

## **Impact of Local Politics on Performance of Hospitality Industry: A Managerial Cognitive Perspective**

<sup>1</sup>David K. Gachuru, <sup>2</sup>Prof. Eng. Thomas A. Senaji & <sup>3</sup>Prof. Evangeline M. Gichunge

<sup>13</sup>Kenya Methodist University

<sup>2</sup>The East African University, Kenya

\*Corresponding author e-mail: kanyoig1234@gmail.com

**How to cite this article:** Gachuru, D. K., Senaji, T. A., & Gichunge, E. M. (2022). **Impact of Local Politics on Performance of Hospitality Industry: A Managerial Cognitive Perspective.** *Journal of Strategic Management*, 2(2), 36-55.

---

### **Abstract**

When organizations are formed, they attempt to operate in a style that meets the needs of their immediate environment. Despite that, some organizations operate in a manner that can lead to conflict with the communities in which they operate. Nonetheless, there is scarce empirical confirmation on the relationship between local context and performance of organizations. This study wanted to determine the relationship between managerial cognition of the local context and performance of hospitality industry. Specifically, it sought to assess the impact of cognition of local politics on performance of star-rated hotels in Kenya. A mixed-methods survey of 450 managers from 150 hotels categorized into 3, 4, and 5-star hotels was conducted using structured questionnaires while an interview guide was used to collect data from 12 key informants in the hospitality industry. Quantitative data was analyzed using SPSS software version 26 and null hypotheses tested using binary logistic regression model results. It was found that cognition of local politics did not significantly influence the odds of performance. Based on these findings, it is concluded that local politics significantly influence organizational performance. It is recommended that the hospitality industry takes into account local politics in strategic decisions.

**Keywords:** *Performance, native thoughts, managerial cognition, politics.*

### **1.0 Introduction**

Organizational survival is dependent upon a series of continual interactions and exchanges with the environment, which leads it to have responsibilities to society. Indeed, Mullins, (2016), explains that for an organization to become effective, and maintain survival and growth, it must respond to the opportunities and challenges as well as risks and limitations, presented by the external environment. Further, organizations must consider how they will achieve a balance between managing the internal and external environments, with regard to adapting to the environmental changes and the demands placed before them by society.

It is observed that society expects more benefits such as environmental conservation, provision of employment, market for local goods and services, as well as community recreation opportunities, from organizations. Therefore, there is a need for them to operate in a responsive manner that gives greater benefits to society. Unfortunately, some of them operate from the traditional perspective, whose main focus is on profits and shareholder value. This may lead to

conflict between them and the community in which they operate, which may render them unable to achieve their expected performances, and they become unsustainable. This calls for a local context consideration by the managers, in their strategic business decisions, if organizations are to become sustainable. It is within this context that this discussion on antecedents of sustainable organizations, is positioned.

This study focused on the local external environment of the organization, dubbed “native,” to represent the local community where the organization is located and how its needs were being addressed in the organization. Cognition (thoughts or perceptions) of this native community comes before deciding how to meet its needs, hence the ‘Native thoughts’. Therefore, it is discernible that “native thoughts” (NT) refer to the sensitivity of an organization’s managers to the local environment. In other words, they are the managers’ cognitions of their environment. The study used local geography, local demographics, local culture, local politics, and local economic status as the factors that make up the local environment and was anchored on Social Cognition Theory (SCT).

Further, the study assessed whether the organization becomes effective by including native thoughts in the decisions of its operations. These decisions are applied when key strategies are being formulated and implemented within the rapidly changing business environment. Successful implementation of strategy is dependent on the efficient execution of the change process. However, the change process that affects the relationship between native thoughts and organizational effectiveness has received little empirical attention. Therefore, the change process was used to moderate the relationship between native thoughts and organizational performance.

Organizations are required to focus on the needs of the community. Inclusion of local community needs leads to increased jobs, where those employed acquire new business and technical skills. It also leads to the development and growth of an enterprise, where local suppliers of consumer goods and services increase due to the ready local market. Further, there is increased demand for more job creation, housing, schools, health services, and better infrastructure. Overall, the community experiences economic, and social growth, and general improvement.

There are many examples of cases where local community support has lacked, and instead, a conflict between organizations and communities occurred. Some examples of such instances include Australia where resources such as oil and gas sectors have been exploited by major companies such as Total, Chevron, and Shell. This exploitation has had a negative impact on the social and economic sustainability of the aboriginal communities (Ciaran, 2009). In Ethiopia, the same impacts have been felt, due to construction of Gilgal Gibe III Dam, which lead the government to lease tribal lands to foreign companies who engage in irrigation for sugar and cotton without consideration for the needs of the community, that would be displaced (Laura, 2017).

In Kenya, Tullow Oil drilling led to community land challenges with the Turkana community. However, an agreement with the company on the community's needs resolved the conflict, and the company continued with its operations with minimal conflict (Agade, 2014). In the tourism industry, several areas of conflict between industry development and operations with communities around them have been reported in the local media. The main causes of those conflicts have been associated with perception of social exclusion of the community by organizations, social change, cultural clashes, pressure on land, over-use of resources, pollution, standardization, and gentrification of the local land to pave way for tourism and

hospitality development. There are many positive aspects of tourism and hospitality that benefit the community but the negative impacts usually bring in a lot of discontent in the community and hinder cooperation between the community and developers and operators of the industry.

The magnitude of these conflicts is significant but many countries have put interventions after they have already occurred. This implies that measures taken have, in most cases been reactions to the conflict. Although such cases have provided other players with vital lessons, the damage to those affected leads to the need for focus in this area, so that preventive measures are put in place. For example, a report in *The Guardian* in 2017, highlighted that as private developers waited to seize expensive land occupied by public housing, the fate of an iconic building in inner Sydney, Australia, fueled debate over the welfare of the city's poor. In 2014, BBC World Service reported a public complaint that the character of a historic quarter in South Africa's city of Cape Town was under threat by gentrification. Defenders of the process argued that it was meant to match the tastes of a growing middle class. *The Sunday Standard*, a popular weekly publication in Kenya, reported that many homes in estates neighbouring the bustling Nairobi's Central Business District were dilapidated and run down and that the gentry (the wealthy) had plans of acquiring and developing under-utilized land, which made Nairobi inadvertently, a hotspot for gentrification. That report was not taken kindly by the residents of those areas who argue that prices are at the expense of the rich people.

