter Summary
This chapter presented the analysis and the findings of the study from the field data. The analysis and presentation of the data were done based on the research objectives. The study recorded a responses rate of 74.04%. The chapter is organized based on the objectives of the study; it first presents the social-demographic characteristics of the respondents and later findings in relation to the objectives of the study. Chapter five highlights the conclusions and recommendations made in regard to the factors that affect student enrolment in Kajiado North in Kajiado County.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This study sought to assess the factors affecting student enrolment in private primary schools in Kajiado North-Kajiado County. To achieve this, the study investigated the impact of the marketing mix on student enrolment, how word of mouth referral marketing affected student enrolment and how the quality of service influenced student enrolment. This chapter presents a summary of the findings, conclusions and recommendation for practice and further research.

5.2 Summary

The aim of this research was to identify factors affecting student enrolment in private primary schools in Kajiado North- Kajiado County. The study sought to determine the impact of the marketing mix on student enrolment, to establish how word of mouth referral marketing affects student enrolment and lastly to examine how the quality of service influences student enrolment.

This study used a descriptive research design. The population of interest was management level employees or owners of private primary schools registered with the Kenya Private School Association in Kajiado North. Simple random sampling was used in the study. Questionnaires with close-ended questions were designed and distributed. The researcher carried out a pilot study so as to ensure that the questionnaire was accurate and could be easily understood. Respondents were given adequate time to go through the questionnaire before filling them. Out of 104 questionnaires that were distributed to sample institutions, 77 responses were obtained, which gave a response rate of 74.04%. According to Kothari (2004), a response rate of 50% or more is adequate for analysis and arriving at conclusions.

The research was based on three objectives. The first objective sought to determine how a schools marketing mix influences student enrolment. The 4Ps (price, product, place and promotion) were investigated. The amount of fees charged by a school was found to be the most important price component that greatly determined student enrolment. Free
primary education by the Government was found to be the least important price component that influenced student enrolment in Kajiado North. When looking at the services offered by a school, parents are highly concerned about the quality of teaching offered. In terms of the school's location, parents were drawn to schools that maintain high levels of cleanliness. Lastly, the research established that face to face marketing to the parents was the most effective means of promoting a school if one wants to positively influence the student enrolment.

The second objective of the research was to establish how word of mouth referral marketing affected student enrolment. The image that one's friends have about a school was found to highly influence which school parents enrol their children in. Referral by a former student was found to be the least important enrolment influencer. Respondents established that Facebook is the most used online platform by parents when searching for a school to enrol their child in. Very few schools were found to use celebrities to market their services. The most important characteristic of the celebrities was the level of attractiveness/appearance.

The last objective of the research was to examine how service quality affected student enrolment. The research established that parents were concerned about how well a school maintained or improved on its academic standards. The ability of a school to customize its services so as to meet the students’ needs was found to be a key factor parents’ considered when looking for a school for their children. Competency of the members of staff was highlighted as very important to parents. Parents also required that the members of staff maintain a good family atmosphere in the school. Schools that maintained a low pupil-teacher ratio were more favourable to parents. A well-furnished administration block was found not to be very important in influencing student enrolment.

5.3. Discussion

5.3.1. The Effect of the Marketing Mix on Student Enrolment

To remain competitive, companies must carefully apply an appropriate marketing mix strategy (Singh, 2012). This study evaluated the marketing mix strategy used by schools based on price, product/service offered, place (location of an institution), and medium of promotion. Respondents were required to rate various factors under these four variables and indicate how they affected enrolment of students in private primary schools in
Kajiado North sub-county. An increase in the price of a product leads to a decrease in sales of the same product (Griffith, O'Connell, & Smith, 2015). This is consistent with the findings of this research where the amount of fees charged is the main price determinant considered by parents looking for a school for their children. This research identified the availability of financial support as positively impacting on student enrolment. This agrees with a study carried out on the high student enrolment levels in public universities in Kenya since the Government supports such admissions (Gudo, 2014).

Customers buy products when an organization has proven to them that the products offered are of high quality (Saleem, Ghafar, Ibrahim, Yousuf & Ahmed, 2015). This research has highlighted that parents value high-quality teaching. Lack of adequate classrooms, teachers’ and other facilities in a school leads to a decline in student enrolment (Rena, 2011). This research agrees with Rena’s research on primary schools in Papua New Guinea. The importance of modern classrooms, a well-stocked library and a sports program were identified by the respondents of this study as influencing student enrolment. Adequate car parking in the school was found not to be important to parents in Kajiado North.

