



ORGANIZATIONAL CONTROL AND PERFORMANCE OF TOURISM ORGANIZATIONS IN TANZANIA

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ABSTRACT

Purpose: The objective of this study was to determine the outcome of organizational control on the performance of tourism organizations in Tanzania.

Methodology: The study employed a cross-sectional survey design with a sample of 280 respondents from 140 tourism-related organizations. Data was collected through primary and secondary methods, analyzed using SPSS, and involved reliability testing, normality tests, factor analysis, and logit model analysis. Hypotheses were tested using t-tests, and qualitative data was analyzed through summative content analysis.

Results: The study found that the performance of tourism organizations is heavily dependent on continuous strategic control, integrating process and result monitoring. Lack of strategic controls poses a significant threat to revenue, growth, and overall success, potentially leading to resource uncertainties and external threats.

Recommendations: The study recommends that tourism organizations must implement plans for continuous monitoring and evaluation to ensure future success.

Key Words: *Organization Control, Performance, Tourism Organizations in Tanzania*

INTRODUCTION

Strategic leadership practices are essential for organizational leaders to effectively navigate environmental turbulence (Hitt et al., 2010). These practices are crucial for organizations because they enable leaders to develop a clear vision, mission, overall objectives, strategies, and organizational culture (Gill, 2015). In this context, Carter and Greer (2013) noted that strategic leadership practices help leaders gain a better understanding of the organization's environment. This perspective is further supported by Nyong'a et al. (2019), who asserted that strategic leadership practices allow leaders to influence organizational goals by envisioning the future, shaping the organization's culture, allocating resources, directing policies, and building consensus on the organization's direction.

According to Eric and Govender (2019), strategic leadership practices are important because they shape the formation of strategic intent, which in turn influences the successful implementation of strategic initiatives within an organization. Covin and Slevin (2019) also support this view, observing that strategic leaders play a critical role in creating organizational meaning and purpose. Strategic leadership practices enable leaders to effectively influence their followers, motivating them to contribute to the achievement of the organization's goals and objectives (Obiwuru et al., 2013).

Competition in the 21st century's global economy is increasingly complex and challenging, presenting numerous competitive opportunities and threats. Effective strategic leadership practices and governance can help organizations enhance their performance while competing in turbulent and unpredictable environments (Hitt et al., 2010; Mahdi & Almsafir, 2014). The environment in which organizations operate is constantly changing, with various factors influencing their success or failure. As open systems, organizations must contend with numerous challenges and uncertainties in their operating environment (Muthoka, 2014). This is particularly true for the conservation, tourism, and hospitality sectors, which are highly sensitive to both internal and external dynamic changes and shocks. Strategic leadership is crucial for these sectors to respond effectively to such changes.

Jaleha and Machuki (2018) identify a number of activities that effective strategic leaders and top management teams focus on to contribute to the performance of the organization. These activities are necessarily overlapping and interlinked more so than isolated, independent activities. They can be designed in a cycle to indicate its continuity as seen in

the following figure 1.1 below: This study will base on these key strategic actions which were first developed (Hitt *et al.*, 2010).The model talk about key strategic actions as a complete set of activities that senior management team must do to ensure organizational performance. These key strategic actions are as follows:

The first is to determining Strategic Direction, where strategic intent, Vision, Mission and Objectives must first be formulated and focused in the organization. The second is to exploit and maintain core competences that are described as the resources and capabilities of a firm that serve as a source of competitive advantage over its rivals. The third is to develop human capital where the organization should understand that employees are capital resource that requires investment. The fourth is to sustain organizational culture as it is said that organizational culture is the personality of the organization (Beauregard *et al.*, 2018). The fifth is to emphasize on ethical practices because effectiveness of the implementation of a firm’s strategies improves when based on strong ethical foundations and in a culture that promotes ethical behaviors. The sixth is to establish organizational control because Organizational controls facilitate making reactive and proactive corrective adjustments to strategies as they are implemented. The following figure 1.1 below summarizes the six key strategic actions for effective strategic leadership practices in organizations as they focus on performance (Covin & Slevin, 2019).

