



## Influence of Organization Behavior Faultliness on the Organisational Performance Tour Operator's Firms in Tanzania

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**Abstract:** Organizational performance is critical to a company's long-term success. The study attempted to examine the influence of organization behavior faultliness on the organizational performance tourism enterprises in Tanzania. Specifically, this study determines the influence of values on the organizational performance tour operator's firms in Tanzania and study determine the influence of norms on the organizational performance tour operator's firms in Tanzania. The population of study comprised of tour operator's firms, where, the sample size was 107. The study used a cross sectional survey study design and employed mixed approach. Data from employee who have no administrative roles were collected using questionnaire, while interviews were used to collect data from employees who hold administrative positions. Quantitative data were analyzed using descriptive statistics and multiple linear regression model, whereby; qualitative data were analyzed using content analysis. The study observed that organization behavior faultliness influences organizational performance in tour operator's firms in Tanzania. The study concluded that organization behavior faultliness has statistically significance to the organizational performance in tour operator's firms in Tanzania. Thus, the study recommends that, the management of tourism tour operator's firms should take careful to measures the organization performance in aspect of organization behavior faultliness influences.

**Keywords:** faultliness; Tanzania; tour operator's firms; organization behavior

**JEL Classification:** H83, O15

### 1. Introduction

Tourism is one of the greatest and most profitable industries on the planet, with a considerable contribution to the global economic growth. The tourist industry, according to (Köseoglu et al., 2020), contributes to global GDP growth, job creation, and revenue generation. In addition, tourism is the fastest-growing industry, growing at least twice as fast as the global Gross National Product (GNP) (David, 2021). Some African nations, such as Kenya, South Africa, Namibia, and Mozambique, demonstrate the importance of tourism by the significant contribution It has contributed to the creation of jobs and the growth of other tourism-related industries, as well as enhancing people's living

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conditions, reduction of poverty, GDP contribution, and export earnings (Black & Cobbinah, 2018). Tanzania's tourist industry is second only to manufacturing in terms of contribution to national economy. The contribution of the travel and tourism sector to GDP in 2019 was US\$ 6,577.3 million, or 10.7% of the country's total GDP (World Travel and Tourism Council, 2020).

Some of the efforts made by the Tanzanian government, through the Ministry of Natural and Tourism Resources (MNRT), have resulted in the development of Tourism Policy and Strategies for Addressing Challenges of poor tourism performance and, as a result, monitor and accelerate the country's tourism development (Jorgaratnam, 2017; Muganda, 2009). Tourism is a driving force for socioeconomic progress in all areas, according to the policy (United Republic of Tanzania, 2008). Organizational performance is critical to a company's long-term success (Chindengwike, 2024). Can also create new development possibilities or improve existing ones. The empirical evidence show that an organization creates are so important to tourism businesses. Performance is judged by the results that an organization produces (Straube, 2018). Tanzania has a poor track record when it comes to tourism. Tanzania has a limited market share, low sales volume, and a low number of international tourists (343 Millions) as compared to Kenya (5 Million) and Uganda (405,702 tourists) (Chindengwike, 2024). Tourism firms in disadvantaged nations perform poorly. According to Ali (2018), Okello (2014) describes the situation and states that because these countries have a little market share of international visitors, they are unable to promote their tourism. A lack of skilled employees, insufficient ICT and physical infrastructure, a culture problem, limited capital, and fierce rivalry affect tourism performance (Eze, 2017; Zhang, 2016).

Organizational performance is critical to a company's long-term success (Report, 2012), organizational performance can also create new development possibilities or improve existing ones. The results that an organization creates are so important to tourism businesses, performance is judged by the results that an organization produces (Georgakakis, 2017). Tourism is the largest and one of the fastest expanding sectors on the planet (UNCTAD, 2015). Tourism can be defined as the processes, activities, and outcomes that result from interactions and relationships among domestic and international tourists, tourism suppliers, host governments, host communities, and the environment, all of whom are active in attracting and hosting visitors (Muganda, 2009).

In 2019, the sector added 1,550,100 jobs, accounting for 11.1 percent of total employment in the country. Tanzania's tourism industry also contributes to the fight against extreme poverty by creating jobs and developing a market for traditional goods (Luvanga & Shitundu, 2003) The growth of the tourist industry in Tanzania, and in developing nations in general, is a catalyst for the growth of the transportation and hospitality industries (Jorgaratnam, 2017; Rourke, 2017). Despite its advantages, Tanzania's tourism industry has had a poor record. In comparison to Europe (713,000,000 tourists) and Asia (343,000,000 tourists), Tanzania (1,505,702 travelers) has a modest percentage of the market, a small number of international travelers and a low amount of sales (Anderson, 2018; FOSA, 2000) These, on the other hand, appear to be common in the majority of poor nations. According to (Ali, 2018; Qu & Liu, 2017), Tourism businesses in underdeveloped countries struggle to make a profit. (Okello, 2014) describes the situation and states that because these countries have a little market share of international visitors, they are unable to promote their tourism.

