INFLUENCE OF STRATEGIC LEADERSHIP AND GOVERNANCE ON THE PERFORMANCE OF TOURISM ORGANIZATIONS IN TANZANIA

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Influence of Strategic Leadership and Governance on the Performance of Tourism Organizations in Tanzania

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DECLARATION

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

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DEDICATION

I dedicate this research work to Almighty God, then to Tunu, Gladness and Godson.

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ACRONYMS AND ABBREVIATIONS

GP	Governance
HKAT	Hotels Keepers Association of Tanzania
MLE	Moral Leadership Emphasis
MNRT	Ministry of Natural Resources of Tanzania
NCAA	Ngorongoro Conservation Area Authority
PTO	Performance of Tourism Organizations
SD	Strategic Direction
SHC	Strategic Human Capital
SL	Strategic Leadership
TAHA	Tanzania Hunters Association
TAHOA	Tanzania Hunting Operators Association
TASOTA	Tanzania Association of Travel Agencies
TAHOSA	Tanzania Hotels School Association
TANAPA	Tanzania National Park Authority
TATO	Tanzania Tour Operators
TAWA	Tanzania wildlife Authority
TTB	Tanzania Tourist Board
WTO	World Trade Organization

WTTC	World Tourism and Travel Cooperation
UNWTO	United Nations World Trade Organization
URT	United Republic of Tanzania

DEFINITION OF OPERATIONAL TERMS

Core Competence According to Lear (2022) Core competencies are the resources and capabilities that serve as an organization's source of competitive advantage. Typically, core competencies relate to an organization's functional skills."

Governance refers to the structures, processes, and practices that guide how an organization or society operates. It encompasses the mechanisms through which stakeholders influence decisions, including the distribution of rights and responsibilities among different participants in an organization, such as the board, management, shareholders, and other stakeholders. Effective governance ensures accountability, transparency, and ethical conduct within an organization or governmental body. (Kettunen and Kallio, 2021)

Influence refers to the capacity to have an effect on the character, development, or behaviour of someone or something. In social contexts, it often involves the ability to sway opinions, beliefs, or actions through various means, including persuasion, authority, or relationship dynamics. Influence can be exerted through verbal communication, social norms, or emotional appeal. (Cialdini and Goldstein, 2021)

Moral Leadership Moral leadership cannot be taught; it is part of a process of personal development – an 'intellectual and spiritual' struggle that moves towards personal authenticity, intuitive understanding, and action based on a sophisticated model of personal meaning (Godbless, 2021). According to Solinger *et al.* (2019) have noted that moral leadership encompasses values such as honesty, integrity, honor, respect, dignity, justice, and truth.

Organizational Performance refers to the effectiveness and efficiency with which an organization meets its goals and objectives. It encompasses various metrics, including financial outcomes, employee satisfaction, customer satisfaction, and operational efficiency. Organizational performance is often assessed through specific indicators such as profitability, productivity, market share, growth of revenue and the quality of products or services. (Neely *et al*, 2020)

Strategic Direction refers to the overarching goals and objectives that guide an organization's actions and decisions. It encompasses the long-term vision, mission, and values of the organization, providing a framework for aligning resources and efforts towards achieving specific outcomes. Strategic direction helps organizations navigate changes in the environment, prioritize initiatives, and ensure that all stakeholders are working towards common objectives. (Kaplan and Norton, 2021)

Strategic Human Capital refers to the collective skills, knowledge, and abilities of an organization's employees that align with its strategic goals and objectives. This concept emphasizes the importance of leveraging human resources as a key asset in achieving competitive advantage and driving organizational performance. (Matzler & Urbach, 2019)

Strategic Leadership Samimi *et al*. (2022) define strategic leadership as the "ability to anticipate, envision, maintain flexibility, think strategically, and work with others to initiate changes that will create a viable future for the organization."

Tourism Industry Describes firms and establishments providing attractions, facilities, and services for tourists (Marian, 2017). Therefore, the tourism industry comprises all businesses that provide services to tourists, considered together.

Tourism refers to a social, cultural, and economic phenomenon involving the movement of people to places outside their usual environment for personal, leisure, business, or professional purposes and the activities they undertake during their stay. An alternative definition states that tourism involves travel and temporary stay outside a person's normal place of residence for a period not exceeding one year and not involving permanent employment in the destination visited. (Westcott, & Anderson, 2021)

ABSTRACT

Strategic Leadership and governance are some of the most critical issues facing organizations today. The main objective of the study is to investigate the influence of strategic leadership and governance on the performance of tourism organizations in Tanzania. The study aimed to achieve specific objectives, including determining the influence of strategic direction, strategic human capital development, organizational control, and governance practices on tourism performance in Tanzania. The study also examined the moderating effects of moral leadership emphasis on the relationship between strategic leadership and the performance of tourism organizations in Tanzania. The study employed a cross-sectional survey design to achieve five specific objectives. The target population of this study includes private and public tourism-related organizations, as well as umbrella organizations such as Government boards, Authorities, and Associations. The total number of registered and licensed tourism organizations in operation for more than 10 years is 1005. The researcher sampled 280 respondents from 140 organizations, including all categories established in this study. Semi-structured questionnaires were used to collect primary data. Reliability of the questions was assessed using Cronbach's alpha, where an adequate threshold was considered. Logit model analysis was used to understand the relationship between the independent variables and the dependent variable. The researcher used t-test procedures to test all hypotheses. The study findings revealed that strategic direction positively and significantly relates to the organization's performance; strategic human capital plays a significant role in influencing tourism performance in organizations; organizational control would improve the performance of tourist organizations; and the practice of governance significantly contributes to improved tourism performance. Results showed that moral leadership practices significantly contribute to tourism performance in organizations. The study recommended that tourism organizations should revise and review their vision and mission, including rewriting them professionally, and share them all with every member of staff. Top management to ensure clear provision of strategic intent to all staff and other stakeholders; practical emphasis of morals including the application of code of conduct; leaders to read all monitoring and evaluation reports while taking necessary measures for the success of the organizations; and ensure governance in service delivery for enhancing satisfaction to tourists to increase the number of tourists hence performance enhanced and profit multiplication. Policy makers and regulatory authorities should rethink revising and reviewing existing policies while developing new policies in the tourism service areas.

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Strategic leadership and governance influence decisions in the performance of organizations in the world in terms of changing teams to focus on rapid dynamic environments and seriously hold fast to what is best for long-term goal achievement (Marie, 2024). Leadership has been defined as the ability of a superior to influence behaviour of his subordinates and persuade them to follow a particular course of action (Modise, 2023). Tanzania is among the few countries in the world endowed with a vast range of tourist attractions that call for the need to understand strategic leadership for its protection, conservation, and sustainable utilization for sustainable tourism development (Matolo & Salia, 2021). The assumption here is that a strategic leader is expected to practice strategic leadership in leading organizations.

Strategic leadership practice is necessary for organizational leaders to be able to deal with environmental turbulence (Avolio, & Hannah, 2021). Strategic leadership practice is important for organizations because it enables the organizations' leaders to develop the organizations' vision, mission, overall objectives, strategies, and culture (Wang et al., 2021). In this view, Carter and Greer (2023)noted that through strategic leadership practice, leaders can better understand the organization's environment. This view is also supported by Härtel, and Fujimoto (2022) who asserted that through strategic leadership practice, the leader affects the desired organizational goals by envisioning, influencing the organization's culture, allocating resources, directing policy, and building consensus on the future.

A strategic leader possesses critical characteristics which include but are not limited to future orientation, cognitive ability, ability to focus on the big picture, interpersonal relations, propensity to act, and risk-taking. Likewise, from empirical studies on strategic leadership practices, these practices are identified as involving determining strategic direction, exploring and maintaining unique core competencies, developing human capital, sustaining an effective organizational culture, emphasizing ethical practices, and establishing organizational controls (Fourie, 2020).

The purpose of this study was to investigate the influence of strategic leadership and governance on tourism organizational performance. Given this, strategic leadership have been found to have a positive effect on the organizational performance of not-for-profit organizations despite the lack of studies on this subject (Sirmon, Hitt, & Ireland, 2022). Petrescu (2023) explored leadership challenges facing organizations and established diverse challenges that require strategic leadership practices. From this, it can be said that organizations need effective strategic leadership practices to effectively achieve their mission and vision objectives.

According to Eric and Govender (2021), strategic leadership are important because they shape the formation of strategic intent which influences successful strategic practices in an organization. This argument is also supported by Covin and Slevin, (2021) who observed that strategic leaders are important because they create organizational meaning and purpose. Strategic leadership enable organizational leaders to influence their followers to contribute effectively to the accomplishment of the goals and objectives of the organization (Obiwuru *et al*., 2023).

Strategic leadership have also been argued as being able to lead to organizational performance for which it has also been averred that strategic leadership practice is equally fitting for not-for-profit organizations as they also require performance (Keradjaan *et al*., 2020). According to Sia, Soh, and Weill (2020), organizations' failures result from the lack of strategic leadership practice which results from the leaders' failure to sell the organizations' vision to its followers, not being able to convince followers to be passionate about the organization and also failing to make employees loyal to the organizations' vision.

However, strategic leadership is one of the principal issues facing many organizations in the 21st century (Lear, 2022). Since the mid-1980s a growing body of leadership research has focused on strategic leadership, in contrast to managerial leadership. The focus is on how top leaders make decisions in the short term that guarantee the long-term viability of the organization. The best-performing organizations are consciously strategic in their leadership planning (Serfontein, 2020). Strategic leadership means the ability to anticipate and envision the future, maintain flexibility, think strategically, and initiate changes that will create a competitive advantage for the organization in the future (Banmore *et al*., 2021).

1.1.1 Strategic Leadership and Governance in Global Perspective

Ijeoma and Oghoghomeh (2024) recommended that directors and managers should effectively discharge their fiduciary responsibilities and expeditiously increase their commitment, disclosure, and transparency, improve professionalism, and shun all forms of fraudulent and corrupt practices. Lastly, it also recommends that should an ethics unit be established in organizations to curb the ills and excesses and introduce principle-based policies on governance and ethics, constraints to good corporate governance would have been reduced to a highest level and relevant control measures to promote good corporate governance will ensure the highest standards of transparency, accountability and attain stellar performance (Ijeoma & Oghoghomeh, 2024).

Competition in the 21st century’s global economy is very complex, challenging, and filled with many competitive opportunities and threats. Effective strategic leadership and governance can help firms enhance performance while competing in turbulent and unpredictable environments (Mahdi & Almsafir, 2024). The environment in which organizations operate is constantly changing with different factors influencing either failures or performance of organizations. This is because organizations are open systems that operate in an environment that carries with it a myriad of challenges and uncertainties (Muthoka, 2024). This is very possible for conservation, tourism, and hospitality organization sectors which are very sensitive to internal and external dynamic changes and shocks which importantly requires strategic leadership to respond towards it.

In 2014 the contribution of the tourism industry to the global economy was almost 7.6 Trillion US dollars. International tourist arrivals worldwide are expected to increase by 3.3% a year between 2010 and 2030 to reach 1.8 billion by 2030(UNWTO, 2015). This is according to UNWTO’s long-term forecast report for tourism towards 2030.

The increase is an indicator of growth and development The market share of emerging economies increased from 30% in 1980 to 45% in 2016 and is expected to reach 57% by 2030 equivalent to over one billion international arrivals. International tourism receipts grew by 2.6% in real terms with total earnings in the destinations estimated at US$ 1,220 b. worldwide in 2016 equivalent to Euro 1,102 billion. It is believed that these UN organizations practice strategic leadership together with these mentioned countries that propel well in tourism industries. France, the United States, Spain, and China continued to top the international arrivals ranking in 2016. In receipt the US and Spain remained at the top, followed by Thailand which climbed to number 3 last year, and China which was number 4(UNWTO, 2016).

1.1.2 Governance and Organizational Performance in Africa

In Africa, the tourism and travel industry contribute significantly to the economic growth of many countries. Tourism growth has also been fast in sub-Sahara African countries such as Tanzania which saw the rising number of tourists from 5,300 in 1947 to 66.4 million in 2023 (United Nations Tourism, 2024). The tourism industry involves firms and establishments providing attractions, facilities, and services for tourists (Adeniran et al., 2023). Energy consumption for transportation in Sub-Saharan Africa. However, the tourism industry has numerous leaders, actors, and stakeholders, all inter-dependent and all having their own sets of rules, procedures, principles, responsibilities, and objectives. The actors and the appointed leaders as well as CEOs, their decisions have an influence that affects the performance of tourism industry. These leaders and stakeholders who exist at global, regional, and local levels perform a number of functions that influence tourism development and organizations' performance at their respective areas and levels. The leadership of the tourism industry at a global level is entrusted to global agencies such as WTTC and UNWTO.

In a case of Kenya is leading among East African countries, especially in terms of total contribution of travel and tourism to GDP. The total amount was recorded to be USD 6.7 bn. that was 9.8% of GDP in 2016 and was forecasted to rise by 5.9% in 2017 (WTTC, 2021). In terms of Tourism services infrastructure Kenya is also leading in East African countries. Tanzania and Kenya generally are ranked lowest in the top 5 countries in Eastern and Southern Africa, where South Africa is leading followed by Seychelles (Nibigira, 2021). The fourth and fifth are Kenya and Tanzania respectively. This is to inform you that despite too many attractions in Kenya and Tanzania for travel and tourism we still lag in performance and economic success in travel and tourism in Africa. This information will tell us that there is a need to review the practice of Strategic Leadership in relation to the performance in Tourism sector (Nibigira, 2021).

1.1.3 Strategic Leadership and Governance in Tanzania

Tanzania at a national level, the government agencies such as Tourism division in the ministry of Natural Resources and Tourism, Tanzania Tourism Board (TTB), Tanzania National Parks (TANAPA), Ngorongoro Conservation Area Authority (NCAA), and Tanzania Wildlife Authority (TAWA) are the institutions responsible for the leadership of tourism industry, natural and cultural resources protection and conservation in the country under the Ministry of Natural Resources and Tourism of United Republic of Tanzania. However, strategic leadership is one of the most critical issues facing organizations today including tourism sectors in the study area(O'Shannassy, 2021). The goal of any organization is not only to survive but also to sustain its existence by improving performance. Tourism industry in Tanzania is led by tourism policy of 1999 in which its overall objective is to assist in promoting economy and livelihood of the people, essentially poverty alleviation, through encouraging the development of sustainable and quality tourism that is culturally and socially acceptable, ecologically friendly, environmentally sustainable and economically viable". Furthermore, an institution such as TANAPA has the goal which is conservation for sustainable development. In reviewing the influence of strategic leadership on organization performance no research has been done in relation to organizations and companies in the tourism industry. Prior literature suggests that role of leadership is critically important for achieving the performance of organizations(Boal & Hooijberg, 2020).

1.1.4 The Practice of Strategic Leadership and Governance in Tourism Sector

Some studies suggest that the practice of leadership is critically important for an organization to achieve a high level of performance (Cakir & Adiguzel, 2020).

However, some other studies suggest that role of leadership is not so important in achieving organizational performance (Karamat, 2023). The practice of strategic leadership looks like a new style of leadership that needs training and experience in some organizations. It is easier for companies to run their activities the way they see themselves better than start thinking about the application of strategic leadership, something new to apply in their experiences.

Performance of an organization is considered through various indicators such as financial perspective, customer perspective, internal business perspective, and innovation and learning perspective (Muthoka, 2024). The financial perspective identifies the key financial drivers of enhancing performance which are profit margin, asset turnover, leverage, cash flow, and working capital (Kaplan and Norton, 2021). These aspects are well covered when a leader applies strategic leadership concepts.

The customer focus describes performance in terms of brand image, customer satisfaction, customer retention, and customer profitability. Internal processes concern the efficiency of organizational systems and operations, whereas innovativeness relates to a firm's ability to adapt and respond effectively to changing conditions (Yawson & Paros, 2023; Kumar et al., 2024). The practice of strategic leadership provides room and environment for change and creativeness in identifying other indicators for customer satisfaction apart from those that are normal and those that everybody practices them.

Luciano, Nahrgang, and Shropshire (2020) identify several 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 their continuity as seen in the following figure 1.1 below: This study was based on these key strategic actions that were first developed (Hitt *et al.*, 2010). The model talks 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 determine 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*., 2021). The fifth is to emphasize 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 behaviours. 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, 2021).

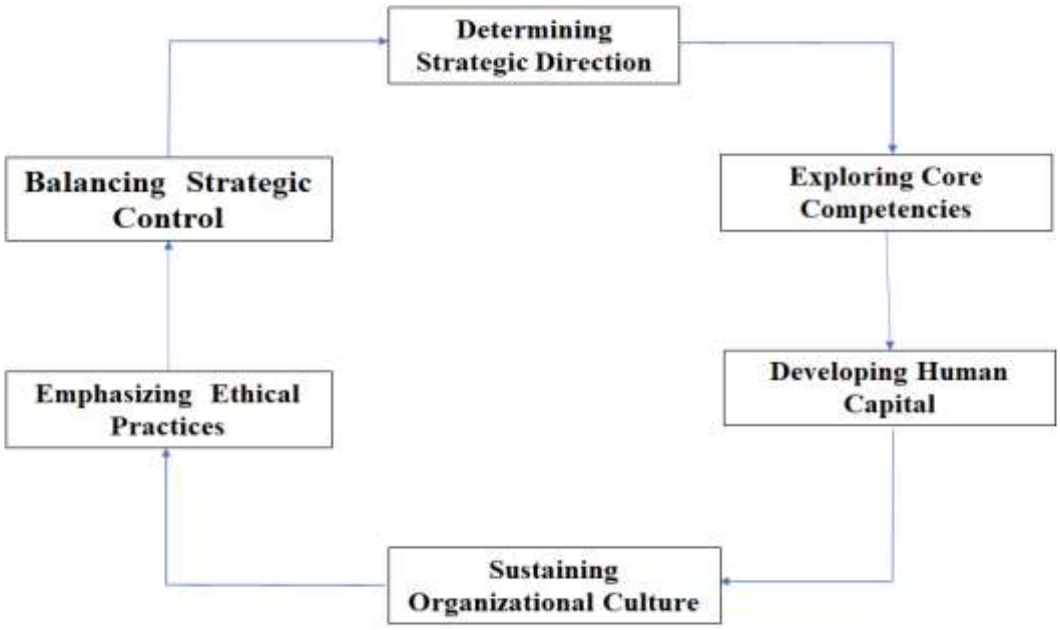

Figure 1.1: Key Strategic Leadership Actions

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, 2021).

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

1.2 Statement of the Problem

Tourism remains a cornerstone of Tanzania's economy, contributing significantly to foreign exchange earnings, employment creation, and economic linkages across multiple sectors (World Travel & Tourism Council, 2023; UNWTO, 2022). The country's rich endowment of natural and cultural attractions, including national parks, wildlife reserves, marine ecosystems, forests, and heritage sites, continues to attract international tourists and generate socio-economic benefits. Following the COVID-19 pandemic, Tanzania has experienced a recovery in international tourist arrivals and tourism receipts, reaffirming the sector's macroeconomic importance (Ministry of Natural Resources and Tourism, 2022). Despite this recovery, the performance of many tourism organizations remains uneven, raising concerns about leadership and management future decisions.

The governance and conservation of tourism resources in Tanzania are overseen by public institutions under the Ministry of Natural Resources and Tourism, including Tanzania National Parks, Ngorongoro Conservation Area Authority, Tanzania Wildlife Management Authority, and Tanzania Tourist Board. Alongside these agencies, private tourism enterprises, such as hotels, tour operators, travel agencies, and air carriers, play a critical role in service delivery and destination competitiveness. However, both public and private tourism organizations face persistent challenges, including constrained financial and human resources, limited managerial competencies among tourism stakeholders, and increasing environmental pressures such as pollution, waste generation, and ecosystem degradation associated with tourism activities (UNEP, 2021; OECD, 2022). These challenges threaten organizational effectiveness.

Strategic leadership has gained prominence in contemporary management scholarship as a determinant of organizational performance, particularly in complex and uncertain environments. Recent empirical studies demonstrate that strategic leadership enhances organizational resilience, innovation capacity, and adaptive performance, particularly in service-oriented sectors such as tourism (Mahendra et al., 2023; Ferede et al., 2024). Evidence from hospitality and tourism contexts further indicates that strategic leadership practices positively influence organizational culture and operational efficiency in emerging economies (Ngui & Kariuki, 2024; Ng'olua et al., 2024). Post-pandemic tourism research also highlights the role of strategic leadership in strengthening crisis preparedness (Sharma & Aggarwal, 2024). This study seeks to address this gap by investigating strategic leadership and tourism performance

1.3 Objectives of the Study

The objectives of the study were categorized into two major parts. The first part was the general objective which was derived from the statement of the problem and the second part was specific objectives derived from the general objective of the study.

1.3.1 General Objective

The general objective of this study was to investigate the influence of strategic leadership and governance on the performance of tourism organizations in Tanzania. The study also clearly states the performance measures as well as the operationalization of key variables.

1.3.2 Specific Objectives

1. To determine the influence of strategic direction on the performance of tourism organizations in Tanzania.
2. To examine the influence of strategic human capital development on the performance of tourism organizations in Tanzania

3. To evaluate the influence of organizational control on the performance of tourisms organizations in Tanzania.
4. To establish the influence of governance practices on tourism performance in Tanzania
5. To assess the effects moral leadership emphasis moderates the influence of strategic leadership on the performance of tourism organizations in Tanzania.

1.4 Research Hypotheses

The study was guided by the following Hypotheses.

1. Strategic direction has no significant positive influence on the performance of tourism organizations in Tanzania
2. Strategic human capital development has no significant positive influence on the performance of tourism organizations in Tanzania.
3. Organizational control has no significant positive influence on the performance of tourism organizations in Tanzania.
4. Governance practices have no significant effect on tourism performance in Tanzania.
5. Moral leadership emphasis does not significantly moderate the effect of strategic leadership on the performance of tourism organizations in Tanzania

1.5 Significance of the Study

1.5.1 Existing Research

The contribution of this study would expand on existing research on strategic leadership and governance by measuring the influence of strategic leadership and governance on performance, especially among tourism organizations in Tanzania. Furthermore, this research has a significant contribution to building the foundations of strategic leadership in Tanzania, especially in tourism and conservation field. This study would also be important to theory development for tourism industry practices from several perspectives.

1.5.2 Leaders in the Tourism Industry

This study would inform leaders in the tourism industry that, they are leading tourism and conservation institutions in a world of changing conditions and priorities, unpredictable and vulnerable to external shocks such as terrorism, environmental shocks, diseases, and economic stagnation therefore, leaders must be able to look beyond the ‘now’ and take a more strategic leadership approach to their work and responsibilities to improve and maintain performance of their organization. In an uncertain environment of operation and management, leaders and organizations in the tourism industry in the region need effective strategies that would enable them to thrive.

1.5.3 Ministry of Natural Resources and Tourism

The research findings from this study would be useful to the Ministry of Natural resources and tourism, including its agencies in being careful in recruitment and appointing of strategic leaders who can lead different tourism agencies and departments for the performance of the industry.

1.6 Scope of the Study

This study was carried out in Arusha and Kilimanjaro regions. The reason to select these two regions is because they constitute over 46% of all tour companies that have stayed ten or more years after being licensed in Tanzania. In these two regions, we had 465 organizations from which the sample size was drown (Ndekwa & Katunzi, 2016).

This study focused on the following category of tourism organizations the Ministry of Natural Resources and Tourism categorizes it as specialized organizations in provision of tourism product parse compared to other categories in the same industry. These categories are tour operators, travel agents, air operators, and Public tours and associations (MNRT, 2012).

This study chose five objectives referring from the four components of Key Strategic Leadership Actions (Figure 1.1) out of six as referred by Covin & Slevin (2021), leaving core competencies which is reflected more in the human capital development and organizational culture that can be created in the practices of governance. This was to align with the study area that researcher is taking which is Leadership and governance.

1.7 Limitations of the Study

The study used primary data that was collected using a questionnaire. The researcher had no way to ascertain the honesty of responses given by the respondents. To mitigate this challenge the researcher requested the respondents to respond to the questions with honesty and assured them that the data provided would be handled confidentially and it was meant for academic purpose only. Further, accessing some of the respondents was difficult due to their busy schedule. However, the researcher made prior appointment with the respondents and this ensured their available to give the needed information.

Some cases of incomplete or missing data in the questionnaires were encountered. To counter this limitation, the researcher performed data cleaning before the final analysis to ensure completeness of the information availed through the questionnaires. This research was also limited in terms of content since it only focused on four strategic leadership practices. Nonetheless, the exclusion of other practices creates an opportunity for other researchers to extend a similar study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter intended to help the researcher to explore and understand the research problem accordingly. The chapter involved studying various published and unpublished research, journals, internet-based materials, articles, books and media reports. Specifically, this chapter reviewed the independent variables of strategic leadership and dependent variable of organizational performance as well as a moderating variable. However, this chapter provided theories of strategic leadership and organizational performance, empirical literature, and a review of the study variables. Furthermore, this paper provided also a conceptual framework related to a system of concepts, assumptions, and expectations that supports and informs research studies.

2.2 Theoretical Framework

2.2.1 Strategic Leadership Theory

Strategic Leadership Theory is the expansion of upper-echelon theory that examines the psychological make-up of the top manager and how this influences information processing and strategic decision-making. In this case the theory above works in relationship with strategic leadership theory. Strategic leadership theory therefore assumes that organizations are reflections of their leaders (Olememiri, 2009). The values and believes of the leader frame how issues are interpreted and acted upon. The choices that leaders make affect organizational performance (Boal & Hooijberg, 2020). For leaders to inform followers about strategic direction even when it is known a leader must first be influenced by the direction because being influenced is the key to influencing others (Covey, 2012).

Maxwell (2014) asserts that "Good leaders ask great questions that inspire others to dream more, think more, learn more, do more, and become more" although it is important and sensitive that strategies emerge from lower-level workers, the perspectives hold that top managers are in a unique position to have the most impact on the organization's strategy. At the most basic level, strategic leadership theory contends that top manager, values, cognitions, and personalities affect theory's field of vision, their selective perception of information, and their interpretation of information. These intervening information processing steps transmit the effects of psychological constructs by affecting the options that the top managers evaluate and select. Therefore, they see strategic leadership theory as well as a decision-making theory (Olememiri, 2009).

DuBrin (2001) provides a slightly different yet equally relevant definition of strategic leadership that deals with the major purposes of an organization or an organizational unit. It is the process of providing the direction and inspiration necessary to create, provide direction to, or sustain an organization. Another perspective is that it is the type of leadership necessary to effectively carry out strategic management. Strategic management refers to the process of ensuring a competitive fit between the organizational and its environment. Strategic leadership is thus a complex of personal characteristics, thinking patterns, and effective management, all centering on the ability to think strategically.

Strategic leadership focuses on the people who have overall responsibility for the organization and includes not only the titular head but also members of what is referred to as the top management team (TMP) or dominant coalition (Boal & Hooijberg, 2020). This is consistent with Finkelstein *et al.* (2009) contention that the study of strategic leadership focuses on the executive's whim has responsibility for an organization. Boal and Hooijberg (2020) describes the activities often associated with strategic leadership as: making strategic decision concerning the products and services of organization and markets; selection of key executives; allocation of resources to the major organizational components; formulation of organizational goals and strategy; providing direction from the organization with respect to the organization domain; conceptualizing and installing organization designs and major infrastructure, such as compensation, information, and control systems; representing the organization to critical constituencies such as representatives of financial institutions, government agencies, customer interests groups, and labor; negotiating with such constituencies from legitimacy and resources; creating and commuting a vision of the future; developing key competencies and capabilities; managing multiple constituencies; selecting and developing the next generation of leaders; sustaining an effective organizational culture; and infusing ethical value systems into an organization’s culture. Strategic Leadership theory is the most developed approach in the scholarly literature on strategic leadership (Musca *et al*., 2009). This theory primarily focuses on the influence of organizational characteristics of which leaders and Stakeholders work together for organizational goal accomplishment and strategic firm performance.

Strategic Leadership Theory is the main theory in this study because it directly explains how top leaders influence organizational performance through strategic direction, decision-making, and resource allocation, which are the core variables under investigation. The theory posits that organizations are a reflection of their leaders, meaning that leaders’ values, cognition, and actions shape strategy implementation and outcomes. It also provides a comprehensive framework that encompasses elements of behavior, adaptability, and governance, thereby linking well with other supporting theories such as behavioural, contingency, and stewardship theories. This makes it particularly suitable for explaining both the direct effects of strategic leadership practices and the moderating role of moral leadership on the performance of tourism organizations in Tanzania. Behavioural Leadership Theory is necessary in this study as it complements Strategic Leadership Theory by explaining how leaders’ observable behaviors and actions influence employee performance and organizational outcomes within tourism organizations in Tanzania.

2.2.2 Behavioural Leadership Theory

A leader is not only tested on what they do within the organization but also on how they behave toward the people we call followers. If followers do not have their needs met, frustration sets in, and their behavior shows it through resistance, inflexibility, lateness, absenteeism, accidents, reduced productivity, and increased waste of materials, money, and time. Behavioural theory seeks to explain human behaviour by analyzing the antecedents and consequences present in the individual's environment and the learned associations he or she has acquired through previous experience (Banerjee *et al*., 2021).

In this study, we have five different objectives one of them is about an emphasis on moral practice in leadership as it relates to organizational performance in tourism. Moral standards and ethics can well be applicable under an acceptable set of behaviors. Behavioral theory proposes that specific behaviors differentiate leaders from non-leaders and it is clear that leadership-expected behaviors can be taught at any leadership level in management (Banerjee *et al*., 2021). According to Derue *et al.* (2011) for better performance leadership behavior must be integrated with other moral standards set for leaders' effectiveness in organizations such as qualities of an effective leader. There are at least 8 qualities of an effective leader to be integrated with a leader's behavior as follows: Being intelligent, possessing interpersonal skills, flexibility, confidence, initiative, technical competence, assertiveness, and courage.

The application of behavioral leadership theory to the emphasis on moral leadership explains that moral and ethical leadership is demonstrated by taught and observable behaviors rather than by intrinsic qualities. According to the notion, effective leadership is exhibited by behaviors like responsibility, honesty, fairness, integrity, respect for others, and consistency in decision-making all of which can be cultivated and strengthened over time. For instance, leaders that exhibit moral behavior, open communication, and responsible decision-making encourage employee trust and motivation, which enhances organizational success. Therefore, a paradigm for comprehending moral leadership as a collection of observable and teachable behaviors that affect employee attitudes, corporate culture, and ultimately tourism performance is provided by behavioral leadership theory. Contingency Theory is included to complement other theories by explaining that the effectiveness of strategic leadership practices varies depending on organizational and environmental conditions, thereby strengthening the overall theoretical framework of the study.

2.2.3 Contingency Theory

The leader's ability to lead is contingent upon various situational factors, including the leader's preferred style, the capabilities and behaviours of followers, and also various other situational factors (Banerjee *et al*., 2021). Contingency theories are a class of behavioural 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 helps 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 tends to focus more on the behaviors that the leader should adopt, given situational factors whereas contingency theory takes a broader view that includes contingent factors about leader capability and other variables within the situation.

In this study, we see variables such as monitoring and evaluation under organizational control where monitoring is a daily activity but evaluation is done at a given time after implementation of the activities. This organizational control variable attracts innovative leaders. Innovative leaders must be very sensitive to situations and environment surrounding them so that they can apply their innovative skills per situations they encounter. On the other hand, strategic leaders are not expected to influence a few members within the whole group but they choose common ground where everybody feels motivated to what the leader is directing them for. Stewardship Theory is needed to complement the other theories by emphasizing that leaders prioritize organizational goals over personal interests, fostering trust, commitment, and ethical governance, which enhances the understanding of how strategic leadership influences tourism organization performance.

2.2.4 Stewardship Theory

Stewardship theories argue that the managers or executives of a company are stewards of the owners, and both groups share common goals(Davis *et al*., 1997). Therefore, the board should not be too controlling, as agency theories would suggest. The board should play a supportive role by empowering executives and, in turn, increasing the potential for higher performance (Hendry, 2005; Shen, 2003). Stewardship theories argue for relationships between boards and executives that involve training, mentoring, and shared decision-making (Shen, 2003; Sundaramurthy & Lewis, 2003). Stewardship theory is a framework that argues that people are intrinsically motivated to work for others or for organizations to accomplish the tasks and responsibilities with which they have been entrusted. It argues that people are collective-minded and pro-organizational rather than individualistic and therefore work toward the attainment of organizational, group, or societal goals because doing so gives them a higher level of satisfaction. Stewardship theory therefore provides one framework for characterizing the motivations of managerial behavior in various types of organizations. A steward takes on the responsibility of caring for something on behalf of another person or group of people. Therefore, stewards do not have ownership of what they have a responsibility to take care of, but must, nevertheless, carry out their duties conscientiously since they have to render account of what they have done to the firm owner. Governance practice embraces stewardship theory in a way that a leader who practices governance must be answerable to the followers which is to be steward.

Stewardship theory is also about the employment relationship between two parties, the principal (owner) and the steward (manager; (Davis *et al*., 1997; Donaldson & Davis, 1991). It too examines this relationship from a behavioral and a structural perspective. Theory suggests that stewards will behave in a pro-social manner, behavior which is aimed at the interest of the principal and thus the organization (Davis et al., 1997; Zahra *et al*., 2009). This behavior is fostered by the quality of the relationship between the principal and steward and the environment and ideals of the organization (Davis *et al*., 1997; Zahra et al., 2009). Maximum firm performance, such as sales growth or profitability, is the desired outcome of a stewardship perspective (Davis *et al.*, 1997; Tosi et al., 2003). Theory suggests this outcome is achieved when both the principal and the manager in the employment relationship select to behave as stewards (Davis *et al*., 1997). At the heart of stewardship theory is the assumption that the principal-steward relationship is based on a choice. When both parties choose to behave as stewards and place the principal’s interest first, theory suggests a positive impact on performance because both parties are working toward the same goal(Davis *et al*., 1997; Eddleston & Kellermanns, 2007).