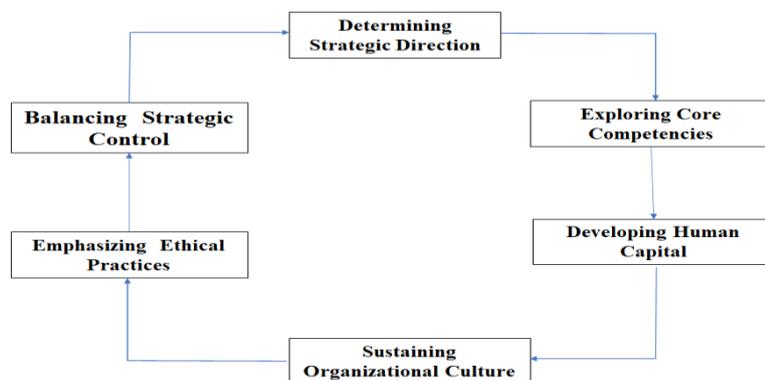


Figure 1: Key Strategic Leadership Actions

Referring to the highlighted trends above by scholars and practitioners in the field of strategic leadership and organization performance the subject will always be an emerging field of investigation. Furthermore, limited studies have thus far been conducted on the influence of strategic leadership on the performance of tourism business and government based tourism organizations in Tanzania (Covin & Slevin, 2019).

Therefore, the above background necessitates a need to continue exploring the influence of organizational control on the performance of tourism organizations, Tanzania being a case study area.

Statement of the Problem

Tanzania is not doing well in terms of number of arrivals and revenue compared to some neighboring countries. Comparatively, South Africa leads in the whole of Sub-Saharan Africa in terms of number of arrivals, followed by Botswana and Kenya; interchangeably (WTTC, 2021). Before its economic crisis, Zimbabwe had been second, next to South Africa, followed by Botswana and Kenya (WTTC, 2009). Tanzania has always been behind Kenya, both in terms of number of arrivals and revenue. According to the Travel and Tourism Competitiveness Report 2015, Tanzania ranked 93rd out of 141 countries in travel and tourism in the world (Msuya, 2015).

Strategic leadership practices and good governance that encourages a leader to emphasize accountability, moral behavior, envisioning, human capitalization, political stability and lack of violence among others is very crucial for better performance of tourism and conservation industry in the country. Organizations growth, performance and success depend on who is the leader including those CEOs, conservators, directors, managers and officers who hold different position in the tourism sectors in the country. Strategic leadership and good governance view organizations as key vessel in achieving its overall objectives through the effective application of the following strategic components among others: determination of strategic direction, developing strategic human capital, put emphasis on moral practices, and balancing strategic control (Covin & Slevin, 2019).

In addition to that, the sectors are facing a number of challenges including elements of corruptions, inadequate resources (human, financial and physical), inadequate business skills among communities (TANAPA, 2013) pollution of national parks due to tourist activities, such as the wastes discharged from hotels, air pollution from vehicles carrying the tourists and land degradation (Kazuzuru, 2014). Therefore, referring to the highlighted trends above the situation on the ground of the factors hindering the performance of tourism industry in Tanzania, there is a limited understanding about the concepts of strategic leadership and governance on the performance of tourism organization including both government tourism agencies (TANAPA, NCAA, and TTB) and private based tourism companies such as tours operators. Therefore, this is what motivated the researcher

to carry out the study that focused on the influence of organizational control on performance of tourism organizations in Tanzania. Therefore, this study investigated the influence of organizational control on the performance of tourism organizations in Tanzania.

Objective of the Study

The objective of this study was to determine the outcome of organizational control on the performance of tourism organizations in Tanzania. The research was guided by the following hypothesis.

H₀: Organizational control has significant outcome on the performance of tourism organizations in Tanzania.

LITERATURE REVIEW

Theoretical Frame work

Contingency Theory

The leader's ability to lead is contingent upon various situational factors, including the leaders preferred style, the capabilities and behaviors of followers and also various other situational factors (Banerjee *et al.*, 2021). Contingency theories are a class of behavioral theory that contends that there is no one best way of leading and that a leadership style that is effective in some situations may not be successful in others. An effect of this is that leaders who are very effective at one place and time may become unsuccessful either when transplanted to another situation or when factors around them change. This help to explain how some leaders who seem for a while to have the 'Midas touch' suddenly appear to go off the boil and make very unsuccessful decisions.