There are other examples of conflict between communities and Government or Conservation bodies where the communities feel treated as lesser stakeholders where land and other resources are involved. In mid-1990s, there was a violent conflict between investors of a hotel and Golf Course in Diani, South Coast of Kenya, and the local community who felt that their land was being grabbed. In 2011, a deadly fire caused by leakage of a petroleum pipeline belonging to Kenya Pipeline led to death of 75 poor people and serious injuries to over 100 others Nairobi's Mukuru kwa Njenga - a highly densely populated slum - where the pipeline passed. Further, Kenya's media frequently reports cases of human-wildlife conflict in areas neighbouring Game Parks and other wildlife conservation areas, in Laikipia, and Taita – Taveta, when people are attacked and sometimes killed by wild animals which are protected by law. On the other hand, there are several cases of wild animals being killed by communities who live mainly south of Nairobi National Park, when they attack their livestock. Even further, Kenya's media have highlighted that conservation laws on fishing and resource exploitation by foreign businessmen such as Chinese at the expense of local communities who depend on fish for their livelihood have caused a lot of conflict between those communities and conservationists and hospitality industry which is occasionally viewed as an accomplice by such communities.

The indicated examples underscore the need for organizations to be aware of what is happening around them to make plans that would mitigate areas of conflict with the community, and get a buy-in from them before undertaking activities that affect them. In particular, social issues such as loss of community authenticity, cultural clashes, criminal and unethical behaviour, and influence and general social change due to tourism and hospitality presence are major areas in which hotels can get concerned. Further, pollution of environment, overuse of water, standardization that diminish local products as tourist buy what they know, lack of opportunities for the local people in tourism-related businesses, and displacements for tourism and hospitality development are major issues of concern for the local or native community. Managers must become natively thoughtful and avoid conflict with the local communities to operate sustainably and attain their expected performances.

## Hospitality Industry

The hospitality industry provides hospitality products and services. Its main goal is to help customers have a comfortable and enjoyable experience and offer them any essential services they may need. It was described as a broad category of fields that include food and beverage service, accommodation, theme parks, event development, transport, hotels, stand-alone bars, and restaurants, and categorized as tourism, travel, food, and beverage, accommodation and recreation by Local Hospitality Leadership and Company Information publication in 2020.

Hospitality is part of the travel and tourism industry. According to Sofronov (2018), tourism was not only one of the fastest-growing industries in the world but also one of the most prominent, accounting for over one-third of the total worldwide service trade value. The size of tourism was \$5.3 trillion in 2017, and it keeps on expanding while that of the hotel industry was just over \$ 570 billion in 201, with more than seven hundred thousand (700,000) hotels and resorts scattered around the globe. Knight Frank - a leading independent real estate consultancy in Kenya - noted that Africa is home to fast-growing cities with large populations and strong economic footing, who are increasingly drawing a record number of tourists; therefore, international and local hotel chains have been focusing on it as a growth region owing to the relative scarcity of quality hotels and a limited supply in room provision, in the last decade. Further, Price Waterhouse Coopers (PWC), a leading Audit Firm in Kenya, predicted continued growth in the hospitality industry in Kenya, which currently contributes between 10% and 13% to the Gross Domestic Product (GDP), annually.

The meaning of hotel and hospitality seems to vary from investors to customers, and practitioners. His Highness, the Aga Khan (2006) describes a hotel as not just an attractive building but an expression of a larger strategy, that promises to produce an outstanding multiplier effect when it ripples through local communities. In this regard, multiplier effect refers to the significant social and cultural impacts exemplifying the highest standards of human resource development, strengthening artistic expressions of corporate governance, nourishing cultural pride, and renewing traditional values, through creative design and the activities that it supports.

Scholars and practitioners have also attempted to describe the role of a hotel. In broad terms, many see its role as providing paid shelter, food, refreshments, and similar services and goods. Smith and Milligan (2011) suggest that a hotel is about going with the guests, the community, and the environment; about giving back to the community and the environment, team, and guests. It is about giving and taking in a continuous circle - breathing to sustain itself - a constant and perfect balance. Rutes et al. (2001) stressed the need to consider the use and popularity of a hotel project to the local population, highlighting the importance of its compatibility with the surrounding uses, plans, policies, critical public services, and preservation of scenic qualities of the site and general environment.

Hotels can also have been viewed from the solutions they provide and how they do it. Brotherton (2012) sees a hotel provision (from an international perspective), as a phenomenon that is culturally bound by conventions that direct hospitality industry provision, and the way its service providers operate consists of in-built set of assumptions. For example, in a classic hotel, location is often selected carefully to charm a certain type of use. Other examples include institutions that differentiate themselves with the food and beverage products and type of accommodation that they offer. Similarly, hotel customers and service providers can understand each other through given social codes, where certain behaviours are acceptable, and others are discouraged.

It is noteworthy that in some regions, a hotel means more than just another service business. Hayes et al. (2017) observe that hotels dictate how those outside the locality where the hotels are, view the area. In other words, hotels create the character of a destination. For example, in the French Quarter, New Orleans, USA, hotels located their lead ambiance to the entire area, and this also applies to non-tourist areas. Another example is in South Africa, where the Visitor's Guidebook starts with a narrative, "where to stay in Kruger National Park," used to describe Kruger National Park. Further, in Kenya, a publication called 'The Report - Kenya 2018 –Tourism Overview' by Oxford Business Group, highlighted the growth of hotels between 2016 and 2017.

Hotels are interesting places to stay and to work in and in most cases, work for twenty-four hours daily, Brotherton (2012) explains that general managers of hotels see every day as different in a hotel, which makes their jobs attractive because work is never boring, though it brings both pleasant and unpleasant surprises. They are expected to be people persons who interact with employees, guests, and other people inside and outside of the hotel and make decisions that affect hotel operations and its stakeholders. For example, Hayes and Niemeyer (2005) observe that local administration and community leaders often look up to the local hotels' General Managers when trying to develop tourism and related business opportunities that would support or meet the needs of the local community. Therefore, the role requires a person with conceptual, interpersonal, administrative, technical, and strategic skills, which are needed for effective management.

Hotels are widespread and are known to thrive when economies are doing well. Contrariwise, they also suffer economically, when there are challenges that make people stop traveling. A case in point is in 2020, when Coronavirus that causes COVID-19 disease spread rapidly, leading to the temporary closure of travel, and national borders being closed. There was also a lockdown of key tourism source markets, leaving the local communities as the only sources of business for the few hotels that were still operating. This phenomenon has been observed in tourism and travel whenever there is a major crisis globally or locally. In this regard, hotel managers must think about such phenomena so that they know how to react and mitigate business challenges.

Despite the positive contributions that hotels bring to the community, they also bring in some negative impacts and influences, as by observed Jonathan et al. (2015) and gave some examples of these as the creation of a sense of dependency on the hotel customers by the local communities, increased air, and water pollution, increase of large carbon print, impeding on the life of local population due to increased congestion, noise, pollution, encouraging alcoholism, substance abuse, and prostitution. In addition, hotels can act as platforms for spreading contagious diseases and can change community structure, family relationships, and traditional collective lifestyles - ceremonial and morality.