The choice of stewardship behavior is impacted by both psychological and situational factors (Vallejo, 2009). Psychological factors such as intrinsic motivation, high identification, and personal power can steer the behavioral choice to stewardship (Zahra *et al*., 2009). Intrinsic motivation exists within individuals and provides satisfaction in and of itself (Ryan & Deci, 2000) it is a psychological attribute of stewardship theory because steward managers are motivated by intangible, higher-order rewards (Davis *et al*., 1997; Lee & O'Neill, 2014). Individuals who have high levels of identification with their organization are more likely to choose stewardship because they feel a strong sense of membership with their organization (Vallejo, 2009). Stewardship theory applies a personal power perspective, describing power based on interpersonal relationships that develop over time which in turn influence and empower steward managers. These psychological factors facilitate the choice of stewardship, which ultimately has a positive impact on organizational performance.

2.2.5 Theory of Organizational Performance

The performance of an individual or an organization is a function of professional skills (or domain know-how), behavioural competencies, and resources available. Professional skill is the 'what' of a job and is the subject matter of any profession be it technical, finance, human resources, quality, supply chain, or any other key area (Luthans, 2002).

Professional skills can broadly be characterized as single domain, multiple domain, or specialist/unique. Everyone in the company has to have professional skills without which he/she is just not capable of doing even rudimentary tasks. These professional skills come out of a body of knowledge which may be primary, secondary, advanced, or tertiary. The professional skills were unique to every organization and may significantly vary even between the needs of two companies in the same business domain (McClelland, 1998).

Behavioral competencies are the 'how' of a job and are very much ingrained in a person from early childhood. However, many can also be nurtured over time either through life experiences, self-development initiatives, or coaching. Again, the framework for behavioral competencies will vary according to the nature of the organization and the kind of business and customers it serves. An FMCG company may require competencies that may be significantly different from a Project Engineering like an EPC (Engineering, Procurement, and Construction) company. It is well known that competency frameworks can be identified which deliver the ultimate goal of an organization.

The resource is something which is a lesser discussed subject when we talk of performance. Performance is not only determined by the extent of professional skills or behavioral competencies one possesses but also by the resources that are made available in today's world right from a decent workplace to IT connectivity and various other assets depending upon the nature of work and outcomes expected by the company.

It is only a combination of all the above-mentioned factors that performance is created. The basic premise of this theory is that performance can be made a reality if the company were to correctly identify the professional skills, behavioral competencies, and resource needs for every position in the company. It is possible to characterize each of these three components of performance at the individual level as well as at the organizational level. Such characterization would lead to providing an empirical value which can then be termed as Human Capital for that company. Buckingham and Vosburgh (2001) asserted that broad-reaching conceptualizations like Strategic Business Partner and Change Agent help us understand the function overall but obscure the reality that unless Human Resources gets better at understanding the individual human that our namesake, then our promise will not be fully realized. If we deal only with programs and processes, then we never touch what is ultimately our greatest strategic differentiator: The talent inherent in each person, one individual at a time.

Table 2.1: Summary of Theories

Theory	Assumption	Applicability	Relevance
Strategic Leadership Theory	Organizations reflect leaders' values, cognition, and decision-making which influence performance	Applied in understanding how top management shapes strategy and organizational direction	Explains the influence of strategic direction, leadership practices, and decision-making on tourism performance
Behavioral Leadership Theory	Leadership effectiveness is based on observable behaviors that can be learned and developed	Applied in examining how leaders' behaviors and ethics influence followers	Supports the role of moral leadership and ethical behavior in enhancing organizational performance
Contingency Theory	There is no one best leadership style; effectiveness depends on situational factors	Applied in aligning leadership style with organizational environment and conditions	Explains how organizational control and leadership adaptability affect tourism performance
Stewardship Theory	Managers act as stewards, prioritizing organizational goals over self-interest	Applied in governance and leadership relationships based on trust and accountability	Supports governance practices and ethical leadership in improving performance
Theory of Organizational Performance	Performance results from a combination of skills, competencies, and resources	Applied in evaluating factors that contribute to organizational effectiveness	Provides a basis for measuring tourism organization performance in relation to leadership and resources

Source: Researcher (2026)

2.3 Conceptual Framework

A conceptual framework is defined by Miles and Huberman (1994) as a visual or written product, that "explains, either diagrammatically or in narrative form, the main things to be studied the key factors, concepts, or variables and the presumed relationships among them" In a conceptual framework, descriptive categories are systematically placed in a broad structure of explicit propositions, statements of relationships between two or more empirical properties to be accepted or rejected (Parsons & Shills, 1962).

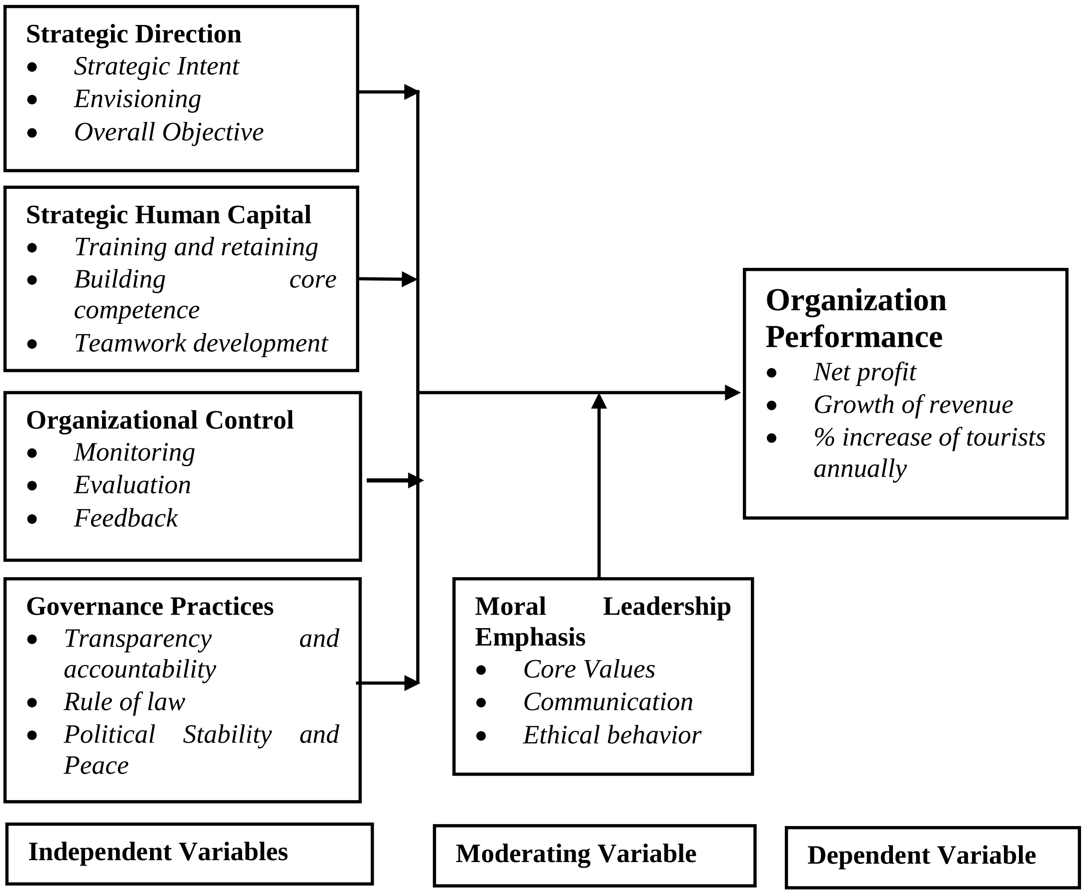

Figure 2.1: Conceptual Framework

It comprises independent variables and dependent variables. An independent variable is the presumed cause of changes in the dependent variable. It is caused or influenced by the dependent variable(s). The dependent variable(s) is the variable the researcher wishes to explain. It is also called a criterion or predictor variable (Kothari, 2012). In this study conceptual framework illustrates the dependent, moderating, and independent variables. The dependent variable is the performance of tourism organization which were measured with annual profit of the organization, return on investment, and percent increase in a number of tourists per year after accessing the tourism products. Independent variables are strategic direction, strategic human capital, Strategic ethical leadership practices, organizational control, and Governance. The concept led researchers to realize that in Tanzania other bodies play a great role in positively influencing the relationship between strategic leadership and the performance of tourism. These are moderating variables that involve moral leadership emphasis which includes the following: Checking how to integrate core values, the use of a code of conduct in the organization, and proper use of all other resources within the organization. All these variables have been explained with supporting quotes in the subsequent pages below. The following model that researcher developed summarizes the concept of the relationship between the variables above explained. Each variable has its focus and areas of concentration that make this research unique and different from other related research.

2.3.1 Strategic Direction

2.3.1.1 Strategic Intent

Strategic intent is a leader's clear sense of where they want to lead their company and what results they expect to achieve (Nahak & Ellitan, 2022). Leaders help their company embrace change by setting forth their strategic intent, they do this by concentrating simultaneously and very clearly on two very different issues which are vision and performance. This concept can easily be perceived that leaders understand that there is a clear relationship between vision and performance in an organization. According to Kathambi *et al.* (2024), strategic intent must also ensure the survival of the enterprise as it pursues a well-articulated vision after it reaches the vision. Therefore a key element of good leadership is to make clear the performance expectations a leader has for the organization, and managers in it as they seek to move toward that vision.

Strategic intent focuses on the desired leadership position and establishes the requirements the organization needs to achieve its goals (Danook, & Al. obaidy, 2024). It is the starting point of every activity in the organization. Strategic intent encompasses an active management process that motivates its people by communicating the value of the target and providing the scope for individual and team contributions (Danook, & Al. obaidy, 2024). Strategic intent aligns the actions and beliefs of everyone in the organization toward the organization's goal. Strategic intent assists strategic leaders in developing the criteria to guide and measure progress, proactively.

According to Odita and Bello (2025), strategic intent positively and significantly relates to the organization's performance and it is found in the mission, vision, and objectives. Further, Makori (2024) observed that strategic intent provides direction, discovery, and destiny for the organization. Strategic intent conveys the future opportunities of the organization. Makori (2024) adds that strategic thinking is the basis upon which strategic intent emanates and it is intent-driven. In the view of Brown and Kline (2020), Strategic intent is an organization's ambitious or aggressive objective that spells out the particular business position with the view of being a winner in a market place. Strategic intent can be thought of as a'' big, hairy, and audacious goal,'' or BHANG, that generally takes long time to achieve. An organizations strategic intent can entail becoming the recognized industry leader, unseating the existing industry leader, delivering the best customer service or turning a new technology into products capable of changing the way people work and live. Ambitious companies almost start with strategic intents that are out of proportion to their immediate capabilities and market positions. Strategic leaders are change agents whose success is measured by how effectively they implement strategic vision and mission on a defined path to enable the organization to attain its goals (Brown & Kline, 2020). Strategic intent therefore is the setting of direction the organization takes whereby leaders need a holistic understanding of an organization's stakeholders. This requires an ability of the strategic leader to scan the environment with the view of developing knowledge of all the organization's stakeholders and other salient environmental trends and events and integrate this knowledge into a vision of what the organization could become. It necessitates the capacity to solve increasingly complex problems, become proactive in approach, and develop viable strategic options. Developing a strategic vision provides many benefits namely a clear future direction, a framework for the organization’s mission and goals, and enhanced employee communication, participation, and commitment (Odita & Bello, 2025).

Strategic intent is a creative process that involves what the CEO of Yogokawa, GE’s Japanese partner in the medical systems business, called ‘bullet train’ thinking. That is, if you want to increase the speed by 10 miles per hour, you look for incremental advances but if you want to double the speed, you have got to think ‘out of box’. In today’s challenging times leaders typically need more than just keeping the same train with a few minor tweaks. Instead, they must come up with more revolutionary visions (Odita & Bello, 2025). An organization's strategic intent provides an ambitious long-term goal, builds upon and stretches the firms existing core competencies and draws from all levels of the organization. It is a guideline to a firm's overall purpose to create value by leveraging corporate resources to create more performance for customers, more wellbeing for employees, and more returns for shareholders. A strategic intent looks 10 to 20 years ahead and establishes clear milestones for employees to target. This forward-looking orientation is crucial because without it organizations can easily become focused on markets they have previously served (Brown & Kline, 2020). Strategic leaders should help stakeholders embrace change by setting forth a clear vision of where the business’s strategy needs to take the organization. This is the strategic intent which gives the characterization of what the company must become to establish and sustain strategic leadership, by helping stakeholders understand what is needed to be done (Härtel, & Fujimoto, 2022).

2.3.1.2 Envisioning

Once you have your vision it needs to be framed in general and shaped well unmeasurable terms and communicated to your team then everybody else understands the direction, then ends are developed (Objectives), ways (concepts), and means (Resources) to achieve the vision (Banerjee *et al*., 2021). According to Cote (2026), a strategic leader must use both high directive and supportive styles to be able to achieve the vision which will be seen in the organization's performance. A leader focuses on effective communication to ensure teams and other actors understand the vision and direction properly.

Excellence in organizational performance does not come about by accident. It is a conscious choice made by organizational leaders. Many leaders are more comfortable focusing on clear, short-term goals than on uncertain long-term visions. However, it should be noted that fail to anticipate future could put organizations at risk, for instance, failure to anticipate customers' future needs could put a leader at risk of losing business to competitors who do anticipate needs and can fulfill them (Coetzer *et al.*, 2021). A powerful vision will challenge people to give their best effort. Vision needs to transcend the bottom line because people are willing and even eager to commit to something truly worthwhile. Something that makes life better for others or improves the communities they live.

Therefore, creating a compelling vision and developing a strategy to achieve it, is one of the leadership's primary functions. Historically, only top leaders understood the vision well enough to organize human and material resources to achieve it. Today, however, leaders at every level of the organization must understand the vision (Whitehead at al.2025). Strategic leadership is measured by the results achieved by leaders in their organizations or by the sustainable strength of the institution they leave behind. That might be an unfair statement, but it is after all the leader's role to build an organization that can be successful today and tomorrow. The problem is that many executives report pressures to focus on short-term metrics at the expense of the future. When pushed, some might even respond that they cannot be held accountable for the future when they are no longer there (Bhargavi & Yaseen, 2022).

Any organization works with a mission whether it is clearly stated or not. Whenever there are people committed to work every day and they earn something at the end of the month, they do have a mission. What should be clear here is that the mission is relevant and stated reflecting the vision of the organization so that in the long term the vision stated is realized appropriately. This is to say a mission statement is vital and can always be reviewed as the world is dynamic and changes as technology advances. A mission statement describes what the organization does to achieve its vision. A mission statement is a formalized document defining an organization's unique and enduring purpose (Eze *et al.*, 2020). Gavric *et al*. (2023) state that mission statements are indispensable in the strategic management process. A mission statement defines the fundamental and unique purpose that sets an organization apart from others. It identifies the scope of the organization's operations in terms of products/ services offered and the market served (Harcourt *et al*., 2020). Mission statements guide all the processes of strategic planning and explain what organizations want to be and whom to serve (Gurley *et al*., 2024).

2.3.1.3 Overall Objective

Objectives are the organization's performance targets. An organizational objective is a statement that describes what an organization is hoping to achieve. Objectives must be smart, that is to say, they ought to be specific, attainable, realistic, time-bound, and measurable targets that must be met on the way to attaining the organizational goal (Akeem & Edwin, 2021). Peter (2024) listed ten benefits of organizational objectives: determining strategy, providing a guide to action, providing a decision-making framework, coordinating activities, facilitating prioritization and conflict management, controlling performance, concentrating on long-term factors, motivating employees, providing a basis for decision-making, and providing a clear idea of the organization. Thompson, Peter, Gamble, and Strickland (2024) observed two types of organizational objectives namely financial and strategic objectives, and stated that financial objectives communicate management's financial performance goals while strategic objectives concern the firm's market standing and competitive position.

Objectives can be defined as specific results that an organization seeks to achieve in pursuing its basic mission (Aditya, 2022). Objectives are essential for organizational success because they state direction; aid in evaluation, create synergy, reveal priorities, focus coordination, and provide a broad basis for effective planning, organizing, motivating, and controlling activities. Jung *et al*. (2024) are of the view that an overall objective is a precise and measurable desired future state that a company attempts to realize. In this context, the purpose of overall objectives is to specify with precision what must be done if the company is to attain its mission and vision. According to these researchers, well-constructed objectives have four main characteristics: They are precise and measurable-Measurable overall objective gives managers a yardstick or standard against which they can judge their performance; Address crucial issues-To maintain focus, managers should select a limited number of major overall objectives to assess the performance of the company. The overall objectives that are selected should be crucial ones; They are challenging but realistic-They give all employees an incentive to look for ways of improving the operations of an organization. If an overall objective is unrealistic in the challenges it poses, employees may give up; an overall objective that is too easy may fail to motivate managers and other employees; Specify a period in which they should be achieved when that is appropriate. Time constraints tell employees that success requires an overall objective to be attained by a given date, not after that date. Deadlines can inject a sense of urgency into overall objective attainment and act as motivators. However, not all overall objectives require time constraints. Jung *et al*. (2024) further state that a well-constructed overall objective provides a means by which the performance of managers can be evaluated. Strategic direction influences organization performance. In all the organizations, strategic direction was determined by the top management and cascaded to other staff cadres. Top management determined the vision, mission, values, and objectives of the organization, which were later communicated to the rest of the staff. Strategic planning and implementation is mostly done by the senior managers, this is due to the limited participation of the staff in the strategy formulation and planning. Strategies in most organizations are skewed towards the management thinking and opinions. Implementation of the strategies is done by all staff in the organization but is mostly emphasized by the senior managers. Also, strategic direction faces resistance as some organizations were unwilling to change when strategies demanded change. It was thus recommended that low cadre staff be involved in the strategic planning exercise; this can be done by seeking the views and opinions of the staff on the strategies to develop to improve organizational planning to foster implementation and make. Therefore, the hypotheses are as follows:

Null Hypothesis: *Strategic direction has no significant positive influence on the performance of tourism organizations in Tanzania*

2.3.2 Strategic Human Capital Development

2.3.2.1 Training and Retaining Employees

Another important strategic leadership practice variable is the development of human capital. It is acknowledged that no firm or organization, whether for-profit or not-for-profit, can perform its activities successfully without attracting and retaining talented employees with suitable knowledge, attitudes, and skills. According to Pasban and Nojedeh, (2021) developing human capital is key to improving a firm's productivity and competitive advantage. Kitonga, (2020); Pasban and Nojedeh (2021); and Schaedler *et al.* (2022) describe human capital as the knowledge and skills of the firm's entire workforce. Further, Hussain *et al*. (2023) noted that organizations with better-skilled and creative employees always work to improve efficiency and organizational performance.

Norris-Tirrell *et al*. (2020) noted that the importance of human capital cuts across all sectors of organizations and human capital refers to the collection of skills, knowledge, competencies, and personal attributes that create value in the workforce. Not-for-profit leaders must think about the future from the perspective of the skills, knowledge, and competencies inherent in the human capital for success in the complex competitive 21st century environment. The developing human capital variable was measured by assessing the opinion of the respondents on training and development of the human capital.

Training and retraining are important when organizations require different skills, competitive capabilities, and operating methods. Training is strategically important in organizational efforts to build skills-based competencies (Geir, 2021). Training was viewed as an indicator of superior skills, knowledge, and capabilities of the employees that resulted in effective performance. Training provides employees with necessary job-specific skills to enhance their performance. It covers essential work-related skills, techniques, and knowledge in employees (Sendawula *et al*., 2024). Imran and Tanveer (2022) aver that training is an organized increase in the know-how skills and sensations needed for staff members to execute efficiently their work in the organization.

Choudhury and Latif, (2023) argue that training is an active means to enable an employee to make use of his/her capability and potential effectively for the good of the organization. Minbaeva and Shell (2021) found that successful organizations knew that developing human capital gave them an organizational edge in this competitive world. Again, training improves an organization's profitability, effectiveness, productivity, and revenue base hence it is important for not-for-profit organizations too. It can therefore be concluded that without planning for proper training of the staff, the organization may not be able to achieve its mission, vision and objectives (Osborne & Hammoud, 2022).

The development of human capital is a value-added activity for the employee as well as for the organization. Human capital development encompasses investing in the employees in education, training, health, and other related aspects to increase each employee's productivity. Human capital development in organizations should not under any circumstance be viewed as an expenditure but rather as an investment for the good of the organization (Gruzina *et al*., 2021). Batti (2024) defines human capital development as the process of helping staff acquire the necessary expertise to enhance the organization's effectiveness. This is so because as Josan (2023) argues, human capital is a resource that contributes to the competitiveness and high productivity of the organization.

Likewise, Choudhury and Latif, (2023) observe that human capital development is concerned with developing the knowledge and skills of employees. This kind of human capital development is needed in all types of organizations. However, it is needed mostly in not-for-profit organizations where they depend heavily on volunteers and contract staff to perform some specialized services in which in a real sense most of them have no total commitment or sense of ownership hence failure to achieve the laid down mission and vision. Lear (2022) observed that many organizations were embracing the notion that proper human capital adds a competitive advantage to the organization which in turn translates to enhanced organizational performance. According to Kitonga (2020) developing human capital is concerned with the realization of a person's ability through conscious or unconscious learning and must be sought by all types of organizations if they are to achieve their objectives.

2.3.2.2 Building Core Competencies

African organizations face great challenges in trusting who should be employed in what capacity. Most posts are influenced by tribalism, favouritism and nepotism depending on the potential and the stake available at hand. Competence in organizations can be either acquired of purchased depending on the type of position and the responsibility therein. Core competence can be described as the resources and capabilities of a firm that serve as a source of competitive advantage over its rivals; they are those things the firm has or does that allow it to set itself apart from competitors (Hecklau *et al.*, 2024). Senior management must ensure that the firm's core competences are maintained, invested in, and developed over time to ensure they remain relevant. Relatedness, senior management needs to ensure the firm's competences are part of the building blocks of the competitive strategy of the firm and that they are leveraged effectively in implementing that strategy (Osagie et al., 2020). Organizations should create pillars to hold organizations in terms of competent workers by developing their skills and knowledge and retaining them by motivating them within the organization.

2.3.2.3 Team Work Development

Teamwork development is often misinterpreted as referring to the simple notion of "working in groups" in an organizational setting. To better understand the vision of teamwork development of employers. Team work can be defined as a process "where two or more employees interact interdependently toward a common and valued goal or objective, and who have each been assigned specific roles or functions to perform" (Volkov & Volkov, 2021). Conceptually, the purpose of teamwork development should be to create synergy and work towards achieving a common objective. Teamwork development in every organization, regardless of the nature of the business, serves the same purpose of motivating employees and improving organizational competency.

According to Ibrahim, Costello, and Wilkinson, (2022), the main objective of working in teams should be to achieve the synergy effect, which is the ability to deliver greater results by working in a team, as compared to working individually. Volkov and Volkov

(2021) also defines teamwork development as a cooperative process through which "ordinary people" can achieve "extraordinary results". Ibrahim, Costello, and Wilkinson (2022) also state that working in teams can help members develop mutual and effective relationships for achieving team goals and delivering benefits to the overall organization.

Numerous benefits can result from building teams in the workplace. It has become important in today's business environment as teamwork results in gaining problem-solving synergy, as multiple minds work on one solution. When an individual works on resolving any specific organizational issue that employee puts in his knowledge and experience to seek for solution. However, using teamwork can help in determining multiple solutions as team members pool their collective ideas to address the issue. Every institution finds teamwork beneficial as the advantages of teamwork in terms of synergies help them to manage their resources effectively (Herdman, Yang & Arthur, 2020). Liff and Wikström (2023) pointed out effective leadership and management of team as a major challenge in creating effective working teams. They recommended that there is a need to have an effective leadership strategy that emphasizes developing strong relationships among team members by carefully assigning tasks and avoiding compartmentalization that results in a decline in team creativity and efficiency. Additionally, management should consider it as their responsibility to encourage development leaders that focus on teamwork. Leaders should ensure to provide a sense of purpose and direction to the team so they must monitor team's performance and support them when required. Another major challenge highlighted by Yusuf and Anuar (2024) is managing conflict in teamwork. They opine that in any organization while working in teams, employees and employers work in harmony to achieve organizational goals. However, in doing so they are likely to face some conflicts and therefore, they need to work collaboratively to address the conflicts. If managed efficiently, conflicts can be constructive for teamwork (Lear, 2022). It is important for maximizing creativity and synergy in teams; being unable to manage conflicts however, can be very disruptive and devastating to individual team members (Lear, 2022)). Teamwork is important for improving creativity and innovation, it is essential for making quality decisions, each team member has greater commitment to the assigned tasks and teamwork helps organizations increase the level of motivation of their employees. Members:

Many organizations work with both informal and formal groups and in most cases formal small groups are called teams. Teamwork development is very important in the workplace. According to Lemons (2020), teamwork is one such activity that cannot be avoided by any organization. Contemporary firms consider teamwork as an essential feature of a successful business. It is believed that teamwork helps to utilize workers' skills in an attempt to gain a competitive advantage. Organizations that are focused on developing teamwork are likely to experience numerous benefits including better and improved decision-making, flexibility amongst workforce, and focus on achieving organizational goals with a highly motivated workforce and synergy among team members. A team may also fail to perform well if team members are dissatisfied with reward system or with too much control over their actions. Therefore, there is a need to develop teamwork that is fostered by factors such as trust among members and a climate of participation. It will help teams to remain successful and productive. Team members must have a certain level of independence with efficient leadership to utilize their skills to the maximum (Hu & Liden., 2023). Furthermore, building and promoting teamwork in workplace is challenging without open communication and adequate delegation of power (Ryan, 2021).

Therefore, the Hypothesis developed is as follows:

Null Hypothesis: *Strategic human capital development has no significant positive influence on the performance of tourism organizations in Tanzania.*

2.3.3 Organizational Control

Organizational control is another strategic leadership action variable that is important for tourism organizations. Organizational control entails the use of long-term and strategically relevant criteria for the evaluation of business-level managers' actions and performance (Hitt et al., 2024). Chikwe, Anyanwu, and Edeja (2020), observe that organizational control is a tool for strategy implementation, a tool for assessing the external and internal environment, and also a tool for providing feedback or feed-forward to the strategy management process. A number of scholars have argued that organizational control is a formal target-setting, measurement, and feedback system used to evaluate the processes of implementing the organization's strategic plan.

According to Goddey and State (2021), organizational control involves tracking strategy implementation. This means that organizational control is also concerned with detecting problems or changes in the process of strategic plan implementation through monitoring and evaluation. Likewise, Wanjohi (2023) adds that organizational control is a critical component in strategic management process and it involves tracking, monitoring, and evaluating the effectiveness of strategies as well as making any necessary adjustments and improvements to the strategy.

2.3.3.1 Monitoring and Evaluation

Monitoring is an ongoing analysis of whether planned results are being achieved so that timely corrective action can be taken (Bennis, 2021). Inputs, activities, outputs, outcomes, and impacts of services are regularly analyzed according to an established monitoring framework (Schmidt & Laycook, 2026). Regular monitoring and evaluation are required because they will help an organization to assess how it is performing against the set objectives. This monitoring and assessment are important as they will also help allocate resources accordingly.

Monitoring is continuous it aims primarily to provide the management and stakeholders of an ongoing intervention with early indicators of progress, or lack thereof, in the achievement of results. An ongoing intervention might be a project, program, or other kind of support for an outcome. Monitoring helps organizations track achievements through a regular collection of information to assist timely decision-making, ensure accountability, and provide the basis for evaluation and learning (Chikwe et al., 2020).

Monitoring goes hand in hand with evaluation. Evaluation is the systematic and objective assessment of an on-going or completed project, program, or policy, and its design, implementation, and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible, and useful, and enable the incorporation of lessons learned into the decision-making process of both recipients and donors. Opinion of the respondents was sought on different evaluative procedures.

Further, Ndegwa (2023) talks of an organizational control system as a tool of strategy implementation for steering an organization through the changes that take place in the organization's external and internal situations and for providing feedback or feed forward to the strategy management process. Daft and Marcic (2021) note that organizational controls are formal information-based procedures used to maintain or alter organizational activities. Volberda, Morgan, Reinmoeller, Hitt, Ireland, and Hoskisson (2021) note that organizational controls help strategic leaders build credibility, demonstrate value of the strategies to stakeholders, and promote and support strategic change.

Accordingly, Ndegwa (2023) clarifies that organizational controls are the formal target-setting, measurement, and feedback systems used by strategic leaders to evaluate whether an organization or firm is achieving the desired behavior and implementing its strategy successfully. Similarly, Adams (2020) adds that organizational control involves tracking the implementation process of the strategic plan. In this study respondents were asked about their perception of organizational control activities and the measures of organizational control were:

The strategy contains vital predictions (Kamau, 2023; Pearce & Robinson, 2021). Premise control assesses the continuous validity of predictions in the strategy (Chikwe et al., 2020). The core of premise control is to make sure that project premises are not based on weak forecasts (Chikwe et al., 2020). Premises or assumptions that are not working or rather invalid premises are changed immediately. Premise control enables strategic leaders to make adjustments immediately before it is too late. Premise control is a tool for continuous monitoring of the strategy environment to verify the validity of the assumptions based on which the strategy was formulated. Opinion of the respondents was sought on the assumptions for different projects in this sector and also how these are aligned with the main strategy of the organization.

Strategy implementation consists of development and execution of a series of plans, programs, and portfolios over some time (Pearce & Robinson, 2021). Strategic implementation controls the overall strategy direction in light of results provided during the strategy implementation phase (Pearce & Robinson, 2021). There are two types of implementation controls: strategic thrusts or projects, and milestone reviews (Chikwe et al., 2020).

There are two basic types of implementation control namely, monitoring strategic thrusts or projects and milestone reviews (Pearce & Robinson, 2021). Monitoring strategic thrust or projects: is part of the implementation of a broad strategy, where managers undertake short-term and narrow projects, to identify if the overall strategy is being implemented as planned. The strategic projects are reviewed and assessed through certain operations such as time, cost, and quality controls in a certain phase of strategy implementation, to enable managers to decide about the overall strategy direction (Pearce & Robinson, 2021).

In milestone reviews, a series of major events or milestones is defined to assess the strategy's implementation performance against defined metrics at a given time, to determine whether the entire strategy should be terminated or altered (Pearce & Robinson, 2021; Chikwe et al., 2020). According to Pearce and Robinson (2021), the assessment of strategy implementation should be comprehensive to provide the required information on the overall strategy direction. Opinion of the respondents was sought on strategy implementation, as this was found to be an important function of strategic leaders. Therefore, the hypotheses are as follows:

2.3.3.2 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 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 provides self-corrective action)

In relation to monitoring and evaluation, feedback plays a crucial role as it helps format the process, just as a general concept of revising and reviewing strategic plans, overall goals, 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, helps in formatting, adjusting and moderating the process, events or program. Understanding feedback and how to process is critical (Chikwe et al., 2020).

Feedback needs good receptivity for it to be maintained and continuously improving performance. As part of an organizational control system in organizations, feedback must be well received and applied for continuous improving in performance (Lin, 2024). 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 (2020) asserted in study one he did on feedback roles that the "effect of feedback on attitudes toward the organization was mediated by feedback acceptance. 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: *Organizational control has no significant positive influence on the performance of tourism organizations in Tanzania.*

2.3.4 Governance Practices

Governance is a method through which power is exercised in the management of a country's political, economic, and social resources for development. (World Bank,

2022) governance entails: Sound public sector management (efficiency, effectiveness, and economy), Accountability, Exchange and free flow of information (transparency) Legal framework for development (justice, respect for human rights and liberties).

Governance is also an essential attribute of a profitable, sustainable, and responsible business enterprise. Securing the ‘license to operate’ and sustaining growth require transparency and accountability in both business relationships with other enterprises and in partnerships with government and civil society partners. Such partnerships at all levels of government and society will be essential to achieving the SDGs.

Several indices measure progress in governance. One set of indicators is the World Bank’s Worldwide Governance Indicators, six overarching measurements that aggregate the views of a variety of stakeholders, if including businesses, citizens, and experts in both developed and developing countries. The following six indicators are based on thirty-two individual data sources produced by a variety of survey institutes, think tanks, non-governmental organizations, international organizations, and private sector firms. Most of the World Bank’s indicators are accounted for in the Open Working Group’s outcome document’s draft SDGs and targets.

1. *Transparency and Accountability* – capturing perceptions of the extent to which a country's citizens can participate in selecting their government, as well as freedom of expression, freedom of association, and free media.
2. *Political Stability and peace* – capturing perceptions of the likelihood that the government will be destabilized or overthrown by unconstitutional or violent means, including politically-motivated violence and terrorism.
3. *Government Effectiveness* – capturing perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies.
4. *Regulatory Quality* – capturing perceptions of the ability of the government to formulate and implement sound policies and regulations that permit and promote private sector development.

5. *Rule of Law* – capturing perceptions of the extent to which agents have confidence in and abide by the rules of society, and in particular the quality of contract enforcement, property rights, the police, and the courts, as well as the likelihood of crime and violence.
6. *Control of Corruption* – capturing perceptions of the extent to which public power is exercised for private gain, including both petty and grand forms of corruption, as well as "capture" of the state by elites and private interests.

In this study researcher studied these six indicators as sub-variables that can work in addressing governance. I decided to concentrate on the most three sub-variables in which the remaining three can be carried off by the chosen three as follows: Voice and accountability carry regulatory quality and control of corruption while rule of law carries government effectiveness and control of corruption as well. This is to conclude that when the three sub-variables are well supervised and instituted can easily absolve the other three for measuring the practice of governance on both the government and the concerned tourism organization.

2.3.4.1 Transparency and Accountability

In accountability, Individuals or groups in an organization who make decisions and take action on specific issues need to be accountable for their decisions and actions. Mechanisms must exist and be effective to allow for accountability. These provide investors with the means to query and assess the actions of the board and its committees.