According to Banerjee *et al.* (2021) contingency theory is similar to situational theory in that there is an assumption of no simple one right way. The main difference is that situational theory tend to focus more on the behaviors that the leader should adopt, given situational factors whereas contingency theory takes a broader view that include contingent factors about leader capability and other variables within the situation.

In this study where we see variables such as monitoring and evaluation under strategic control where monitoring is a daily activity but evaluation is done at a given time after implementation of the activities. This strategic control variable attracts innovative leaders. It is evident that innovative leaders must be very sensitive to situations and environment

surrounding them so that they are able to apply their innovative skills per situations they encounter. In the other hand strategic leaders are not expected to influence some few members within the whole group but that they choose common ground where everybody feels motivated to what the leader is directing them for.

Conceptual Framework

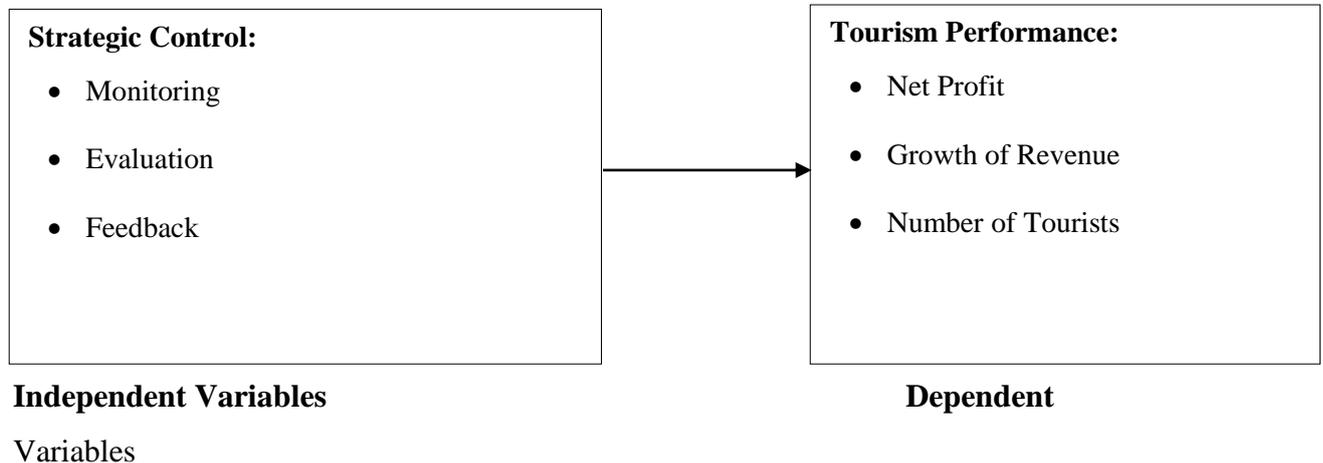


Figure 2: Conceptual Frame Work

Organizational control is a crucial strategic leadership action that significantly influences the performance of tourism organizations. Strategic control, as defined by Hitt et al. (2009), involves using long-term and strategically relevant criteria to evaluate business-level managers' actions and performance. It serves as a tool for strategy implementation, assessing both the external and internal environments, and providing feedback to the strategic management process (Chikwe, Anyanwu, & Edeja, 2016). Scholars argue that strategic control systems are formal target-setting, measurement, and feedback mechanisms that ensure the effective implementation of an organization's strategic plan.

Strategic control is essential for tracking strategy implementation and detecting issues that may arise during the process. According to Goddey and State (2021), strategic control is concerned with monitoring and evaluating the strategy implementation process to identify any necessary adjustments. Wanjohi (2013) adds that strategic control is a critical component of the strategic management process, involving the ongoing tracking, monitoring, and evaluation of strategies to ensure their effectiveness. This ongoing analysis enables organizations to allocate resources effectively and achieve their set objectives.

Monitoring, as part of strategic control, involves continuous analysis to ensure that planned results are being achieved, allowing for timely corrective actions (Bennis, 2009). Regular monitoring and evaluation help organizations assess their performance against objectives, ensuring that strategic leaders can maintain or alter organizational activities as needed (Schmidt & Laycock, 2016). Monitoring goes hand in hand with evaluation, which systematically assesses ongoing or completed projects to determine their relevance, efficiency, effectiveness, impact, and sustainability.