In most countries, hotel classification is done by a public standardization institution based on star rating, although a unified international standard exists. Brotherton (2012) notes that accommodation establishments are legislatively, and administratively treated differently, where related variations across different countries include licensing, styles of registering, grading, and categorization. However, in nearly all countries, registration and licensing of commercial establishments are compulsory. In Kenya, hotel classification is done by Tourism Regulatory Authority (TRA), under the tourism Act no 28 of 2011. The rating process is based on compliance to set standards and the establishment's quality of service. Further, the star rating exercise is done based on a pre-determined criterion for each category of the

establishment, using a checklist, where the ratings start from one star to five stars, with one star being the lowest category and five the highest.

Survival of hotels in the long term depends on how sustainable the external environment around them is. Therefore, the sensitivity of managers of hotels towards these factors is key to making the right decisions that would lead these institutions to exist in harmony with the external environment, and become sustainable. His Highness the Aga Khan, (2006), notes that the purpose of hotels internationally should be to provide leading standards of service within locations and comfort that meticulously promote craft, home-grown architecture, cultural conducts, building regional hotel capacity through human resource development, generation of foreign exchange revenues, employ local people and which brings about environmental sensitivity to tourism industry within the regions of operation.

The researcher notes that people visit places because of the experiences that they get out of those places. Hospitality industry provides a dynamic external environment and a vibrant internal environment that cater to many visitors, suppliers, business partners, and employees. This provides a great context for the study of native thoughts and its impact on performances of those hotels, hence the choice of hotels in Kenya as the context of the study. However, Stubbart et al. (1988) notes that the missing link between strategic management and performance is managerial cognition. Therefore, managers need to have cognitive skills when making important decisions. Native thoughts are the managerial cognition of the local context which managers need to consider when making strategic organizational decisions. The study investigated where managers practiced such cognitions and if those decisions lead to performance.

### **Native Thoughts**

The researcher considered local external environment as “native” and the perceptions or thoughts about it as “thought”. Therefore, the researcher named perceptions about local external environment of an organization as “native thoughts”. In the attempt of finding more meaning of ‘native thoughts,’ the researcher reasoned that the meaning would emerge from studying people in their workplaces, how they relate to the environment around them, and how much environment affects their work and work outcomes. From the findings, the researcher intended to use those studies as ‘native thoughts’ and theorize them as terms integrating the environments in which people live or work, as people go about their lives normally.

The word native has both negative and activist connotations. In old French, it meant a woman born in slavery, and in the 1600 century, original inhabitants of non - European nations such as American Indians were contemptuously referred to as “native,” meaning “the locals.” In the mid-19<sup>th</sup> Century, native meant “a person born in bondage, one born of a slave or within”. The English etymology dictionary notes that in the 1970s, activist Indians began calling themselves “native Americans” as a reminder to whites who were on the premises first. Similarly, the white colonialists used it to refer to those they colonized (usually non-white) as natives in a derogative manner. In the Americas, indigenous red Indians were called natives, while indigenous Africans were called ‘natives’ in Africa and Italians as ‘tribal natives’ in Europe.

In contemporary times, the word native has several meanings: Oxford English Dictionary gives it meaning as a noun and an adjective and explains its application in various contexts. As a noun, it is a person born in a specific place or associated with a place by birth, or a resident. It also refers to a local inhabitant or indigenous to a place. On the other hand, as an adjective, native means associated with the place or circumstance of one’s birth, such as a Kenyan or a

British. Responsively it refers to indigenous origin or growth, domestic, home-grown homemade, local, or endemic. The opposite of these words is imported.

A thought is described as a process of using the mind to consider something or the product of the process. From the English Etymology Dictionary, the word thought originated from old English, denoting the process of thinking or a thought: conception, to conceive in him, mind or to consider. Its meaning evolved to cognate with the element of memory, attention, and devotion, and then to consideration, deliberation, and then to the contemporary meaning where its adjective usage defines it in action hence thoughtful as being contemplative, prudent, moody, anxious, or showing consideration for others. These meanings have become commonplace today.

From Vocabulary.com, the dictionary definition of thoughts is organized beliefs of a period, individual, or group. It also refers to them as cognitive content, a personal belief or judgment not founded on proof or certainty, an idea, an opinion, or a notion. Its synonyms are belief, concept, conception, view, impression, conviction, or perception, all in the line of thinking. Further, when taken as a mental picture, thoughts also mean assumption, presumption, hypothesis, theory postulation, abstraction, apprehension, understanding, supposition, or conceptualization. Thoughts are further described as mental cognitions, ideas, perspectives, and beliefs about ourselves and the world around us.

An organization is set in a geographical location where realistic context is native. Thoughts about such a native location come with progressive and objectionable feelings. On the progressive side, the postulation is that the location, its people, its culture, and everything in it brings good tidings. In contrast, on the negative side, the colonial interpretation and the native identity questions arise. Therefore, as highlighted in the English Etymology Dictionary (2020), there must be sensitivity when dealing with the question of native thoughts from an organizational perspective.

In this study, the researcher proposes that “Native thoughts” denote perceptions or sensitivity to the local situation. It refers to the ability to sense, register, interpret, adapt, and respond to an external situation in a tactical diplomatic creative, and clear way and highlights the importance of adapting oneself to customs of the people who are in certain places or circumstances and behave as they do, to avoid being visibly different or being an outlier. This can be extrapolated to organizations and their relationship with where they are established.

Subsequent to the meanings covered, the researcher refers to native as the “local” within the external environment of the organization, and projects “thoughts” as thinking about the native which renders sensitivity - a predisposition to a context - understood in this study as the external situation. The external is the native or local while thoughts, sensitivities, and perceptions are cognitions. Therefore, the study proposed that ‘native thoughts’ (NT) meant ‘cognition of the local context’, comprising local geography, demographics, culture, politics, and economic status which are, therefore, the factors of native thoughts.

### **Politics**

Politics is defined as a set of activities that are associated with the governance of a country, state, or area. Bernard (1972), described politics as a distinctive form of rule whereby people act together through institutionalized procedures, to resolve differences, reconcile diverse interests and values, and make public policies, in the pursuit of a common purpose. On the other hand, Easton (1981), suggested that politics is about the authoritative allocation of values for a society.

In ordinary life, politics is taken as activities that can improve personal status or increase power within an organization. It is also viewed as undertakings associated with the laws and governance of a country, or a section of it. Bernard (1972) describes politics as a distinctive form of rule whereby people act together through institutionalized procedures to resolve differences, reconcile diverse interests and values, and take public policies in the pursuit of a common purpose. Further, Easton (1981) suggests that politics is about the authoritative provision of ideals for society. Hence, cognitions of politics refer to insight knowledge, thoughts, or perspectives on politics.

A political system defines the procedures for making indorsed government decisions and is usually likened to the legal, economic, cultural, and other social systems. According to Easton (1981), it is the interface through which values are firmly billed for a society, noting that each system is entrenched in a society with its own political culture and they, in turn, shape their societies through public policy. It is interactions between different political systems that are the basics of local politics.