In governance, accountability is answerability, blameworthiness, liability, and the expectation of account-giving. In leadership roles, accountability is the acknowledgment and assumption of responsibility for actions, products, decisions, and policies including the administration, governance, and implementation within the scope of the role or employment position and encompassing the obligation to report, explain, and be answerable for resulting consequences. In governance, accountability has expanded beyond the basic definition of "being called to account for one's actions" It is frequently described as an account-giving relationship between individuals, e.g. "A is accountable to B when A is obliged to inform B about A's (past or future) actions and decisions, to justify them, and to suffer punishment in the case of eventual misconduct". Accountability cannot exist without proper accounting practices; in other words, an absence of accounting means an absence of accountability.

Accountability is imperative to make public officials answerable for government behavior and responsive to the entity from which they derive their authority. This may be achieved differently in different countries or political structures, depending on the history, cultural milieu, and value systems involved. Accountability also means establishing criteria to measure the performance of public officials, as well as oversight mechanisms to ensure that standards are met. The litmus test is whether private actors in the economy have procedurally simple and swift recourse for redress of unfair actions or incompetence of the executive authority. Lack of accountability tends in time to reduce the state's credibility as an economic partner. It undermines the capacity of governments to sustain the long-term business confidence essential for growth-enhancing private sector investment. Looked at from this angle, accountability can help reduce sovereign risk.

The accountability of public sector institutions is facilitated by evaluation of their economic and financial performance. Economic accountability relates to the effectiveness of policy formulation and implementation and efficiency in resource use. Financial accountability covers accounting systems for expenditure control and internal and external audits.

2.3.4.2 Political Stability and Peace

According to Manzoor (2023), political events depend on government stability, which means providing a positive environment for local residents and ensuring that all activities are conducted within the law. A favourable environment of political stability allows investors and leaders of organizations to feel low risk in the country's financial markets. Further, the study identified a direct link between political events and fluctuations in stock prices. Furthermore, Murtazali (2020) elaborated on the impact of political stability on the stock market. They found that stock returns and trade volume were negatively associated following the attack on the Sri Lankan cricket team. Furthermore, researchers concluded that the stock market is directly linked to positive or negative political events. Both events have a significant influence on stock market prices. Along the same lines, changes in political stability automatically affect the performance of tour operators in Tanzania. In some cases, tourism organizations depend on tourists coming in large numbers per year to the country. Whenever they hear about insecurity, whether within their own country or in nearby countries, even if it is just a rumour, they may cancel their travel to the destination they planned to reach.

Syed et al. (2025) examined that investors contemplate political risk as a verbalizing feature for estimating asset value which is similarly authoritative for examining the opportunity of investment. Kelly et al. (2020) explored that return and trading of stock fluctuate according to political stability either negatively or positively. Lee (2025) explored the effect of government qualities and stock market governance on stock market performance. The results of this study showed that upgrading and better implementation of market governance contribute to enhancing liquidity in the capital market and capital market growth. This indication proposes an adverse association between governance and risk, such as improved governance leads to minimization of risk. This is the reason that investors would require a high rate of return on equity in poorly governed stock markets for bearing greater risk.

Love, (2020) delivers a worthy analysis of corporate governance and capital market growth around the world. The results also propose that political stability and efficient legal enforcement considered by an excellent lawful system, suitable investor defense, and low tendency of corruption lead to improvement in capital market. Li and Filer (2021) found that those countries that have improved property rights safeguards, and clear legal systems tend to attract more equity investors. Moreover, Fan, Fui, and Zhao (2023) put forward their views that firms in poor governance countries have higher transaction and agency costs as compared to those that have governance structure countries. Higher costs demotivate investors for investments so poor government qualities and governance negatively affect stock market growth. There are two types of argues about corruption in the existing literature while most researchers agree that corruption has a negative impact on stock market, some researchers claim that corruption is a motivating factor for economic growth. Ahlin and Pang (2024) argue that corruption increases liquidity and liquidity leads to financial development.

Moreover, a study also found that corruption and stock market development have a positive association Corruption affects FDI positively and FDI has a positive impact on stock market growth. Through corruption, private firms can overcome unproductive regulations. Moreover, Chene (2020) claims that institutional weaknesses can be overcome through corruption in countries with poor governance and ineffective government.

In comparison, a large number of researches proposed that corruption and stock market development are negatively associated. Daouk et al. (2025) argue that stock market growth is negatively affected by corruption through manipulating FDI. Further, they claimed that corruption negatively affects tourists because it reduces the competition in the market for tourist attractions. Furthermore, corruption makes it difficult and expensive to conduct overseas operations through attaining permits and licenses. According to Wei (2020), and Voyer and Beamish (2024) there is a negative impact of corruption on foreign direct investment. Some researches proposed that tourism market growth is affected asymmetrically by corruption based on country’s conditions, i.e., whether developed or developing.

Zhu et al. (2022) recommended that in underdeveloped countries, corruption is probable increase to firm growth and performance whereas in those countries that have developed Impact of Political Stability, Government Effectiveness, and Control of Corruption and tourism market, it effect firm’s growth negatively Same as Pinheiro, (2010) found that, in developed economies, stock market inversely affected by corruption while corruption has a positive impact on stock market in emerging countries. Lee (2025) argues that corruption reduce stock prices by increasing the borrowing cost of the firm, ultimately stock prices effect to stock market growth. Only Stock market growth does not affect by corruption but also effect volatility. Posner and Vermeure (2022) claimed that investors can overcome uncertainty about government policies if investors consider inducement as a source for organizations especially in developing markets. The study at hand employed 4 variables (Political stability, Government effectiveness, control of corruption, and stock market capitalization).

This study proposed tourism organizational performance as a dependent variable, while Political stability as sub variable under governance as an independent variable. In summary, political stability undoubtedly influences the performance of tourism organizations in Tanzania. It is also a volatile concept that any information posted in the news whether correct or wrong, proved or not may affect negatively the number of tourists coming to the nation. Remember increase in tourist numbers increases revenue for both organization as well as the nation and therefore improves performance in the long run.

2.3.4.3 Rule of Law

The rule of law is a means of ordering society, including the state-citizen relationship. It includes: systems of rules and regulations, the norms that infuse them, and the means of adjudicating and enforcing them (Alok et al., 2025). In general, the rule of law must be guided and well instituted by the government concerned. It has significant implications for both security and a conducive environment for work or travel within the country. While older policy conceptions of the rule of law in development emphasize security and property rights, a broader understanding opens up space for new thinking about the rule of law in the context of the world's second phase for sustainable development goals (Alok et al., 2025).

Brain (2022) developed a more involving definition of the rule of law, and he asserted that: The rule of law means that government officials and citizens are bound by and abide by the law. I repeat: government officials and citizens are bound by and abide by the law. According to Brain (2022), this is a simple and basic definition that has been selected because it is a proposition that everyone who thinks about the topic would agree with. Many who write about the rule of law would add more than this, but no one would say that the rule of law involves less than this. It is the minimum content of the rule of law. A society in which government officials and citizens are bound by and abide by the law is a society that lives under the rule of law (Brain, 2022).

Without the rule of law, medicines do not reach health facilities due to corruption; women in rural areas remain unaware of their rights; people are killed in criminal violence; and firms' costs increase because of expropriation risk. The rule of law is the cornerstone to improving public health, safeguarding participation, ensuring security, and fighting poverty.

The inspiration underlying this idea is that to live under the rule of law is not to be subject to the unpredictable vagaries of other individuals—whether monarchs, judges, government officials, or fellow citizens. It is to be shielded from the familiar human weaknesses of bias, passion, prejudice, error, ignorance, or whim. This sense of the rule of law is grounded upon fear and distrust of others. Aristotle's words on this still resonate today: "And the rule of law, it is argued, is preferable to that of any individual…Therefore he who bids the law rule may be deemed to bid God and reason alone rule, but he who bids man rule adds an element of the beast; for desire is a wild beast, and passion perverts the minds of rulers, even when they are the best of men. The law is reason unaffected by desire." (Brain, 2022).

Public officials, which include elected political office–bearers and appointed officials, should always carry out their executive, administrative, functional, and technical activities with legality which means taking into account (a) the rules and principles of natural justice; (b) the constitutional principles, and (c) the rule of law of the country. The doctrine of rule of law is one of the fundamental characteristics of the British constitutional system. It lays down that the law is supreme and hence the government must act according to law and within the limits of the law (Marume et. al., 2020).

Roxas et al. (2022) concluded their findings in their study in South Africa that Crime and theft were found to have the largest impact on business performance, when government is serious about instituting rule of law there will be a conducive environment for operating tour organizations comfortably while ensuring tourists their security and safety within a specified area. Though rule of law can be biased in political cases its practice affects all citizens, investors, and foreign tourists who wish to travel and enjoy nationally attractive sites.

Null Hypothesis: *Governance practices has no significant effect on the performance of tourism in Tanzania.*

2.3.5 Moral Leadership Emphasis

2.3.5.1 Core Values

Moral leadership can be described as leaders' and followers' morals and free will. It is normative-oriented, taking into consideration ethical, servant-minded, and authentic leadership (Dias *et al*., 2022). Moral leadership emphasizes human virtues (such as integrity, selflessness, generosity, and accountability) and role modelling. Therefore, moral leadership affects how much people identify with and trust their leader, which in turn may have an impact on how people behave (Wang & Li, 2020). Gu *et al*. (2023) add that not only are higher salaries and other incentives given to employees a factor in job happiness but also how managers handle and treat their staff. Employee morale can suffer, and satisfaction levels can drop if they are not treated justly or fairly. However, Abun *et al*. (2020) have categorized moral leadership as attractive and unattractive leadership. Their argument is extended in the sense that moral leadership affects organization performance depending on what category is being practiced. The practice of moral leadership can be expressed in the level of usefulness of code of conduct among others. The uses of code of conduct depend on how much core values and other valuable procedures are well integrated with all employees in all areas of the organization. Measuring this moral leadership may need proper use of resources as a sign of moral practices. It is expected that strategic organizations must learn and practice how to properly integrate its core values within all areas of the organization and to all employees.

Rubin *et al*. (2020) in their study that examined the consequences of moral leadership in form of promotion on a sample of ninety-six managers found that ethical leaders were increasingly likely to be rated (by their superior) as exhibiting potential for senior leadership positions. Their study also found that leaders who demonstrated increased moral leadership were no more likely to be viewed as promotable in the short run in comparison with those who displayed less ethical behavior. A call to moral behavior necessitates a belief in the existence of an initial ethical sense, both in the leader and the leader, and as a result, the hope that moral transformation is not only possible but also practicable. Any argument for moral leadership also implies the necessity of looking at human nature (Limone & Toto, 2022). A theory of moral leadership has two implications: first, it says that the leader must appeal to the followers' sense of righteousness, obligation, and goodness as motivations of action and work; and second, that the leaders themselves must possess a sense of righteousness, obligation, and goodness, without which followers cannot be motivated (Gulluce et al., 2025).

Moral issues are very common in working workplace and can highly affect the organization's performance in various ways (Grigoropoulos, 2020). The following were suggested when confronting unethical behaviour that is not reported: Be yourself and behave authentically. Question the justifications (question the so-called usual practices). Turn the issue into a business matter. Recognize that ethical dilemmas are part of your profession. Highlight erroneous assumptions, clarify long-term consequences, and offer substitutes for immoral actions (Keselman, 2022).

As a result, moral leadership may impact an organization's performance both favorably and unfavorably. Even though the firm gains, moral leadership should reduce unethical behavior if it encourages employees to act morally. In the meantime, moral leadership should boost pro-organizational behavior even when it is unethical if it causes employees to identify with it (Wang & Li, 2020). Moral leadership suggests that people have the potential to undermine the moral foundation of societies and organizations by enlisting the support of other stakeholders and promoting a different moral perspective on relevant problems (Solinger *et al.*, 2020).

Emergent moral leadership can be seen from an institutional viewpoint as reform-oriented institutional activity centered on moral systems but with a stronger interactional focus on how frame-based interactions between leaders and followers start a change in or reform of current moral systems (Grigoropoulos, 2020; Solinger *et al*., 2019, 2020). Adiguzel and Cakir (2020) assert that moral leadership may likely moderate the way employees respond to working environment since moral leadership is directly connected to the employees' psychological response. The researcher, therefore, assumes that moral leadership moderates the way strategic leadership influences the performance of tourism organizations. Therefore, the hypotheses developed are as follows:

2.3.5.2 Communication

Organizational communication serves as the fundamental engine driving operational efficiency, reputation, and socio-economic integration in tourism organizations. Because tourism products are highly intangible, perishable, and heavily reliant on human-to-human interaction, effective communication channels transform standard service delivery into optimized economic and experiential value. The empirical value of strategic communication can be categorized into four primary dimensions of performance: brand equity, operational synergy, internal human performance, and external regulatory compliance (Charlotte & Anthony, 2024).

In public tourism organizations, such as national parks authorities and regulatory ministries, communication dictates policy adherence and destination safety. Participatory Communication: When public entities move away from top-down mandates and embrace participatory communication strategies, they build trust and confidence with rural host communities and local small businesses. Local Compliance and Protection: Formulating simplified, inclusive, and structured two-way feedback loops with regional stakeholders directly helps shift public opinion, boosts destination management net efficacy, and drives localized protection of the core natural and wildlife assets that attract tourism in the first place. In the private hospitality and safari sectors, communication acts as the primary tool to align visitor expectations with the actual reality of a destination (Mwaka, 2024).

Managing the Intangible Product: Because tourists purchase an experiential product prior to consumption, corporate communication networks directly dictate buying behaviour, perceived trust, and final purchase decisions. Experiential Value and Retention**:** Exceptional customer care relies entirely on clear, empathetic, and culturally competent communication. Research indicates that professionals who employ strong verbal, digital, and adaptive communication techniques increase visitor contentment, foster positive digital word-of-mouth, and turn first-time tourists into brand ambassadors. This high retention drastically lowers a firm's guest-acquisition costs, stabilizing revenue generation (Mokaya *et al*, 2025)

2.3.5.3 Ethical Behaviour

Human being have innate behaviour and as a person grows from childhood, they also adopt behaviour from parent and guardians depending on the historical background of a person. The two sources of behaviour have great impact in decisions someone makes in any position has acquired over time. According to Katonge & Gayo (2025) Ethical behaviour is a primary driver of tourism performance in Tanzania. It directly boosts destination competitiveness, customer satisfaction, and repeat visitation. By ensuring fair trade, environmental conservation, and respect for local Maasai and Swahili cultures, stakeholders foster trust, increase visitor loyalty, and drive long-term sector sustainability.

Ethical, pro-poor initiatives ensure that local communities in destinations like Arusha and the Serengeti are actively involved in decision-making and receive a fair share of tourism revenues (Mitekaro, 2016). This equitable distribution reduces host-guest conflicts and builds local support for the sector (Baniya et al., 2025). In this sense tourists tend to build trust with the country and the companies they are invited for a trip. Tour operators, guides, and hospitality staff who practice transparency and integrity significantly elevate the visitor experience. Tourists are more likely to recommend Tanzanian destinations and return when they feel they are treated fairly and not exploited (Wassler & Chen, 2025). Tanzania relies heavily on its wildlife and natural ecosystems for tourism revenue. Adhering to strict, sustainable operational ethics—such as minimizing carbon footprints, respecting park guidelines, and prohibiting wildlife harassment—ensures the long-term viability of these natural attractions. When local residents observe tourism practices as ethical and mutually beneficial, they develop psychological ownership over the destination. This builds public trust, which transforms local residents into strong advocates and brand ambassadors for Tanzania's tourism industry (Mitekaro, 2016 and Nnko & Mbwambo, 2024).

Ethical behavior reflects the theory of behavioral leadership that is cited on page 17 where the theory is integrated with moral leadership emphasis variable that moderate the influence of strategic leadership and governance on performance of tourism firms in Tanzania.

The relationship between ethical behaviour and sectoral performance has become a focal point in global tourism research. For developing economies reliant on natural and cultural heritage, ethical considerations transition from optional corporate social responsibility (CSR) initiatives into core operational requirements. Regarding the influence of ethical behaviour on tourism performance in Tanzania. Ethical behaviour focuses on the mechanisms through which sustainable practices, equity, and transparency affect destination competitiveness. The concepts of the practice of ethical behaviour is drawn and structured around the strategic pillars of Tanzania's tourism framework, examining specific locations—such as the Northern Circuit and Zanzibar—and the policy structures that govern them. In conclusion we realize that the moderating variable Moral leadership emphasis which consist of one, **core values** of the organization that set boundaries of the cultural practices in terms of moral standards, whereas **communication** becomes a carpet where everybody walk in within the Pillars and **ethical behaviour** is the organizational dressing code as they meet stakeholders especially tourists in Tanzania.

Null Hypothesis: *Moral leadership emphasis does not significantly moderate the effect of strategic leadership on the performance of tourism organizations in Tanzania*

2.3.6 Performance of Tourism Organizations

Organizational performance is a key concern for business executives (Lear, 2022). According to Chen (2020), as cited by Karamat (2023), organizational performance means the "transformation of inputs into outputs for achieving certain outcomes. With regard to its content, performance informs about the relation between minimal and effective cost (economy), between effective cost and realized output (efficiency), and between output and achieved outcome (effectiveness)". However, there are various ways to determine performance of an organization but in this thesis performance of the tourism industry can be described by the growth trend of tourism organizations in terms of tourist arrivals and receipts; generation of revenues that include municipal tax revenue and diversification of local tax base; length of tourist's stays in the destination;

diversification of tourism products and activities, development of many tourism programs and market penetration. Organizational performance can be measured in various methods and techniques one is to compare expected outcomes to actual outcomes, exploring deviations from what was planned and compared with the actual results (David, 2021). He also asserted that organizational monitoring and evaluation is vital to its wellbeing and involves three essential tasks; determining the established bases of an organization's strategy, comparing expected outcomes with actual outcomes, and taking corrective actions to ensure that performance goes in line with the plans. Studies have shown that perceived measures of performance can be a reasonable substitute for objective measures of performance and have a significant correlation with objective measures of financial performance. The findings have multiple items to evaluate the performance of the organizations that were studied. These items are related to organization's growth rate, quality of service delivery, number of tourist arrivals and the number of employees. Measuring and analysis of organizational performance has become widely popular and plays a very important role in the success of the organization. A lot of work has been done on this. According to Miriam and Wario (2024), performance of an organization can be measured using various approaches. Such an approach includes a financial perspective, customer perspective, internal business perspective, and innovation and learning perspective (Kaplan & Norton, 2020). The financial perspective identifies the key financial drivers of enhancing performance which are profit margin, asset turnover, leverage, cash flow, and working capital (Odhuno & Wadongo, 2024). Organizational performance depends on leadership roles (Harrison, 2021). Performance is multidimensional and is related to the subject of interest (Li & Simerly, 2021). Traditionally, a firm’s performance is measured by financial success and profitability as well as key variables such as return on assets (ROA), return on equity (ROE), return on sales (ROS), and return on investment (ROI) (Li & Simerly, 2021). Most organizations may appear to perform well in the short term due to favorable market conditions but in the long run, they seriously need strategic direction from a leader. The customer focus describes performance in terms of brand image, customer satisfaction, customer retention, and customer profitability. Internal processes involve the efficiency of all the systems in the organization while innovativeness is concerned with the ease with which a firm can adapt to changing conditions.

The balanced scorecard retains the financial aspects as key in measuring performance while it adds other drivers of future performance (Mucheru, 2020). Furthermore, the performance is usually evaluated by calculating the values of qualitative and quantitative performance indicators like profit, cost, and clients. A company needs 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 into defining the company goals, and performance indicators and evaluating them (Karamat, 2023). However, according to White (2021) performance indicators that can be used to compare tourism operation and performance from one destination with other similar destinations include: - satisfaction indicators, economic indicators, sustainability indicators, and organizational indicators.

In addition to the above, the sustainability indicators include:- the existence of an agreed and monitored sustainable tourism and action plan; % of residents indicating that they are satisfied with the local impact of tourism; a number of bed spaces per 1000 population; a ratio of a number of visitors in one year to local population; a 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 (2021) pointed also that organizational Indicator includes % of local businesses that belong to a local tourism association/partnership.

2.3.7 Performance of Tourism in Tanzania Relative to Neighbouring Countries

Travelers in Africa are increasingly seeking unique and authentic experiences, driving the demand for cultural and adventure tourism. Tourists are drawn to the continent's diverse landscapes, wildlife, and rich cultural heritage. Additionally, there is growing interest among visitors in sustainable and responsible travel practices, leading to an increase in eco-tourism initiatives across the region.

In countries like Kenya and Tanzania, safaris remain a popular choice for tourists, with a focus on wildlife viewing in national parks and reserves. South Africa continues to attract visitors with its vibrant cities, stunning coastlines, and renowned wine regions. Egypt's historical sites, such as the Pyramids of Giza and the temples of Luxor, are perennial favorites among travelers. In West Africa, countries like Ghana and Senegal are gaining popularity for their rich history, music, and arts scenes. Political stability and security concerns play a crucial role in shaping Africa's tourism landscape. Countries that have managed to maintain political stability and ensure tourist safety have seen a boost in visitor numbers. Infrastructure development, including improvements in transportation networks and accommodation options, also plays a vital role in attracting tourists to the region. Moreover, the presence of UNESCO World Heritage sites across many African countries is a significant draw for cultural and historical tourism.

The economic growth witnessed in several African countries has contributed to the expansion of the middle class and increased disposable incomes, enabling more people to travel both domestically and internationally. Government initiatives to promote tourism, such as easing visa regulations and investing in marketing campaigns, have helped bolster the industry. Additionally, the rise of digital platforms and online booking services has made it easier for travelers to research and plan their trips, further fueling the growth of the travel and tourism sector in Africa.

2.4 Empirical Review

2.4.1 Strategic Direction

Over the years, leadership has been mainly studied in terms of supervisory leadership, emphasizing the leader-follower relationship. However, in recent years, the attention of leadership scholars has shifted to top executives who are in a position to exert a strong influence on the strategy and performance of organizations (Jung *et al*., 2024). As Crossan *et al*. (2021) Noted, it is only in the last 20 years that strategic leadership has become a specific domain of research. According to Boal and Hooijberg (2020); and House and Aditya (2022), strategic leadership can be defined in multiple ways. However, it has always emphasized two dimensions: the capacity of top managers to make strategic decisions and to drive the organization toward success. All these reflect on the strategic intent and depend on the overall objective of the concerned organization.

Odero (2023) focused on strategic direction and firm performance: Evidence from the SACCO sector. The study utilized descriptive and correlational research design. The study was conducted in SACCOs in Kenya. Primary data was collected using a close ended questionnaire from SACCOs senior managers and CEOs were also interviewed. For data analysis, the study used descriptive statistics, inferential statistics and content analysis. Findings: The study established that strategic direction setting significantly influenced SACCO performance.

Khamis (2025) focused on strategic direction and its impact on institutional performance. An exploratory study in the Directorate General of Curricula. The research problem was determined by means of the intentional sample, consisting of (33) members of the administrative leadership in the Directorate above, The questionnaire was adopted as a tool for obtaining research data, which was prepared based on a number of ready-made measurements after being tested for honesty and consistency. The statistical tools resulted in a number of results, most of which confirmed the existence of a correlation relationship and a significant impact on the strategic direction in enhancing the indicators of institutional performance. Accordingly, the main hypotheses and sub-hypotheses included in the research were accepted.

Naburuki, Kiplagat, and Kipchumba (2024) focused on Influence of strategic direction on the performance of FINTECH firms in Nairobi City County, Kenya. Data was collected using structured questionnaires, achieving a response rate of 82.88%. Descriptive statistics revealed that firms excel in adapting strategic direction to changing circumstances and establishing clear strategic direction, but face challenges in setting clear and measurable goals. In the inferential analysis, multiple linear regression revealed that strategic direction has a statistically significant positive influence on FINTECH firm performance. The coefficient of determination (R^2 = 0.685) indicated that 68.5% of the variance in organizational performance could be explained by the strategic factors studied. The study concludes that effective strategic direction is fundamental to FINTECH firm success in Kenya's dynamic financial technology sector, validating the theoretical frameworks that emphasize strategic leadership's role in organizational performance.

Ng'iroo, and Osoro (2024) focused on strategic direction and organizational performance of West Pokot County Government, Kenya. The devolution of leadership and resources has created a necessity for each county government to adopt a unique leadership direction in order to gain an outstanding position in resource management among other counties in the country. The study was guided by the strategic choice theory and upper echelon. A descriptive research design was used in this investigation. The target respondents were 77 top level county government staff. The sample size for this study was the same as the target population and the study employed census method because the target population will be manageable. The study adopted primary data, which was collected using questionnaires. In order to evaluate and understand the obtained data, quantitative data was conducted using SPSS version 29 software. For the study, Pearson correlation was used in order to determine the degree of association between study variables.

Ngaruiya, K'aol, and Njenga (2023) focused on influence of determining strategic direction on organization performance of pharmaceutical companies in Kenya. The study was anchored on positivism philosophy with a descriptive design approach. A stratified simple sampling was used to target a sample of 390 senior managers within the three strata, namely, local companies, generic companies, and research and development multinationals, proportionately to achieve a respondent rate of 82%. The strategic direction was operationalised through the leader's vision, mission, and strategic goals, while organization performance was measured through profitability, Customer perspective and learning & growth. In addition, ordinal regression parameter estimates indicated that strategic direction significantly predicted organizational performance, β=0.473, $p \leq .05$. The study concluded a significant relationship between strategic direction and organizational performance. In particular, a leader's vision, mission and strategic goals were attributed to the positive influence on organizational performance at the pharmaceutical companies in Kenya. The study results indicate that when the leader's strategic direction is clear, communicated and aligned throughout the organization, this significantly and positively influenced organisational performance. Consequently, the study recommended that leaders embed their vision and mission within their strategic plans and ensure alignment throughout the organization.

2.4.2 Developing Human Capital

The phrase "strategic leadership" emerged from work on strategic management and involves the following: (1) determining strategic direction; (2) exploring and maintaining unique core competencies; (3) developing human capital; (4) sustaining an effective organizational culture; (5) emphasizing ethical practices; and (6) establishing organizational controls (Covin & Slevin, 2021; Fourie, 2020; Mahdi & Almsafir, 2024). According to Jung *et al.*, (2024) outstanding strategic leaders are those executives who display key behaviors that enable the organization to execute its strategy effectively. In essence, they are "strategy-focused leaders". This concept varies from one organization to another depending on human capital development in that context. Strategic human capital development enforces continuous training and building core competent workers while retaining and maintain their benefits and values.

Aman-Ullah et al. (2022) focused on human capital and organizational performance: A moderation study through innovative leadership. This study also investigates the moderating role of innovative leadership in the relationship of human capital capacity, human capital knowledge, and human capital skills with organisational performance. Data was collected through survey questionnaires from 356 managers working in small and middle-level hotels located in the four districts of Saudi Arabia. The present study used convenience sampling, and the data analysis method was partial least square structural equation modelling. Results of this study demonstrate that human capital capacity, human capital knowledge and human capital skills have a significant positive relationship with organizational performance. Results also confirmed a moderation effect of innovative leadership between human capital knowledge and organizational performance. However, the moderation effect of innovative leadership between human capital capacity and human capital skills with organizational performance was not confirmed. Finally, the theoretical contribution, practical implications and future commendations are also discussed

Tran and Vo (2020) focused on human capital efficiency and firm performance across sectors in an emerging market. This paper is conducted to examine the contribution of human capital efficiency to firm performance across 12 sectors in the Vietnamese economy for the period 2011 to 2018. The generalized method of moments (GMM) technique is used in this paper. Empirical results in this paper strongly confirm that human capital efficiency makes a positive contribution to firm performance across sectors in Vietnam. In addition, the findings in this paper indicate that the banking sector does not have the highest level of human capital accumulation as previously thought. In the context of the Vietnamese economy, the level of human capital efficiency varies across sectors and the oil and gas and energy sectors are the best at human capital efficiency.

Rahman and Akhter (2021) focused on the impact of investment in human capital on bank performance: evidence from Bangladesh. This research included a conceptual model along with hypotheses. This empirical study is based on primary data. The data were obtained by the convenient sampling procedure with a questionnaire using the seven-point Likert scale. The hypothesized model has been validated using data from 261 participants, and an analysis was conducted using the system of structural equation modelling. The results revealed that investment in training, knowledge level and skills of the employee were positively connected to bank performance at less than 1% and a 5% level of significance. But the employee's educational level does not substantially affect bank output in this analysis. The focus field is the study of the human capital investments of the Human Resources Division at Janata Bank Limited. It investigates different aspects of the Janata Bank's facilities as well as the problems and prospects. Thus, this study can be a policy dialogue for the managers, owners, decision-makers, and academicians.

Kucharčíková, Mičiak, Tokarčíková, and Štaffenová (2023) focused on the investments in human capital within the human capital management and the impact on the enterprise's performance. The aim of this study was to identify how enterprises in Slovakia perceive the impact of the investments in HC on business performance within the context of the implementation of human capital management (HCM). The content analysis was applied to analyze the different authors' opinions on the substance of HC. These opinions were compared, and the knowledge obtained was synthesized. The article's originality stems from the evaluation of the results from a unique questionnaire survey conducted with a specific focus on IT companies. This follows the presumption that these companies approach the application of HCM in an exemplary way, while being considered knowledge intensive. To collect the primary data, a questionnaire survey was performed in 113 Slovak IT enterprises and its results were analyzed using statistical tests of independence. The main findings include the corroboration of a positive effect of investments in the employees' education and the implementation of HCM on the enterprises' performance. Despite this, more than a third of the enterprises did not evaluate the effectiveness of investment in HC, and more than half of enterprises did not have the HCM concept implemented.

Huang et al. (2020) focused on relative effects of human capital, social capital and psychological capital on hotel employees' job performance. A sample of 417 employees from seven five-star hotels in China was recruited for the study. Both exploratory and confirmatory factor analyses were used to confirm the quality of measurement structures. Stepwise regression was used to examine the relative effects of the three capitals on hotel employees' job performance. PC was found to be the strongest predictor of self-reported job performance (SJP) among the three capitals under investigation. Education and work experience in the HC domain affected SJP, whereas SC dimensions did not. However, only education and work experience in the HC domain were found to affect supervisor-rated job performance (RJP).

Kiran et al. (2022) focused on Impact of human capital management on organizational performance with the mediation effect of human resource analytics. The authors developed a conceptual framework to examine the relationship between the components of the Human Capital Management (HCM) and its effect on organizational performance with the mediation of HR analytics. The study is based on extensive systematic literature review collected from previous studies Findings: The systematic review validated the proposed conceptual model and found that HR analytics help organizations track their human capital management and improves organizational performance This study makes significant contributions to the existing body of knowledge of Human capital management and application of innovative tool of HR analytics.

2.4.3 Organizational Control

According to Long *et al*. (2021) performance teams within the organization happen when there is cooperation and unity between members or individuals. Reducing mistakes, and quality outputs increase productivity, and customer satisfaction is the variety of criteria through which the performance of the team is evaluated and judged accordingly (Smith *et al*., 2020).

Support of team members can only be created when trust becomes be most important value 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 this leads to more synergy (Turaga, 2023). The willingness to be vulnerable is one of the greatest quoted descriptions of trust and has played a dominant role in many conceptualizations (Shayo *et al*., 2021).

Hur, Shin, and Shin (2022) focused on daily relationships between customer incivility, organizational control, self-efficacy, and service performance. Using the experience sampling method, we collected diary data from 135 South Korean service employees over five consecutive working days. The results of our multilevel analyses showed that customer incivility from one day had a significant indirect effect on next-day service performance through next-morning self-efficacy. Employees' perceptions of behavior-based organizational control mitigated the negative relationship between daily customer incivility and next-morning self-efficacy. However, perceived outcome-based organizational control did not moderate the daily customer incivility-self-efficacy relationship. These findings suggest that managing service employees with behavior-based control is more effective than using outcome-based control when helping them cope with daily customer incivility.

Felício, Samagaio, and Rodrigues (2021) focused on adoption of management control systems and performance in public sector organizations. The pressure to innovate and improve performance has led these organizations to look for more effective management methods and tools. Management Control Systems (MCS) have been used to improve organizations' performance and previous studies show their relevance in private and non-profit sectors, but there is a gap in the literature concerning the adoption of MCS in the public sector. This work aims to study the adoption and impact of MCS in a sample of public organizations. Based on fsQCA, our study shows how MCS are associated with the accomplishment of organizational objectives.

Einhorn et al. (2023) focused on the relationship of organizational culture with management control systems and environmental management control systems. . By analyzing data drawn from a dyadic survey addressing both heads of management accounting and heads of sustainability or environmental management, this paper provides empirical evidence for multiple direct associations of different culture types, specifically, adhocracy, bureaucracy, clan, and market cultures, with a set of environmental and general management controls, specifically, action, cultural, personnel, and results controls. For instance, bureaucracy cultures are positively associated with action, personnel, and results controls for MCS and cultural controls for EMCS, while clan cultures are positively associated with cultural and personnel controls for MCS but negatively associated with action and results controls for EMCS. According to our findings, firms cannot transfer their emphasis on general MCS to specific EMCS because different organizational cultures are associated with MCS and EMCS in different ways. This disentanglement of organizational culture facilitates a deeper understanding of environmental controls at the organizational level.

2.4.4 Governance Practices

Governance has been defined as a power that exercises for effective conduct of a country's economy and social resources. Governance plays a vital role in a healthy and independent economy or culture (Hassan, 2021). The thesis searches answer for questions like Do the governance principles impact on the local development in Bangladesh? What are the main components of governance? Do the components of governance exist in Bangladesh? What is the present situation of governance in Bangladesh? Why does governance become a prerequisite for local development? Using primary data which is collected through field surveys, the thesis finds that governance is needed in all aspects of Bangladesh. As a Least Developed Country Bangladesh should utilize its limited resources at its level best. There is a need for a psychological revolution to ensure governance in Bangladesh (Hassan, 2021).

Ugur and Dasgupta (2020) assert that corruption is a symptom and outcome of institutional weakness, with potentially adverse effects on a country's impact of corruption on economic growth theoretically and empirically with a view to (a) providing a narrative synthesis of the types of corruption and the causal links between corruption and growth; (b) providing a meta-synthesis of the empirical evidence on the direct and indirect effects of corruption on growth; and (c) mapping the narrative synthesis with the meta-analysis to derive policy conclusions and indicate potential avenues for further research. The focus is on the growth impacts of corruption in Low-Income Countries (LICs). They provide evidence for a larger set of countries for comparative purposes. Using 32 key search terms and 43 low-income country names to search in 20 electronic databases. They combined the narrative

There has been a great challenge especially when talking about a person in a position as a leader, human beings differ in so many ways such that we have leaders who are incompetent yet their organizations seem to perform well therefore other authors have realized that leaders contribute very little in performance of organizations.