Also, other studies reveal that the organization behavior has negative relationship with tourism performance (D'Innocenzo et al., 2014; Georgakakis & Dauth, 2016). However, they pay less attention on the impact of tourism performance. This paragraph is expected to be expanded to discuss about the independent variable (top management faultliness) and its indicators as well as what makes

you assume that the organization behavior faultliness on the Performance tour operator's firms in Tanzania. The theory that supports that assumption is also expected to be explained here briefly. Therefore, this study will seek to examine the Organization Behavior Faultliness on the Performance tour operator's firms in Tanzania and to make recommendation on how these belongings can be remedy.

### **1.1. Research Objectives**

- I. To determines the influence of norms on the performance tour operator's firms in Tanzania;
- II. To determine the influence of values on the performance tour operator's firms in Tanzania.

## **2. Literature Review**

Hmbrick and Mason (1984) upper echelons hypothesis is a management theory. It claims that the top-level management team's managerial background attributes can predict organizational outcomes in part. Providing researchers with a hypothetical base to scrutinize the collision of planned leadership on firm outcome (Finkelstein et al., 2009). Entrenched in the behavioral theory of the firm Cyert (1963), the upper echelons perspective suggests that the belongings of planned leaders on organizations can be sufficiently assess based on the communal attribute of the entire executive group, rather than based on the independence of each top boss unconnectedly (Hmbrick & Mason, 1984). This assumption is based on the idea that power is distributed equally among members of the dominant coalition Cyert (1963), and it has inspired a slew of empirical studies to assess the aggregated top management group's impact by treating the CEO as equally powerful and influential as other executives (Rwamuhuru et al., 2023). While the necessity of looking at the complete top management group is undeniable, experts have stated that examining the interaction between the group's head (i.e., the CEO) and the rest of the TMT may help improve upper echelons theory (Msemo, 2021).

The theory's assumptions are based on the idea that strategic design and implementation are the responsibility of an organization's senior executives (the CEO and his or her chosen team). Members of the organization's upper echelons must analyze and understand strategic alternatives through the lens of their own personal experiences, values, personalities, and other analogous human factors (Rwamuhuru et al., 2023). This theory linking to the study since explains the planned leaders on organizations can be sufficiently assess based on the communal attribute of the entire executive group, rather than based on the independence of each top boss unconnectedly. The weakness of this study is not explained the on how leaders on organizations can be sufficiently assess based on the communal attribute of the entire executive group, rather than based on the independence of each top boss unconnectedly.

Chindengwike (2024) conducted a study in Tanzania about the influence of top management team demographic faultline strength and strategic change. The study was done in China variable used were gender, age and education level. The purpose of the study was to extend the understanding of top management team composition drawing on the upper echelons and demographic faultliness on organization performance the study used qualitative research approach also employ case study design and employ SPSS in data analysis but this study will differ with previous study since this study will employ cross sectional survey research design and used mixed research approach as study design also

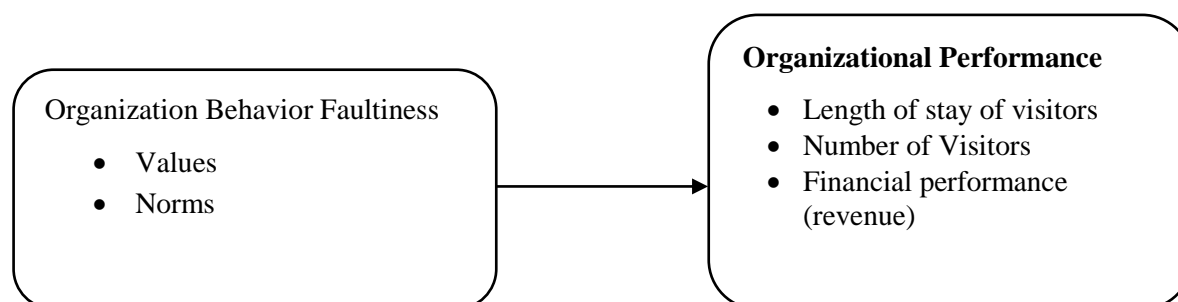
this study will differ with study location since the other use business sector. According to the report they find that top management team relationship-related faultline strength (especially educational-level) negatively association. Environmental dynamism reduces the negative effect of top management team gender and educational-level faultline strengths on strategic change while in fact revealing a notable positive effect between top management team age-faultliness strength and strategic change. the study used qualitative research approach also employ case study design and employ SPSS in data analysis but this study will differ with previous study since this study will employ cross sectional survey research design and used mixed research approach as study design also this study will differ with study location since the other use trade sector (Mboma, 2021).