The concept of politics is applied in different forms in different parts of the world. To Kimmelmeier et al. (2003), Blackford (2006), and Gagnon (2020), concepts of politics include social equality, which promotes equal opportunities based on abilities and is equated to free-market economy left-right spectrum where the right-wing values traditions and inequality while the left-wing values progress and fairness with the center seeking a balance between the two such as social democracy, regulated capitalism or Christian democracy; political freedom which is embraced by democratic societies and; Oppression and libertarianism.

Politics presents both a progressive and an undesirable connotation, contingent on the context in which, it is practiced. Competitive politics can bring out good competitive candidates but it can also lead to divisions within the country or organization. To Leftwich (2015), politics can be used positively in the context of a political solution such as resolving a conflict in a compromising, but non-violent way or it can be used negatively in the context of the descriptive meaning of art or science of government which is usually viewed as made of rules and regulations. What is more, Cole and Kelly (2015) identify negative impact areas of politics as the political influences and attendant risks such as insecurity, corruption, civil protests, extremism, terrorism, and kidnapping that may lead to economic threats that may have serious disruptions on business operations, resource generation, human resource, quality of outputs and profits, in the event of assets seizure (confiscation, expropriation, or nationalization).

### **Managerial Cognition**

Managerial cognitions are thoughts or perceptions of managers, and are concerned with how managers think, internalize, determine, and make decisions. They can be understood from Social Cognitive Theory (SCT) perspective, which was established by Albert Bandura in 1986, as an extension of Social Learning Theory (SLT), which holds that a considerable part of an individual's knowledge attainment is directly related to observing others, Viewed from experiences, social interactions and outside of media influences.

SCT postulates that when people see a model practice on behaviour, and observe its consequences, they recollect the occurrences and utilize that information as a guide to their consequent behaviours through replication. Its core concept is explained by showing how an act of observed conduct is influenced by the interface of individual, behavioural, and environmental determinants. It has been used to indicate the difference between an individual's ability for moral competence and moral performance, where the former refers to ability to

realise a moral behaviour, while the latter is the ability to follow an individual's idea of what moral behaviour is in a specific situation. (Bandura, 2018).

Barney (1991) and Penrose (1959) posit that a sufficient pool of managers with appropriate cognitive abilities constitutes a strategic resource for an organization as predicted by the Resource-Based View perspective of the firm. Building on the thought, McShane and Gilnow (2018) describe the mental process behind decisions comprising competitive dynamics as cognitions, noting that managers with superior cognition of the local context may succeed much more than those with inferior capability. Hence the need for managers to have sufficient knowledge, both internal and external to their organization, of the local operating context. Following the concept and thinking of the social cognition theory, and examples of its application, it was envisaged that it was useful in anchoring the managers' cognition (native thoughts), in this study, and that the native thoughts would lead managers to make decisions that would lead organizations to address its responsibility and achieve the expected performances.

### **Organizational Performance**

Performance refers to the action of doing a specific task and is evaluated based on how successfully an individual or group performs it, while organizational performance is about the analysis of an organization's performance against its set goals and objectives. Cole and Kelley (2015) suggest that organizational performance is dependent upon analysis but a more strategic and integrated approach is to increase the effectiveness of organizations, which is a measure of organizational success. It starts with the leadership setting goals, objectives strategies, and management making strategic decisions and implementing them through teams to achieve those goals and objectives sustainably.

However, Luo et al. (2015) suggest that organizational performance can be measured in terms of economic performance such as financial and economic markets, as well as operational performance which includes observable indices. Johnson (2018) adds that organizational performance is achieved when an organization finds a balance between its employees, shareholders, customers, and the community. These arguments are in sync with Naylor (1996), who established that the success of an organization is determined by how effective it is after assessment of its set objectives is determined and requires an evaluation criterion. In line with that argument, Elkington (1994) developed an evaluation criterion for sustainability called 'Triple Bottom Line' (TBL), which is a three-dimension accounting structure for measuring performance namely, environmental, social, and financial. Elkington argues that TBL, surpasses the traditional accounting structure of measuring shareholders' value, return on investment, and profits by including two more dimensions - social and environmental.

Following Ellington's argument, the notion of organizational performance can be summarized as 'how well an organization is, in achieving its planned objectives. The study on the effect of native thoughts on organizational performance concluded that organizational performance was achieved when indicators of social, economic, and environmental sustainability spheres showed improvement when native thought factors were significant.

### **Performance of Hotels**

Hotels achieve their expected performance when they exceed customers' expectations and find innovative ways to delight their customers by offering memorable experiences. Chaudhary and Nair (2018); Lashley (2015); suggest that hoteliers need to be hospitable, people-pleasing, warm and friendly, and able to meet customers' needs. Hence, hoteliers must be good communicators, entertainers, and intensely knowledgeable people.

High-performing hotels also strive to become sustainable by creating a balance between customers, employees, and their surrounding community. Customers keep coming back, and each time becomes a new experience for them not only when employees are friendly and skilled in customer service, but also when hotels become friendly to the environment and make an effort to go green. For example, Hard (2019) notes that many hotels (from the luxurious to the budget-friendly), are initiating more sustainable business practices in areas such as energy conservation, water conservation, recycling, and waste reduction.

In efforts to become sustainable, hotels have introduced integrated organic products, hormone-free meats and dairy, and spa therapies containing indigenous ingredients, that are locally sourced. They have also resorted to purchasing a local in-seasonal product, and other sustainably sourced and healthier foods, unique hydration options, and conveniently located filtered water instead of plastic bottles. Tanveer (2020) lists the most sustainable hotels in the world and notes that most travelers are conscious of their carbon footprints, and so, select hotels that go to great lengths to maximize their green credentials so that they can relax in the knowledge that they are not doing any harm to the planet on their holidays. This is currently the position in Africa where hotel developers are going for eco-friendly building practices, which tend to be more expensive, upfront but in the end pay off, in terms of environmental impact, reduced operating costs, and good publicity.

Amelia (2018) observes that the local community has become essential in defining and differentiating the hotels. Travelers seek unique, local experiences, so it is important that hotels develop these experiences. Some of these practices include highlighting the best the locality has to offer and partnering with the local community by having joint environmentally friendly programs. This has the potential to give credibility and a positive brand impact to the hotels because the tourism industry depends on the quality of the surrounding environment. Further, empowering the community by hiring local employees can help other local businesses generate revenue, stimulate local growth, local tourism industry, and economy, reduce carbon footprint and develop positive business relationships within the community.