According to Schaedler *et al*. (2022), strategic leaders such as the CEO contribute very little to the organizational performance due to many factors some are internal and some are external factors in the organization. Such factors include; personal behavior, organizational culture, scarce resources, strong competitors, powerful stakeholders, internal coalitions, systems and structures in place, and unfavorable economic conditions. Nevertheless, top management and strategic leaders still have a great impact on organizational performance and success.

Aboyassin and Abood (2023) explained that poor performance is a result of so many factors and not leadership but issues that management teams and other employees could work out together, some of these issues are; personal problems, goal clarity, intrinsic motivation, task difficulty, resources, feedback, working conditions and capacity on job. In this case, we ought to know that if somebody thinks wisely and crosscheck all these factors you find out that they can all be influenced by a leader in position positively or negatively.

Research does indicate that leaders have less influence over organizational events than is often assumed but emphasizes that does not support the conclusion that leadership is unimportant to organizational success (Peyton *et al.*, 2020). The decisions and actions of leaders have a strong influence on organizational success; these decisions affect employee’s commitment and satisfaction. We all remember that the organizational profit and return on investment depend on the actions of the top management leaders in the organizations (Ejimabo, 2025).

According to Akparep *et al*. (2020), people pay attention to what leaders do and say and adjust their behavior accordingly either to accelerate performance levels, to sustain and maintain performance, or to hinder performance. In this case, there is no room to ignore the legitimate power of the leader in relation to performance of organizations.

A leader needs to apply all necessary attributes to be competent and that is where the difference among leaders is realized. Skills such as creativity, communication, coaching, mentoring confidence to face challenges, and flexibility to change may help a leader in realizing the vision.

According to Hurley and Shumway (2024), research was done and showed that ten companion behaviors define an inspirational leader. These companions are; clear vision, setting stretch goals, making emotional connections, communicating, developing others, being collaborative, and innovative, taking initiative, championing change, and being a role model. It is a combination of these behaviors that help a leader to become inspiring.

2.4.5 Moral Leadership Emphasis

In most definitions, trust seems related to specific attributions about other individuals' intentions and motives underlying their behavior (Heyns & Rothmann, 2021). For Example, for Lewicki and Bunker (2024) trust comprises "Affirmative hopes or expectations about others." Interdependence promotes interaction and enhances communication among team members. Trust among team members develops when they build confidence in each other's competencies, skills, and abilities. A study by Lukić and Vračar (2022) found that trust among team members fosters the development of individuals' unique skills and coordination. According to Erdem *et al*. (2023), there is a positive relationship between team performance and trust. Trust generates the behavior basis of teamwork, which results in organizational collaboration and better performance of an employee. The development of trust within the organization is the responsibility of individuals who are willing to follow the organization's ethical principles, rules, and values. The organization is responsible for fostering a favorable, trustworthy environment for synergetic teamwork. The organization would transform the trustworthy behavior for measurement into a performance appraised system to promote the organizational values (Erdem *et al*., 2023).

2.5 Critique of Reviewed Literature

Many of the evaluated studies were conducted in various economic contexts, including Bangladesh (Hassan, 2021), South Africa (Lear, 2022), and Thailand (Mohammed & Kadhem, 2020). Because of this, applying their findings to the Tanzanian setting was impractical. To better understand the underlying condition, a local investigation was necessary. Key ideas used in the current study were not the focus of some of the previous investigations. Additionally, the studies concentrated on the direct correlation between performance and strategic leadership techniques. It was necessary to investigate how an external factor might affect the connection between performance and strategic leadership approaches. Therefore, the current study investigated the degree to which strategic leadership's impact on Tanzanian tourism firms' performance is mitigated by moral leadership.

Research on leadership has traditionally emphasized supervisory roles and leader–follower relationships, but recent scholarship has shifted attention to top executives and their influence on organizational strategy and performance (Jung et al., 2024). Despite this shift, strategic leadership remains a relatively new and evolving field, gaining prominence only in the past two decades (Crossan et al., 2021), indicating a conceptual gap due to the lack of a well-established and unified theoretical foundation. Additionally, although scholars have proposed various definitions of strategic leadership, there is no consensus, reflecting a further conceptual gap in how the construct particularly strategic direction is understood (Boal and Hooijberg, 2020; House and Aditya, 2022). Moreover, limited empirical studies examining how strategic direction influences organizational performance in specific sectors such as tourism, especially within developing countries, point to a contextual gap. Additionally, although strategic leaders are recognized for exhibiting behaviors that enable effective strategy execution (Jung et al., 2024), there is limited consensus on how these behaviors translate into measurable organizational outcomes, revealing a conceptual gap. Furthermore, insufficient empirical evidence linking strategic human capital development practices, such as continuous training and talent retention, to organizational performance highlights a methodological gap in existing research.

Research on organizational control highlights the importance of teamwork, cooperation, and trust in enhancing performance outcomes such as productivity, quality output, and customer satisfaction (Long et al., 2021; Smith et al., 2020). While existing studies emphasize the role of trust in fostering open communication, vulnerability, and team synergy (Turaga, 2023; Shayo et al., 2021), they largely focus on interpersonal and team-level dynamics. This reveals a conceptual gap, as organizational control is not sufficiently examined as a formal strategic leadership mechanism beyond team interactions. Additionally, the limited empirical linkage between organizational control systems and overall organizational performance indicates a methodological gap. Furthermore, the application of these concepts within specific sectors such as tourism organizations in developing countries remains underexplored, pointing to a contextual gap.

The literature review revealed little information about the research topic, particularly in the local context. The impact of strategic leadership techniques on the performance of tourism organizations was not well explained by the knowledge base. As a result, the present study helped address the shortcomings of previous research.

2.6 Research Gaps

There has been increasing interest in strategic leadership over the years. Much has been written from a theoretical perspective, but no studies have attempted to provide a comprehensive examination of the influence of strategic leadership practices on the performance of tourism organizations. Studies have researched for example, the effect of strategic leadership styles on firm performance in a Turkish SME (Mohammed & Kadhem, 2020). The study found that several leadership styles are relevant to strategic leadership, particularly those that focus on leader behavior and that have been the subject of more recent investigation. In the same study, behavioral styles of transactional, transformational, and paternalistic leadership were interrogated (Wang & Li, 2020).

The results of the study suggest that leader-initiating structure is positively correlated with affective commitment and again the higher the degree of leader-initiating structure, the more positive the employees' attitudes were toward their organization. Moreover, Mohammed and Kadhem (2020) conducted a related study on the impact of different styles of leadership and levels of 'organizational innovation on organizational performance: A case of hospitality industry in Thailand. The effects of strategic management drivers on organizational performance in the tourism sector in Tanzania (Melubo *et al.*, 2020). In addition, Lear (2022) studied the relationship between strategic leadership and strategic alignment in high-performing companies in South Africa. The study found that effective strategic leadership can thus help organizations enhance performance while competing in turbulent and unpredictable environments. The other studies, examined the impact of leadership on organizational performance, a Case Study of D&R Cambric Communication. The results from the research showed that there is a strong impact of leadership behaviors on organizational performance (Karamat, 2023).

The behavior of the CEO of the D &R Cambric Communication with the employees of the company was one of the major reasons for the company's success. Other studies examined the effect of the CEO on organization performance by tracking the impact of turnover in CEOs on organization performance as opposed to actual CEO effectiveness in managing the organization (Kitonga et al., 2020). All previous researchers have established a relationship between strategic leadership and the performance of organizations in general but no studies have narrowly attempted to establish the influence of strategic leadership on the performance of tourism organizations (Banmore *et al*., 2020; Mahdi & Almsafir, 2024; Nyaywera *et al*., 2023; O'Shannassy, 2021; Samimi *et al*., 2022; Sayed Munna, 2021; Serfontein, 2020). This study therefore seeks to cover this gap by exploring the influence of strategic leadership on the performance of tourism organizations in Tanzania and also through hypothesis testing.

2.7 Summary

Strategic leadership practices pose a challenge because the scope of strategic leadership is broad and complex (Boal & Hooijberg, 2020) Given the challenges that firms face in an often turbulent and unpredictable global environment, Ireland and Hitt have identified six components of strategic leadership practices that will lead to enhanced organizational performance: determining the firm's purpose or vision, exploiting and maintaining core competencies, developing human capital, sustaining an effective organizational culture, emphasizing ethical practices, and establishing organizational controls.

The study of strategic leadership focuses on executives with the overall responsibility for an organization (Finkelstein & Hambrick, 2024) and includes not only the titular head of the organization but also members of what is referred to as the top management team (Boal &Hooijberg, 2020). Innovation will develop human capital and contribute a lot to organizational performance as we saw earlier one of the innovation principles is to be customer-based in product creation (Kuratko & Hodgets, 2022) this idea leads to customer satisfaction as a result of an increase of several customers and revenue. A strategic leader is expected to own vision and is a person with the ability to anticipate and envision the future, maintain flexibility, think strategically, and initiate changes that will create a competitive advantage for the organization in the future (Daft, 2021).

More important we need inspiring leaders who are smart in motivating employees to perform well to the level of profit-making in organizations. It is ultimately important that a leader never works alone in realizing vision. Therefore, a leader should be surrounded by a competent team that is highly motivated to carry out the vision to the end.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter described the study's methodology. Methodology refers to the systematic, theoretical analysis of methods and principles in a field of study, or in a branch of knowledge. It typically encompasses concepts such as paradigm, theoretical model, phases, and quantitative or qualitative techniques (Phiri & Ndhlovu, 2020).

The methodology of this study specified how the study was carried out to meet the stated research objective and hypothesis. However, this chapter provided an in-depth explanation of the research philosophy and design, target population, Sampling frame, sample and sampling techniques, Instruments, Data collection procedure, Pilot test, and Data processing and analysis

3.2 Research Philosophy

Sainani (2024) defines a philosophy as a set of shared assumptions or ways of thinking about some aspect of the world. This means that as researchers undertake particular inquiries, their beliefs and experiences influence how they view the environments and the world surrounding them, which in turn influence how knowledge is created and the process by which it is developed. Within this context, the researcher adopted a philosophical positivist epistemology. Epistemological assumptions were made that allow evidence and information to be contextual, situational, and interactional.

3.3 Research Design

A research design is an integral part of research (Kazdin, 2021). Research design can be defined as the master plan of a research study in which it presents the structure, and procedures of the data collection and analysis (Rahi, 2017). This study adopted a cross-sectional survey research design which involved drawing a sample of respondents from the population of interest at different points from different respondents. Cross-sectional survey research design is a design that involves asking questions to a representative sample at one point at a time (Nie et al., 2020). Another reason to use a cross-sectional survey research design is that it allows the researcher to get information from a wide range of tourism organizations in a comparatively short amount of time, which is both economical and time-efficient. Because it enables the analysis of links between strategic leadership practices, governance, and organizational performance as they exist at a single point in time without the requirement for long-term follow-up, this approach is especially suitable for this study (Hunziker & Blankenagel, 2024). In this case, the study used a quantitative approach to examine the influence of strategic leadership on the performance of tourism organizations in Tanzania. Quantitative data was from open ended regression.

3.4 Target Population

A research population is a well-defined as a collection of individuals or objects known to have similar characteristics (Pandey & Pandey, 2020). The respondents for this study included leaders working in tourism organizations that are registered and licensed and have at least ten years of experience in Tanzania since being licensed. At most two respondents must be leaders of the same organization. Selecting two respondents allows for a broader understanding within the same organization, such as differing views between higher-level leaders (e.g., directors) and operational managers. This helps capture both strategic and operational insights without over-representing the 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. Their responsibilities and position in their organizations give them a unique and comprehensive view of strategic leadership activities. According to current statistics, there are 1005 registered, licensed, and working in tourism organizations for at least 10 years across the country. Therefore, the target population involved all leaders of tourism organizations in Tanzania at the moment is 1005 organizations. The unit of analysis of the research study is organizations where as unit of observation are the leaders taken from these organizations.

3.5 Sampling Frame

A sampling frame is a list of all the items from which the sample is drawn. Is a complete list of all the cases in the population from which the sample is drawn (Mwaiseje & Mwagike, 2020). In some cases, obtaining a sampling frame may be difficult, such as when it is costly or when it is impossible to reach all members. Notably, not all frames explicitly list population elements. (Mohsin, 2025). The sampling frame for this study comprised all 465 registered and licensed tour organizations that have been licensed for at least 10 years in the Kilimanjaro and Arusha regions, from which the sample was selected. Arusha and Kilimanjaro regions were geographically selected because they constitute over 46% of all tourism organizations that are registered and licensed in Tanzania, and have ten years of experience working in Tanzania since being licensed (URT, 2021). Tanzania consists of 31 regions out of them 26 are from main land (Tanganyika) and 6 regions are from Zanzibar (Pemba and Unguja aquatic lands). Arusha and Kilimanjaro regions are located northern part of Tanzania main land.

Table 3.1: Sampling Framework

Organizational Type	Arusha	Kilimanjaro	Total
Tour operator	163	85	248
Travel agents	118	53	171
Air operators	19	12	31
Public operators and Associations	10	05	15
Total	**310**	**155**	**465**

3.6 Sampling Techniques and Sample Size

Sampling is necessary when collecting data from a large and scattered population, as well as for comparison purposes, and it ensures accurate results (Ahmed, 2024). A sample size of 10% and above of the total population is sufficient for a study (Rahman, 2023). This study underwent a two-stage sampling technique to obtain its sample size. In the first stage, a stratified sampling technique was employed to select four strata, as per the tourism organizations' category indicated in the sampling frame in Table 3.1 above. The second stage sampling technique was purposive nonprobability sampling. The research selected two leaders of each tour organization; these could be chief executive officers or managers with their assistants. Van (2021) provides a simplified formula to calculate the sample size. From the sampling frame we have a total of 465 units of analysis (number of organizations) of which we should have two respondents from each unit to get a total of 930 units of observations as target population (N) According to Adam (2020) that we apply 95% confidence level in this case we mean e value is 0.05, the following formula can be used as follow:

$$n = \frac{N}{1+Ne^2}$$

Where N= represents target population drawn from sampling frame in my case it is 930.

Then e = 0.05: The level of precision developed from a set confidence interval of 95% and small n = represent sample size.

So:

$$n = = \frac{930}{1+930(0.05^{2)}} = \frac{930}{3{,}325} = 280$$

Taking $\frac{280}{930}$, the ratio for each stratum which is **0.3.**

Table 3.2: Study Sample Size

Category	Population	Categorical Sample Size	Number of Respondents	Arusha	Kilimanjaro
Tour operator	248	(248x0.3) = 75	150	98	52
Travel agents	171	(171x0.3) = 51	102	70	32
Air operators	31	(31x0.3) = 09	18	11	7
Public tour and Associations	15	(15x0.3) = 05	10	6	4
Total		**140**	**280**	**185**	**95**

The total number of registered and licensed tourism organizations in operation for more than 10 years is 1005. The researcher sampled 280 respondents from 140 organizations, including all categories established in this study. For this study, a sample size of 280 respondents is adequate because it is both manageable for data collection and analysis and large enough to yield dependable, statistically significant results. A sample of this size is typically sufficient in quantitative research to attain acceptable levels of statistical power, lowering sampling error and improving estimate precision. Furthermore, a sample size of 200 or more is sometimes recommended for methods such as logit regression to yield stable, reliable parameter estimates, particularly when there are several independent variables.

3.7 Data Collection Instruments

Data collection is an important aspect of any type of research study. Inaccurate data collection can affect study results and ultimately lead to invalid conclusions (Dawadi *et al*., 2021). This study used a 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 administered two types of questions: ‘close-ended’ questions with a list of alternative answers to each question and ‘open-ended’ questions, whereby leaders would have a chance to write their views and opinions related to research objectives. Open-ended questionnaires are appropriate for this study because they allow respondents, leaders in tourism organizations, to express their insights, experiences, and perspectives in their own words, rather than being constrained by predefined answers.

The first part of the questionnaire comprised respondents' profiles, including demographics, gender, age, education level, and position (titles). The second part of the questions focused on all independent variables related to the influence of strategic leadership practices and governance on organizational performance in their respective tourism companies. In some cases, this study was structured to allow respondents to tick the given answer options without external supervision. Such structured questionnaires were used to generate information and data, which were subsequently used for both qualitative and quantitative analysis. However, specific questionnaires were designed for each group/category of leaders in the industry. A set of questionnaires was administered to key senior-level managers in each organization.

3.8 Data Collection Procedures

Primary data was collected to meet study objectives using qualitative and quantitative methods/instruments. To start with, official statistics were collected, including a review of earlier studies on the influence of strategic leadership on tourism performance in Tanzania.

3.9 Pilot Test

A pilot study was conducted to test the validity and reliability of the study instrument to yield the intended outcomes from the research objectives before the primary data collection process. The pilot study aimed to establish the content validity of instruments and improve the questions, format, and scale of the questionnaires to be administered (Rahman, 2023). Twenty-eight (28) questionnaires were administered to leaders of tour organizations in Kilimanjaro and Arusha constituting 10% of the sample. In this case 10% involved 28 respondents. Moreover, in order to ensure that the study instruments provide appropriate, meaningful, and useful data, the questionnaires were validated by experts who read, commented, and at some points, the researcher arranged for face-to-face discussions. Each variable was tested and results were compared with the standard set earlier. All variables met the criteria set as discussed below for reliability and validity checks.

3.9.1 Reliability

Reliability refers to the accuracy, consistency, and stability of measurement instruments. The research instrument should be dependable, reliable, and stable to produce accurate results. According to Breneman et al, 2022 reliability is the consistency of an instrument to yield same results. To ensure reliability of research instruments for data collection in this study, pre-questionnaire testing methods were specifically conducted to randomly selected tourism organizational leaders. Furthermore, to determine the reliability of the questionnaire, the coefficients of Cronbach's alpha using SPPS were taken into account. A minimum Cronbach's alpha value above 0.70 indicates reliability of the instrument.

In addressing the issue of reliability in qualitative data, dependability which is based not on whether particular findings can be reproduced by another researcher but rather whether they are reasonable based on the data collected.

To address the dependability issue more directly, the processes within the study were reported in detail, thereby enabling a future researcher to repeat the work, if not necessarily to gain the same results. Thus, the research design may be viewed as a “prototype model”. Such in-depth coverage also allows the reader to assess the extent to which proper research practices have been followed. To enable readers of the research report to develop a thorough understanding of the methods and their effectiveness, the text should include sections devoted to the research design and its implementation, describing what was planned and executed on a strategic level; the operational detail of data gathering, addressing the minutiae of what was done in the field; reflective appraisal of the project, evaluating the effectiveness of the process of inquiry to be undertaken.

According to Meeker et al, 2021, reliability is the degree to which measures are free from error and therefore yield consistent results. On the other hand, Meeker et al, 2021 also pointed out that, reliability is the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable.

Reliability is a consistency of measurement over time or stability of measurement over a variety of conditions, to measure repeatability or stability over time, O'connor et al, 2025 has suggested the use of test-retest method which advocate that, the same scale or measure is administered to the same respondents at two separate points in time. However, test-retest procedures may not be useful when participants may be able to recall their previous responses and simply repeat them upon retesting O'connor et al, 2025. For instance, when the interval between the first and second test is too short, respondents might remember what was on the first test and their answers on the second test could be affected by memory. Alternatively, when the interval between the two tests is too long, maturation happens. Based on the above argument, in this study to ensure the repeatability of the data collection instrument, the researcher conducted cross sectional survey pilot study before the main survey in order to ensure that the instrument capture the context variable and use the language which is clear to the targeted respondents.

3.9.2 Validity

Validity is the degree to which results obtained from the analysis of the data represent the phenomena under the study. The consultation helped to improve face validity of the instruments. According to (McEwan 2020). Content validity of an instrument is improved through an expert's judgment. In this study researcher explained both qualitative and quantitative validity.

Scholars have proposed some criteria to be used in the qualitative paradigm to ensure trustworthiness; these criteria include credibility, transferability, and conformability (McEwan 2020). Credibility is related to whether the research findings capture what is occurring in the context and whether the researcher learned what he or she intended to learn (Williams, 2021). Scholar Morse (2024) has suggested several strategies to establish credibility, including triangulation, continuous engagement, member checks, and peer review.

To ensure credibility in the current study, the researcher develops early familiarity with the culture of participating organizations before data collection dialogues take place. This was achieved via consultation of appropriate documents and preliminary visits to the organizations themselves. On the other side, triangulation was used which involved the use of a wide range of informants and the use of different methods in concert to compensate for their limitations and exploit their respective benefits (McEwan 2020). The use of a wide range of informants assisted the researcher in assessing and verifying individual viewpoints and experiences against others and, ultimately, a rich picture of the attitudes, needs, or behaviour of those under scrutiny may be constructed based on the contributions of a range of people. The researcher also intended to involve prolonged engagement by visiting and communicating with participants to establish trust and get a rich understanding of the organization during and after data collection.

Further, the researcher used previous research findings to ensure credibility. As argued by Maxwell (2020) the use of previous related research findings helps to ensure the credibility of the research by assessing the degree to which the research results are congruent with those of past studies. On the other hand, opportunities for scrutiny of the research work by colleagues, peers and academics will be compared, as advocated by Norman *et al.*, (2021) that there should be feedback offered to the researcher at any presentations (e.g. at conferences) that are made throughout the research work. He adds that member checks help in providing the study's participants with the data or interpretations of the results so that they can verify their accuracy based on their experiences. A peer review entails having an external qualified researcher examine the research processes and data interpretations was also done.

Transferability is related to whether the findings are germane to similar contexts (Morse, 2024). Since the findings of qualitative data are specific to a small number of particular environments and individuals, in this study, it was necessary to demonstrate that the findings and conclusions apply to other situations and populations by citing authorized empirical evidence.

Solarino and Aguinis (2021) recommended that steps must be taken to help ensure as far as possible that the work's findings are the result of the experiences and ideas of the informants, rather than the characteristics and preferences of the researcher. To address this Nusbaum *et al.*(2021) have suggested the use of the role of triangulation in promoting such confirmability to reduce the effect of investigator bias. In this study to ensure confirmability, a wide range of informants and member checks were used to ensure investigator bias was reduced.

According to (McEwan 2020), a test is said to be valid if it measures what it claims to measure. In this case, validity is taken to mean 'the determination of whether a measurement instrument measures what it is purported to measure'. McEwan (2020) postulated different kinds of validity namely content validity, construct validity, and criterion validity that a number of scholars normally use to ensure that they are achieving when they an insuring validity in their study.

Construct validity considers whether or not the items on a given test accurately reflect the theoretical domain of the latent construct it claims to measure (McEwan 2020). It helps to determine whether a tool appears to others to be measuring what it says it does. In this study to ensure construct validity, a pilot study of a survey instrument was conducted to determine and ensure that the items on a given test accurately reflect the theoretical domain of the latent construct it claims to measure. Expertise in tourism, Expertise in strategic leadership, and related studies, and a few respondents were involved in a sample population to help the researcher strengthen the data collection instruments by assessing their coverage in the theoretical domain. In terms of face validity where it refers on the surface, an instrument appears to measure what it intends to measure. The same Pilot test was used to check face validity with the help of experts and feedback sessions that few respondents gave after they filled questionnaires during data collection process.

3.10 Data Analysis and Presentation

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 deviations, presented in figures, tables, graphs, and pie charts for easy understanding. In addition, descriptive statistics were used to present the demographic characteristics of the study sample. Furthermore, correlation (bivariate correlations) was computed, and a t-test analysis was performed to determine whether the results and hypothesis were significant or not. To assess internal consistency of the scales, reliability analyses were performed, and coefficient alphas were reported. For quantitative data, inferential analysis was conducted using the Logit model as explained in subsequent pages. The logit model was chosen over multiple regression because it provides interpretable results in the form of odds ratios, allowing the researcher to explain how changes in strategic leadership practices increase or decrease the likelihood of improved performance. Pearson correlation was performed to assess whether there was a correlation between the independent and dependent variables; if the correlation was less than 0.2, they were not considered for subsequent analysis.

Table 3.3: Study Variable Operationalization

Variable Type	Variable Name	Variable Indicators	Measurement Scale
Dependent Variable	Tourism Organizational Performance	1. Profit Making: Rate of increase of profit per annum/ Profitability growth 2. Revenue Growth: Trend within 10 years, Percentage of Sales Increase 3. Number of Tourist arrivals progress over 10 years	5-Point Likert Scale
Independent Variables	Strategic Direction	1. Strategic intent 2. Envisioning (Vision and Mission) 3. Overall Objectives	5-Point Likert Scale
	Strategic Human Capital Development	1. Continuous training 2. Building core competencies 3. Teamwork Development	5-Point Likert Scale
	Organizational control	1. Monitoring 2. Evaluation 3. Feedback	5-Point Likert Scale
	Governance	1. Voice and Accountability 2. Political stability and lack of violence 3. Rule of law	5-Point Likert Scale
Moderator Variable	Emphasis on moral leadership	1. Integrating core values 2. The use of a code of conduct 3. Implementing ethical principles	5-Point Likert Scale

3.10.1 Statistical Models

According to the research design and the causal relationship of the variables a logistic regression model is suitable since attitudinal psychometric scores were used. Logistic regression model was simply developed into logit model which is explained below.

The study adopted the logit model instead of the multiple regression model for the following three key reasons: The first is nature of the dependent variable. The logit model was considered appropriate because the dependent variable, organizational performance, was measured in a categorical or binary form (for example, high performance versus low performance). Logistic regression is specifically designed for dichotomous or categorical outcome variables, whereas multiple regression is appropriate when the dependent variable is continuous in nature (Hair *et al.*, 2026). Therefore, the logit model was more suitable for examining the influence of strategic leadership and governance on tourism organization performance.

The second reason is fewer restrictive statistical assumptions multiple regression analysis requires assumptions such as normal distribution of residuals, linearity, and homoscedasticity. However, these assumptions are often violated in social science research involving categorical outcomes. The logit model does not require normally distributed errors and is therefore considered more robust and reliable when dealing with binary response variables (Dey et al., 2025). Consequently, the logit model provided a statistically appropriate framework for this study.

The third reason is ability to estimate probabilities and odds ratios. The logit model allows the researcher to estimate the probability that a tourism organization will achieve better performance outcomes based on strategic leadership and governance practices. In addition, logistic regression provides odds ratios, which are useful in explaining how changes in independent variables increase or decrease the likelihood of organizational performance outcomes. This provides clearer interpretation for policy makers and managers in the tourism sector than ordinary multiple regression models (La Rocca *et al*., 2025)

Logit regression is a nonlinear regression model designed for binary dependent variables. Because a regression with a binary dependent Y models the probability Y=1, it makes sense to adopt a non-linear formulation that forces the predicted value to be between 0 and 1 (Timoneda, 2021). The logit model was a significant improvement on the linear probability model. It was based on the cumulative distribution function (CDF) of a random variable, with the logit model following the logistic CDF, giving the relationship as shown in Figure 3.1.

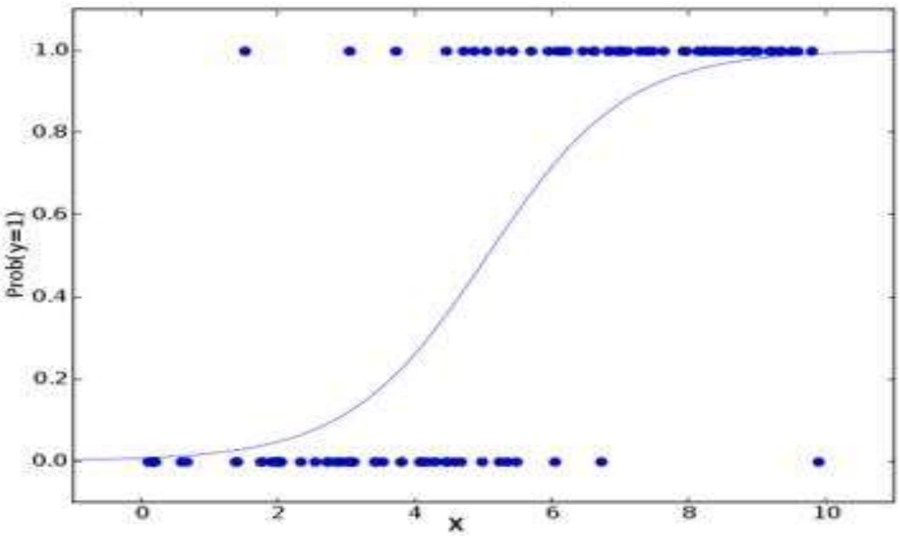

Figure 3.1: The Logit Model Graph

As is shown in Figure 3, the regression line is non-linear, giving a more realistic description of the data, with very little change in the probability at the extreme value that the explanatory variable can take. In the logit model the probability of the dependent variable taking the value of 1, for a given value of the explanatory variable. As *y* goes from 0 to 1, the logit *y** goes from minus infinity to positive. That is, although the probabilities lie between 0 and 1, the logits are not so bounded Arkes (2023). If the logit, *y** is positive, it means that when the value of the regressors increases, the odds that the regress equals 1 increase. In contrast, if *y** is negative, the odds that the regress equals 1 decrease as the value of regressors increases Arkes (2023). The slope in model measures the change in *y** for a unit change in a regressor, while the intercept is the value of the log odds in favour of the regress and in case the regressor is equal to 0. The model estimates for each independent variable logarithm of the probability of agreeing in dependent variable to the probability of not agreeing in dependent variable.

Suppose we had the following basic model, we can express the probability that Y = 1, as a cumulative logistic distribution function.

$$Y_i=b_0+b_1 X_{1i}+b_2 X_{2i}+ \ldots +b_k X_{ki}+e_i$$

$$P_i= E(Y=1 X_i)=b_0+b_1 X_i+b_2 X_{2i}+ \ldots +b_k X_{ki}$$

The cumulative Logistic distributive function can then be written as:

$$P = \frac{1}{1+e^{-z}}$$

and $z = B_0 + B_1X_1 + B_2X_2 + ... + B_kX_k)$

Where:

P is the probability that the dependent variable (profit or revenue or number of tourist arrivals) is equal to,

b_0, b_1, b_2 , , b_k are parameters,
X_1, X_2, X_k are the independent variables
$k = 7$ *is* the number of independent variables in the equation
e is the disturbance term, an exponential under the logit approach.

The model is then, expressed as the odds ratio, which is simply the probability of an increase in either profit or revenue or number of tourist arrivals relative to the probability that profit or revenue or number of tourists will not increase. The ratio $\frac{P}{1-P}$ is the odds ratio of profit or revenue or number of tourist arrivals. For example, if the probability of an increase in profit, *P,* is 0.8, then the probability of a non-increase in profit,1-*P*, is 0.2.

The odds of an increase in profit are defined as the ratio of the probability of an increase to the probability of a non-increase. Thus, the odds of adoption of an increase in profit is $\frac{0.8}{0.2}$= 4. This also implies that the odds of adoption of an increase in profit are 4 to 1.

3.10.2 Logit Regression Analysis

To run Logit regression analysis the composite Performance of Tourism Organizations (PTO) was computed and coded as binary (y*) as follows, depending on the implementation of CBC. The composite mean, y was rated as Agree (y* = 1: y >2.5) or Disagree (y* = 0: y ≤ 2.5).

$$y^* = \begin{cases} 1, \ if\ y > 2.5\ (Agree) \\ 0, otherwise\ (Disagree\ ) \end{cases} \quad \ldots\ldots\ldots\ldots\ldots\ldots\ldots \text{(1)}$$

The regression model predicts the logit, that is, the natural log of the odds of having taking one course of action or the other. That is, by taking the natural log of the odds ratio we produce the logit (**y***).

The natural log of the odds ratio *y**, is linear in independent variables, x_i. The probabilities (*y*) are not linear. In general, the logit model is estimated using the maximum likelihood approach. The logit model can be used in multiple regression tests. The slope coefficient measures the change in the log-odds ratio for a unit change in the explanatory variable. Once the logit has been estimated, hypothesis testing and econometric analysis can be undertaken in much the same way as for linear equations. If *y** is positive, as the value of the explanatory variables increases, the odds that the dependent variable equals 1 increase.

ODD = ` $\frac{y}{1-y}$, and y = $\frac{1}{1+e^{-z}}$

By simplifying,

ODD =   ODD = $\frac{1}{e^{-z}}$

The natural log of the ODD = $In(\frac{\mathbf{y*}}{\mathbf{1-y*}}) = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5M$

Where y* is the predicted probability of the event which is coded with 1 rather than with 0 (otherwise); 1-y* is the predicted probability of the other decision. The variables X_i are the predictor variables: Strategic Direction (SD), Strategic Human Capital (SHC),   organizational control (BSC), Governance (GP).

The variable M is a moderator: Moral Leadership Emphasis (MLE).

3.10.3 Diagnostic Test

When the response variable is binary, we may fit a regression model using the approach of logistic regression. The following presumptions were made by logistic regression before fitting a model to a dataset.

Assumption #1: The Response Variable is Binary

This assumption was that in a logistic regression, there are only two potential outcomes for the response variable.

Assumption #2: The Observations are Independent

The dataset's observations are thought to be independent of one another according to the logic regression model. In other words, the observations shouldn't be correlated or derived from repeated measurements of the same subject.

Assumption #3: There is No Multicollinearity among Independent Variables

In a logistic regression, substantial multicollinearity between the independent variables was assumed to be absent. Multicollinearity is the absence of distinct or independent information in the regression model due to the significant correlation between two or more independent variables. When fitting and understanding the model, high enough levels of correlation between the variables may provide challenges.

Assumption #4: There are No Extreme Outliers

Logistic regression assumed that the dataset is devoid of severe outliers or influential observations.

Assumption #5: There is a Linear Relationship between Independent Variables and the Logit of the Response Variable

Each independent variable and the response variable's logit were assumed to be linearly related in logistic regression.