Advertising mediums are many. The right combination of the different promotional tools needs to be sought (Konyimbih, Mbura & Paul, 2017). In order for schools to effectively carry out promotional activities that will positively impact on their student enrolment, they must have a good understanding of which the most effective advertising media is (Ho, 2015). The respondents were asked to rate the relevance of many promotional tools. Face to face marketing to parents was found to be the most effective promotion method to use to increase student enrolment. Electronic and print media were found to be the least effective in influencing student enrolment in Kajiado North.

Concerning the school location, the study assessed the accessibility, level of security in the neighbourhood, the distance of the school from home, adequate play area, availability of play equipment/facilities, school cleanliness and level of cleanliness in the school neighbourhood. Level of cleanliness in the school was established as the most important location factor for parents. Eriksson, Strid and Hansson (2012) agree with our findings on the importance of cleanliness. Their research stated that dirty business premises can keep customers away totally. Parents also considered the level of security of the school as an important enrolment determinant. The level of cleanliness in the school neighbourhood
was also considered as important by a parent but it was the least important of all the school location factors.

5.3.2 The Effect of Word of Mouth Referral Marketing on Student Enrolment

Word of mouth marketing is a very important marketing tool which should be embraced by all organisations (Sweeny, 2013). Word of mouth marketing is not only important for gaining new customers but also for keeping the current customers (Garnefeld, Helm, & Eggert, 2011). This study established that a friends image of a school, as well as the opinions held by one's relatives about a school, are major determinants of where a parent will enrol his or her child in. Ghorban (2012) emphasised that consumers will buy a product or service mainly based on the information given to them about it by a friend or relative. The study also highlighted that the past experience of a brother or sister in a given school greatly influenced whether a parent will decide to take another of his children to that school or not. Remarks from a former student of a school were also considered important in influencing student enrolment.

Customers use social media to get information about the products or services that they use (Kwon, Kim, Sung & Yoo, 2015). Use of social media applications in business has become the norm for many organisations (Kaplan, 2012). This study established that parents in Kajiado North have not fully embraced the used of online word of mouth marketing. Online word of mouth marketing was found not to be a significant student enrolment determinant. This finding is unlike past research done on the importance of social media where social networking has become daily practice in many users’ lives. This regular use of social media was found to impact greatly on businesses that have capitalized on online presence (Edosomwan, Prakasan, Kouam & Watson, 2011). Research carried out to establish the effectiveness of advertisements in increasing purchase intention on Facebook concluded that it significantly affected the image of the brand and brand equity. Both of these factors significantly contributed to a change in purchasing intention (Dehghani & Tumer, 2015). Respondents in this study established Facebook to be the most important social media platform used by parents seeking information about a school ultimately positively impacting on student enrolment.

Pairing a product with a celebrity has been known to lead to an increase in sales (Mwendwa, 2014). Use of a celebrity to promote a product or service significantly affects its perceived value. Celebrity endorsements also significantly influence consumers
purchase intention (Chi, Yeh & Tsai, 2011). This concept has however not been embraced by schools in Kajiado North. The research showed that only 16% of the schools have at one point used a celebrity to market their services. Attractiveness/appearance was found to be the most important celebrity characteristic if this promotion method is to influence enrolment. Previous research on the use of celebrities in advertisements in magazines found popularity/likeability followed by physical attractiveness of a celebrity as the two most important characteristics they must possess. Only a small percentage (36.4%) of the respondents felt that the celebrity endorsing the school should be an expert in education matters. A study carried out in China disputes our study. Congruency between the image of the celebrity and the product been endorsed were found to be important. The research further adds that people recall celebrity endorsers whom they consider attractive, funny and expressive (Chan, Ng, & Luk, 2013).

5.3.3 The Effect of Service Quality on Student Enrolment

Findings revealed that maintaining or improving a school’s academic standards as well as achieving the quality of education promised to parents were two important elements considered by parents who were looking for a school to enrol their children in. This is consistent with the findings of a research done in Mauritius universities where the importance of achieving high academic standards was emphasized. This was determined as the only way the universities could remain competitive (Teeroovengadum, Kamalanabhan & Seebaluck, 2016).