In hospitality, the most critical indicator of performance is customer satisfaction. When customers are satisfied, they purchase more, influence other buyers, do repeat visits and stay longer in hotels. They determine the incomes, occupancy levels, average spending per customer, customer retention, repeat business, and profitability. A hotel is likely to be sustainable when it makes profits and is prudent in its financial management, resource management, and environmental management. When many hotels become sustainable, industry sustainability is guaranteed.

Satisfied hotel employees genuinely provide high-quality service to customers which leads to happy and satisfied customers. There is a boomerang effect between satisfied employees and satisfied customers. Satisfied employees stay longer in their jobs which is employee retention. Employees who stay longer on their jobs become familiar with repeat customers who may be attracted to the property because they are known and believe that they have friends in the property. This is likely to lead to sustainable business and in effect, a sustainable hospitality industry.

The hospitality industry in Kenya is the context of this study. The environment where they are located is the subject of managerial cognitions. The decisions made by the hotel managers influence the strategies and outcomes of performance of these hotels. Further, classification of hotels is based on the physical setting of the hotels in terms of design, sensitivity of diversity of customers in terms of ease of movement, safety, security, facilities, and standards. In

addition, good leadership and management practices, availability of information, and knowledgeable human resource are also important considerations in the exercise and are readily visible in three, four, and five-star hotels.

The way managers perceive the local environment and use those perceptions to make decisions is a cognitive process that is underpinned by the social cognitive theory (SCT). Native thoughts are managers' cognitions of the local context or environment in which they operate, comprising local geography, demographics, culture, politics, and economic status. The quality and timing of these decisions are the essence of competitive dynamics and are informed by the knowledge base of the managers. It is this knowledge that managers draw on to act or react to environmental cues. The more knowledgeable they are, the better the quality and timing of actions will be. Unfortunately, it is not clear in empirical literature what the prevalence of native thoughts by managers was, whether and how they were incorporated into organizational decisions, particularly in the hospitality industry, and the impact that had on organizational performance.

The need for native thoughts has been highlighted recently by the emergence of the coronavirus disease of 2019, code-named COVID-19, which has brought negative impacts on all facets of life, including organizations and their immediate neighborhoods, in far-reaching ways. Similar effects have been observed before, whenever an epidemic or a major disruptive event takes place, to the point that it has become a phenomenon. Further, human and wildlife conflict in areas neighbouring wildlife conservation areas and game parks in Kenya is common. Furthermore, cases of conflict between poor people occupying public land in Nairobi, and private developers are also common. In view of these examples, the extent to which businesses respond to community needs is not clear.

This study investigates the impact of local politics cognition on performance of hotels. Cognition of politics refers to insight and knowledge of politics. The study focuses on finding out if managers of rated hotels in Kenya are aware of how political risk can affect their organizations and trade, and if they can position themselves cognitively, to mitigate the risks and challenges posed and be able to handle resultant consequences of such impacts.

## **2.0 Literature Review**

### ***Theoretical Review***

#### **Social Cognitive Theory (SCT)**

This theory proposes that learning occurs in a social environment with dynamic and communal interaction of the person, the environment, and behaviour. It was formulated by Albert Bandura in 1986 as an expansion of the "social learning theory" which offers a framework for understanding how learning occurs in social contexts and the lively interaction between the environment, the person, and behaviour. It has five constructs of social learning theory (SLT), which relate to human behaviour change, are reciprocal determinism, behavioural capability, observational learning reinforcement, and expectations. When it evolved to SCT, a sixth construct - self-efficacy - holds that to successfully perform a behaviour a person requires a level of confidence in their ability, which is influenced by his/her specific capabilities, personal factors, and environment, was added.

The concept of SCT is that part of an individual's knowledge achievement is associated with observing how others perform within the context of experiences and social interactions outside of media influences. The theory holds that individuals learn by observing others in action where behaviour, environment, and cognition act as the key factors that influence development in a give-and-take triadic relationship. Furthermore, each behaviour observed can change the

thinking of a person, which is cognition. The theory focuses on the distinctive manner in which individuals obtain, retain, and carry out behaviour, and the social setting where the behaviour happens. It considers an individual's past experiences, which influence if/ how the behaviour will occur. It is noted that past experiences influence underpinnings and anticipations, which is a combination that determines if a person engages in a specific behaviour or not, and the reasons why that happens.

Since its development, SCT has been discussed widely and researchers have expressed different views on it. Some of these include Sutton (2019) who expresses that the goal of SCT is to point out how people control their behaviour by monitoring and supporting the achievement of long-term sustainable goal-directed behaviour. The other one is Betz (2007) who suggested that it affects behaviour and cognition through the choice of activity, setting goals, learning, and achieving goals and its success depends on the effort and persistence a person has towards a certain behaviour.

Based on Bandura (1986) the dimensions of cognition based on the framework of social cognitive theory are salience, munificence, identity, and internal/external focus, and were used to measure native thoughts. Salience is the state of being important, noticeable, conspicuous, observable, or prominent. Munificence is the quality or action of being extremely generous, conducive, benevolent, or abundant. Identity is the fact of being who or what a person or a thing is, in terms of personality, specification, identification, recognition, discernment, sameness, congruence, or alignment. Internal/External focus refers to thinking or paying attention to something inside the organization while external focus refers to thinking or paying attention to something outside the organization.

In organizations where SCT applied, different tools that are mainly used in psychology, are used to manage it is. According to Nabi and Prestin (2017), some of these tools include reciprocal determinism, observational learning, reinforcement, expectations, and self-efficacy.

Reciprocal determinism refers to the dynamic and reciprocal interactions of a person, ecology, and behavior. It suggests that a person is capable of being both an agent and a respondent of change, suggesting that change behavior can be from within or from the environment.

### ***Empirical Review***

#### **Cognition of Local Politics and Organizational Performance**

The factor being considered for this study was cognition of local politics which was measured using the dimensions of social cognition theory which include salience, munificence, identity, and internal/external focus. On the other hand, organizational performance was anchored on the Triple Bottom Line and measured using the indicators of organizational effectiveness which are social, economic, and environmental sustainability.

The question of sustainability of organizations has been addressed by many writers and researchers. For example, Mullins (2016) observes that for organizations to survive, they need to have a series of interactions and exchanges with the environment, which leads to several wider responsibilities to society. Thames and Webster (2009) postulate that organizations are intended to meet the needs of the environs in which they are initially established; but some of them follow the traditional view of organizations where they existed, primarily to make profits. The consequences of that has been that they have raised moral dilemmas which have seen many of them struggle to attain the targeted profits.