3.10.4 Multicollinearity

Multicollinearity occurs when two or more independent variables in a regression model are highly correlated implying that one can be linearly predicted for the others with some degree of accuracy (Shrestha, 2020). In this study, multicollinearity was tested using Variance Inflation Factor (VIF). VIF value exceeding 10 was regarded as an indicator of presence of multicollinearity, as proposed in (Shrestha, 2020).

3.10.5 Heteroskedasticity

Heteroskedasticity occurs when error variance is not constant (Farrar et al, 2025). Running a regression model without accounting for heteroskedasticity would lead to unbiased parameter estimates but invalid standard errors. The error may increase as the value of independent variable increases (Farrar et al, 2025). The study tested heteroskedasticity using a residual plot.

3.10.6 Normality Test

Shapiro-Wilk W test was used to test normality. This test is powerful in most situations. Technically Shapiro Wilk W test can easily be calculated by using IBM SPSS Statistics package (Khatun, 2021).

3.10.7 Hypothesis Testing

The hypothesis shows the predicted outcomes which plays a role in giving direction to the researcher's thinking based on the literature and theory reviewed (Ramdas *et al*., 2025). In the data analysis process, a researcher was required to test the hypotheses that are derived from research objectives. There are five (5) developed research hypothesis to be tested. In this study a Chi-Square was used and values were calculated in each case.

The Chi-square (χ^2) test is applicable for testing hypotheses when the study variables are measured using categorical responses such as levels of agreement, governance categories, leadership practices, or organizational performance classifications. The Chi-square test helps the researcher determine whether there is a statistically significant association between independent and dependent variables (Saunders et al., 2023). For example, the researcher may test whether strategic leadership practices are associated with organizational performance categories among tourism organizations. Since such variables are often collected using questionnaires with categorical scales (e.g., agree/disagree, high/low performance), the Chi-square test becomes appropriate for examining relationships between variables. (Bryman & Bell, 2022)

The Chi-square test of independence is commonly used in social science and management research because it examines whether two categorical variables are statistically related. According to Field (2024) the technique is suitable when data are presented in frequencies or contingency tables and when the researcher intends to establish associations rather than causal prediction. Since all the research hypotheses are directional, the null hypotheses were rejected if p values were less or equal to 0.05($p \leq 0.05.\ 003$).

3.11 Ethical Considerations

In this study, respondents voluntarily participated in the research without coercion or pressure from the researcher or any external authority. Participants were provided with adequate information regarding the purpose of the study, potential risks and benefits, and their right to withdraw from the study at any stage without any negative consequences. This process ensured informed consent and protected participants' autonomy in line with accepted research ethics principles (Leavy, 2022; Saunders et al., 2023).

The researcher also ensured confidentiality and anonymity by removing personal identifiers from the collected data and storing information securely to prevent unauthorized access. The identities of respondents were not linked publicly to the information they provided, thereby protecting participants' privacy and dignity throughout the study process (Bryman & Bell, 2022).

Furthermore, the researcher and research assistants were adequately trained and oriented to collect data using standardized procedures and ethical practices. This was important in ensuring consistency, accuracy, professionalism, and fairness during data collection. The researcher also respected respondents' personal boundaries, cultural values, and spatial privacy by avoiding intrusion into sensitive or unconsented areas of participants' lives (Creswell & Creswell, 2023).

Additionally, the researcher-maintained honesty and transparency throughout the research process by avoiding fabrication or falsification of data. Any form of deception was avoided unless scientifically justified and followed by appropriate debriefing procedures. Ethical integrity in data handling and reporting was maintained to enhance the credibility and trustworthiness of the study findings (Leavy, 2022).

Finally, the researcher obtained formal research clearance from the Tanzania Commission for Science and Technology (COSTECH) to ensure compliance with national and international research regulations and ethical standards governing scientific studies in Tanzania (Saunders et al., 2023).

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings and discussions of the research study; it consists of response rate, pilot results, descriptive statistics, inferential statistics and test of hypotheses. The general objective of the study was to investigate the influence of strategic leadership practices and governance on the performance of tourism organizations in Tanzania. The results of the study are presented starting with response rate, characteristics of respondents, descriptive statistics of the variables, extent of the strategic direction, extent of strategic human capital development, level of organizational control, extent of governance practices, and the moderating variable, moral leadership emphasis of tourism organizations in Tanzania. Then, a regression analysis was done to assess the probability that the dependent variable (Performance of Tourism Organizations) is influenced by the strategic direction, extent of strategic human capital development, level of organizational control, and extent of governance practices. However, the relationship between Strategic leadership and organizational performance was examined to determine whether it is moderated by the emphasis on moral leadership.

4.2 Response Rate

This section contains the response rate.

Table 4.1: Results of Response Rate

Response	**Frequency**	**Percentage**
Returned	249	88.9%
Unreturned	31	11.1%
Total	**280**	**100%**

Source: Research Data (2026)

Out of 280 questionnaires sent in the field, 249 responses were collected and analysed which is 88.9%. According to Fincham (2008) and Nix *et al*. (2019), the response rate of between 60% and 70% should be the researcher's goal; therefore, this research response level was high.

4.3 Pilot Results

4.3.1 Reliability

Reliability testing of the survey instrument was conducted through the administration of a pilot test. The sample group that was used in the pilot test was excluded from the main survey to ensure that participants were not able to recall their previous responses and simply repeat them upon retesting (Drost, 2012).

Cronbach’s Alpha coefficient was used to assess internal consistency of the instrument across items within each construct, since they used the same 5-point Likert scale. The result is depicted in Table 4.1.

Table 4.2: Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
MLE02	58.5	41.868	0.084	0.162	0.78
MLE03	58.54	41.858	0.067	0.15	0.795
SD02	58.7	42.986	0.01	0.078	0.767
SD03	58.68	42.116	0.049	0.14	0.772
SD04	58.71	40.189	0.177	0.102	0.949
SD05	58.71	43.718	-0.016	0.048	0.811
SHC02	58.2	43.969	-0.005	0.064	0.787
SHC03	58.14	42.558	0.092	0.056	0.9
SHC04	58.2	43.291	0.043	0.11	0.831
SHC05	58.23	43.623	0.012	0.106	0.937
MLE04	58.62	42.41	0.036	0.151	0.927
MLE05	58.63	42.103	0.058	0.057	0.52
OC02	58.58	43.063	0.003	0.09	0.762
OC03	58.8	41.989	0.079	0.072	0.936
OC04	58.69	42.563	0.037	0.075	0.711
OC05	58.8	41.073	0.128	0.066	0.82
GPC02	58.9	43.438	-0.003	0.084	0.843
GPC03	58.88	42.455	0.053	0.067	0.778
GPC04	58.69	41.589	0.086	0.1	0.722
GPC05	58.63	42.129	0.046	0.078	0.731

The Cronbach's Alpha test was used to explore the level of reliability of all the constructs, whereby the testing criterion of $\boldsymbol{\alpha} \geq 0.7$ indicates a high level of internal consistency and the correlation between the items is less than 0.3 (Bolarinwa, 2015; Heale and Twycross, 2015). All the Cronbach’s Alpha values were greater than 0.7, and therefore, the internal consistency of the questions was good, and the instrument was reliable, except for MLE05. This question was still left undeleted since, according to Taber (2018)A Cronbach’s Alpha value close to 0.7 does not substantially reduce the instrument's reliability.

4.3.2 Validity

Validity is the degree to which results obtained from analyzing the data represent the phenomena under study. The consultation will help to improve face validity of the instruments.

In this study, to ensure content validity, a pilot survey instrument was administered to determine that the items on a given test accurately reflect the theoretical domain of the latent construct it claims to measure. Expertise in tourism, strategic leadership, and related studies, and a few respondents were involved in the sample population to help the researcher strengthen the data collection instruments by assessing their coverage of the theoretical domain.

The validity of the final questionnaire was checked using the Pearson Product moment correlation by checking the significance values (If $p < .05$, the relationship is statistically significant) and comparing it with the critical value of the r-value (product-moment). The decision criterion is that if the value, r of the sample, is greater than the critical value for a given sample size, significance level, and degree of freedom, then the test questions in the instrument were valid (Bart *et al*., 2012).

The significance test was performed to either retain the valid questions or remove the invalid ones. Appendix 5 is a complete analysis table of Pearson product-moment correlations and the corresponding significance values for comparison. The critical r-value was $r = .1966$ for $N = 246$, $p = .05$, and $df = 244$ (Bart *et al*., 2012).

All questions except SD05, SCH02, SCH05, and OC02 were valid because their values exceeded the critical value. These questions were removed from the analysis.

4.4 Background Information Results

4.4.1 Respondents Gender

The responses by gender are represented in Table 4.1. The respondents were 55.4% Males and 43.8% Females.

Table 4.3: Responses by Gender

		Frequency	Percent
Valid	Female	109	43.8
	Male	138	55.4
	Total	247	99.2
Missing	System	2	.8
Total		**249**	**100.0**

The response rate by gender was almost balanced with slightly more men who either participated or returned the questionnaires. According to Saleh and Bista (2017), it was expected that men responses would be higher. We are learning that in tourism industry (Especially tour operating companies) males dominate the higher-level positions than women in Tanzania.

4.4.2 Respondents Age

There were four age categories in this study, namely the age between 18-25 years, 26-35 years, 36-45 years, and the age above 45 years (Table 4.2). The Modal age was the age group between 26-35 years.

Table 4.4: The Responses by the Age Groups

	Age Group	Frequency	Percent
Valid	Between 18-25 years	17	6.8
	26-35 years	145	58.2
	36-45 years	65	26.1
	above 45 years	16	6.4
	Total	243	97.6
Missing	System	6	2.4
Total		**249**	**100.0**

The age distribution determined the response rate as well. The age group between 26 and 45 years consisted of 84.3% of all responses in the study. These results are consistent with those of Mashenene and Kumburu (2020), who found that most SME owners were between the ages of 30 and 40. We are learning that tourism organizations are led by young men and women of the age of less than 40 years old in Tanzania. This has good implications for creativity and innovation as well. Though there is a lot of research going on about the relationship between age and creativity and innovation there is a fact that older employees are leading for being rigid to change, slow in motivation to work hard, and challenged in problem-solving decisions compared to young employees (Rietzschel & Zacher, 2015) In this scenario it can be expected that tourism companies in Tanzania are led by employees who are motivated to creativity and innovation and therefore we expect great achievement for future development.

4.4.3 Managerial Position

The study targeted mainly the Officer /Conservator, Assistant Director/Manager, Chief Executive officer, and Director/Manager. The Officers/Conservator were 49% of all the respondents whereas the Directors/Managers were 33.3%. This made a good balance between the top and the low-level management (Table 4.5).

Table 4.5: Responses by the Managerial Position

	Managerial Position	Frequency	Percent
Valid	None below but a leader in the Company	12	4.8
	Officer /Conservator	122	49.0
	Assistant Director/Manager	15	6.0
	Chief Executive officer	14	5.6
	Director/Manager	83	33.3
	Total	246	98.8
Missing	System	3	1.2
Total		**249**	**100.0**

The target people were those who knew about tourism, especially in the area of leadership and governance on performance of tourism organizations. So by default, more conservation officers and directors/managers were consulted and 49% and 33.3% responded respectively. This case may imply that qualifications related to conservation influence more people to lead tour organizations.

4.4.4 Level of Education

When analyzing the levels of education, four levels were of particular interest, namely Diploma, Bachelor Degree, Master Degree, and PhD. It was observed that most respondents had Master Degrees (39.3%) followed by Bachelor Degrees (37.3%) as shown in Table 4.6.

Table 4.6: Level of Education

	Level of Education	Frequency	Percent
Valid	Diploma	54	21.7
	Bachelor Degree	91	36.5
	Masters	96	38.6
	PhD	3	1.2
	Total	244	98.0
Missing	System	5	2.0
Total		**249**	**100.0**

About 76.3% of the respondents were bachelor's degree holders and above. These were either the conservation officers, directors, or managers. It implies that there is a direct relationship between degree qualification and managers/directors' positions in tour operation firms.

4.4.5 Work Experience

The work experience was studied by a number of years in operation/employment. Five levels were studied, namely Below 1 year, between 1-3 years, between 4-10 years, between 11-20 years, and above 21 years. The results in Table 4.7 show that most respondents were three years or less (52.2%), and few – 10.8% were working in the field with above 10 years of experience.

Table 4.7: Work Experience

	Work Experience	Frequency	Percent
Valid	Below 1year	19	7.6
	Between 1-3 years	111	44.6
	Between 4-10 years	92	36.9
	Between 11-20 years	24	9.6
	Above 21 years	3	1.2
	Total	**249**	**100.0**

The results in Table 4.5 show that most respondents were from 1 year to 10 years (81.5%), and few – 10.8% were working in the field with above 10 years of experience while the novices in the field were only 7.6%. This is consistent with Kyara *et al.*(2021) who noted a spectacular growth in tourism activities in Tanzania between 2000 and 2020 that must have attracted most employments that are also educated.

4.5 Descriptive for the Study

4.5.1 Strategic Direction

Strategic direction was one of the independent variables that was used in the analysis. The variable values were found the mean of the scores of various statements related to the strategic direction. Then the descriptive statistics were found. The mean of the values was 3.0 and the skewness was .176. The distribution was almost normal as depicted by the histogram (Figure 4.1) with a standard deviation of .731. No outliers so the variable values were well distributed around the mean and median for the analysis. Various questions that were asked for this variable had statistical values (mean, standard deviation, variance, skewness, and Kurtosis) as depicted in Table 4.8.

Table 4.8: Descriptive Statistics on Strategic Direction Variable

	Mean	Std. Deviation	Variance	Skewness	Kurtosis
Strategic Direction	**3**	**.731**	**.534**	**.176**	**-.245**
1. Organization has good strategic Intent	3	1.417	2.008	.029	-1.321
2. Organization has sound Vision and Mission	3	1.463	2.139	.013	-1.366
3. Working on a sound overall objective	3	1.382	1.911	.047	-1.227
4. All workers are aware of the strategic direction of the company	3	1.311	1.717	-.035	-1.132

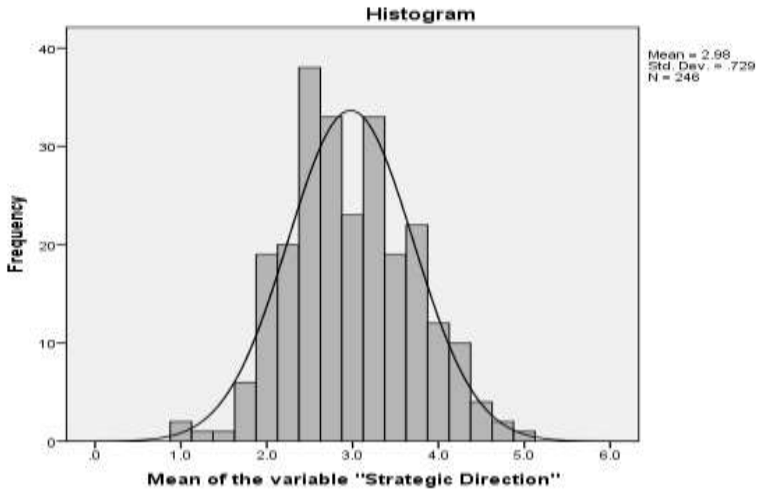

Figure 4.1: “Strategic Direction” Distribution

Their mean values were equal to that of the variable and their skewness were all positive except that of the last question that asked if all workers were aware of the strategic direction of the company. This provides a general picture that most tourism organizations practice strategic leadership by ensuring strategic direction is well communicated to all workers, to make all staff aware of the mission, vision, strategic objective, and strategic intent for performance improvement in the organizations. The results imply that tourism organizations in Tanzania generally practice effective strategic leadership by ensuring that strategic direction is well communicated to employees, which enhances awareness of the mission, vision, and strategic objectives necessary for performance improvement. The study findings agreed with Odita and Bello (2025) who indicated that strategic intent positively and significantly relates to the organization’s performance and it is found in the mission, vision, and objectives. The study findings agreed with Brown and Kline (2020) who indicated that strategic leadership practices are largely in place, there is a need for strengthening inclusive communication systems to ensure all employees fully understand and align with organizational goals, which is critical for consistent performance improvement across tourism organizations.

This being so, the open-ended question was intended to know how else the organization shows strategic direction. The respondents who responded to this question commented that the stipulated mission, vision, and communicated strategic plan were factors in instilling the strategic direction of an organization. It was noted that most businesses adhered to core values and ideals in pursuit of a shared objective. It was observed that the employees were given a clear understanding of the vision, which was jointly developed about the mission and periodically reviewed to see whether the organization was moving in the right way. It was noted that in most cases, the stakeholders contributed to the development of the strategic plan under decentralized administration with checks and balances. The study findings agreed with Härtel, and Fujimoto (2022) who indicated that strategic leaders should help stakeholders embrace change by setting forth a clear vision of where the business's strategy needs to take the organization. This is the strategic intent which gives the characterization of what the company must become to establish and sustain strategic leadership, by helping stakeholders understand what is needed to be done.

The summary of respondents to the open-ended questions can be well seen from the following Figure 4.2.

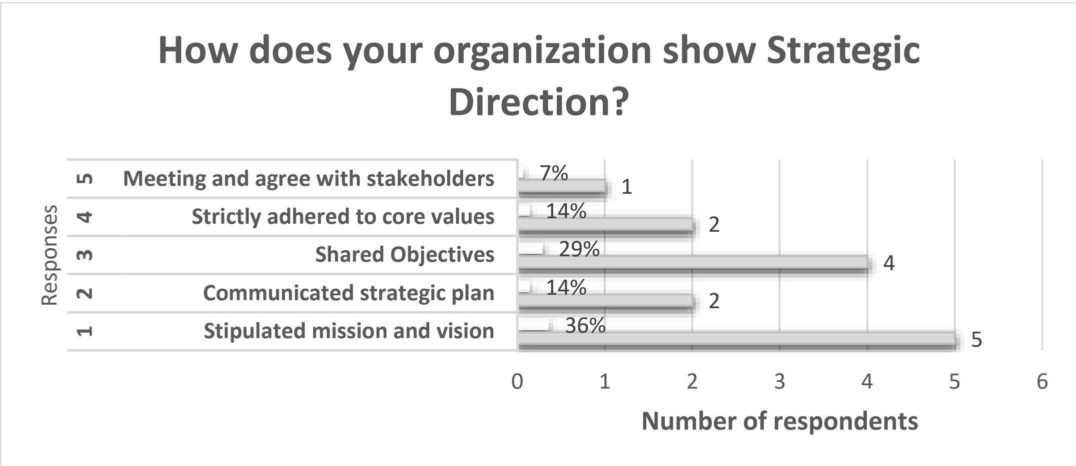

Figure 4.2: Respondents Opinions on how Organizations Demonstrate Strategic Direction

On strategic issues that furthered organizational performance, it was noted that most organizations were setting clear goals for each employee's performance across the organization, had a solid working relationship with management, and had suitable and shared work plans. The hypothesized constructs that built up the strategic direction variable, namely the organization's possession of good strategic intent, sound mission, and sound vision; the organization working on a sound overall objective, and all workers being aware of the strategic direction of the company were validated by responses from the respondents.

4.5.2 Strategic Human Capital

Another independent variable used in the study was strategic human capital. The mean of the scores for different statements related to strategic human capital were used to determine the variable values. The descriptive statistics were then computed. The values were determined to have a mean of 3.5, standard deviation of .557, and the skewness of -.106 (Table 4.8). The histogram (Figure 4.2) shows that the distribution was almost normal. There were no outliers, and the variable values were evenly spread close to the mean and median for the study. Table 4.7 also shows various statistics for various responses of question in the variable "strategic human capital." While the variances and the means were almost equal, the skewness was positive except for the question that asked whether core competencies were built and developed.

Table 4.9: Descriptive Statistics on Strategic Human Capital Variable

	Mean	Std. Deviation	Variance	Skewness	Kurtosis
Strategic Human Capital	3.5	.557	.310	-.106	-.342
1. *Human Capital is trained and retained*	3.5	1.133	1.283	.012	-1.392
2. *Core competencies are built and developed*	3.5	1.127	1.271	-.025	-1.379
3. *Teamwork is developed in the company*	3.5	1.107	1.225	.098	-1.323
4. *Human capital is well-motivated.*	3.5	1.167	1.361	.061	-1.465

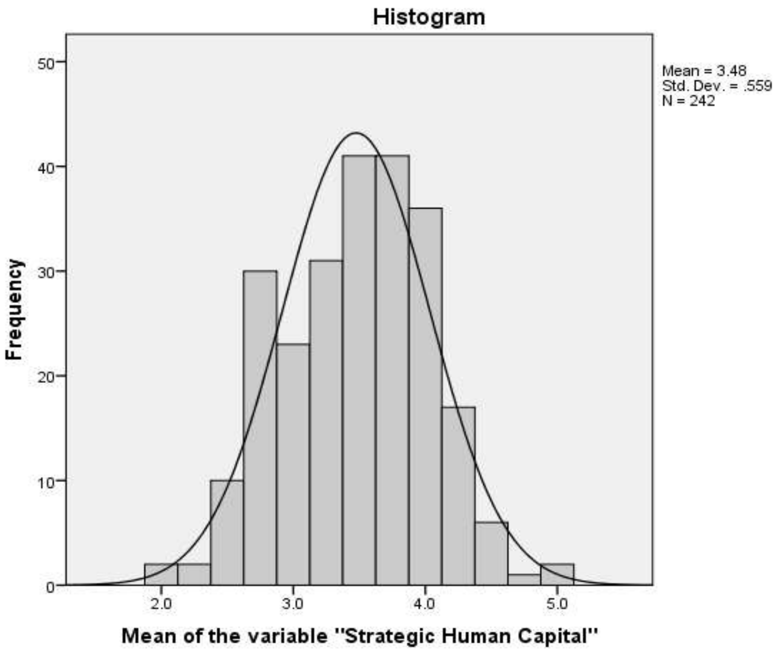

Figure 4.3: "Strategic Human Capital" Distribution

The study wished to check the perception of the respondents on strategic human capital development and how strategic leadership is achieved through strategic human capital. The responses were varied and some looked at strategic leadership as the human resources and skills needed to allow an organization to achieve its goals, and that strategic leadership is achieved through recruitment and training of workers (36% of all respondents). It was noted from the respondents that in most organisations, the strategic human capital was developed through hiring, education, career development, evaluation (assessing), and remuneration (27% of all respondents). These allowed the organization to determine whether its goals have been attained. It was also observed that by allowing individuals to participate in decision-making and instilling confidence in the team in the company's leadership and policies, strategic leadership is achieved (9% of all respondents). The study findings agreed with Minbaeva and Shell (2021) who found that successful organizations knew that developing human capital gave them an organizational edge in this competitive world. Josan (2023) also found that human capital is a resource that contributes to the competitiveness and high productivity of the organization.

It was also learned that strategic human capital was achieved through motivation, strong policy, mentorship, and coaching of subordinates, as well as a good succession plan (This was 18% of the respondents). A motivated staff produces more for the company. It was observed that teamwork and respect were the main strategies to achieve achievement in the organization (9% of all respondents). The summary of all respondents who commented on the achievement of strategic leadership through strategic human capital can be seen from the following Figure 4.4 below:

This vindicated the constructs that were employed to investigate the strategic human capital, namely, human capital training and retaining, building and developing the core competencies teamwork development in the company, and human capital motivation. Generally, the question was set to assess organizations whether they apply strategic leadership by ensuring the practice of strategic human capital within their environment.

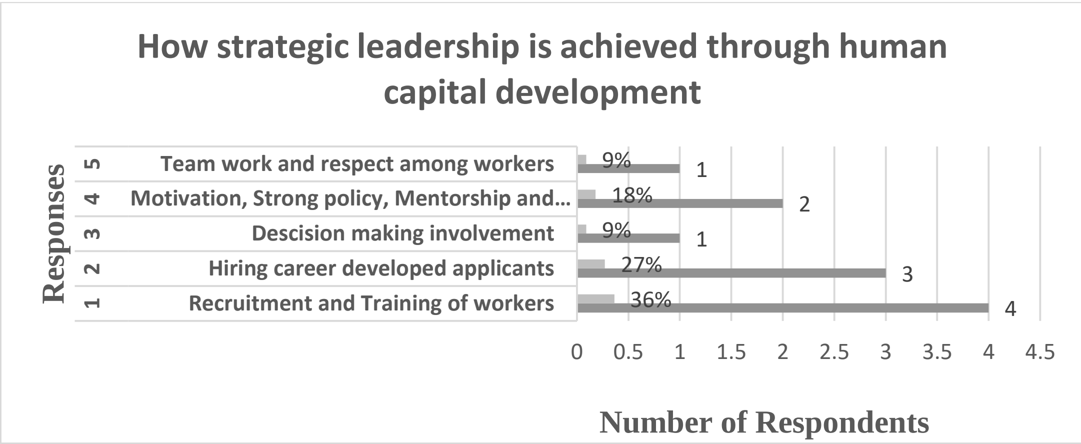

Figure 4.4: Respondent Comments on how Sl is Achieved through SHC

4.5.3 Organizational Control

Organizational control was another independent variable that was used in the analysis. Its values were found the mean of the scores of various statements related to organizational control. Then the descriptive statistics were computed as depicted in Table 4.9. 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 4.4) with a standard deviation of .660. No outliers so the variable values were well distributed around the mean and median for the analysis.

The statistics for the responses to the question for the variable showed a mean of 3 and a 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 4.10: Descriptive Statistics on Organizational Control Variable

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

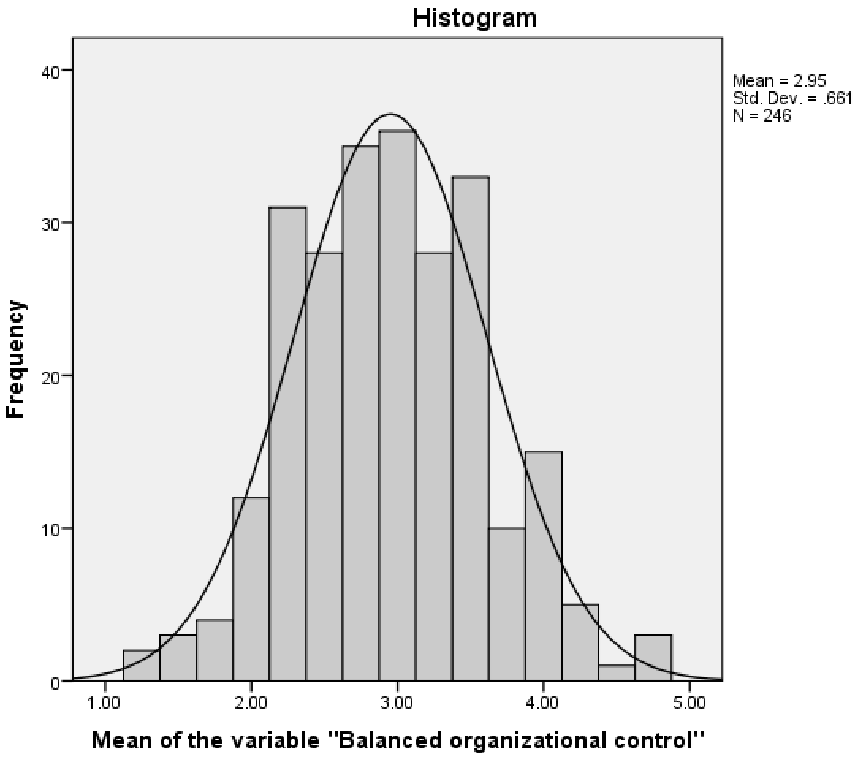

Figure 4.5: Organizational Control" Distribution

The open-ended question targets 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 to achieve organizational control, some organizations established standards (This took up to 11%). It was noted that continuously measuring and comparing performances, in every evaluation step made achievement easier (This was 11% of all respondents). They ensured they got feedback and took corrective action on every procedure at different management levels to achieve organization control (22% of all respondents). The study findings agreed with Goddey and State (2021), organizational control involves tracking strategy implementation and enhances performance. Likewise, Wanjohi (2023) adds that organizational control is a critical component in strategic management process and it involves tracking, monitoring, and evaluating the effectiveness of strategies as well as making any necessary adjustments and improvements to the strategy.

The summary of the respondents can be depicted well in the following Figure 4.6 below:

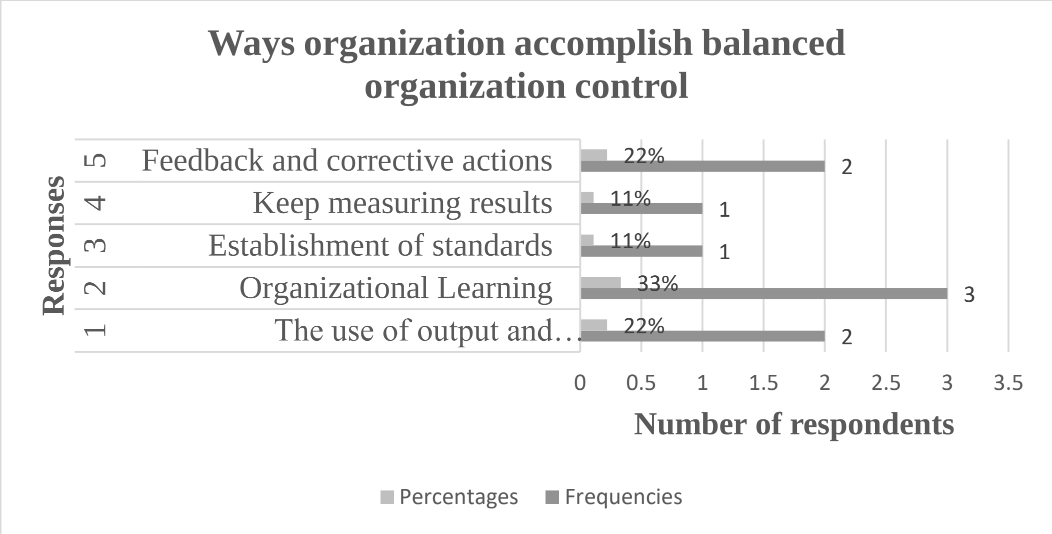

Figure 4.6: Respondents Comments on Ways Firms Accomplish OC

Some organizations did periodic research to understand the industry norms and trends and implement adjustments as necessary. This was found to include a discussion of 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 a 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 are properly done within the organization, ensuring that performance management systems are adopted, and that monitoring and evaluation changes are incorporated into the company. Qualitative responses indicate that the constructs were properly selected and valid.

4.5.4 Governance Practices

The other independent variable was governance. As with the other variable, the mean values were computed from the values of statements related to the variable. Then the descriptive analysis of the distribution of the means was done. The mean was found to be 3, the variance was .725, and the skewness was .074 (Table 4.10). The histogram plot was done to check how normal the distribution was, and it was found almost normal (Figure 4.4) around the mean with a standard deviation of 0.73.

Table 4.11: Descriptive Statistics on Governance Variable

	Mean	Std. Deviation	Variance	Skewness	Kurtosis
Governance.	**3**	**.725**	**.525**	**.074**	**-.531**
1. *Accountability in management is adopted*	3	1.333	1.778	.194	-1.168
2. *Order and procedures are used and followed*	3	1.376	1.892	.131	-1.206
3. *Governance systems are adopted*	3	1.409	1.986	.018	-1.310
4. *Governance structures in place*	3	1.459	2.130	.007	-1.386

The mean values of the responses from the questions related to this variable were 3 across the board. The variances were around 2 and the skewness values were positive and close to zero.

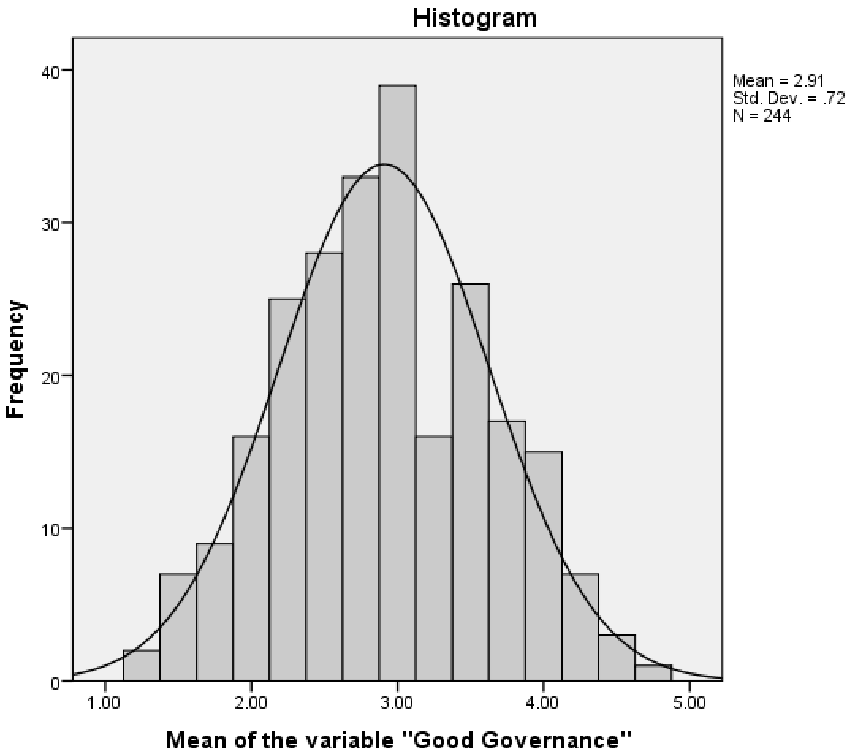

Figure 4.7: "Governance" Distribution

The open-ended question sought to know any other ways the organization is using to ensure that governance is maintained in an organization. Some respondents noted participation, consensus-oriented, accountability, transparency, and responsibility as ways to ensure governance these were the respondents that lead in number of which were 33% of all respondents.