Organisations should be ready to tailor make their services in order to meet the needs of their customers (Anwowie, Amoaka & Abrefa, 2015). This research also established that parents in Kajiado North considered the ability of a school to customize its services to so as to meet the needs of students to be important. The services that schools customize include the transport system as well as the lunch offered to students. Findings of the study also revealed that the speed of solving complaints from parents, the efficiency of the school management and ability to deal with parents’ queries and requests were also significant.

Findings revealed that parents want to enrol their children in schools that have competent members of staff. These members of staff should also be people of integrity. Previous research has shown that when dealing with members of staff with integrity trust developed between the teachers and parents (Thakur, 2014). Parents are dissatisfied when
they are not confident in the ability of the members of staff handling their children (Lancaster & Massingham, 2014). The study also found care given to students and the friendliness of teachers to be important to parents deciding on a school to enrol their child in.

Wieseke, Geigenmuller and Kraus (2012) emphasized the importance of treating customers empathetically as it leads to customer loyalty. The findings of this research are similar since having a family atmosphere in school was highlighted as important to parents’. This study also found that parents want to enrol their children in schools that offer individualized student attention and care for the social aspects of the students. Garza, Alejandro, Blythe and Fite (2014) also highlighted the importance of teachers genuinely caring for their students. Their study recommended that teachers need to take the time to know their students and accord to them the care they need.

The study found that a low student-teacher ratio was the most important tangibility aspect of service quality to parents seeking enrolment into schools in Kajiado North. Parents also considered the size of classrooms their children would be learning in as key enrolment determinant. This research differs with one carried out by Wu, Lin, Chuang et al (2013) that considered the school administration, availability of teaching equipment and school leadership as the most important tangibility aspects of service quality. A well-furnished administration block though slightly important was found to be the least important tangibility aspect of service quality.

5.4 Conclusion

5.4.1 Marketing Mix and Student Enrolment

Factors influencing enrolment of students’ in private school is a major concern of many entrepreneurs with interest in this field. This study analysed the effects of the marketing mix, word of mouth referral marketing and quality of services offered by a school on student enrolment. From the finding of the study, we conclude that marketing mix aspects such as fees charged by a school and its competitors had an effect on student enrolment. The service offered by a school influences the student enrolment level. The location of a school affected the student enrolment; school cleanliness was one key factor affecting student enrolment. Application of promotion techniques such as the use of outdoor signboard, school brochure and face to face marketing to parent affected student
enrolment while the use of television, newspapers and magazine recorded a very minimal contribution to student enrolment.

5.4.2. Word of Mouth Referral Marketing and Student Enrolment

The study further concludes that word of mouth referral marketing contributes to the enrolment of students. Positive word of mouth from a relative or friend about a school positively impacts on student enrolment. Use of online word of mouth marketing has not been well embraced by schools. The use of celebrities to promote schools has only been done on a very small scale.

5.4.3. Quality of Service and Student Enrolment

Finally, the study concluded that the quality of service influences enrolment to a significant magnitude. All aspects of service quality had an impact on student enrolment. Private primary schools in Kajiado North have used quality of service to impact on student enrolment. Difference aspects of service quality are considered more important than other in determining student enrolment levels in Kajiado North.

5.5 Recommendations

5.5.1 Recommendation for Improvement

5.5.1.1 Marketing Mix and Student Enrolment

Fees charged by private schools, product/service offered, the location of school and promotion method adopted are critical in influencing student enrolment levels. Investors should strive to bring balance between school fees charged for their service and products/services offered. They should also be aware of how much their competitors charge since parents compare fees when looking for schools for their children. Failure to price right will lead to a reduction in student enrolment. Quality of teaching should not be compromised. The location should be carefully considered. The highest level of cleanliness should be maintained both inside and outside the school. Schools should capitalize on face to face marketing to increase student enrolment. Schools should consider investing more in sales representatives who can speak to potential parents about enrolling their children in their school. This is more important when the school is young.
5.5.1.2. Word of Mouth Referral Marketing and Enrolment

Word of mouth referral marketing is one of the most effective ways of promoting a school. Schools should ensure that the level of satisfaction among their current students is very high so that they can speak positively about the school. An incentive can also be given to any parent who convinces another parent to bring their child to a given school. Schools should put more focus on establishing an online presence since the significance of social media is increasing at a very fast rate.