Strategic control systems are also instrumental in building credibility, demonstrating the value of strategies to stakeholders, and supporting strategic change (Volberda et al., 2011). Premise control, for instance, ensures the validity of assumptions underlying the strategy and allows for immediate adjustments if those assumptions are found to be invalid (Schreyögg & Steinmann, 1987; Chikwe et al., 2016). Additionally, implementation control, as described by Pearce and Robinson (2011), involves monitoring strategic thrusts or projects and conducting milestone reviews to assess progress and determine whether the strategy should be continued, altered, or terminated.

Milestone reviews are particularly important as they assess strategy implementation performance against predefined metrics, allowing leaders to make informed decisions about the overall strategic direction (Pearce & Robinson, 2011; Chikwe et al., 2016). This comprehensive approach to strategic control, which includes premise and implementation controls, ensures that organizational leaders can navigate changes in both internal and external environments, thereby enhancing the organization's ability to achieve its goals.

Therefore the hypotheses are as follows

Feedback

According to Webster's dictionary (Accessed on 13th May 2023) the meaning of feedback is referred to as the transmission of evaluative or corrective information about an action, event, or process to the original or controlling source or the partial reversion of the effects of a process to its source or to a preceding stage. In the other context feedback is the return to the input of a part of the output of a machine, system, or process (as for producing changes in an electronic circuit that improve performance or in an automatic control device that provide self-corrective action)

In relation to monitoring and evaluation, feedback play crucial role as it help formatting the process just as general concept of revising and reviewing strategic plan, overall goal and other objectives in any organization to fit rapid changes happening in the world today.

Just as evaluation can be before the project during and after the project, setting feedback mechanisms in place, help in formatting, adjusting and moderating the process, events or program. Understanding feedback and how to process is critical as argued by Patel at al (2016).

Feedback needs good receptivity for it to be maintained and continuous improving performance. As part of strategic control system in organizations, feedback must be well received and applied for continuous improving in performance (Lin, 2014)

The world is running very fast in dynamic changes and global innovation, feedback can be a management tool to balance and check in controlling organizational performance.

Bovan, A. (2020) asserted in study one that he did on feedback roles that the “effect of feedback on attitudes toward the organization was mediated by feedback acceptance. In Study two completed two parallel versions of an in-basket exercise and received informative feedback between the two versions. Results showed that the effect of feedback on subsequent test performance was partially mediated by feedback acceptance. Together, these results highlight the important role of feedback acceptance in selection and suggest new strategies to enhance applicant perceptions in selection”. In conclusion the three measurable elements which are monitoring, evaluation and feedback work strategically to control performance in organizations.

Null Hypothesis: H₀: Organizational control has no significant positive influence on the performance of tourism organizations in Tanzania.

Performance of Tourism Organizations

The scorecard retains the financial aspects as key in measuring performance while it adds other drivers of future performance (Mucheru, 2008). Furthermore, the performance is usually evaluated by calculating the values of qualitative and quantitative performance indicators like profit, cost, and clients. It is quite important for a company to determine the relevant indicators how they relate to the company goals and their dependence on the performed activities. Currently lot of managers recognize this and put the necessary effort to define the company goals, performance indicators and evaluate them (Karamat, 2013). However, according to White, (2010) performance indicators that can be used to compare

tourism operation and performance from one destination with other similar destinations includes: - satisfaction indicators, economic indicators, sustainability indicators, and organizational indicator.

In addition to the above, the sustainability indicators includes:- existence of an agreed and monitored sustainable tourism and action plan; % of residents indicating that they are satisfied with the local impact of tourism; number of bed spaces per 1000 population; ratio of number of visitors in one year to local population; ratio of number of visitors in each quarter to local population; % of visitors arriving by means of train, coach or bus; % of tourism enterprises (accommodation, attractions, activities) participating in quality accreditation schemes; % of tourism enterprises (accommodation, attractions, activities) participating in green tourism accreditation schemes; % of tourism enterprises (accommodation, attractions, activities) with a recognized environmental certification. Finally, White (2010) pointed also that organizational Indicator includes % of local businesses that belong to a local tourism association/partnership.