Respondents observed that the secrets to excellent governance of the firms were equality and freedom of expression among the employees and customers (These were 25%). Yet another was the organization-wide adoption of a strong sense of teamwork (up to 25% of all respondents). Since most businesses were privately owned, the management worked hard to operate in accordance with the company's goals and principles. They work hard to abide by rules and regulations and meet all legal obligations. It was observed that other firms achieved governance by instructing employees on how to properly use business resources and excellent customer behaviour (These were 17%). The abidance of the rules and law and the emphasis on following procedures and control were noted as other factors and were only 8% of all respondents. The study findings agreed with Lee (2025) who showed that upgrading and better implementation of market governance contribute to enhancing liquidity in the capital market and capital market growth. Love, (2020) also propose that political stability and efficient legal enforcement considered by an excellent lawful system, suitable investor defense, and low tendency of corruption lead to improvement in capital market

The summary of all respondents in open-ended questions can be seen in Table 4.12

Table 4.12: Respondents' Comments on Ways Firms Ensure *GP* is Maintained

Reason	Percentage
Abide in rules and laws	8%
Proper use of business resources	17%
Wide adaptation of strong sense of team work	25%
Equality and freedom of expression	25%
Participation, consensus	33%

4.5.5 Moral Leadership Emphasis

Moral Leadership Emphasis was considered a moderating variable. Its values were computed from the mean of its different statements. The distribution of the mean values had the mean, the variance, and the skewness equal to 3.1, .523, and .198 respectively. The distribution was almost normal (Table 4.13) around the mean.

Various responses for the question under the moral leadership emphasis indicate that the mean values were about 3 and the variance was almost 2 across the board. The histogram plot was done to check how normal the distribution was, and it was found almost normal (Figure 4.8). The skewness was slightly negative except for that question that aimed to know if moral leadership was emphasized to all staff.

Table 4.13: Descriptive Statistics on Moral Leadership Emphasis Variable

	Mean	Std. Deviation	Variance	Skewness	Kurtosis
Moral Leadership Emphasis	**3.1**	**.723**	**.523**	**.198**	**-.378**
1. *Core Values are integrated to all staff*	3.19	1.333	1.777	-.121	-1.140
2. *Codes of professional conduct are adopted in management*	3.13	1.432	2.051	-.127	-1.324
3. *Ethical principles are applied within the company*	3.02	1.448	2.096	-.026	-1.329
4. *Moral leadership is emphasized to all staff*	3.06	1.413	1.997	.012	-1.304

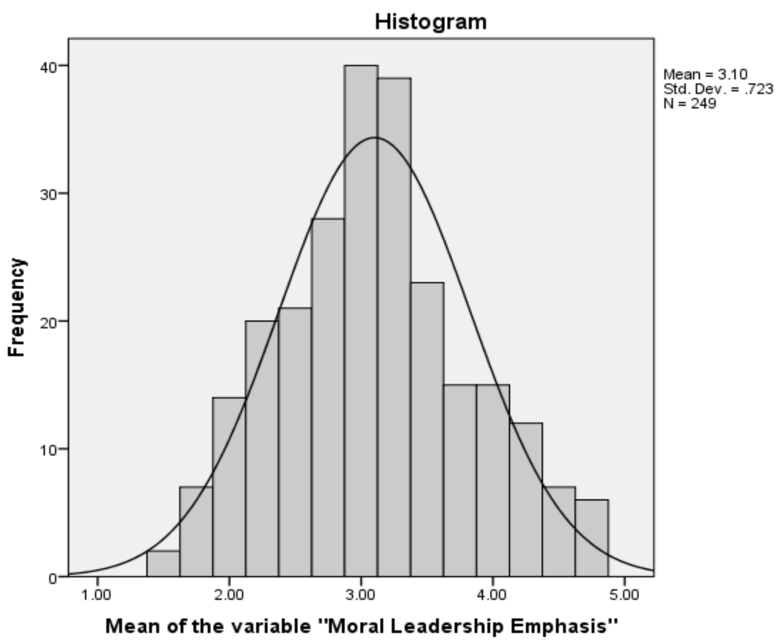

Figure 4.8: "Moral Leadership Emphasis" Distribution

Qualitative analysis was done to especially check the extent to which the company/organization follows moral principles for caring for tourists and keeping national image. The constructs that were looked at during the study included integration of core values to all staff, adoption of codes of professional conduct in the management, application of ethical principles within the company, and the emphasis of moral leadership to all staff. The study observed that different firms provide the highest calibre of services. They honoured the ethical standards and tourism culture (these were 29% of all respondents). The business understood and actively promoted universal human values which took the highest number with 43% was an indicator of following moral principles in organizations. It was noted that treating tourists with the utmost respect (14% of respondents) contributed to indicate that moral principles is followed. Some firms were observed to uphold high ethical standards depending on the culture of the visitor (These were also 14%) was the indicator to follow moral principles. They were adaptable. The employees in the organization were raised with high ethical standards that were tailored to each visitor. The summary of these respondents can be seen in the following Table below:

Table 4.14: Extent Organization Follow Moral Principles for Caring Tourists and Keeping the Image

Reason	**Percentage**
Upholding high ethical standards	14%
Treating tourists with utmost respect	14%
Promoting universal human values	43%
Honouring ethical standards	29%

It was observed that keeping strong moral principles for caring for tourists and keeping national image depends on leadership and conduct applied to staff. Communication within the company ensures that all operators' staff and office workers are well briefed on the dos and don'ts of our organization and tourists. The company must always follow all rules and regulations to bring a good image to the way the staff cares for tourists. This includes good service and cooperation, and the habit of listening to what tourists need. Solinger *et al*. (2020) add that moral leadership suggests that people have the potential to undermine the moral foundation of societies and organizations by enlisting the support of other stakeholders and promoting a different moral perspective on relevant problems. Again, Adiguzel and Cakir (2020) assert that moral leadership may likely moderate the way employees respond to working environment since moral leadership is directly connected to the employees' psychological response.

4.5.6 Performance of Tourism Organizations

4.5.6.1 Quantitative Primary Data Findings and Analysis

The dependent variable in this study was the performance of tourism organizations. Its values were computed from the means of the associated statements. Table 4.12 shows the mean, variance, and skewness of the distribution of the means that were computed and were respectively 2.98, .433, and -.049. The histogram plot depicted the distribution and it was observed to be almost normal with a standard deviation of 0.658 (Figure 4.9). The mean values for the responses of the questions under this variable were 3 across the board whole the variances were around 2 for all responses. The skewness of the distributions was close to zero.

Table 4.15: Descriptive Statistics on Performance of Tourism Organizations Variable

	Mean	Std. Deviation	Variance	Skewness	Kurtosis
Performance of Tourism organizations	**2.98**	**.658**	**.433**	**-.049**	**-.697**
1. *Tourist resorts earn good returns on investments*	2.96	1.425	2.031	.105	-1.322
2. *Tourist resorts have grown tremendously in 10 years*	3.03	1.371	1.880	-.033	-1.237
3. *Number of tourists has increased*	2.98	1.460	2.131	.053	-1.363
4. *Revenue from Tourism sector has increased in 10 years*	2.94	1.429	2.041	.108	-1.303
5. *Net profit increases annually in 10 years*	3.01	1.455	2.117	-.029	-1.368

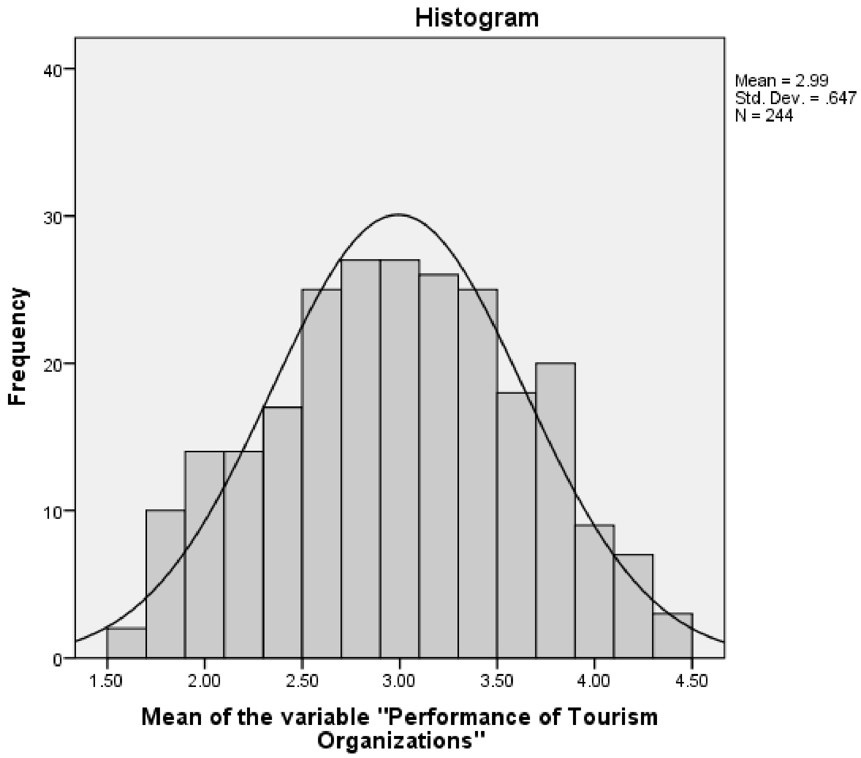

Figure 4.9: Performance of Tourism Organization Distribution

The open-ended question was designed to obtain respondents' perception of performance improvements in the tour firm existing due to strategic leadership on going in the firm. The qualitative analysis summarizes three major theme responses. The first group is those who said that it depends on reports from finance or accounts and the trend, though they caution that it should be noted that for a 10-year trend, you may see irrelevant information for the last two years (2020 to 2022) a huge change because of the world pandemic of Covid-19. These respondents were 39% of all the three groups. The second was those who advocated team spirit among staff as evidence for performance improvement contributed by strategic leadership which went up to 33% and the last group was those whose comments were the proper use of available resources in the organization contributed to performance improvement with support from strategic leaders in the organizations which were 28%. The summary of the result can be shown clearly from the following Figure 4.10.

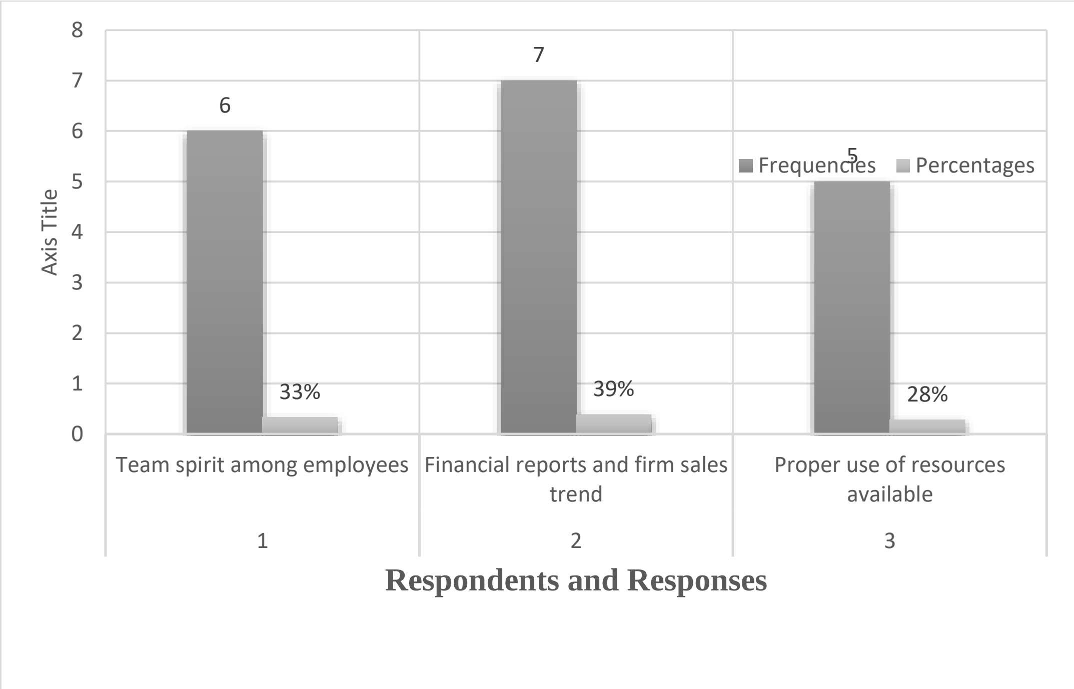

Figure 4.10: Respondents' Perception on Performance Improvement by SL

4.5.6.2 Quantitative Secondary Data Review and Analysis on Performance of Tourism Industry in Tanzania

Tanzania's tourism sector is one of the primary drivers of its macroeconomic development and national income, serving as the country's second-largest foreign exchange earner (Utouh, 2026). Over the ten-year period spanning from 2015 to 2025, the sector underwent a massive structural transformation. It transitioned from a period of steady linear growth into an unprecedented global crisis, followed by a swift "V-shaped" recovery that ultimately culminated in record-breaking heights (Kazi, 2021).

1. **Ten-Year Chronology of Sector Growth**

The trajectory of international visitor arrivals and corresponding economic performance in Tanzania can be divided into three distinct chronological phases.

Phase 1: Pre-Pandemic Expansion (2015–2019)

From 2015 through 2019, Tanzania experienced sustained, robust growth in tourism. International tourist arrivals averaged roughly 1.17 to 1.3 million visitors annually during this decade (Utouh, 2026). In 2019, the sector reached its pre-pandemic peak, contributing $6.57 billion (10.7%) to the country's Gross Domestic Product (GDP) and supporting over 1.5 million jobs—equal to 11.1% of national employment (Utouh, 2026).

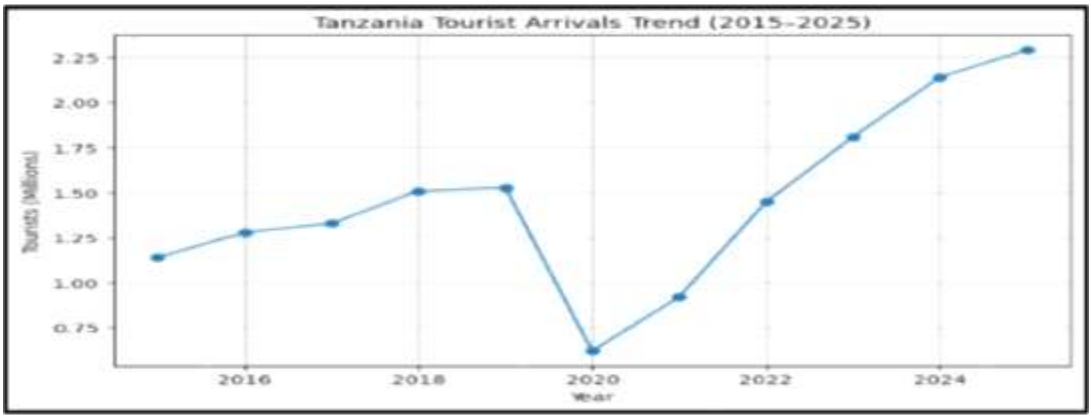

Figure 4.11: Trend of Tourist's Arrival in Tanzania from 2015 to 2025

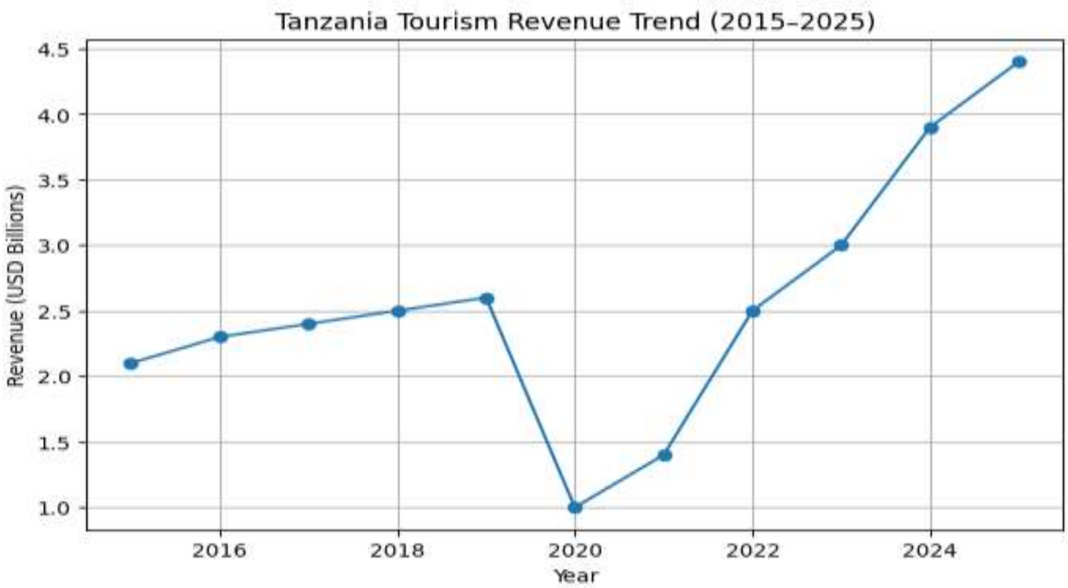

Figure 4.12: Trend of Tourism Revenue in Tanzania from 2015 to 2025

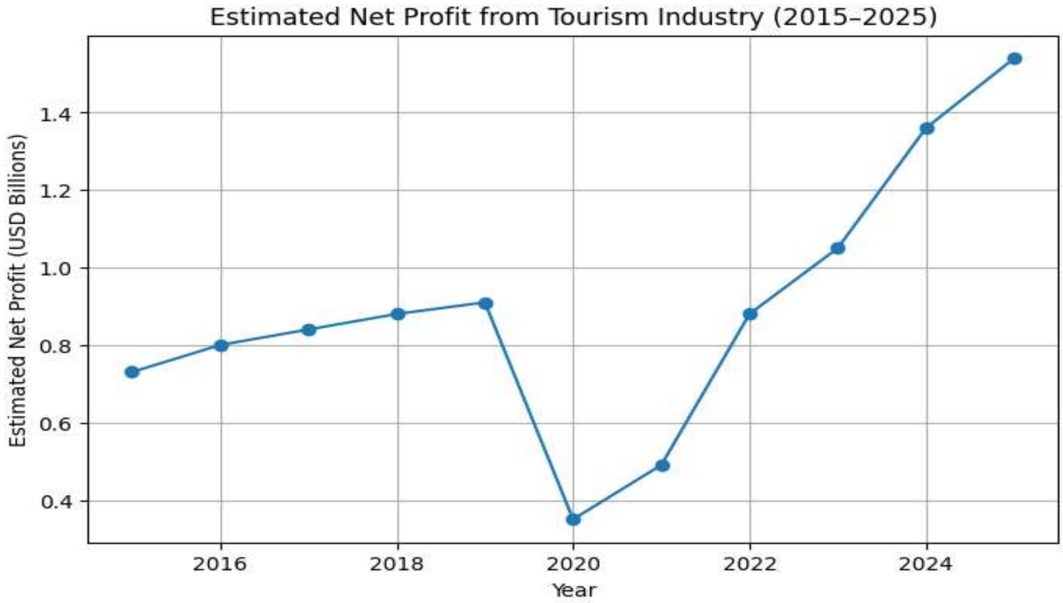

Figure 4.13: Estimated Net Profit Tourism Industry from 2015 to 2025

Phase 2: The Pandemic Contraction (2020–2021)

The outbreak of the COVID-19 pandemic severely disrupted this upward trajectory. Due to global travel restrictions, border closures, and aviation shutdowns, international tourist arrivals in Tanzania plummeted significantly to just 616,491 in 2020 (Utouh, 2026). This sudden collapse in arrivals caused severe revenue shortfalls across the hospitality, aviation, and service supply chains, dragging the broader national GDP growth down to 4.8% (Kazi, 2021).

Phase 3: Strategic Recovery and Boom (2022–2025)

Following 2021, the government initiated targeted policy interventions, including heavy investments in international marketing campaigns (such as the *Tanzania: The Royal Tour* documentary) and a massive upgrading of aviation infrastructure. Air transport acts as the primary gateway for the country's tourism, with over 90% of all international tourists entering the country via air routes (Utouh, 2026). Enhanced connectivity across key hubs like Zanzibar and Mount Kilimanjaro triggered a sharp recovery. By 2023, tourist arrivals fully recovered and surpassed pre-pandemic thresholds to reach 1.8 million (Utouh, 2026). This expansion accelerated further into

2024 and 2025, pushing tourist volumes to historic highs of 2.1 to 2.2 million annual visitors (Utouh, 2026).

2. Dynamic Performance Sandbox

The interactive simulator below illustrates how variations in annual tourist arrivals directly influence macroeconomic indicators. It maps out total revenue generation and estimated net industry profit based on the underlying historical trends and structural cost ratios observed in Tanzania between 2015 and 2025

3. Explaining Revenue Trends and "Net Profit" Nuance

To comprehend the financial mechanics behind Tanzania's tourism industry, a clear distinction must be drawn between sector-wide revenue generation and micro-level corporate profit. The overall trajectory of international tourism receipts closely mirrors the volume of arrivals, as total sector revenue is a direct function of total visitor spending (Utouh, 2026). In the early years of the data loop (2015–2018), receipts hovered steadily. By 2019, tourism injected billions of dollars directly into local markets. Following the pandemic slump of 2020—where tourism receipts dropped by billions of dollars—the rapid volume resurgence by 2024 drove international tourism receipts up to a record-breaking $3.37 billion USD (Utouh, 2026).

Net Profit in Public Data

In macroeconomic monitoring and secondary data published by institutions like the National Bureau of Statistics (NBS) and the Bank of Tanzania (BoT), metrics are explicitly reported as Gross Receipts or Foreign Exchange Earnings rather than a single unified "Net Profit" figure. This occurs because the tourism industry is highly fragmented, comprised of thousands of independent private operators (airlines, boutique safari lodges, individual tour guides, and local artisans).

However, looking at the structural economics of the sector, the "net yield" retained within Tanzania depends heavily on two critical components:

The Multiplier Effect: Initial tourist spending circulates intensely across domestic sectors. For example, local food suppliers, agricultural producers, and construction companies experience indirect growth when safari lodges purchase local goods (Breisinger, 2025).

Tourism Leakage: Because a portion of booking fees, international flights, and luxury imports are managed by foreign-owned travel agencies or multinational corporations, a percentage of the gross revenue "leaks" back out of the domestic economy. Maximizing local retention via sustainable community tourism has become a major policy objective (Kinyondo, 2021).

Overall, Tanzania's tourism industry has shown strong resilience and recovery over the past decade. The sector continues to be one of the leading contributors to foreign exchange earnings, employment creation, and national economic growth. Government investment in destination marketing, wildlife conservation, infrastructure development, and digital tourism systems has played a major role in the sector's expansion. These positive changes are in one aspect being contributed by the strategic leadership initiatives from top level of the state to down at the organizational level of workers. In general, these findings are in line with the positive relationship we see between independent variables with the dependent variable of this study.

4.5.7 Summary of the Variables under Study

The comparison of the measures of central tendence and dispersion of the independent variables were as in Table 4.16.

Table 4.16: Central Tendency and Measure of Dispersion Report

Variables	Mean	Std. Deviation	Variance	Skewness	Kurtosis
1. Strategic Direction	2.98	.7311	.534	.176	-.245
2. Strategic Human Capital	3.48	.5565	.310	-.106	-.342
3. Organizational control	2.95	.6636	.440	.148	-.121
4. Governance practices	2.91	.7247	.525	.074	-.531
5. Moral Leadership Emphasis	3.10	.7230	.523	.198	-.378
6. Performance of Tourism organizations	2.98	.6579	.433	-.049	-.697

Except with Strategic Human Capital, all variables had a mean close to 3. Variances were less than one and skewness were all positive except Strategic Human Capital and the dependent variable. In all cases, the skewness was close to zero. This indicates that the distributions were close to normal. The negative skew indicates that generally, the data for variable have scores greater than 3 on a Likert scale whereas the positive skew indicates that the data for the variable have scores less than 3. In all cases, however, the skewness was less than fairly symmetrical unit.

4.6 Diagnostic Tests

This section reports diagnostic tests.

Assumption #1: The Dependent Variable is Binary

This assumption is that, in logistic regression, there are only two possible outcomes for the dependent variable.

The dependent variable was made binary by transforming the 5-point Likert scale into only 1 and 0 values for:

$$y^* = \begin{cases} 1, & if\ y > 2.5\ (Agree) \\ 0, & otherwise\ (Disagree\ ) \end{cases}$$

This ensured that the assumption was not violated

Assumption #2: The Observations are Independent

According to the logistic regression model, the dataset's observations are assumed to be independent of one another. In other words, the observations shouldn't be correlated or derived from repeated measurements of the same subject. The analysis (Appendix 5) indicates that the correlations of all observations were either less than 0.3 or not statistically significant ($p < .05$). This shows that this assumption was adhered to as well.

Assumption #3: There is No Multicollinearity among Independent Variables

In a logistic regression, substantial multicollinearity between the independent variables is assumed to be absent. When independent variables were correlated, the results are shown in Table 4.17. Except for the MLE and SHC variables whose correlation was .145 and $p < .001$, the rest were not correlated. This one was also ignored as the correlation was less than 0.3.

Table 4.17: Correlations (N = 248)

		SD	**SHC**	**OC**	**GP**	**MLE**
SD	Pearson Correlation	1	-.015	.045	.055	.118
	Sig. (2-tailed)		.814	.477	.390	.063
SHC	Pearson Correlation	-.015	1	.018	.047	.145*
	Sig. (2-tailed)	.814		.774	.458	.022
OC	Pearson Correlation	.045	.018	1	.088	.103
	Sig. (2-tailed)	.477	.774		.165	.104
GP	Pearson Correlation	.055	.047	.088	1	-.118
	Sig. (2-tailed)	.390	.458	.165		.063
MLE	Pearson Correlation	.118	.145*	.103	-.118	1
	Sig. (2-tailed)	.063	.022	.104	.063	

*. Correlation is significant at the 0.05 level (2-tailed).

Multicollinearity was also confirmed by assessing the VIFs in the data. The VIF is defined as the reciprocal of tolerance $VIF = \frac{1}{Tolerance}$. It shows how much the variance of the coefficient estimate is being inflated by multicollinearity.

Tolerance is defined as 1-R^2 where R^2 is the Pearson coefficient of determination for the regression for independent variables.

The decision criteria were that a tolerance close to 1 indicates that there is little multicollinearity, whereas a value close to zero suggests that multicollinearity may be a threat. Although some sources argue that there is no formal cut-off value to use with tolerance for determining presence of multicollinearity, a rule of thumb, a tolerance of 0.1 or less is a cause for concern (Senaviratna & Cooray, 2019). The values of VIF exceeding 10 are often regarded as indicating multicollinearity, but in weaker models, which is often the case in logistic regression; values above 2.5 may be a cause for concern (Senaviratna & Cooray, 2019).

The results of the analysis are depicted in Table 4.15 indicate that the values of Tolerance were all greater than 0.1 and the VIF were all less than 2.5. This confirms that the multicollinearity assumption is not violated.

Table 4.18: Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		**B**	**Std. Error**	**Beta**	**t**	**Sig.**	**Tolerance**	**VIF**
1	(Constant)	.097	.263		.367	.714		
	SD	.031	.038	.053	.824	.411	.979	1.022
	SHC	.046	.049	.060	.938	.349	.974	1.026
	OC	.035	.041	.054	.837	.403	.978	1.023
	GP	.040	.038	.068	1.057	.292	.967	1.034
	MLE	.061	.039	.102	1.562	.120	.936	1.069

a. Dependent Variable: Log PTO

Assumption #4: There are No Extreme Outliers

Logistic regression assumes that the dataset is devoid of severe outliers or influential observations. The boxplot (Figure 4.13) for all variables indicates no outlier in the dataset.

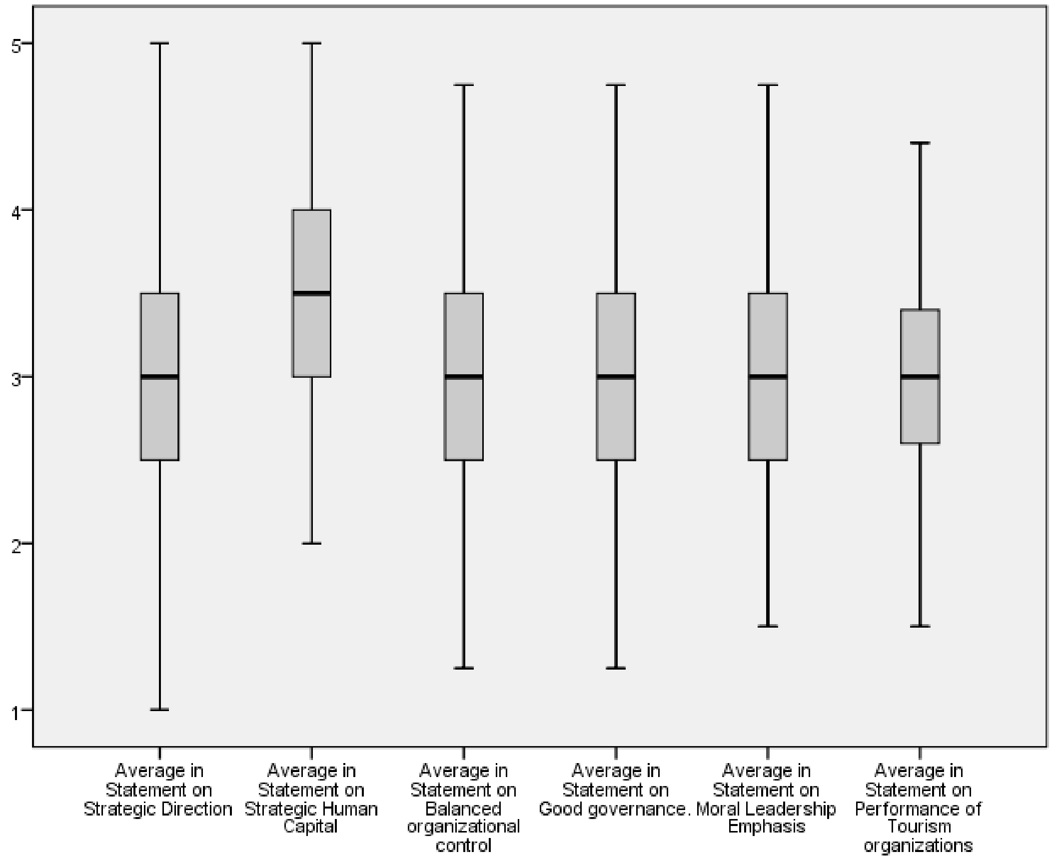

Figure 4.14: Boxplot

Assumption #5: There is a Linear Relationship between Independent Variables and the Logit of the Response Variable

Each independent variable and the response variable's logit are assumed to be linearly related in logistic regression. This was tested by Box-Tidwell test in the SPSS. The procedure was to transform the independent variables by multiplying the variable with the natural log of the same variable and then regressing the logit of the dependent variable on the transformed independent variable. The results are in Table 4.16.

Table 4.19: Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	SD	-.647	2.497	.067	1	.795	.523
	SHC	-8.642	7.012	1.519	1	.218	.000
	OC	3.144	2.832	1.232	1	.267	23.198
	GP	.214	2.783	.006	1	.939	1.239
	MLE	-1.246	3.141	.157	1	.692	.288
	TransfCD	.397	1.206	.108	1	.742	1.487
	TransfSHC	4.014	3.169	1.605	1	.205	55.364
	TransfOC	-1.422	1.373	1.073	1	.300	.241
	TransfGP	.001	1.364	.000	1	.999	1.001
	TransfMLE	.763	1.491	.262	1	.609	2.145
	Constant	10.150	13.874	.535	1	.464	25579.625

a. Variable(s) entered on step 1: SD, SHC, MLE, OC, GP, TransfCD, TransfSHC, TransfOC, TransfGP, TransfMLE.

The decision criterion is that the sig. Value must be more than 0.05 for the linearity to exist. In our case, all the transformed values have sig values greater than .05, so the assumption is not violated.

4.7 Bivariate Linear Relationship between Variables

Logistic regression analysis was done for each of the objectives to test the hypothesis that was proposed for that objective.

4.7.1 Strategic Direction on the Performance of Tourism Organizations

The first objective was to determine the influence of strategic direction on the performance of tourism organizations in Tanzania. The proposed hypothesis for this objective was that the strategic directions have no significant influence on the performance of tourism organizations in Tanzania. The variables that were used in testing this hypothesis were the strategic direction (SD) as an independent variable and the performance of tourism organization (PTO) as the dependent variable.

The log of the independent variable (SD) was computed by transformation. Then regression analysis was done of the log of performance of tourism organization (PTO) on the independent variable (SD). The **Omnibus Tests of Model Coefficients** is a statistical test used in logistic regression to determine whether the overall model is significant. It compares the fitted model (with predictors such as strategic leadership practices and governance variables) against a baseline or null model that contains only the constant (no predictors). The test evaluates whether adding the independent variables significantly improves the model's ability to predict the dependent variable (e.g., tourism organization performance). The overall test is indicated in the model (Table 4.20) and the coefficients and odds ratios (Table 4.21).

Table 4.20: Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	1.134	1	.028
	Block	1.134	1	.028
	Model	1.134	1	.028

The overall model is statistically significant, $\chi^2(1) = 1.134$, $p < .05$.

Table 4.21: Variables in the Equation

								95% C.I. for Exp(B)	
		B	S.E.	Wald	df	Sig.	Exp(B)	Lower	Upper
Step 1[a]	SD	.217	.205	1.121	1	.000	1.242	.831	1.856
	Constant	.486	.616	.622	1	.043	1.626		

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

Table 4.23 presents the logistic regression results examining the influence of strategic direction (SD) on the performance of tourism organizations in Tanzania. The coefficient for SD (B = 0.217) is positive, indicating that an improvement in strategic direction is associated with an increase in the likelihood of better organizational performance. The "Sig." Value (p <.05) indicates the test's statistical significance (Table 4.23). The odds ratio (Exp(B) = 1.242) further shows that a unit increase in strategic direction increases the odds of improved performance by approximately 24.2%, holding other factors constant. This implies that organizations with clear strategic direction such as well-defined goals, vision, and planning are more likely to achieve higher performance levels in the tourism sector. The confidence interval (0.831 to 1.856) indicates the range within which the true effect is expected to lie, although the presence of values crossing 1 suggests some variability in the strength of the effect. The study findings agreed with Odita and Bello (2025) who indicated that strategic intent positively and significantly relates to the organization's performance and it is found in the mission, vision, and objectives. The study findings agreed with Brown and Kline (2020) who indicated that strategic leadership practices are largely in place, there is a need for strengthening inclusive communication systems to ensure all employees fully understand and align with organizational goals, which is critical for consistent performance improvement across tourism organizations.