5.5.1.3. Service Quality and Student Enrolment

The study recommends that service quality be continuously improved. When service quality improves, student enrolment will increase. Quality of teaching should be improved. The needs of students should be addressed quickly so as not to lead to feelings of frustration by students’ and parents. Schools should employ trained teachers who can competently handle the students. Schools should avoid having too many children in one class.

5.5.2 Recommendation for Further Study

This study sought to establish how the marketing mix, word of mouth referral marketing and service quality affects student enrolment. The study has established that they all affect student enrolment. There is a need to carry out an in-depth independent study of each of the three factors so as to get a better understanding of how they affect student enrolment.
REFERENCES


Regard to Negative Word of Mouth. *Journal of Marketing Communication, 71*, 48-61.


APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Lydiah Ngare,

United States International University-Africa,

2nd April 2018.

Dear Sir/Madam,

RE: REQUEST FOR RESEARCH DATA

I am a graduate student at the United States International University-Africa. I am currently conducting a research study titled “Factors Affecting Student Enrolment in Private Schools: A Case of Kajiado North-Kajiado County”. Kindly assist by providing the information in the attached questionnaire. Please be assured that the information you give is purely for academic interest and will therefore be treated with utmost confidentiality.

Your assistance and co-operation will be highly appreciated.

Yours sincerely,

Lydiah Ngare

MBA Student Researcher,

U.S.I.U-Africa
APPENDIX II: QUESTIONNAIRE

SECTION A: General Information

Please tick where appropriate;

1. Designation:
   Director    Head-Teacher
   School Manager  Deputy-Head-Teacher

2. Gender:
   Male    Female

3. Years of service:
   0-5yrs   6-10 yrs.
   11-15yrs  Over 16yrs

4. Professional Qualification
   Post graduate  Bachelors  Diploma
   Certificate    O levels

SECTION B: Marketing mix and its effect on student enrolment

Please indicate by ticking how important the following attributes are to a parent who is considering enrolling a child in our school using a scale of 1-5 where 1= Extremely Important  2=Very Important  3=Neutral  4= Little Important  5=Not Important
<table>
<thead>
<tr>
<th>PRICE</th>
<th>Extremely Important</th>
<th>Very Important</th>
<th>Neutral</th>
<th>Little Important</th>
<th>Not Important</th>
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<tbody>
<tr>
<td>Amount of fee we charge</td>
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<tr>
<td>The fee charged by our competitors</td>
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<td>Availability of financial support</td>
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<td>Cost of uniform</td>
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<td>Cost of text-books</td>
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<td>Cost of co-curricular activities</td>
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<td>School transport cost</td>
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<tr>
<td>Free Primary Education by Government</td>
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<th>PRODUCT</th>
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<tr>
<td>Quality of teaching</td>
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<td>Past National Examination performance</td>
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<td>Modern classrooms</td>
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<td>Well-stocked library</td>
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<td>Laboratory facilities</td>
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<tr>
<td>The attractiveness of our school</td>
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<td>School safety and security</td>
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<td>Adequate car parking</td>
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<td>Established sports program</td>
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<td>Availability of boarding facilities</td>
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<tr>
<td>Image of the school</td>
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<tbody>
<tr>
<td>School location</td>
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<td>Accessibility to the school</td>
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<td>Level of security in the neighbourhood</td>
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<td>The distance of the school from home</td>
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<td>Adequate play area</td>
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<td>Availability of play equipment/facilities</td>
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<tr>
<td>School cleanliness</td>
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<tr>
<td>Level of cleanliness in the school neighbourhood</td>
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**PROMOTION**

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<tbody>
<tr>
<td>Television</td>
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<tr>
<td>Newspaper</td>
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<td>Magazines</td>
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<tr>
<td>Outdoor signboards</td>
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<tr>
<td>School brochure</td>
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<td>School Website</td>
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<td>School Open Day</td>
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<td>School events like sports day, music festival</td>
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<td>Charity events</td>
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<tr>
<td>Fee discounts</td>
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<tr>
<td>Face to face marketing to parents</td>
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</table>