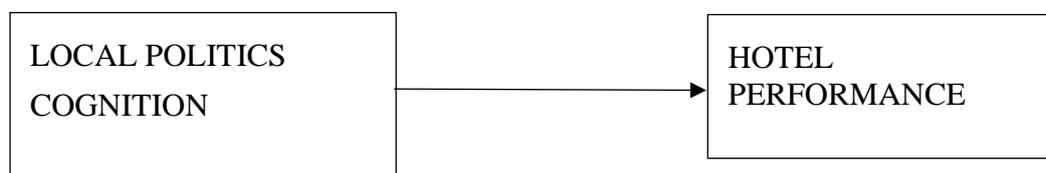
Li et al. (2018) observes that by addressing their responsibility, some organizations have been able to address moral dilemmas and attained expected performances. Cognition of local context and including the context in strategic decisions is about avoiding these moral dilemmas. Likewise, cognition of local politics is about how managers perceive, interpret, and local politics in their strategic decisions to avoid moral dilemmas and disruptions to businesses.

Considering the extreme impacts that are associated with political risks, managers must be aware of how political risk can affect their organizations and trade (Cole & Kelly, 2015). It has the potential to disrupt labour costs, quality of outputs, and profits and even lead to asset seizure (confiscation, expropriation, or nationalization). It can also affect human resources, in relation to safety, security, and well-being. maybe affected by political risk. It is imperative; therefore, that managers think about politics cognitively, to mitigate the risks and challenges posed by politics to deal with the resultant consequences. Even more important is cognitions of local politics where the organization is established as that is part of what determines survival of the organization.

According to Lavine et al. (2015), political cognition is the study of how people come to understand the political world, and how that understanding leads them to acquire political behaviour in areas such as attention, interpretation, decision, and recollection. However, it does not cover how such understanding affects performance of the organization that such individuals might be involved in. This creates a practice gap in organizations, where the information about cognition of politics and performance is largely lacking. Further, most of the studies done on politics have not focused on the influence of cognitions of politics on organizational performance.

### ***Conceptual Framework***

A conceptual framework is a systematic tool used to comprehensively comprehend a manifestation, or phenomena and is commonly used as a graphic guide to explain key concepts or variables and the relationships that require to be studied. Maxwell (2013) proposes that it should be constructed from personal experience, previous studies, and published theory into a coherent graphic representation. The study focused on managers' cognitions of the local politics on performance of star rated hotels in Kenya and conceptualized that it has a significant influence on performance of hospitality industry, itself. The conceptual framework that was used for that relationship is presented on Figure 1.



**Figure 1: Impact of Local Politics Cognition on Hotel Performance**

In the framework, local politics cognition is the independent variable while hotel performance if the dependent variable. The measures for local politics cognition are salience, munificence, identity, external/ internal focus. On the other hand, the measures for hotel performance are effectiveness indicators of sustainability which include: Economic – customer satisfaction, employees' retention, repeat business, Social – local sourcing, social responsibility, and Environmental – sustainable energy, water harvesting and waste management. These measures

were used to operationalize the research variables.

### **3.0 Methodology**

The study used a mixed-methods approach using structured questionnaires and key informant interviews. The study population was drawn from 160 rated hotels in Kenya, rated 3, 4, and 5 stars. A total of 211 hotels in Kenya were classified by Tourism Regulatory Authority (TRA) in 2017. Of these, 51 were rated 1 and 2 stars while 160 were rated 3, 4, and 5 stars. Further, of the 160 hotels, 10 of those hotels were either under renovation or had closed at the time of classification, leaving only 150. As a result of that, the study population was 150 hotels rated 3, 4, and 5 stars. The choice of these categories was premised on the fact that they were expected to be managed professionally with clear management structures that followed the TRA classification structured criteria. The respondents for quantitative research included hotel directors, general managers, and senior and middle management staff. In addition, 10 respondents who included top officials of the Tourism Board, Tourism Regulatory Authority, and local leaders from around tourism areas were interviewed as key informants. Creswell (2002) recommended that 15-20 respondents were adequate for the research. However, since this is a deductive study where a priori formulated hypotheses were tested, only a total of 10 key informants were interviewed to obtain insights that may not have been captured by the structured questionnaires.

The researcher used binary logit regression model to predict organizational performance using native thoughts variables, where organization performance was converted into a binary with the reference category as 1 was agreed, and 0 disagreed. The key informant interviews were transcribed into word document, analyzed using content analysis, and corroborated with the quantitative data. To do that, the researcher manually extracted the transformed data into notes and summaries based on each objective and the sub-thematic areas. Further, the themes were counter-checked with the sub-themes and the results from the quantitative data. The emerging themes were triangulated with the quantitative data sources to validate and enhance key outcomes.

### **4.0 Results and Discussion**

#### ***Results***

The relationship between local politics cognition and performance of rated hotels in Kenya was investigated using correlation coefficient tests and Phi and Cramer's V test of association. Further, the impact of local politics cognition on performance of those hotels was tested using null hypothesis of that relationship.

#### **Relationship between local politics cognition and organizational performance**

Correlation test results indicate a correlation coefficient ( $r = .324, p < .05$ ), 0.01 level of confidence, indicating a positive and significant correlation between managerial cognition of local politics and performance of star-rated hotels in Kenya. On the other hand, association between the two variables was tested using Cramer's V test. The results were ( $p < .001$ , Cramer's  $V = .918$ ) which suggests a strong and significant ( $p < 0.05$ ) association between local politics cognition and performance of star-rated hotels in Kenya, based on Phi test results. A Phi and Cramer's ( $V > .600$ ) indicate a strong association between the variables

### Impact of Local Politics Cognition on Organizational Performance

The results of the impact of local politics cognition on organizational performance of star-rated hotels in Kenya tested from null hypothesis,  $H_0$ : there is no significant influence of local politics cognition and performance of rated hotels in Kenya, are presented in Table 1.

**Table 1: Effect of Local Politics cognition on Performance (OP) of Star-Rated Hotels in Kenya**

**Null Model Classification Table <sup>a, b</sup>**

a.

Step 0	Observed (OP)	Predicted (OP)		Percent corrected
		Disagreed	Agreed	
	Disagreed	0	53	0
	Agreed	0	185	100
	Overall %			77.7

Constant is included in the model, b. The cut value is .500

**Local politics classification Table <sup>b</sup>**

Step 1b	Observed (OP)	Predicted (OP)		Percent corrected
		Disagreed	Agreed	
	Disagreed	1	52	1.9
	Agreed	2	183	98.9
	Overall %			77.5

b. The cut value is .500

### Model Summary

Step	Deviance	Cox & Snell $R^2$	Nagelkerke $R^2$
1	240.286 <sup>a</sup>	0.05	0.076

a. Estimation terminated at iteration number 5 because parameter estimates changed by  $< .001$ .