Tanzania is not doing well in terms of number of arrivals and tourism revenue compared with some neighboring countries. Comparatively, South Africa leads in the whole of Sub-Saharan Africa in terms of number of arrivals, followed by Botswana and Kenya; interchangeably (WTTC, 2009). Before its economic crisis, Zimbabwe had been second, next to South Africa, followed by Botswana and Kenya (WTTC, 2009). Tanzania has always been behind Kenya, both in terms of number of arrivals and revenue. It was proposed by Lamb (2009) that strategic leadership add value to improved performance as it changes organizations and operations to be effective in terms of having long term growth and survival and at the same time short term efficient. Strategically organizations balance between short term success and long term sustainability.

Empirical Review

According to Long *et al.* (2015) high performance teams within the organization happen when there is cooperation and unity between members or individuals. Reducing mistakes, quality outputs, increases in productivity and customer satisfaction are the variety of criteria through which the performance of the team is evaluated and judged accordingly (Smith *et al.*, 2018).

Support of team members can only be created when the trust comes to be most important values of the team culture. Trust provides an atmosphere for the team members where

members can deliberate and discuss their mistakes, accept criticism and freely express their feelings so this lead to more synergy (Turaga, 2013). The willingness to be vulnerable is one of the greatest quoted descriptions of trust and has played dominant role in many conceptualizations (Shayo *et al.*, 2021).

METHODOLOGY

The researcher adopted an epistemology philosophical-positivism in nature. The study adopted cross sectional survey research design which involved drawing a sample of respondents from the population of interest at different points from different respondents. In this case the study used both quantitative and qualitative research approaches in order to examine the influence of human capita development on the performance of tourism organizations in Tanzania. The respondents for this study included leaders working in tourism organizations that were registered and licensed which had at least ten years working in Tanzania since licensed. At most two respondents both were leaders of the same organization. The respondents therefore included conservators, tourism directors, managers and non-managers from different categories of operations found in the study regions as key informants. The sampling frame for this study was all 465 registered and licensed tour organizations that have at least ten years since licensed in Kilimanjaro and Arusha regions where the sample was selected.

This study used questionnaire as main tool for collecting data. The selection of this tool is because of the nature of data to be collected and the research design (both qualitative and quantitative data). The study generated quantitative data. Collected quantitative data were processed and analyzed using the aid of the SPSS Package for inferential statistical tools to analyze quantitative data. The analysis revealed descriptive statistics including frequencies, percentages, means, and standard deviation which were presented in a form of figures, tables, graphs, and pie charts for easy understanding. In addition, descriptive statistics were used to present the demographic characteristics of the sample of the study. Furthermore, correlation (bivariate correlations) was computed and t-test analysis to determine whether the results and hypothesis are significant or not. For the internal consistency of the scales, reliability analysis was performed and coefficient alphas were taken into account. Inferential analysis was conducted using Logit model.

FINDINGS AND DISCUSSION

This section details the findings of the study. They include the descriptive and inferential results. These findings are presented in the next sections.

Descriptive Statistics

Organizational control is an independent variable that is used in the analysis. Its values were found the mean of the scores of various statements related to the organizational control. Then the descriptive statistics were computed as depicted in Table 1. The mean values were 3.0, while the variance was .44, and the distribution skewness was .148. mode was found to be 3.0, and the mean of 2.95. The distribution was almost normal as depicted by the histogram (Figure 3) with standard deviation of .660. No outliers and so the variable values were well distributed around the mean and median for the analysis.

The statistics for the responses for the question for the variable showed the mean of 3 and the variance of about 2 across the board. Except for the question that asked whether monitoring mechanisms were put into place, the rest of the distributions were positive and slightly above zero.

Table 1: Descriptive Statistics on Organizational control Variable

	Mean	Std. Deviation	Variance	Skewness	Kurtosis
Organizational control	3	.664	.440	.148	-.121
1. <i>Monitoring mechanisms are put into place</i>	3	1.424	2.027	-.052	-1.292
2. <i>Company Evaluation and control is properly done within the organization</i>	3	1.335	1.783	.073	-1.173
3. <i>Performance Management systems are adopted</i>	3	1.385	1.919	.008	-1.229
4. <i>Monitoring and evaluation changes are incorporated in the company</i>	3	1.360	1.851	.112	-1.181