Calabrò et al. (2021) conducted a study on the entrepreneurial Orientation and family firm performance; the moderating role of top management team identity-based and knowledge-based Faultline. The purpose of the study was to advance entrepreneurship research and knowledge about firm performance relationship (Rauch et al., 2009) by integrating top management team faultlines as a moderating variable, which enables the role of top management team subgroups to be recognized as an important omitted internal contingency factor and the influence of knowledge based faultliness on organization performance. the study used qualitative research approach also employ case study design and employ SPSS in data analysis but this study will differ with previous study since this study will employ cross sectional survey research design and used mixed research approach as study design also this study will differ with study location since the other use business sector.

## 2.1. Conceptual Framework

Conceptual framework, it shows that three independent variables organization behavior faultliness affect one dependent variable organizational performance. From the conceptual framework the indicators for the organization behavior faultliness includes Norms and values. All these two variables which constituted independent variable affect organizational variable which is organizational performance which is measure by number of visitors, financial performance and length of stay of visitor see figure 1.

### Independent Variables



**Figure 1. Conceptual Framework**

*Source: Literature reviewed*

### 3. Research Methodology

To attain this objective qualitative and quantitative research approaches were used whereby cross - sectional survey research design techniques of data collection method were used. Both primary data and secondary data were involved in the form of interviews, document reviews and survey. Systematic and unsystematic random sampling and purposive sampling was used as sampling procedures in the study, this study involved with the sample size of 107 Tourism Firms from 247 Tourism Firms as population. The actual number of respondents was 107 who returned the questionnaires calculated from Yammane Formula. Therefore, the analysis was done from these questionnaires and subjected to further tests.

#### 3.1. Econometric Model Development

Multiple Linear Regression model was used determining the influence the organization behaviour Faultliness on the Performance Tourism Firms in Tanzania. The reason of choosing the multiple linear regression model is due to the reality that the dependent variable of the research is “*continuous in nature*” therefore; the multiple linear regression model is fitting for this study.

$$Y_{EG} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon \dots \dots \dots (I)$$

Whereby:  $Y_{EG}$  = Organisation performance;  $\beta_0$  = Intercept Term,

$\beta_1$  = Intercept of Variables,  $X_1$  = Values,  $X_2$  = Norms,  $\varepsilon$  = Error Term

### 4. Results and Discussion

#### 4.1. The Age of the Respondents

The findings from Table 1 below illustrate that 52 (48.6%) of the respondents were aged 41-50, while 28(26.2%) were aged 51 and above, 16 (15%) were aged between 31-40 and 11 (10.3%) were aged between 20-30 year as summarized in Table 1. This trend can be due to the difficulties associated with youth entering the tour operators due to fact that the industry is not well known to both parents and the youth in the schooling system. The findings indicate that; the tours operators are having large number (48.6%) of middle age workforce which places the organization at a competitive advantage in the market as they are a position to offer their accumulated experience. That is the case because there is a relationship between age and experience (Robbins, 2000). Moreover, middle aged workers have strong work ethics; high level of satisfaction (for professional workers) and loyalty (Mwende, 2015).

**Table 1. Age of respondents**

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	11	10.3	10.3	10.3
	31-40	16	15.0	15.0	25.2
	41-50	52	48.6	48.6	73.8
	51 and above	28	26.2	26.2	100.0
<b>Total</b>		<b>107</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2024)

## 4.2. The Influence of Organization Behavior Faultliness on Organizational Performance in Tanzania

This was achieved with the reference to the study model whereby compensation in this study is featured with other compensation variables that are norms and values. In that regard, descriptive statistical parameters of the compensation variables i.e. central measurement and dispersion tendencies were calculated and presented by using Minimum, maximum, mean, standard deviation, skewness, and Kurtosis as presented in Table 2.