### Variables in the Equation

	B	S.E.	Wald	df	Sig.	Odds Ratio	95% C.I. for Odds Ratio	
							Lower	Upper
Step 1 <sup>a</sup> Local politics cognition	0.636	0191	11.04	1	0.001	1.888	1.298	2.747
Constant	-0.448	0.513	0.762	1	0.383	0.639		

a. Variable(s) entered on step 1: local politics cognition

Source: Research data (2021)

The Omnibus test results show that logit model was significant, Chi-square  $\chi^2(1) = 12.132$ ,  $p < .001$ . The classification table indicates that 77.7% of respondents were classified using the null model while 77.3% were correctly classified on the full model, hence, null model was better than the improved one. Model summary results are Nagelkerke  $R^2$  of .076 (equivalent to  $R^2$  on LR model), suggesting that on the full model, 7.6% of performance of rated hotels in Kenya can be explained by local politics, while 92.4% can be ascribed to other factors not included in the study, plus error term. This is suggesting that a significant number of hotel managers scored local politics cognition as “strongly disagreed”, which is indicative of how they perceive local politics in their decisions.

Variables in the equation results ( $\beta = .632$ , Wald = 11.049,  $p < .05$ , OR=1.888), show that local politics cognition was significant ( $p < .05$ ) in the model, can predict performance of star-rated hotel (Wald = 11.04) and predicted odds for hotel performance 1.888 times, which was insignificant. However, when p-values associated with local politics cognition are ( $p < 0.05$ ), the decision rule is that the null hypothesis is rejected and alternative hypothesis accepted, which is the outcome of the hypothesis test. This suggests that managers of rated hotels in Kenya exhibited local politics cognition but that cognition was low and could not predict the odds for hotel performance.

### ***Discussion***

This impact of local politics cognition and performance of rated hotels in Kenya was investigated using null hypothesis and found to be positive and significant. However, local politics cognition explains only 7.6% variations of in hotels’ performance which was weak. That led to the conclusion that cognition of local political cognition significantly impacts performance of rated hotels in Kenya. It is viewed as important by managers of rated hotels in Kenya but is perceived as a sensitive subject.

Hotels are expected to accommodate customers who may have diverse views of politics without getting involved directly to avoid getting into conflict. They are expected to have adequate information about local politics to enable them to respond to political situations and avoid pitfalls. Hotel managers need to consider politics in their decision-making processes as it has an impact on the performance of hotels. This impact can either be positive or negative, which highlights the importance of managers thinking about local politics cognitively.

Mark and Nwaiwu (2015) submitted that a negative influence of political environment on business performances exists, noting that in countries where governments are constantly changing, there is usually significant risks to businesses, which affects planning and impacts on stability of those organizations. Hussein (2014) observes that political stability and economic growth are interconnected, but notes that some forms of political stability are not necessarily development-friendly since economic growth is mainly dependent on the extent to which stability translates into good governance. Cepel et al. (2018) conclude that political factors are rated negatively, mainly by new businesses, when viewed from legislation level and the administrative burden it brings to the business workforce, hence there was a need to create more conducive conditions for starting a new business.

A Kenya Tourism Board (KTB) Executive viewed politics as an impediment to business progress but agreed that managers need to be aware of its negative impacts. However, the researcher observes that Kenya’s political landscape has been relatively stable and hotel managers may not have witnessed negative influences of politics on tourism, so did not think much about it. Nevertheless, the results indicate that they exhibited significant cognitions of local politics.

Hospitality is the umbrella term of all the associated industries such as hotels, restaurants, casinos, events, cruise, aviation, and travel agencies and operators, among others. Hotel industry is arguably the biggest among the many sectors within the hospitality umbrella. This makes it a pace-setter in how the industry behaves and leads to both terms being used interchangeably. In this regard, we argue that factors that influence the hotel industry end up influencing the hospitality industry. Therefore, the cognition of local politics on performance of star-rated hotels in Kenya is a reflection of the influence that local politics cognition by managers in hospitality has on the industry.

### **5.0 Conclusion**

We conclude that managers of star-rated hotels displayed cognition of local politics and that a cognitive perspective of the relationship between local politics cognition and performance of star-rated hotels in Kenya has been demonstrated. Further, cognition of local politics can predict the odds for performance of hotels which demonstrates that it can be influenced by munificence. Consequently, local politics cognition has a significant impact on performance of Kenya's hospitality industry but does not predict the odds for its performance.

### **6.0 Implications**

Hospitality is sensitive to external environmental issues that can influence unplanned change in its operations. Political activities tend to increase tensions in hospitality because of the sensitivity of travelers towards political activities as they have been known to escalate to violence, looting, and extremism. These outcomes have the potential to threaten life and consequences decimate the number of visitors to a destination and can lead to closure of businesses. This makes politics a very sensitive subject. It is, therefore, prudent for managers to practice cognition of local politics and include them in their strategic decisions.

### **7.0 Recommendations**

We recommend that the hospitality industry takes an interest in the local context issues and include them in their important decisions, as they will positively influence their performance. In particular, we recommend that hospitality managers embrace local politics and include their essential concerns in organizational decisions. By doing this, organizations will be reducing conflict with local communities, improving their relationships with them, and working in collaboration with them in seeking solutions to common challenges such as provision for resources, negative ethnicity and racism, education, insecurity, gender-based issues, health, unemployment, and climate change, among others. By engaging in such issues, the organization is likely to achieve its set objectives sustainably.

### **References**

- Adams, L., Penner, R.H., & Rutes, W. (2001). *Hotel Design: Planning and Development* (2nd ed.). W. W. Norton & Company.
- Agade, K. M. (2014). Ungoverned Space and the Oil Find in Turkana, Kenya. *The Commonwealth Journal of International Affairs*, 103(5), 497-515. <https://www.tandfonline.com/doi/abs/10.1080/00358533.2014.966497>
- Aga Khan Development Network (2006, November 10). *President Museveni and Aga Khan inaugurate Kampala Serena Hotel*. <https://bit.ly/3xBgQvU>
- Amelia (2018). *Preno: How the local community can help grow your hotel brand and presence*. <https://bit.ly/3jxoRuo>