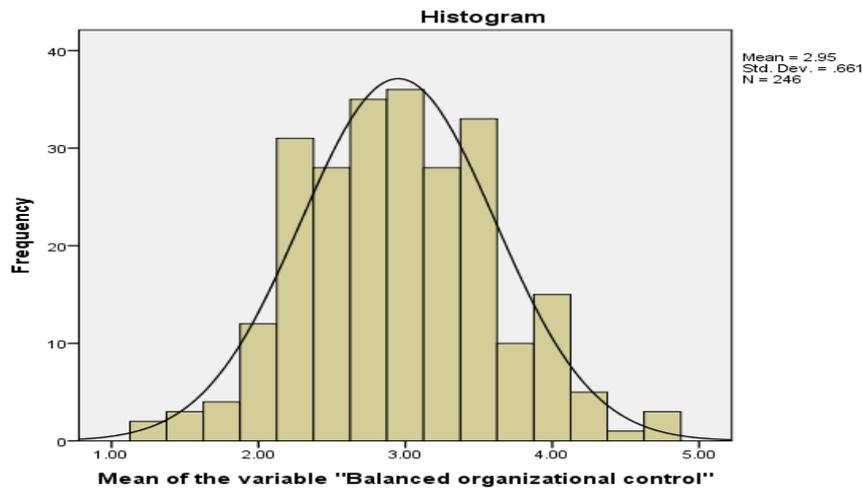


Figure 3: “Organizational Control” Distribution

The open-ended question target to know the other ways the organization accomplished organizational control. Some commented that the firm achieves organizational control through output control, and behavioural control (This went up to 22% of all respondents). Other highlighted organizational learning as a key strategy in achieving organizational control (It was the highest level up to 33%). The study observed that in order to achieve organizational control, some organisations established standards (This took up to 11%). It was noted that continuously measured and comparing performances, in every evaluation step made achievement easier (This was 11% of all respondents). They ensured they get feedback and took corrective action on every procedure at different management levels to achieve organization control (22% of all respondents). The summary of the respondents can be depicted well in the following Figure 4. below:

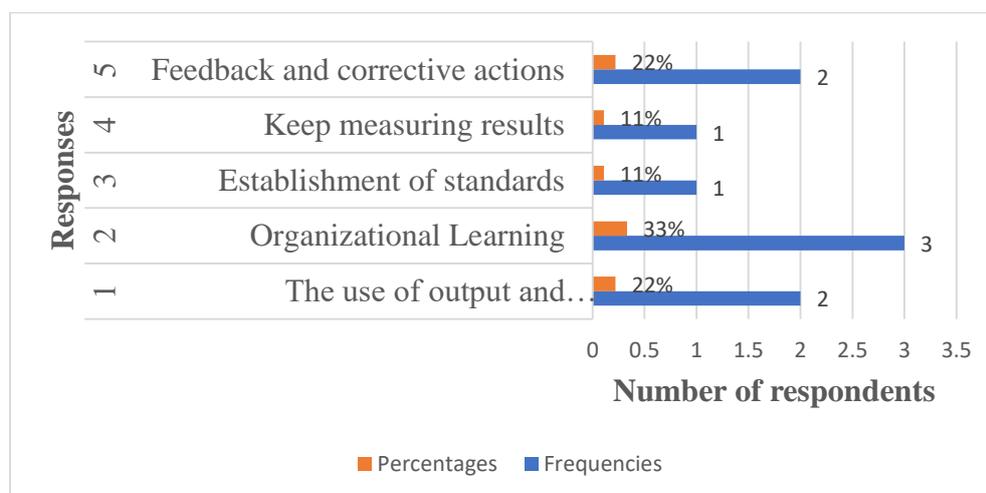


Figure 4.: Respondents comments on ways firm accomplish OC.

Some organisations did periodic research to understand the industry norms and trends, and implement adjustments as necessary. This was found to include discussion the findings with industry peers and implementation of adequate customer, financial, and document control systems. By evaluating and implementing new control mechanisms, the firm assured organizational control.

The firm ensured that there was enough personal, bureaucratic, production, cultural, incentive, and market control. With control mechanism, the firm ensured that it was in charge of the connections, roles, and tasks in any situation. The constructs that made the variable to be tested were: ensuring monitoring mechanisms are put into place, ensuring that company evaluation and control is properly done within the organization, ensuring that performance management systems are adopted, and that monitoring and evaluation changes are incorporated in the company.