Both the Cox & Snell R Square and the Nagelkerke R Square values, which are used to calculate the explained variation, are shown in Table 4.22. These values are referred to as pseudo R^2 values and usually have lower values than in normal linear regression.

Table 4.22: Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	276.129[a]	.351	.470

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

Therefore, based on the Cox & Snell R^2 or Nagelkerke R^2 approaches, the explained variance in the dependent variable based on our model varies from 35.1% to 47.0%, respectively.

The Hosmer-Lemeshow test in Table 4.23 examines the null hypothesis that the model's predictions match the observed group memberships exactly. The Hosmer–Lemeshow test is a goodness-of-fit test used in logistic regression to assess how well the model's predicted probabilities match the observed outcomes. It evaluates whether the model fits the data adequately by dividing the sample into groups (usually deciles) based on predicted probabilities and then comparing the observed and expected frequencies of the outcome within each group. When comparing the observed frequencies to those predicted by the linear model, a Chi-square statistic is calculated. A nonsignificant Chi-square (sig = .228) means that the data were well fitted to the model.

Table 4.23: Hosmer-Lemeshow Test

Step	Chi-square	Df	Sig.
1	9.356	7	.228

In Table 4.24, we observe the predictive values in the model. The proportion of positive predictive values with the observed values compared to all the cases correctly predicted as having the characteristic is known as the positive predictive value.

Table 4.24: Classification Table[a]

			Predicted		
			If PTO>2.5; 1		Percentage Correct
	Observed		Disagree	Agree	
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

In our case, this is 100 x 188/(61 + 188) which is 75.5%. That is, in all situations in the test where strategic direction was predicted as contributing to the performance of tourism organization, 75.5% were correctly predicted. The findings are in line with study by Kitonga *et al. (*2016) who argued that strategic direction setting is very important in an organization since it helps managers and leaders to work strategically to increase organizational performance. Another study by Eze *et al.* (2020) complimented that strategic direction is very essential since its impact on organization performance also affects the entire operation of the organization. In all situations in the test, the negative predictive value (where strategic direction was predicted as not contributing to the performance of tourism organization) was zero.

In summary, after the logistic regression analysis to ascertain the effects of strategic direction on the likelihood that the performance of tourism organizations is improved, the logistic regression model was statistically significant, $\chi^2(1) = 1.134$, $p < .05$. The model explained 47.0% (Nagelkerke R^2) of the variance in performance of tourism organization and correctly classified 75.5% of cases.

4.7.2 Strategic Human Capital on the Performance of Tourism Firms in Tanzania

The second objective was to ascertain how strategic human capital development affected Tanzanian tourist companies' performance. The hypothesis for this objective was that strategic human capital development significantly influences the performance of tourism organizations in Tanzania.

The log of the independent variable (SHC) was computed by transformation. Then regression analysis was done of the log of performance of tourism organization (PTO) on the independent variable (SHC). The overall test is indicated in the model (Table 4.25) and the coefficients and odds ratios (Table 4.26).

Table 4.25: Omnibus Tests of Model Coefficients

		Chi-square	Df	Sig.
Step 1	Step	1.747	1	.018
	Block	1.747	1	.018
	Model	1.747	1	.018

The overall model is statistically significant, $\chi^2(1) = 1.747$, $p < .05$.

The Wald test is used to determine the statistical significance of each independent variable (Table 4.26). The "Sig." Value ($p <.05$) indicates the test's statistical significance. The study findings agreed with Minbaeva and Shell (2021) who found that successful organizations knew that developing human capital gave them an organizational edge in this competitive world. Josan (2023) also found that human capital is a resource that contributes to the competitiveness and high productivity of the organization.

Table 4.26: Variables in the Equation

		B	S.E.	Wald	Df	Sig.	Exp(B)
Step 1[a]	SHC	.351	.267	1.736	1	.018	1.421
	Constant	-.087	.925	.009	1	.009	.916

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

Both the Cox & Snell R Square and the Nagelkerke R Square values, which are used to calculate the explained variation, are shown in Table 4.27. These pseudo-R^2 values have lower values than in normal linear regression.

Table 4.27: Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	275.515[a]	.271	.310

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

The Cox & Snell R^2 or Nagelkerke R^2, which are similar to the correlation coefficient of determination, give the explained variance in the dependent variable. Based on our model, they vary from 27.1% to 31.0%, respectively.

The Hosmer-Lemeshow test in Table 4.28 examines the null hypothesis that the model's predictions match the observed group memberships exactly. A Chi-square statistic is computed by contrasting the observed frequencies with those predicted by the linear model. A nonsignificant Chi-square (sig = .881) means that the data were well-fitted to the model.

Table 4.28: Hosmer-Lemeshow Test

Step	Chi-square	Df	Sig.
1	2.364	6	.881

We can see the model's predicted values in Table 4.29. The positive predictive value is the percentage of positive predictive values that match the actual values as compared to all the cases that were properly predicted to have the feature.

The positive predictive value is 100 x (188 ÷ (61 + 188)) which is 75.5%. That is, in all situations in the test where strategic human capital development was predicted as contributing to the performance of tourism organizations, 75.5% were correctly predicted. The findings obtained from the field are compatible with Madera *et al.(*2017) study that indicates a positive relationship between strategic human capital development and firm performance.

Table 4.29: Classification Table[a]

	Observed		Predicted		
			If PTO>2.5; 1		Percentage Correct
			Disagree	Agree	
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 2.5

In all situations in the test, the negative predictive value (where strategic direction was predicted as not contributing to the performance of tourism organizations) was zero.

In summary, the logistic regression analysis to ascertain the effects of strategic human capital development on the likelihood that the performance of tourism organization is improved was done, and the logistic regression model was statistically significant, $\chi^2(1) = .747$, $p < .05$. The model explained 31.0% (Nagelkerke R^2) of the variance in performance of tourism. The statistically significant model suggests that strategic human capital development is a meaningful predictor of improved performance in tourism organizations. This implies that investments in employee skills, training, and capability-building are not optional but central to organizational success. The study findings agreed with Minbaeva and Shell (2021) who found that successful organizations knew that developing human capital gave them an organizational edge in this competitive world. Josan (2023) also found that human capital is a resource that contributes to the competitiveness and high productivity of the organization and correctly classified 75.5% of cases.

4.7.3 Organizational Control on the Performance of Tourism Firms in Tanzania

The third objective was to determine the influence of organizational control on the performance of tourism 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 (OC). The omnibus tests of model coefficients are indicated in the model (Table 4.30) and the coefficients and odds ratios (Table 4.31).

Table 4.30: 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 4.32 the Wald test is used to determine the statistical significance of each independent variable. Table 4.32 presents the logistic regression results examining the influence of organizational control on the performance of tourism organizations in Tanzania. The coefficient for SD (B = 0.220) is positive, indicating that an improvement in organization is associated with an increase in the likelihood of better organizational performance. The "Sig." Value ($p <.05$) indicates the test's statistical significance (Table 4.31). The Sig. value ($p <.05$) indicates the test's statistical significance.

Table 4.31: 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 4.32. These pseudo-R^2 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 R^2 or Nagelkerke R^2 techniques are used respectively. The study findings agreed with Goddey and State (2021), organizational control involves tracking strategy implementation and enhances performance. Likewise, Wanjohi (2023) adds that organizational control is a critical component in the strategic management process, and it involves tracking, monitoring, and evaluating the effectiveness of strategies as well as making any necessary adjustments and improvements to the strategy.

Table 4.32: 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 4.33. 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 4.33: 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 4.34). 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 4.34: Classification Table[a]

			Predicted		
			If PTO>2.5; 1		Percentage Correct
	Observed		Disagree	Agree	
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 x 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, the logistic regression analysis was done to ascertain the effects of organizational control on the likelihood that the performance of tourism organization is improved, and 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. Sihag and Rijsdijk (n.d.) and Verburg *et al*. (2017) also had similar findings that when organizational control is well balanced and maintained the organizational performance is likely to improve. These results are in line with the Contingency theory which asserts that the leader's ability to lead is contingent upon various situational factors. Explains how organizational control and leadership adaptability affect tourism performance.

4.7.4 Governance Practices on Tourism Performance of Firms in Tanzania

The fourth objective was to determine the influence of governance practices on the performance of tourism organizations in Tanzania. The hypothesis for this objective was that governance practices have a significant influence on the performance of tourism organizations in Tanzania.

Prior to running the logistic regression, the variables were transformed into log form. The regression analysis was performed on the log of the performance of tourist organizations (PTO) on the independent variable (GP). The omnibus tests of those coefficients as well as the model's coefficients and odds ratios are depicted in Table 4.35 and Table 4.36.

Table 4.35: Omnibus Tests of Model Coefficients

		Chi-square	Df	Sig.
Step 1	Step	1.100	1	.029
	Block	1.100	1	.029
	Model	1.100	1	.029

The overall model is statistically significant, $\chi^2(1) = 1.100$, $p < .05$.

In Table 4.35, the Wald test is used to determine the statistical significance of each independent variable. Table 4.35 presents the logistic regression results examining the influence of governance practices on the performance of tourism organizations in Tanzania. The coefficient for SD (B = 0.520) is positive, indicating that an improvement in governance practices is associated with an increase in the likelihood of better organizational performance. The Sig. value ($p <.05$) indicates the test's statistical significance.

Table 4.36: Variables in the Equation

		B	S.E.	Wald	Df	Sig.	Exp(B)
Step 1[a]	GP	.216	.207	1.091	1	.296	1.241
	Constant	.520	.608	.733	1	.392	1.683

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

Table 4.37 displays the values of the Cox & Snell and Nagelkerke R Squares, which are both used to determine the explained variance. When compared to conventional linear regression, these pseudo-R^2 values are lower. The explained variation in the dependent variable based on this model ranges from 22.4% to 31.7%, depending on whether the Cox & Snell R^2 or Nagelkerke R^2 techniques are used.

Table 4.37: Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	273.337[a]	.224	.317

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

The Hosmer-Lemeshow test in Table 4.38 examines the null hypothesis that the model's predictions precisely match the observed group memberships. A Chi-square statistic is produced by contrasting the observed frequencies with those predicted by the linear model. Chi-square analysis shows that the data were correctly fitted to the model with an unremarkable Chi-square value ($p = .502$).

Table 4.38: Hosmer and Lemeshow Test

Step	Chi-square	Df	Sig.
1	6.329	7	.502

The Classification Table displays the model's expected values (Table 4.39). The positive predictive value is the share of positive predictive values that match the actual values when compared to all the cases that were properly predicted to possess the feature.

Table 4.39: Classification Table[a]

			Predicted		
			If PTO>2.5; 1		Percentage
	Observed		**Disagree**	**Agree**	**Correct**
Step 1	If PTO>2.5; 1	Disagree	0	60	.0
		Agree	0	188	100.0
	Overall Percentage				75.8

a. The cut value is .500

The accuracy of the prediction is 100 x 188/(60 + 188), or 75.8%. That indicates that in 75.8% of the test instances, it was correctly anticipated that the tourist company's performance would increase as a result of the focus on governance practices. The study by Nunkoo (2017) that sought to establish a relationship between governance and sustainable tourism development found that the presence of governance is a essential pre-condition for sustainable tourism. The test's negative predictive value, which predicted that the tourist company's performance would not be improved by a focus on governance practices, was zero in every instance.

In conclusion, the logistic regression model was statistically significant, $\chi^2(1) = 1.100$, $p < .05$. This was done to determine the impacts of governance chance that the performance of the tourist organization is enhanced. The model successfully identified 75.8% of instances and explained 31.7% (Nagelkerke R^2) of the variation in the performance of tourist organizations. The study findings agreed with Lee (2025) who showed that upgrading and better implementation of market governance contribute to enhancing liquidity in the capital market and capital market growth. Love, (2020) also propose that political stability and efficient legal enforcement considered by an excellent lawful system, suitable investor defense, and low tendency of corruption lead to improvement in capital market

The constructs that were set forward to test the variable under study were adoption of accountability in management, assurance that order and procedures are used and followed, adoption of governance systems, and assurance that governance structures are in place.

4.7.5 The Moderating Effect of Moral Leadership Emphasis Variable

The fifth objective was to ascertain how the moral leadership emphasis (MLE) moderates the effects strategic leadership influence the Tanzanian tourist companies' performance. The hypothesis for this objective was that moral leadership emphasis does not significantly moderate the effect of strategic leadership on the performance of tourism organizations in Tanzania.

The moderator was treated as an independent variable and the analysis was done just to find out how significant the variable is influencing the dependent variable before testing its moderating effect. The log of the independent variable was computed by transformation. Then regression analysis was done of the log of performance of tourism organization (PTO) on the independent variable (MLE). The overall test is indicated in the model (Table 4.40) and the coefficients and odds ratios (Table 4.41).

Table 4.40: Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	3.777	1	.042
	Block	3.777	1	.042
	Model	3.777	1	.042

The overall model is statistically significant, $\chi^2(1) = 3.777$, $p < .05$.

In Table 4.41 the Wald test is used to determine the statistical significance of each independent variable. The coefficient for SD (B = 0.405) is positive, indicating that an improvement in moral leadership is associated with an increase in the likelihood of better organizational performance. The "Sig." Value ($p <.05$) indicates the test's statistical significance.

Table 4.41: Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	MLE	**.405**	**.212**	**3.659**	**1**	**.046**	**1.500**
	Constant	**-.110**	**.652**	**.028**	**1**	**.866**	**.896**

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

Both the Cox & Snell R Square and the Nagelkerke R Square values, which are used to calculate the explained variation, are shown in Table 4.41. These pseudo-R^2 values have lower values than in normal linear regression. Based on the Cox & Snell R^2 or Nagelkerke R^2 approaches, the explained variance in the dependent variable based on this model varies from 15.9% to 22.1%, respectively.

Table 4.42: Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	273.486[a]	.159	.221

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

The Hosmer-Lemeshow test in Table 4.43 examines the null hypothesis that the model's predictions match the observed group memberships exactly. A Chi-square statistic is computed by contrasting the observed frequencies with those predicted by the linear model. A nonsignificant Chi-square (sig = .929) means that the data were well-fitted to the model.

Table 4.43: Hosmer and Lemeshow Test

Step	Chi-square	Df	Sig.
1	2.475	7	.929

In the Classification Table (Table 4.44), the model's predicted values are displayed. The positive predictive value is the percentage of positive predictive values that match the actual values as compared to all the cases that were properly predicted to have the feature.

Table 4.44: Classification Table[a]

	Observed		Predicted		
			If PTO>2.5; 1		Percentage Correct
			Disagree	Agree	
Step 1	If PTO>2.5; 1	Disagree	0	58	.0
		Agree	0	188	100.0
	Overall Percentage				76.4

a. The cut value is .500

The positive predictive value is 100 x 188/(58 + 188) which is 76.4%. That is, in all situations in the test where the moral leadership emphasis was predicted as contributing to the performance of tourism organizations, 76.4% were correctly predicted. In all situations in the test, the negative predictive value (where the moral leadership emphasis was predicted as not contributing to the performance of tourism organization) was zero.

In summary, the logistic regression analysis to ascertain the effects of moral leadership emphasis on the likelihood that the performance of tourism organizations is improved, was done and the logistic regression model was found to be statistically significant, $\chi^2(1) = .377$, $p < .05$. The model explained 15.9% (Nagelkerke R^2) of the variance in performance of tourism organization and correctly classified 76.4% of cases. The statistically significant result indicates that moral leadership emphasis is a meaningful predictor of improved performance in tourism organizations. This suggests that ethical conduct, integrity, and value-driven leadership contribute positively to organizational effectiveness. The study findings agreed with Adiguzel and Cakir (2020) who assumes that moral leadership moderates the way strategic leadership influences the performance of tourism organizations.

4.7.6 The General Results of the Binary Logistic Regression Analysis

The results of the binary logistic regression analysis are presented in Table 4.45.

Table 4.45: Variables in the Equation

		B	S.E.	Wald	Df	Sig.	Exp(B)
Step 1[a]	SD	.171	.211	.654	1	.019	1.186
	SHC	.262	.274	.914	1	.039	1.299
	OC	.195	.232	.710	1	.039	1.216
	GP	.232	.213	1.184	1	.027	1.261
	MLE	.349	.222	2.478	1	.015	1.418
	Constant	-2.567	1.477	3.021	1	.082	.077

a. Variable(s) entered on step 1: SD, SHC, MLE, OC, GP.

In Table 4.46, if other variables are kept constant, each coefficient of the independent variables (strategic direction, strategic human capital, organizational control, governance, and moral leadership emphasis) positively influences performance of tourism organizations (PTO). The odds ratio (Exp(B)) that associates performance of tourism organizations and strategic direction, strategic human capital, moral leadership emphasis, organizational control, and governance are 1.186, 1.299, 1.216, 1.261, and 1.418 respectively.

Strategic direction ($\beta = 0.171$, $p = 0.019$) shows a positive and statistically significant relationship with performance, suggesting that a well-defined strategic orientation enhances the odds of improved tourism organizational performance, although its effect is relatively modest compared to the other variables. Strategic human capital ($\beta = 0.262$, $p = 0.039$) also has a positive and significant influence, indicating that improvements in employee skills and competencies significantly increase the likelihood of better performance outcomes. Similarly, organizational control ($\beta= 0.195$, $p = 0.039$) is positively and significantly associated with performance, implying that effective monitoring and control systems contribute to higher organizational effectiveness. Governance practices ($\beta= 0.232$, $p = 0.027$) further demonstrate a significant positive effect, showing that strong governance structures enhance the probability of improved performance in tourism organizations. Among all the predictors, moral leadership emphasis ($\beta = 0.349$, $p = 0.015$) emerges as the most influential variable. Its relatively higher coefficient indicates that ethical leadership practices, integrity, and value-based leadership have the strongest positive effect on performance compared to the other factors in the model, and its statistical significance confirms that this effect is robust.

The constant value for this regression is -2.567. Therefore,

$$e^{\beta 0} \div (1 + e^{\beta 0}) = e^{-2.567} \div (1 + e^{-2.567}) = 0.071,$$

Based on this, the probability that performance of tourism organizations is without the impact of good strategic direction, strategic human capital, moral leadership emphasis, organizational control, and governance is 0.071.

$$In(ODDS) = In\left(\frac{y*}{1-y*}\right) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 M$$

$$= \text{Constant} + \text{SD}X_1 + \text{SHC}X_2 + \text{OC}X_4 + \text{GP}X_5 + \text{MLE}M$$

$$= -2.567 + .171X_1 + .262X_2 + .195X_3 + .232X_4 + .349M$$

Table 4.46: Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	267.165[a]	.29	.43

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

In Table 4.46, the 'Cox & Snell R^2' and 'Nagelkerke R^2 are pseudo R^2 values that can be taken as the correlation coefficient of determination and they indicate R^2 values between 0.29 and 0.43 (depending on either Cox & Snell R^2 or Nagelkerke R^2). This shows that between 29% and 43% of the performance of tourism organizations (PTO) is caused by the combined effects of strategic direction (SD), strategic human capital (SHC), organizational control (OC), and governance practices (GP) values; and the moderator, moral leadership emphasis (MLE).

4.7.7 The Moderated Logit Regression Model

Moderated model assumed this form:

$$In(ODDS) = In\left(\frac{y*}{1-y*}\right) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 M + \beta_6 X_1 M + \beta_7 X_2 M + \beta_8 X_3 M + \beta_9 X_4 M$$

The step-by-step logit regression analysis was done to determine the moderation effects of the predictor variables on the dependent variable. Table 4.47 shows the results.

Table 4.47: The Regression Coefficients before and after the Moderation

		B	S.E.	Wald	Df	Sig.	Exp(B)
Step 1[a]	SD	0.171	0.211	0.654	1	0.019	1.186
	SHC	0.262	0.274	0.914	1	0.039	1.299
	OC	0.195	0.232	0.71	1	0.039	1.216
	GP	0.232	0.213	1.184	1	0.027	1.261
	MLE	0.349	0.222	2.478	1	0.015	1.418
	Constant	-2.567	1.477	3.021	1	0.082	0.077
Step 2[b]	SD	0.18	0.006	0.348	1	0.054	1.81
	SHC	0.276	0.302	1.523	1	0.027	4.985
	OC	0.186	0.026	4.136	1	0.042	8.051
	GP	0.247	0.472	2.6	1	0.02	0.209
	MLE	0.36	0.476	1.293	1	0.016	10.596
	SDM	-0.146	0.322	0.206	1	0.65	0.864
	SHCM	-0.441	0.425	1.08	1	0.299	0.643
	OCM	-0.617	0.323	3.656	1	0.156	0.539
	GPM	0.61	0.318	3.682	1	0.155	1.841
	Constant	-2.586	2.44	1.819	1	0.177	0

a. Variable(s) entered on step 1: SD, SHC, MLE, OC, GP.
b. Variable(s) entered on step 2: SD, SHC, MLE, OC, GP, SDM, SHCM, OCM, GPM.

Based on this, the moderator, M, had no significant effect in influencing the way the independent variables affected the dependent variable. In every case, the significant values were more than the threshold value at 95% confidence interval ($p > .05$).

When the influence of the moderator was checked by comparing the change in the coefficients of the independent variable, the results are in Table 4.48.

Table 4.48: Variables' Coefficients Change after Moderation

	Constant	β_1	β_2	β_3	β_4
Before Moderation	-2.567	0.171	0.262	0.195	0.232
After Moderation	-2.586	0.18	0.276	0.186	0.247
Change in Coefficients	-0.74%	-5.26%	-5.34%	4.62%	-6.47%

The Variable, M, was however assumed another independent variable as the collinearity with other variables was also not statistically significant.

4.8 Test of Hypothesis

Table 4.49 presents the hypothesis results.

Table 4.49: Hypothesis Results

Hypothesis	**Rule**	**p-value**	**Results of Hypothesis test**
To determine the influence of strategic direction on the performance of tourism organizations in Tanzania.	Reject H_0 if p value <0.05	p<0.05	The null hypothesis was **rejected**.
To examine the influence of strategic human capital development on the performance of tourism organizations in Tanzania	Reject H_0 if p value <0.05	p<0.05	The null hypothesis was **rejected.**
To determine the influence of organizational control on the performance of tourisms organizations in Tanzania.	Reject H_0 if p value <0.05	p<0.05	The null hypothesis was **rejected.**
To examine the influence of governance practices on tourism performance in Tanzania	Reject H_0 if p value <0.05	p<0.05	The null hypothesis was **rejected.**
To examine the how moral leadership emphasis moderates the effect of strategic leadership on the performance of tourism organizations in Tanzania.	Reject H_0 if p value <0.05	P<0.05	The null hypothesis was **rejected**

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter summarises the main findings, conclusions, recommendations, and suggestions for further research. The research title was "The Influence of Strategic Leadership and Governance on the Performance of Tourism Organizations in Tanzania." The general objective of the study was to investigate the influence of strategic leadership practices and governance on the performance of tourism organizations in Tanzania. A summary of the findings is written with specific objectives in mind. The conclusion addresses the study variables and the research rationale. Recommendations for the study are drawn from the conclusion. Suggestions for further study were identified from the research gap, theories, and the nature of the study.

5.2 Summary

The general objective of the research study was to investigate the influence of strategic leadership practices and governance on the performance of tourism organizations in Tanzania. In particular, the study aimed to determine the influence of strategic direction, human capital, organizational control, and governance on tourism performance in Tanzania, and to test the moderating effect of moral leadership emphasis on the relationship between strategic leadership and tourism organization performance in Tanzania. In general tourism, the performance of both public and private organizations in Tanzania is influenced to a certain extent by the combined effects of strategic direction, human capital, moral leadership, organizational control, and governance practices. These findings and interpretations are reflecting the theory of strategic leadership that asserts that “The choices that leaders make affect organizational performance (Boal & Hooijberg, 2020)” as it is well elaborated in chapter two of this research work. The study revealed that all tested hypotheses for the study were accepted. This means all independent variables proved to have a significant positive influence on the performance of tourism organizations in Tanzania.

5.2.1 Strategic Direction on Performance of Tourism Firms in Tanzania

Organizations that execute their activities in line with strategic intent, vision, and overall goal are able to be directive and focused. There are so many factors that influence good performance, and having a strategic direction is vital. This is where vision and mission are reviewed, checked, and reflected in their daily activities. Growth of revenue, increase of tourists, and net profit of the organization depend on the achievement of specific objectives. Specific objective achievements lead to the achievement of the organization's overall objective, which in turn leads to the determination of the organization's mission. Other factors, in addition to this variable, contribute to achieving the organization's mission, but most organizations value strategic direction as one of the top key variables that influence performance. As it was asserted by Odita and Bello (2025), strategic intent positively and significantly relates to the organization’s performance, and it is found in the mission, vision, and objectives. Makori (2024) observed that strategic intent provides direction, discovery, and destiny for the organization.

5.2.2 Strategic Human Capital on Performance of Tourism Firms in Tanzania

Another variable in this study was human capital, which refers to competent personnel who are well-trained and retained to work in teams and produce profit for the organizations. These are the embodiment resource that influences performance. Having competent personnel who are committed to the organization they serve is a great achievement that organizations seek over time. Results revealed that strategic human capital plays a sensitive role in influencing tourism performance in organizations. This result is supported by Kitonga (2017) who asserted that developing human capital is key to improving a firm’s productivity and competitive advantage. Further, Sherwani and Mohammed (2016) noted that organizations with better-skilled and creative employees always work to improve efficiency and organizational performance. The intention was not to employ professional personnel, but rather to assess the organization's ability to train and retain competencies, and to build and develop teams for better performance in Tourism organizations.

5.2.3 Organizational Control on Performance of Tourism Firms in Tanzania

Strategic organizational control involves very sensitive areas for the development of any organization. These areas are monitoring, evaluation, and feedback, where very few private organizations will be put front and center as a priority for the success of the organization. Research results accurately predicted that the emphasis on organizational control would improve the performance of tourist organizations. There are several factors indicating that a close relationship exists between the performance of tourism organizations and strategic organizational control in practice. According to Goddey and State (2021), organizational control involves tracking strategy implementation. This means that organizational control is also concerned with detecting problems or changes in the implementation of the strategic plan through monitoring and evaluation. Wanjohi (2013) adds that organizational control is a critical component in the strategic management process, and it involves tracking, monitoring, and evaluating the effectiveness of strategies as well as making any necessary adjustments and improvements to the strategy.

5.2.4 Governance Practices on Tourism Firms in Tanzania

Sub-variables assessed in this independent variable was voice accountability, rule of law, political stability, and absence of violence. Results indicate that the improvement of tourism performance for both public and private companies is significantly contributed by the practice of governance in both the country and within the organization. Most private organizations perceive voice and accountability as the action and service from government to citizens, where in general perspective it is as well expected that within an organization set-up voice and accountability can very well be measured, Private companies tend to blame public institutions as the first group of leaders who violet rule of law. The order and authority to ensure the practice of rule of law starts from the company itself. However, it is the work of the government to ensure political stability and absence of violence at all levels national, local, and community levels. According to Hussain *et al.* (2017), political events depend upon government stability, which means providing a positive environment for the residents and all the activities performed in the law. A favourable environment through political stability allows the investors and leaders of organizations they feel low risk in the financial market of the country.

5.2.5 Moderation Effect of Moral Leadership Emphasis Variable

Results showed that there is a significant contribution of moral leadership practices to tourism performance in organizations. However, it is not statistically significant that this variable is a moderator affecting the relationship between strategic leadership and organizational performance. In most cases, people will reflect what top leaders are doing and not what they say. The emphasis here is seen in practices rather than in theory and announcements. Core values should be seen not on the wall written but through daily actions and behaviours. In this case code of conduct application will be noted by all staff. Moral leadership cannot be taught; it is a natural component of the human development process that leads to personal authenticity, intuitive understanding, and action based on a sophisticated model of personal meaning (Cabalsa, 2016). It is difficult to measure the application of ethical principles unless an organization passes through a complex situation that requires leaders to respond ethically for the benefit of the majority in the organization. This variable response was too abstract than practices because nobody would like to expose his/her behaviour towards the organization especially when it is ethically unacceptable.

5.3 Conclusion

The conclusion of the study is based on the result of the findings that relate to the relationship between independent variables and the dependent variable. The independent variables are strategic direction, strategic human capital, moral leadership emphasis, organizational control, and governance whereas the dependent variable is a performance of tourism in the country. The following conclusion was drawn from the research study results:

5.3.1 Strategic Direction and Tourism Performance

Results have significantly proved that strategic direction which includes strategic objective, mission, and vision as well as strategic intent contributes to the performance of tourism organizations. The results provide a picture that all organizations without strategic direction that is without vision mission intent and strategic goal are expected to fail in performance and may not provide real status and situation the organization is in its current state. The measurement of tourism performance depends on how goals were set, goals are drawn from mission and mission from vision and vision is the strategic intent of the organization. Strategic leadership theory asserts that it is the responsibility of top managers/leaders to choose the direction of the organization that will influence the performance of the organization. Therefore, there is a close relationship between strategic direction and the performance of the organizations.

5.3.2 Strategic Human Capital and Tourism Performance

It is a fact that human capital plays a contributory role in the performance of tourism in the country. Strategic human capital development comprises training and retaining employees, building core competencies among employees, and teamwork development. This part of resources is serious to handle require a very careful plans to handle; they are delicate in comparison with other organization resources. No remarkable performance without competent staff and no value addition without working in a team for maximum benefits within the organization. It was expected that strategic human capital will play a unique role in the growth of revenue in the organization hence return on investment is realized. Therefore, the results mark a strong relationship that exists between strategic human capital and the performance of tourism in Tanzania.

5.3.3 Moral Leadership Emphasis and the Performance of Tourism Firms

Moral leadership emphasis comprises the practice of ethical principles, integrating core values, and the use of a code of conduct in organizations. Results prove that there is a great contribution value in emphasizing moral leadership to the performance of tourism organizations. This concept relies on the following statement a leader sets the trends. Employees will always follow what their leader is doing. The emphasis is seen to be practical reflections. What leaders are doing will influence workers in the same way. It is not what they say but what they do that has a significant effect on the implementation of ethical principles, integrating core values, and applying a code of conduct for enhancing performance of tourism organizations.

5.3.4 Organizational Control and the Performance of Tourism Firms

Research study results provided a clear picture that performance of tourism in organizations depends on the level of organizational control. Organizational control should be a continuous activity that works well with monitoring of both processes and results in such a way that a periodic evaluation balances everything to achieve the intended performance. It should be undoubted precisely that if no organizational control no revenue or growth in organizations. In the same way, if there is no organizational control this may lead to an uncertain future in terms of resources, external threats, and organizational success in general. Organizational control is a system that collaborates very clearly with other elements including moral practices, governance, human capital, and strategic direction.

5.3.5 Governance Practices and the Performance of Tourism Firms in Tanzania

The practice of governance needs real committed teams as we saw in the summary above, and the relationship depends on perception of the organization on this element. If we take a positive attitude that organizations do not leave governance upon the decision of the government but take it from within the internal environment, we hope to see great contributions to the performance in terms of increasing number of tourists, growth of organizational revenue, and increase of net profit. A tourist coming from abroad and receiving a well-structured service, transparent environment, stable political environment, and good practice of the rule of law expects a certain level of satisfaction inherited and therefore will speak well for the trip not otherwise. Therefore, governance practices play a vital role in enhancing tourism performance through good service delivery in all tourism areas.

5.4 Recommendations

5.4.1 Tourism Organizations in Tanzania

Based on the conclusion above, the researcher recommends the following issues to all tourism organizations operating in Tanzania. Organizations are supposed to revise and review their vision and mission, including rewriting them professionally and sharing them all with every member of staff. On such matters, organizations should go down re-changing and cascading everything to the level of activities and tasks so that competent staff are ready to monitor and evaluate internally. Organizations must communicate their vision effectively to all staff. Avoiding a top-down kind of system lets it be a participatory activity from reviewing or revising to the level of practicing activities that sound a common vision together. Tour companies are recommended that they must develop their strategic human capital. Make them competent, and build teams to train and retain all staff well. Tourism organizations are also recommended to have plans for monitoring and evaluation to ensure future success as they modify and readjust the use of resources, threat control, and focus on success. The practice of governance must be adopted, along with the implementation of ethical principles.

5.4.2 Top Management and Leadership Recommendations

This is a sensitive part of the organization. All recommendations are theirs. But researchers selected only a few areas that they should never forget to ensure the organization's success. The first is the clear provision of strategic intent to all staff and other stakeholders. The second is a practical emphasis of morals, including the application of the code of conduct and integrating all core values of the organization that will create an organizational culture of some kind. Third leaders are the owners of the monitoring and evaluation process, they must read all monitoring and evaluation reports while taking necessary measures for the success of the organization. Fourth top management must ensure governance in service delivery for enhancing satisfaction to tourists to increase the number of tourists hence performance enhanced and profit multiplication.

5.4.3 Policy and Regulations Recommendations

The world is dynamic and changes at a very high pace in almost every area. Policy makers and regulatory authorities should rethink revising and reviewing existing policies while coming up with new policies in the following areas. Any registered and licensed tour operator must provide in advance documents that indicate their plans in these areas that will be assessed later, Strategic Plan Document, Ethical and code of conduct document, Framework for Monitoring and Evaluation as well as strategies and structures to ensure implementation of governance in the organizations. Change in Technology require policy review and enacting new policies in tourism sector. When these areas become policies and regulations will enforce a kind of culture that the practice will influence professional employees and competent human capital in place for the success of the organization. Currently tour operators can employ any person who is good or fluent in speaking the language of the concerned tourists (English, German, Italic, Spanish, French, Chinese) without caring professionalism. We need people whose language is an added advantage, not the only specialization. This will absolve enough professionals and reduce unemployment rate in the country, especially educated people.