**Table 2. Organization behavior faultliness variables**

Organization behavior faultliness	N	Min	Max	Mean	Std. D	Skewness		Kurtosis	
	Stat	Stat	Stat	Stat	Stat	Stat	Std. E	Stat	Std. E
Norms	107	1	3	2.06	.698	-.077	.234	-.917	.463
Values	107	1	3	2.27	.759	-.501	.234	-1.099	.463
Valid N (list wise)	107								

Source: Field data, 2024

The descriptive results of Table 2 indicate that the average of 2.06 of the respondents indicated that Norms and values are Organization behavior faultliness factors, with minimum and maximum value of 1 and 3. Also the findings indicate that values affect organisational performance by the average of 2.27 with minimum and maximum value of 1 and 3.

Based on the central and dispersion parameters, the values of skewness and kurtosis of the Organization behavior faultliness variables indicated that all Organization behavior faultliness variables are within the normal distribution boundaries. Based on these statistical parameters, it can be concluded that Organization behavior faultliness influences organizational performance.

The study further conducted the comparative statistical procedure (t-test) to show whether Organization behavior faultliness has significant influence on the enterprise performance. The results are presented in Table 3. In this regard, it is discovered that enterprise performance is significantly associated with Organization behavior faultliness ( $p < 0.0001$ ), norms ( $p < 0.0001$ ) and values ( $p < 0.0001$ ). It was noted that the with a unit increase in forms of Organization behavior faultliness increase by .231. It was further observed that a unit increase in Organization behavior faultliness would increase enterprises performance by .802. Likewise, a unit increase in norms would increase enterprises performance by .331. It was further noted that, almost 32% of the enterprise's performance variance was explained by norms, values and enterprises performance ( $R\text{-Square} = 0.320$ ) see Table 3.

**Table 3. Influence of organization behavior faultliness on organisational performance**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	7.067	.774		9.134	.000	5.533	8.602		
	Norms	.231	.235	.118	.985	.327	-.234	.696	.463	2.160

Values	.802	.280	.345	2.858	.005	.245	1.358	.453	2.209
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Source: Field data, 2024

Dependent Variable: INCIDENTS

**Table4. Model summary for organisation behaviour faultliness**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.566 <sup>a</sup>	.320	.300	1.88602

Source: SPSS OUTPUT, 2024

The findings above indicate that there is a significant relationship between Organisation behaviour faultliness and organizational performance. This is attributed to the fact that well salaried employees are able to meet their basic needs and come to work happy. Their morale to perform is high and uninterrupted by stress, this attributed to high performance.

**Table 5. Multiple linear regression results for all variables**

ROA	Coef.	St. Err.	t-value	p-value	[95% Conf Interval]	Sig
Organization behavior faultliness	-0.893	0.038	-23.43	0.002	-1.057 0.729	***
Constant	3.907	0.160	24.41	0.002	0.996 4.5965	***
Mean dependent var	10.200		SD dependent var		8.381	
R-squared	0.9998		Number of obs		103.000	
F-test	3.485		Prob > F		0.013	
Akaike crit. (AIC)	730.820		Bayesian crit. (BIC)		437.312	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$

Organization behavior faultliness statistically ( $P < 0.01$ ) and had a negative influence on enterprises performance with a regression coefficient of -1.72 implying that for each increase one percent increase in Organization behavior faultliness the enterprises performance decreases by 1.72 per cent. The study reveals that the organization behavior faultliness.

## 5. Conclusion and Recommendations

The study concluded that the organizational behavior faultiness influences performance among Tour operators in Tanzania. This implies that any improvement on organizational behavior in terms norms and values will increase organization performance in term of increasing number of tourists. The study recommends for organization behaviour faultiness is revealed to influences organization performance, it is vital for tour operator management to reduce its organization behaviour faultiness. Also, that, the management of tourism tour operator's firms should take careful to measures the organization performance in aspect of organization behavior faultliness influences. The future study should involve other variables such as social demographic faultiness and functional based faultiness. This study will help policy makers to formulate new laws and regulations also will help employers to handle the top management faultliness as way of controlling the disciplinal cases among top management staffs, this study will assist new academic arena (Academician and Research scholars) as a new literature. Other one, this study will help employees to know how can deal with top management faultliness towards organizational performance. This study will assist International Organization such as International Labor Organization (ILO) to formulate the regulatory framework on top management faultiness.



Additionally, this study will assist the local labor organization to advance the policies that guide the top management faultiness.

The findings of this study have contribution to best practice. This means they can be used by the management of tour operator's firms to improve performance of their employees. Particularly, from these findings, the management of Tour operators can improve organization performance by improving social-demographic faultiness, Functional Based Faultiness and organization performance.

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