Logistic Regression Analysis

Logistic regression analysis was done to test the hypothesis that was proposed for the study.

The objective of this study was to determine the outcome of organizational control (OC) on the performance of tourisms organizations in Tanzania. The hypothesis for this objective was that organizational control has no significant positive influence on the performance of tourism organizations in Tanzania.

The variables transformation into log form was done before logistic regression was performed. Then regression analysis was done of the log of performance of tourism organization (PTO) on the independent variable. The omnibus tests of model coefficients indicated in the model (Table 1) and the coefficients and odds ratios (Table 2).

Table 2: Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	1.238	1	.026
	Block	1.238	1	.026
	Model	1.238	1	.026

The overall model is statistically significant, $\chi^2(1) = 1.238, p < .05$.

In Table 4.28 the Wald test is used to determine the statistical significance of each independent variable. The Sig. value ($p < .05$) indicates the test's statistical significance.

Table 3: Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a	OC	.250	.226	1.224	1	.026	1.283
	Constant	.398	.668	.354	1	.045	1.488

a. Variable(s) entered on step 1: OC.

The explained variation is calculated using the Cox & Snell R Square and the Nagelkerke R Square values, which are both displayed in Table 3. These pseudo R² values have lower values than in normal linear regression. The explained variance in the dependent variable varies from 35.0% to 47.1% based on this model depending on whether Cox & Snell R² or Nagelkerke R² techniques are used respectively.

Table 4: Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	276.024 ^a	.350	.471

a. Estimation terminated at iteration number 4 because parameter estimates changed by less than .001.

The null hypothesis that the model's predictions perfectly match the observed group memberships is investigated by the Hosmer-Lemeshow test in Table 4. By comparing the observed frequencies to those predicted by the linear model, a Chi-square statistic is created. An unremarkable Chi-square value (p =.478) indicates that the data were accurately fit to the model.

Table 5: Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	8.929	6	.478

The predicted values of the model are shown in the Classification Table (Table 5). When compared to all the cases that were correctly predicted to contain the characteristic, the positive predictive value is the proportion of positive predictive values that match the actual values.

Table 6: Classification Table^a

Observed	Predicted
	If PTO>2.5; 1

			Disagree	Agree	Percentage Correct
Step 1	If PTO>2.5; 1	Disagree	0	61	.0
		Agree	0	188	100.0
Overall Percentage					75.5

a. The cut value is .500

The positive predictive value is $100 \times 188 / (61 + 188)$ which is 75.5%. That means, 75.5% of the cases in the test, it was accurately predicted that the emphasis on organizational control would improve the performance of the tourist company. The test's negative predictive value, which projected that the emphasis on organizational control would not improve the performance of the tourist company, was zero in every case.

In summary, after the logistic regression analysis to ascertain the effects of organizational control on the likelihood that the performance of tourism organization is improved, the logistic regression model was statistically significant, $\chi^2(1) = 1.238$, $p < .05$. The model explained 47.1% (Nagelkerke R^2) of the variance in performance of tourism organization and correctly classified 75.5% of cases.

CONCLUSION

The study concludes that strategic organizational control is a vital determinant of the performance and success of tourism organizations. It highlights that strategic control, which encompasses monitoring, evaluation, and the continuous tracking of strategy implementation, plays a critical role in ensuring organizational growth and sustainability. Research findings strongly support the notion that the effectiveness of strategic control directly influences revenue generation, resource management, and the overall strategic direction of the organization. The absence of robust strategic control mechanisms could lead to an uncertain future, marked by vulnerabilities to external threats and potential organizational failure. Therefore, the study underscores the importance of integrating strategic control with other key elements, such as moral practices, good governance, and human capital, to achieve sustained success and competitive advantage in the tourism industry.

RECOMMENDATIONS

The study recommends that all tourism organizations operating in Tanzania should develop and implement comprehensive plans for monitoring and evaluation to ensure future success. These plans should focus on the continuous modification and readjustment of resource utilization, threat management, and overall organizational success. As leaders are

integral to the monitoring and evaluation process, they must thoroughly review all reports and take necessary actions to drive the success of their organizations. Additionally, any registered and licensed tour operator should provide a clear framework for monitoring and evaluation, along with strategies and structures that promote the implementation of good governance within their organizations.

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