**SECTION C: The Effect of Word of Mouth Referral Marketing on Enrolment**

Please indicate by ticking how important each of the following attributes is to a parent who is considering enrolling a child in our school using a scale of 1-5 where 1= Extremely Important  2=Very Important  3=Neutral  4= Little Important  5=Not Important

<table>
<thead>
<tr>
<th>Positive and negative word of mouth marketing</th>
<th>Extremely Important</th>
<th>Very Important</th>
<th>Neutral</th>
<th>Little Important</th>
<th>Not Important</th>
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<td>4</td>
<td>5</td>
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<tr>
<td>Brother or sister schooled with us</td>
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<td>Views from other parents with</td>
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</table>
children in our school
Relatives opinion of our school
Friends image of our school
Former student (alumni) referral

Please indicate by ticking how important the following online media platform are to a parent when searching for information about our school which then influences enrolment on a scale of 1-5 where 1= Extremely Important 2= Very Important 3= Neutral 4= Little Important 5= Not Important

<table>
<thead>
<tr>
<th>Online Word of Mouth Marketing</th>
<th>Extremely Important</th>
<th>Very Important</th>
<th>Neutral</th>
<th>Little Important</th>
<th>Not Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>WhatsApp</td>
<td>1</td>
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<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>Facebook</td>
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<tr>
<td>Twitter</td>
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<tr>
<td>WhatsApp</td>
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<tr>
<td>Blogs</td>
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</table>

Does our school use a famous or popular person (celebrity) to create awareness or interest about our school with an aim of increasing student enrolment? Yes ______ No________

If YES kindly indicate how important the following characteristics of a celebrity are in influencing student enrolment on a scale of 1-5 where 1= Extremely Important 2= Very Important 3= Neutral 4= Little Important 5= Not Important

<table>
<thead>
<tr>
<th>Celebrity endorsement in word of mouth marketing</th>
<th>Extremely Important</th>
<th>Very Important</th>
<th>Neutral</th>
<th>Little Important</th>
<th>Not Important</th>
</tr>
</thead>
</table>

88
<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>Level of Education</td>
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<tr>
<td>An expert on school academic matters</td>
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<tr>
<td>Trustworthiness</td>
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<tr>
<td>Appearance/attractiveness</td>
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<tr>
<td>Personality</td>
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<tr>
<td>Private life management</td>
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</tbody>
</table>

**SECTION D: The Effect of Quality Service on Student Enrolment**

Kindly indicate by ticking how important the following attributes are in positively influencing enrolment in our school on a scale of 1-5 where 1=Extremely Important 2=Very important 3=Neutral 4=Little important 5=Not important

<table>
<thead>
<tr>
<th></th>
<th>Extremely Important</th>
<th>Very Important</th>
<th>Neutral</th>
<th>Little Important</th>
<th>Not Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>RELIABILITY</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Achieving quality of education promised to parents</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Maintaining or improving our academic standards</td>
<td></td>
<td></td>
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<tr>
<td>The loyalty of our parents</td>
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<tr>
<td>Level of student satisfaction with our school</td>
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<tr>
<td>Good National Examination performance</td>
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</tr>
<tr>
<td>Ability to keep to the school timetable</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Extremely Important</th>
<th>Very Important</th>
<th>Neutral</th>
<th>Little Important</th>
<th>Not Important</th>
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</thead>
<tbody>
<tr>
<td>RESPONSIVENESS</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Ability to deal with parents queries and requests</td>
<td></td>
<td></td>
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<tr>
<td>The speed of resolving complaints from</td>
<td></td>
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</tbody>
</table>
parents

Ability to customize services like transport, lunch to meet student needs

The efficiency of school management

Convenient operating hours for parents

**ASSURANCE**

<table>
<thead>
<tr>
<th>Competent members of staff</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friendliness of teachers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The integrity of members of staff</td>
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</table>

**EMPATHY**

<table>
<thead>
<tr>
<th>Care given to students</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of school leadership and management</td>
<td></td>
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</table>

**TANGIBILITY**

<table>
<thead>
<tr>
<th>Low pupil-teacher ratio</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size of classrooms</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Well-furnished administration block</td>
<td></td>
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<tr>
<td>Availability of teaching aids</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adequacy of members of staff</td>
<td></td>
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</tbody>
</table>