- Bandura, A. (1986). *Social Foundations of Thought and Action: A Social Cognitive Theory*. Prentice-Hall. <https://psycnet.apa.org/record/1985-98423-000>
- Bandura, A. (2008). Social Cognitive Theory. In W. Donsbach, (Ed.) *International encyclopedia of communication*. Thousand Oaks, CA: Sage (pp.4654-4659).  
<https://doi.org/10.4135/9781412952651.n280>
- Barney, J. (1991) Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17, 99-120. <http://dx.doi.org/10.1177/014920639101700108>
- Bernard, C. (1972). *In defence of Politics*. (2<sup>nd</sup> ed). The University of Chicago Press.
- Betz, N. E. (2007). Career self-efficacy: Exemplary recent research and emerging directions. *Journal of Career Assessment*, 15(4), 403-422. <https://bit.ly/3O0nvGm>
- Blackford, R. (2006). *Genetic Enhancement and the point of Social Equality*. Institute for Ethics and Emerging Technologies. <https://bit.ly/37MOXHb>
- Brotherton, B. (2013). The International Hospitality Industry. *International Journal of Hospitality Management*, 23(5),566–568. <https://bit.ly/3vcsOKg>
- Cepel, M., Stasiukynas, A., Kotaskova, A., & Dvorsky, A. (2018). Business Environment Quality Index in the SME Segment. *Journal of Competitiveness*,10(1), 21 – 40. DOI:10.7441/joc.2018.02.02
- Choudhary, N., & Nair, G. K. (2018). Sustainability in the hospitality industry: a social factor dimension. *EMAJ: Emerging Markets Journal*, 8(2), 34-44. 10.5195/emaj.2018.154.
- Ciaran, O. F. (2009). Effectiveness in social impact assessment: Aboriginal peoples and resource development in Australia. *Impact Assessment and Project*, 27(2) 95-110. <https://www.tandfonline.com/doi/abs/10.3152/146155109X438715>
- Cole, G. Z., & Kelly, P. (2015). *Management: Theory and Practice*. (8th ed.). Cengage Learning EMEA. <https://amzn.to/3E633PQ>
- Creswell, J. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Sage Publications. <https://bit.ly/3vdR2nB>
- Dutton, J. E., Huff, A. S. Stubbart C. & Thorelli, H. B., (1988) *Advances in Strategic Management*, Volume 5. Good Reads
- Easton, D. (1981). The Political System Besieged by the State. *Political Theory*, 9(3), 303-325. <https://www.jstor.org/stable/191091>.
- Elkington, J. (1994). Towards the Sustainable Corporation: Win-Win-Win Business Strategies for Sustainable Development. *California Management Review*, 36(2), 90-100. <http://dx.doi.org/10.2307/41165746>
- Gagnon, J. P. (2020). *An Interview with Dr. Jean-Paul Gagnon on Democratic Theory and Politics*. <https://bit.ly/3E8tsfY>
- Hair, J. F. (2003). *Essentials of Business Research Methods*. Wiley (Illustrated ed.)
- Hard, R. (2019). *The Most Common Eco-Friendly Hotel Initiatives*. <https://bit.ly/2I1dNVM>
- Hayes, D. K., & Niemeyer, J. D. (2017). *Hotel Operations Management*. (8<sup>th</sup> ed). Pearson.
- Hussein, Z. (2014). *Can political stability hurt economic growth?* <https://bit.ly/38ObkFR>

- Johnson, S. R. (2018). Getting to the WHY of organization effectiveness. *Talent Development, Journal of Business Diversity*, 72(7), 56-61. <http://dx.doi.org/10.1146/annurev-orgpsych-031413-091314>.
- Jonathan, M., ShiNa, L., & Xavier, F. (2015). What is the impact of hotels on local economic development? Applying value chain analysis to individual businesses. *Journal of Business Ethics*, 159(4), 1147-1161. <https://bit.ly/3JvFiBS>
- Jost, J. T., Lavine, H., & Lodge, M. (2015). Political cognition and its normative implications for the "democratic experiment": Theory, evidence, and controversy. In Mikulincer, M., Shaver, P. R., Borgida, E., & J. A. Bargh, J. A. *APA handbook of personality and social psychology, (1). Attitudes and social cognition* (pp. 721–752). American Psychological Association. <https://doi.org/10.1037/14341-023>
- Kemmelmeier, M. (2003). Individualism, Collectivism, and Authoritarianism in Seven Societies. *Journal of Cross-Cultural Psychology*, 34(3), 304-322. <https://journals.sagepub.com/doi/abs/10.1177/0022022103034003005>
- Klein, E. (1971). *A Comprehensive Etymological Dictionary of the English Language*, Elsevier Scientific Publishing Co.
- Lashley, C. (2015). Hospitality and hospitableness: *Research in Hospitality Management*, 5(1), 1–7. <https://doi.org/10.1080/22243534.2015.11828322>
- Laura, P. (2017). *Massive Dam's Impact on Tribal Communities*. <https://bit.ly/3deahIL>
- Leftwich, A. (2015). *What is Politics? The Activity and Its Study*. Wiley. <https://bit.ly/3E6Rg3P>
- Li, F. F., Chen-Ho, C. M., Chao, Y., Yi-Feng Feng, C. N., & Zhang, S. (2018). Moral judgment in a business setting: The role of managers' moral foundation, ideology, and level of moral development. *Asia Pacific Journal of Management* 35(1), 121-143. <https://bit.ly/3LY3LkX>
- Luo Y., Huang Y., & Wang S. (2015). Guanxi and Organizational Performance: A Meta-Analysis. *Management and Organizational Review*, 8(1), 139-172. <https://bit.ly/3xyyG2m>
- Mark, J & Nwaiwu, J., N. (2015). Impact of Political Environment on Business Performance of Multinational Companies in Nigeria. *African Research Review*, (9)3. DOI: 10.4314/afrev.v9i3.1
- Maxwell, J. A. (2013). *Qualitative Research Design: An Interactive Approach*. Thousand Oaks, CA: SAGE Publications, Inc.
- McShane, S. L., & Von, G. M. A. Y. (2018). *Organizational Behaviour*. (8<sup>th</sup> ed). McGraw - Hill Education. <https://bit.ly/3uzByev>
- Milligan, A., & Smith, S. (2011). *BOLD. how to be brave in business and win*. Kogan Page Limited.
- Mullins, L. J. (2016). *Management and Organizational Behaviour*. (11<sup>th</sup> ed)., Pearson,
- Nabi, R. L., & Prestin, A. (2017). Social learning theory and social cognitive theory. *The International Encyclopaedia of Media Effects*, 1-13. <https://bit.ly/3LmDLR>
- Naylor, J. (1996). *Operations Management*. Pearson Professional Limited.

- Oxford University Press (2018). *The Report: Kenya 2018*.  
<https://oxfordbusinessgroup.com/kenya-2018>
- Penrose, E. (1959). *The Theory of the Growth of the Firm*. Basil Blackwell, Oxford.  
[shorturl. at/duVZ5](https://shorturl.at/duVZ5)
- Sofronov, B. (2018). "The Development of the Travel and Tourism Industry in the World." *Annals of Spiru Haret University. Economic Series*, 18(4), 123-137.  
<https://pdfs.semanticscholar.org/43f8/2ef9b5c6111fa9a3813c2337b850651d472e.pdf>
- Sutton, J. (2021). What is Bandura's Social Learning Theory? 3 Examples. *Positive Psychology.com*
- Tanveer N., (2020). *About Time. Top 7: World's most sustainable hotels*  
<https://www.abouttimemagazine.co.uk/travel/top-7-worlds-most-sustainable-hotels/>
- Thames, R. C., & Webster, D. W. (2012). *Chasing Change: Building Organizational Capacity in a Turbulent Environment*. John Wiley and Sons Inc. <https://bit.ly/3Jzww5R>