National tourism policy should explicitly incorporate capacity-building programs aimed at enhancing strategic leadership competencies among tourism managers, focusing on strategic direction, human capital development, and organizational control. The policy should strengthen governance structures by promoting transparency, accountability, and effective monitoring and evaluation systems within tourism organizations to improve performance outcomes. Moral and ethical leadership should be mainstreamed into policy guidelines to ensure responsible management practices that enhance trust, sustainability, and service quality in the tourism sector. Finally, the policy should encourage continuous collaboration between government, private sector stakeholders, and training institutions to ensure that leadership and governance practices are aligned with national tourism growth objectives and global competitiveness standard

5.4.4 The Study Contributes to the Body of Theories

Strategic leadership and governance practices influence different factors of success in organizations. We have seen a direct effect on the performance of tourism organizations but we see as well that service delivery behaviour and therefore culture may be influenced by success of the company. Strategic leadership theory can be reviewed to accommodate governance facts and ensure organizational success. In the same way, organizational control plays a sensitive role in enhancing and improving performance of organizations, this is a reviewed theory formulation area. Therefore, we can formulate a new theory that relates organizational control and organizational performance (Growth of revenue, Employee satisfaction, and Profit-making elements). In the same structure, we all know that governance is directly related to service delivery concepts but now we can formulate theories that relate directly governance with organizational performance.

5.5 Further Research Suggestions

Future research can expand on this study by investigating other dependent variables beyond organizational performance, such as quality-of-service delivery in tourism. Similarly, additional components of strategic leadership, like organizational culture and broader governance factors, including inclusiveness, Government effectiveness, responsiveness, and control of corruption, can be examined to provide a more comprehensive understanding of how leadership influences organizational outcomes in different contexts.

Another important area for further research is the effect of contemporary global challenges on leadership and organizational performance. Issues such as resource mobilization and rapid technological advancements, including automation and artificial intelligence, are reshaping how leaders make decisions and manage their organizations. Studying these factors can offer insights into how leaders can balance human resources and technology to optimize performance, particularly in developing countries.

Lastly, future studies can explore the influence of different leadership styles, such as transformational, charismatic, team, and Transactional leadership, on organizational success. Research can also extend beyond tourism to other sectors such as agriculture, health, education, and environmental organizations, thereby broadening the understanding of leadership practices and their impact on performance across diverse industries.

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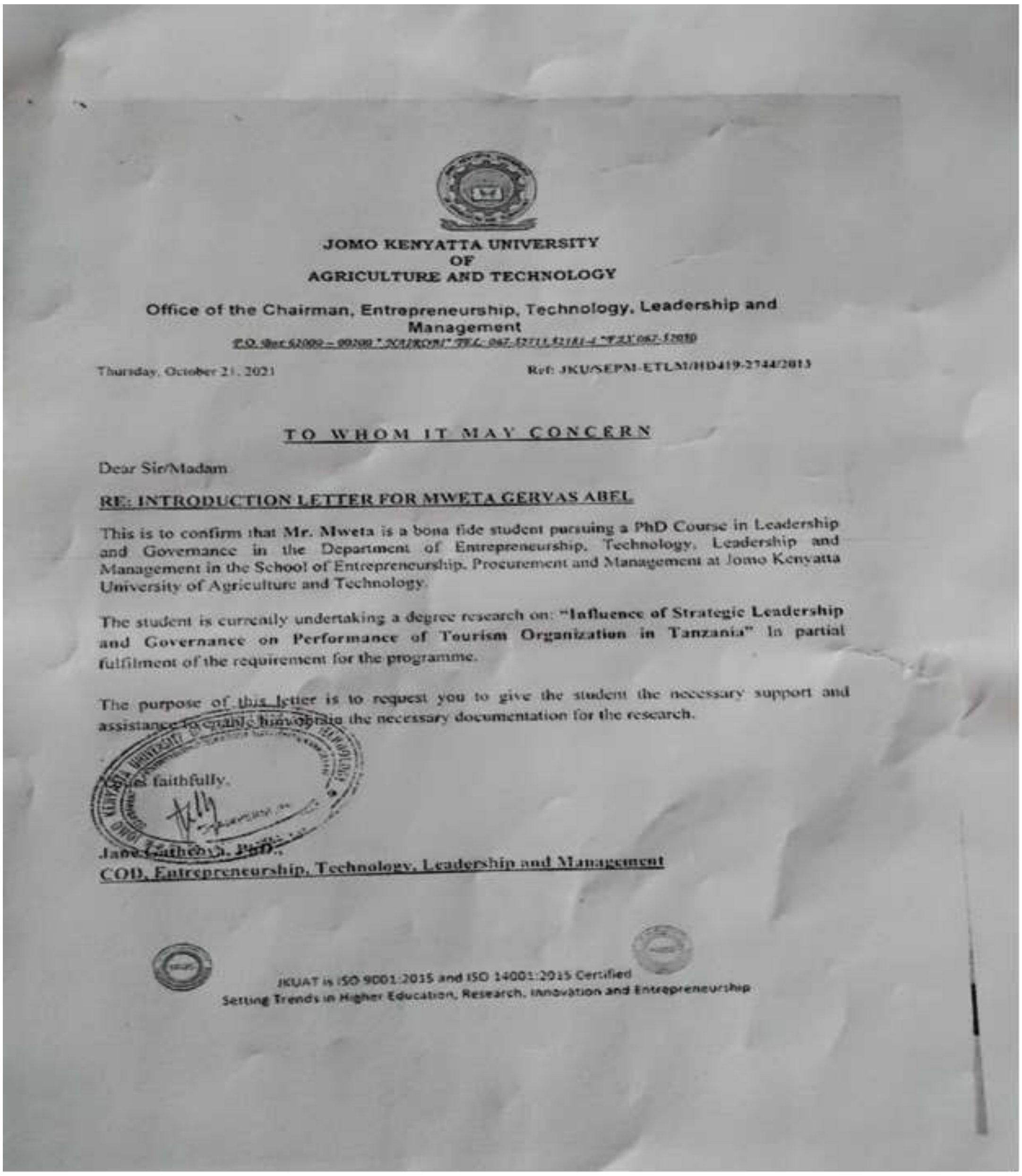
APPENDICES

Appendix I: Letter of Introduction and Permissions



JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY

Office of the Chairman, Entrepreneurship, Technology, Leadership and Management
P.O. Box 62000 – 00200 * NAIROBI * TEL: 067-52711,52181-4 * FAX 067-52030

Thursday, October 21, 2021

Ref: JKU/SEPM-ETLM/HD419-2744/2013

TO WHOM IT MAY CONCERN

Dear Sir/Madam

RE: INTRODUCTION LETTER FOR MWETA GERVAS ABEL

This is to confirm that **Mr. Mweta** is a bona fide student pursuing a PhD Course in Leadership and Governance in the Department of Entrepreneurship, Technology, Leadership and Management in the School of Entrepreneurship, Procurement and Management at Jomo Kenyatta University of Agriculture and Technology.

The student is currently undertaking a degree research on: **"Influence of Strategic Leadership and Governance on Performance of Tourism Organization in Tanzania"** In partial fulfilment of the requirement for the programme.

The purpose of this letter is to request you to give the student the necessary support and assistance to enable him obtain the necessary documentation for the research.

Yours faithfully,

Jane Gathenya, PhD.
COD, Entrepreneurship, Technology, Leadership and Management

JKUAT is ISO 9001:2015 and ISO 14001:2015 Certified
Setting Trends in Higher Education, Research, Innovation and Entrepreneurship

Tanzania Association of Tour Operators

Simeon Road, Philips Street after Milimani Lodge
Email: tato@cybernet.co.tz http://www.tatotz.org

Mobile: +255 744 777 444

P. O. Box 6162, Arusha, Tanzania

Ref.N.20/04

July 21, 2022.

TO: ALL TOUR OPERATORS,
SMALL & MEDIUM

Dear Sirs/Mesdames,

RE: REQUEST FOR DATA COLLECTION FOR FULFILMENT OF PHD STUDIES;

This letter serves to authenticate that Mr. Gervas Abel Mweta is the student of Jomo Kenyatta University (JKUAT) undertaking PhD studies in leadership and Governance.

In this month of July to August 2022 he expects to collect data from the Tourism stakeholders and other players to accomplish his studies.

We can vouch for his credibility and reputation of his university. There are no doubtful of the genuineness of his study and we assure you that he will provide us a copy of his final research report for our perusal and for learning after finishing hir mission.
Kindly assist Mr. Gervas Abel Mweta to obtain the required data.

We look forward to your cooperation.

Yours sincerely

Sirili Akko
CEO

TANZANIA ASSOCIATION
OF TOUR OPERATORS
P. O. BOX 6162
ARUSHA - TANZANIA

ALL OFFICIAL CORRESPONDENCE TO BE ADDRESSED TO THE CHIEF EXECUTIVE OFFICER

Appendix II: Questionnaires

Questionnaire for Chief Executive Officers and Managers

Dear Respondent

I am a PhD student in the School of Entrepreneurship, Procurement and Management at Jomo Kenyatta University. I am conducting a short questionnaire to explore the influence of strategic leadership on the performance of tourism organization among the government and private based tourism organizations found in Arusha and Kilimanjaro regions, in Tanzania. You are kindly requested to voluntarily take part in this study by completing the questionnaire below. You are requested to provide answers to questions as honestly and precisely as possible. I assure that the answers will be completely anonymous and confidential. In addition, in the analysis, responses will be grouped such that individuals cannot be identified. Please read the following information carefully before completing the questionnaire below. Do not write your name anywhere on this questionnaire.

Your participation and effort are greatly appreciated.

Gervas Abel Mweta
Registration Number HD 419-2743/2013
+255 756 663866 gmweta@gmail.com

TOPIC: INFLUENCE OF STRATEGIC LEADERSHIP AND GOVERNANCE ON THE PERFORMANCE OF TOURISM ORGANIZATIONS IN TANZANIA

SECTION A: DEMOGRAGHIC INFORMATION

1. I would like to ask you questions about yourself. Please answer as truthfully as possibly can. Tick only one appropriate statement (response) in each question.
2. Select your appropriate sex.

   ☐ Female ☐ Male

3. Kindly choose the age you belong to (tick one)

   ☐ 18-25 years ☐ 26-35 years ☐ 36-45 years ☐ above 45 years

4. What position do you hold in the organization?

   ☐ Director/Manager ☐ Assistant Director/Manager ☐ Chief Executive office

   ☐Officer /Conservator ☐ None of the above but a leader in the Company.

5. For how long have you worked in this organization?

   ☐ Below 1years ☐ 1-3 years ☐ 4-10 years ☐11-20 years ☐Above 21 years

6. What is your level of Education?

   ☐ PhD ☐Masters ☐Bachelor Degree ☐ Diploma ☐Certificate

SECTION B

This section contains four close ended questions and one open ended question on Strategic Leadership and governance. The statements are on a Likert Scale Rating of 1-5

Where (5)-Strongly Agree, (4)-Agree, (3)-Neutral (2)–Disagree, and (1)-Strongly Disagree

Items	**Statement on Strategic Direction**	SA(5)	A(4)	N(3)	D(2)	S.D(1)
1	Organization has good strategic Intent					
2	Organization has sound Vision and Mission					
3	Working on a sound overall objective					
4	All workers are aware of the strategic direction of the company					

5. In your opinion, how else does your organization show strategic direction? ....
....

SECTION C

This section contains four close ended questions and one open ended question on Strategic Human Capital. The statements are on a Likert Scale Rating of 1-5

Where (5)-Strongly Agree, (4)-Agree, (3)-Neutral (2)–Disagree, and (1)-Strongly Disagree

Items	**Statement on Strategic Human Capital**	SA(5)	A(4)	N(3)	D(2)	S.D(1)
1	Human Capital is trained and retained					
2	Core competencies are built and developed					
3	Teamwork is developed in the company					
4	Human capital is well motivated.					

5. Briefly indicate how strategic leadership is achieved through strategic human capital

……………………………………………………………………………………
……………………………………………………………………………………

SECTION D

This section contains four close ended questions and one open ended question on Strategic Leadership Emphasis. The statements are on a Likert Scale Rating of 1-5

Where (5)-Strongly Agree, (4)-Agree, (3)-Neutral (2)–Disagree, and (1)-Strongly Disagree

Items	**Statement on MoralLeadership Emphasis**	SA(5)	A(4)	N(3)	D(2)	S.D(1)
1	Core Values are integrated to all staff					
2	Codes of professional conduct are adopted in management					
3	Ethical principles are applied within the company					
4	Moral leadership is emphasized to all staff					

5. In what extent do your company/organization follow moral principles for caring tourists and keep national image.

……………………………………………………………………………………………

SECTION E

This section contains four close ended questions and one open ended question on organizational control. The statements are on a Likert Scale Rating of 1-5

Where (5)-Strongly Agree, (4)-Agree, (3)-Neutral (2)–Disagree, and (1)-Strongly Disagree

Items	**Statement on organizational control**	SA(5)	A(4)	N(3)	D(2)	S.D (1)
1	Monitoring mechanisms are put into place					
2	Company Evaluation and control is properly done within the organization					
3	Performance Management systems are adopted (Feedback Practices)					
4	Monitoring and evaluation changes are incorporated in the company					

5. In what other ways does your organization accomplish organizational control**?**

………………………………………………………………………………………

………………………………………………………………………………………

………………………………………………………………………………………

………………………………………………………………………………………

SECTION F

This section contains four close ended questions and one open ended question on Governance. The statements are on a Likert Scale Rating of 1-5

Where (5)-Strongly Agree, (4)-Agree, (3)-Neutral (2)–Disagree, and (1)-Strongly Disagree

Items	**Statement on Governance.**	SA(5)	A(4)	N(3)	D(2)	S.D(1)
1	Accountability in management is adopted					
2	Order and procedures are used and followed					
3	Governance systems are adopted					
4	Governance structures in place					

5. Governance is key to achievement of organizational goals.

Kindly state any other ways your organization is using to ensure governance is maintained in your organization

………………………………………………………………………………………
………………………………………………………………………………………
………………………………………………………………………………………

SECTION G

This section contains four close ended questions and one open ended question on Performance of Tourism Organizations. The statements are on a scale of a Likert Scale Rating of 1-5

Where (5)-Strongly Agree, (4)-Agree, (3)-Neutral (2)–Disagree, and (1)-Strongly Disagree

Items	**Statement on Performance of Tourism organizations**	SA(5)	A(4)	N(3)	D(2)	S.D(1)
1	Tourist resorts have grown tremendously in 10 years					
2	Number of tourists have increased					
3	Revenue from Tourism sector have increased in 10 years					
4	Net profit increases annually in 10 years time					

5. What other evidence exist in your organization that shows there is an improvement in Performance of tourism organizations due to strategic Leadership

………………………………………………………………………………………

………………………………………………………………………………………

Appendix III: List of Firms that Responded to Questionnaires

S/N	NAME OF THE FIRM	PLACE	RESPONDENTS
001	TATO Association	Arusha	2
002	Msangai Adventure	Arusha	2
003	Tanzania Tourism Board (TTB)	Arusha	2
004	TANAPA	Arusha	2
005	KINAPA	Kilimanjaro	2
006	Rickshaw Travel Ltd	Kilimanjaro	2
007	Kilitrecking	Kilimanjaro	2
008	Africa Wonderlust Adventure	Kilimanjaro	2
009	Kim Zebra Adventure and Safaris	Arusha	2
010	Tomodachi Tour	Arusha	2
011	Mem Slopes	Kilimanjaro	2
012	Suricala Safaris	Arusha	2
013	Best Day Safaris	Arusha	2
014	Safaris Slopes	Kilimanjaro	2
015	Goshen Safaris	Arusha	2
016	Steppe of Serenget Safaris	Arusha	2
017	Sayari Tano Tours and Safaris	Arusha	2
018	Blue Lous Travel and Tour	Arusha	2
019	Fit 4 Masafa travel and Tour	Arusha	2
020	Kiwaito Africa Safaris	Kilimanjaro	2
021	Congema Safaris	Arusha	2
022	Topy Safaris	Arusha	2
023	Tanzania Safaris and tours	Arusha	2
024	Tansafari Tours	Arusha	2
025	Elyon's Tours	Arusha	2
026	JM tours	Arusha	2
027	Jackpot Safari	Arusha	2
028	Lakii Adventure	Kilimanjaro	2
029	Serengeti and Mark Tours	Kilimanjaro	2
030	Serengeti Africa	Kilimanjaro	2
031	Excellent Guide	Arusha	2
032	Lion King Adventure	Kilimanjaro	2
033	Kilimanjaro Empire tour	Kilimanjaro	2
034	Jobson Safaris	Kilimanjaro	2
035	Africa Holiday Safaris	Kilimanjaro	2
036	Africa Magic Holiday Safaris	Arusha	2
037	Easy Travel and Tour	Kilimanjaro	2
038	Zaita Tours	Kilimanjaro	2
039	Kilimanjaro Expert	Kilimanjaro	2
040	Easy Travel Airticketing	Arusha	2
041	Summit Africa	Arusha	2
042	Big Expedition and Safaris	Arusha	2
043	FB tours	Arusha	2

044	Leopard tours	Arusha	2
045	SIMBA safaris	Arusha	2
046	Joy Africa Safaris	Arusha	2
047	Boby tour safaris	Arusha	2
048	Africa Walking safaris	Arusha	2
049	Masai Adventure Tour and Safaris	Arusha	2
050	Bush Buck Safari	Arusha	2
051	Roy Safaris	Arusha	2
052	Majestic tours	Kilimanjaro	2
053	Known Tanzania Tour Co, Ltd	Kilimanjaro	2
054	Kilimanjaro Team Safari	Kilimanjaro	2
055	Kipepeo Adventure	Kilimanjaro	2
056	Safari Soles	Kilimanjaro	2
057	Chacha Tours	Kilimanjaro	2
058	Travel Africa Safari	Arusha	2
059	Northland Tanzania Adventure	Kilimanjaro	2
060	Royea Safaris	Kilimanjaro	2
061	Safaris Adventure	Kilimanjaro	2
062	NIMALI tours	Kilimanjaro	2
063	Thomson Safaris	Arusha	2
064	Well worth	Arusha	2
065	Next Africa Safaris	Arusha	2
066	Asilia Safaris	Arusha	2
067	Wild root safaris	Kilimanjaro	2
068	Skylink	Kilimanjaro	2
069	Africa Exposure	Kilimanjaro	2
070	Siringit		2
071	Nature Excusion	Kilimanjaro	2
072	Kilimanjaro Safari Holiday	Kilimanjaro	2
073	Maya Tours	Kilimanjaro	2
074	Akaro tours	Kilimanjaro	2
075	Williamsen Adventure	Arusha	2
076	Epic tours	Arusha	2
077	Tanzania Royal tour safari	Kilimanjaro	2
078	Africa Trek and Travel Ltd	Kilimanjaro	2
079	Glady's Adventure and Safaris	Kilimanjaro	2
080	Gazello Adventure	Kilimanjaro	2
081	Boked Adventure	Kilimanjaro	2
082	Mauly tour and Safaris	Kilimanjaro	2
083	Kitano tours and Safaris	Kilimanjaro	2
084	Kessy Brothers Tour	Kilimanjaro	2
085	Viva Africa Tours	Kilimanjaro	2
086	East land Adventure	Kilimanjaro	2
087	Shah tours	Kilimanjaro	2
088	Burig Chato Safaris	Kilimanjaro	2
089	Asante tours	Arusha	2

090	Barafu tours and safaris	Arusha	2
091	Ngaiza Adventure	Arusha	2
092	Lasi tour	Arusha	2
093	Mkama tours	Arusha	2
094	Crater explorer tour and safaris	Arusha	2
095	Ngora Adventure	Arusha	2
096	Chacha tours and Safaris	Arusha	2
097	Amuga Expedition and Safaris	Arusha	2
098	Africa Natural tours Ltd	Arusha	2
099	Bush 2 City adventure	Arusha	2
100	Elia Safaris	Arusha	2
101	Leken Adventure	Arusha	2
102	Trust Tour and Safaris	Arusha	2
103	Moorland Safaris and Trekking	Arusha	2
104	Meru Trekking	Arusha	2
105	Wonderland	Arusha	2
106	Tanzania Specialist	Arusha	2
107	Regional Air	Arusha	2
108	Arusha Car Hire	Arusha	2
109	Serena Car Hire	Arusha	2
110	Philip Car Hire	Arusha	2
111	Shilashi Self Drive Carhire	Arusha	2
112	Car Rental Kilimanjaro Air	Kilimanjaro	2
113	Savanah 4WD Car hire	Kilimanjaro	2
114	First Car Rental	Kilimanjaro	2
115	Riverside	Kilimanjaro	2
116	Tus Viajes Africa	Kilimanjaro	2
117	Travel Africa Safaris Agency	Kilimanjaro	2
118	Skylink Travel	Arusha	2
119	World Air Travel and Tours	Arusha	2
120	Safari Ranger tours	Arusha	1
121	Comfort Tanzania Safaris	Arusha	2
122	Grumet safari	Arusha	2
123	Four season safaris	Arusha	2
124	And Beyond Safaris	Arusha	2
125	Divine Tour and Adventure	Arusha	2

Appendix IV: Validity Tests

		SD02	SD03	SD04	SD05	SCH02	SCH03	SCH04	SCH05	MLE02	MLE03	MLE04	MLE05	OC02	OC03	OC04	OC05	GPC02	GPC03	GPC04	GPC05	GPC06	Total
SD02	Pearson Correlation	1	0	.131*	0	0.063	0.047	-0.09	-0.07	-0.08	0.081	0.071	0.063	-0.059	-0.001	0.01	0.043	0.014	-0.008	0.03	-0.108	.[b]	.226**
	Sig. (2-tailed)		0.99	0.04	0.95	0.325	0.461	0.154	0.247	0.224	0.205	0.265	0.323	0.351	0.992	0.874	0.501	0.831	0.903	0.636	0.091	.	0
	N	249	248	247	249	249	246	245	249	249	249	249	249	249	248	248	248	248	247	245	246	0	248
SD03	Pearson Correlation	0	1	-0.01	0.03	-0.07	0.031	-0.01	-.166**	.159*	-0.12	0.077	0.011	0.058	0.085	-0.007	0.016	0.111	0.079	-0.021	0.003	.[b]	.257**
	Sig. (2-tailed)	0.99		0.82	0.67	0.255	0.624	0.89	0.009	0.012	0.072	0.227	0.862	0.362	0.185	0.909	0.805	0.081	0.215	0.745	0.967	.	0
	N	248	248	246	248	248	245	244	248	248	248	248	248	248	247	247	247	247	246	244	245	0	247
SD04	Pearson Correlation	.131*	-0.01	1	0.05	0.047	0.114	0.009	-0.02	0.084	.131*	0.018	0.021	-0.093	.180**	-0.009	0.052	0.05	0.081	-0.021	0.043	.[b]	.354**
	Sig. (2-tailed)	0.04	0.82		0.46	0.465	0.076	0.886	0.723	0.189	0.039	0.775	0.745	0.145	0.005	0.893	0.413	0.435	0.204	0.741	0.504	.	0
	N	247	246	247	247	247	244	243	247	247	247	247	247	247	246	246	246	246	245	243	244	0	246
SD05	Pearson Correlation	0	0.03	0.05	1	0.024	-0.05	0.084	0.018	0.043	-0.09	-0.04	0.048	-0.058	0.006	0.013	-0.062	-0.077	0.009	0.059	-0.002	.[b]	.177**
	Sig. (2-tailed)	0.95	0.67	0.46		0.703	0.453	0.188	0.778	0.496	0.171	0.528	0.447	0.364	0.925	0.841	0.331	0.23	0.885	0.354	0.976	.	0.01
	N	249	248	247	249	249	246	245	249	249	249	249	249	249	248	248	248	248	247	245	246	0	248
SCH02	Pearson Correlation	0.06	-0.07	0.05	0.02	1	0	-0.09	-0.03	-0.05	0.03	0.017	0.074	-0.027	0.022	-.139*	0.036	-0.04	-0.027	0.052	0.003	.[b]	.129*
	Sig. (2-tailed)	0.33	0.26	0.47	0.7		0.946	0.163	0.633	0.398	0.637	0.784	0.247	0.675	0.731	0.029	0.568	0.534	0.674	0.416	0.965	.	0.04
	N	249	248	247	249	249	246	245	249	249	249	249	249	249	248	248	248	248	247	245	246	0	248
SCH03	Pearson Correlation	0.05	0.03	0.11	-0.05	0	1	-0.06	0.037	0.067	0.022	0.084	0.074	0.046	-0.003	-0.02	0.025	0.023	-0.019	0.017	0.076	.[b]	.257**
	Sig. (2-tailed)	0.46	0.62	0.08	0.45	0.946		0.345	0.568	0.298	0.727	0.187	0.25	0.472	0.965	0.757	0.697	0.72	0.765	0.787	0.24	.	0
	N	246	245	244	246	246	246	242	246	246	246	246	246	246	245	245	245	245	244	242	243	0	245
SCH04	Pearson Correlation	-0.09	-0.01	0.01	0.08	-0.09	-0.06	1	0.068	0.046	-0.01	.131*	0.098	-0.007	0.046	0.047	0.005	-.172**	0	0.043	0.076	.[b]	.201**
	Sig. (2-tailed)	0.15	0.89	0.89	0.19	0.163	0.345		0.291	0.475	0.92	0.04	0.124	0.911	0.476	0.462	0.932	0.007	0.995	0.502	0.239	.	0
	N	245	244	243	245	245	242	245	245	245	245	245	245	245	244	244	244	244	243	241	242	0	244

SCH05	Pearson Correlation	-0.07	-.166**	-0.02	0.02	-0.03	0.037	0.068	1	0.123	-0.05	0.001	-0.06	0.09	-0.038	-0.01	0.01	-0.024	0.057	0.015	0.085	.b	.184**
	Sig. (2-tailed)	0.25	0.01	0.72	0.78	0.633	0.568	0.291		0.053	0.429	0.991	0.371	0.159	0.547	0.87	0.881	0.704	0.369	0.811	0.185	.	0
	N	249	248	247	249	249	246	245	249	249	249	249	249	249	248	248	248	248	247	245	246	0	248
MLE02	Pearson Correlation	-0.08	.159*	0.08	0.04	-0.05	0.067	0.046	0.123	1	-0.01	-0.11	-0.02	0.048	-0.032	0.107	0.074	0.044	.156*	-.184**	-0.049	.b	.261**
	Sig. (2-tailed)	0.22	0.01	0.19	0.5	0.398	0.298	0.475	0.053		0.885	0.092	0.796	0.452	0.614	0.093	0.249	0.491	0.014	0.004	0.44	.	0
	N	249	248	247	249	249	246	245	249	249	249	249	249	249	248	248	248	248	247	245	246	0	248
MLE03	Pearson Correlation	0.08	-0.12	.131*	-0.09	0.03	0.022	-0.01	-0.05	-0.01	1	.185**	0.05	.150*	0.015	0.043	-0.08	-0.116	-0.021	0.109	-0.035	.b	.248**
	Sig. (2-tailed)	0.21	0.07	0.04	0.17	0.637	0.727	0.92	0.429	0.885		0.003	0.431	0.018	0.813	0.503	0.207	0.069	0.738	0.088	0.582	.	0
	N	249	248	247	249	249	246	245	249	249	249	249	249	249	248	248	248	248	247	245	246	0	248
MLE04	Pearson Correlation	0.07	0.08	0.02	-0.04	0.017	0.084	.131*	0.001	-0.11	.185**	1	-0.01	-0.003	0.018	0.031	-0.035	-0.11	-.126*	0.025	-0.095	.b	.230**
	Sig. (2-tailed)	0.27	0.23	0.78	0.53	0.784	0.187	0.04	0.991	0.092	0.003		0.942	0.965	0.778	0.629	0.582	0.084	0.048	0.699	0.137	.	0
	N	249	248	247	249	249	246	245	249	249	249	249	249	249	248	248	248	248	247	245	246	0	248
MLE05	Pearson Correlation	0.06	0.01	0.02	0.05	0.074	0.074	0.098	-0.06	-0.02	0.05	-0.01	1	0.026	-0.015	0.016	0.05	-0.023	-0.066	-0.029	0.023	.b	.256**
	Sig. (2-tailed)	0.32	0.86	0.75	0.45	0.247	0.25	0.124	0.371	0.796	0.431	0.942		0.683	0.819	0.798	0.437	0.719	0.302	0.648	0.723	.	0
	N	249	248	247	249	249	246	245	249	249	249	249	249	249	248	248	248	248	247	245	246	0	248
OC02	Pearson Correlation	-0.06	0.06	-0.09	-0.06	-0.03	0.046	-0.01	0.09	0.048	.150*	0	0.026	1	-0.054	-0.065	-0.026	-0.062	-0.007	0.104	-0.048	.b	.170**
	Sig. (2-tailed)	0.35	0.36	0.15	0.36	0.675	0.472	0.911	0.159	0.452	0.018	0.965	0.683		0.399	0.305	0.679	0.332	0.915	0.104	0.452	.	0.01
	N	249	248	247	249	249	246	245	249	249	249	249	249	249	248	248	248	248	247	245	246	0	248
OC03	Pearson Correlation	0	0.09	.180**	0.01	0.022	0	0.046	-0.04	-0.03	0.015	0.018	-0.02	-0.054	1	-0.093	0.067	-0.012	0.008	0.005	0.052	.b	.281**
	Sig. (2-tailed)	0.99	0.19	0.01	0.93	0.731	0.965	0.476	0.547	0.614	0.813	0.778	0.819	0.399		0.144	0.293	0.854	0.897	0.944	0.42	.	0
	N	248	247	246	248	248	245	244	248	248	248	248	248	248	248	247	247	247	246	244	245	0	247
OC04	Pearson Correlation	0.01	-0.01	-0.01	0.01	-.139*	-0.02	0.047	-0.01	0.107	0.043	0.031	0.016	-0.065	-0.093	1	0.025	0.03	0.011	-0.006	0.02	.b	.170**
	Sig. (2-tailed)	0.87	0.91	0.89	0.84	0.029	0.757	0.462	0.87	0.093	0.503	0.629	0.798	0.305	0.144		0.701	0.636	0.869	0.931	0.761	.	0.01

	N	248	247	246	248	248	245	244	248	248	248	248	248	248	247	248	247	247	246	244	245	0	247
OC05	Pearson Correlation	0.04	0.02	0.05	-0.06	0.036	0.025	0.005	0.01	0.074	-0.08	-0.04	0.05	-0.026	0.067	0.025	1	0.087	0.114	0.065	0.017	.[b]	.316**
	Sig. (2-tailed)	0.5	0.81	0.41	0.33	0.568	0.697	0.932	0.881	0.249	0.207	0.582	0.437	0.679	0.293	0.701		0.17	0.075	0.309	0.793	.	0
	N	248	247	246	248	248	245	244	248	248	248	248	248	248	247	247	248	247	246	244	245	0	247
GPC02	Pearson Correlation	0.01	0.11	0.05	-0.08	-0.04	0.023	-.172**	-0.02	0.044	-0.12	-0.11	-0.02	-0.062	-0.012	0.03	0.087	1	-0.01	0.012	0.048	.[b]	.149*
	Sig. (2-tailed)	0.83	0.08	0.44	0.23	0.534	0.72	0.007	0.704	0.491	0.069	0.084	0.719	0.332	0.854	0.636	0.17		0.876	0.849	0.458	.	0.02
	N	248	247	246	248	248	245	244	248	248	248	248	248	248	247	247	247	248	247	245	246	0	248
GPC03	Pearson Correlation	-0.01	0.08	0.08	0.01	-0.03	-0.02	0	0.057	.156*	-0.02	-.126*	-0.07	-0.007	0.008	0.011	0.114	-0.01	1	-0.044	0.015	.[b]	.254**
	Sig. (2-tailed)	0.9	0.22	0.2	0.89	0.674	0.765	0.995	0.369	0.014	0.738	0.048	0.302	0.915	0.897	0.869	0.075	0.876		0.498	0.817	.	0
	N	247	246	245	247	247	244	243	247	247	247	247	247	247	246	246	246	247	247	244	245	0	247
GPC04	Pearson Correlation	0.03	-0.02	-0.02	0.06	0.052	0.017	0.043	0.015	-.184**	0.109	0.025	-0.03	0.104	0.005	-0.006	0.065	0.012	-0.044	1	0.11	.[b]	.266**
	Sig. (2-tailed)	0.64	0.75	0.74	0.35	0.416	0.787	0.502	0.811	0.004	0.088	0.699	0.648	0.104	0.944	0.931	0.309	0.849	0.498		0.085	.	0
	N	245	244	243	245	245	242	241	245	245	245	245	245	245	244	244	244	245	244	245	245	0	245
GPC05	Pearson Correlation	-0.11	0	0.04	0	0.003	0.076	0.076	0.085	-0.05	-0.04	-0.1	0.023	-0.048	0.052	0.02	0.017	0.048	0.015	0.11	1	.[b]	.240**
	Sig. (2-tailed)	0.09	0.97	0.5	0.98	0.965	0.24	0.239	0.185	0.44	0.582	0.137	0.723	0.452	0.42	0.761	0.793	0.458	0.817	0.085		.	0
	N	246	245	244	246	246	243	242	246	246	246	246	246	246	245	245	245	246	245	245	246	0	246
GPC06	Pearson Correlation	.[b]	.[b]	.[b]	.[b]	.[b]	.[b]	.[b]	.[b]	.[b]	.[b]	.[b]	.[b]	.[b]	.[b]	.[b]	.[b]	.[b]	.[b]	.[b]	.[b]	.[b]	.[b]
	Sig. (2-tailed)	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.		.
	N	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	Pearson Correlation	.226**	.257**	.354**	.177**	.129*	.257**	.201**	.184**	.261**	.248**	.230**	.256**	.170**	.281**	.170**	.316**	.149*	.254**	.266**	.240**	.[b]	1
	Sig. (2-tailed)	0	0	0	0.01	0.043	0	0.002	0.004	0	0	0	0	0.007	0	0.007	0	0.019	0	0	0	.	
	N	248	247	246	248	248	245	244	248	248	248	248	248	248	247	247	247	248	247	245	246	0	248