



**ROLE OF EXPATRIATES ON ORGANIZATIONAL PERFORMANCE OF SELECTED BEACH HOTELS IN SOUTH COAST,
KWALE COUNTY**

Swazuri, M. W., & Mwenda, P.

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Swazuri, M. W., ^{*1} & Mwenda, P. ²

^{*1}Methodist University, Mombasa, Kenya

²Methodist University, Mombasa, Kenya

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ABSTRACT

This thesis focused on how well expatriates had done and what could be added on their roles to improve the output in the hotel sector in South Coast of Kenya. Three objectives were identified from the study which involved the roles that expatriates' played in the hotels. The scope was hotels within the southern part of Kwale County which involved Shimoni, Tiwi, Funzi, Wasini Island, Msambweni, Diani and Ukunda towns among others. Three theories were used to discuss the study namely u-curve, stress management and evolutionary personality. The study used descriptive research design. The total population was 109. Census method was used for sampling thus 109 respondents were used from all the 109 hotels in south coast Kwale County hotels. Human Resource managers were used as respondents because they were the ones that dealt with the employment of expatriates and handled all their documentation. The thesis also used questionnaires for primary data. 109 questionnaires were sent and collected from the H.R managers in the hotels. Journals, internet, newspapers and books were used as secondary data sources. Data was analyzed using SPSS version 20.0 and a regression equation was formed. Variance analysis and coefficient equation were also done. Cronbach alpha was used to test reliability and it was noted that all the variables were liable for research. Figures were represented in well elaborated tables for the data that was collected and analyzed. Knowledge transfer, Coordination and control and market access were all seen to have a positive relationship with performance. It was noted that all the variables were important to the performance of the hotels. Expatriates in a nutshell contributed positively to the performance of the hotels. In comparison, it was noted that with the presence of expatriates, performance was highly rated. When expatriates were not employed, the performance was poor. Therefore in conclusion, there was a difference in performance when expatriates came in. Various recommendations were made as suggested in the study. The researcher also indicated areas where further research could be conducted so as to contribute to the growth of the subject matter.

Key Terms: Market Access, Expatriate, Host Country, Knowledge Transfer

INTRODUCTION

Performance in general terms is how well or bad one does in a given task (Fisher & Shaw, 2008). In human resource, performance is how efficient and effective an employee is in utilizing organizational resources. DeCenzo and Robbins (2004) defined performance as the degree of success that individual employees have reached in terms of organizational effectiveness. Lebars & Euske (2006) on the other hand defined performance as a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs. According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes which are financial performance, product market performance and shareholder returns. In the current economic and financial crisis knowing the factors that generate success and the ways in which performance can be measured has a critical importance.

The current economic platform indicates that there has been an economic crisis in most parts of the world due to geopolitical, health and terrorism concerns (World trade report, 2016). A growth of only 3.3% was reported and it has been slowed further by the reduction in demand for imports especially in advanced economies (Economic survey, 2015). Regions such as North America and Europe have had their production drop from 68% in 1950 to 30% in 2013 in their various industries such as manufacturing and tourism (Gurry, 2013). The Arabian Gulf on the other hand has seen its economy drop due to the reduction in crude oil prices since the global forum is changing to green sources of energy such as solar and bio energy. In the tourism sector, the industry has been scaling up

since the year 2014. A greater sense of optimism has been seen in all regions as accelerating capital markets, favorable demand and supply balances and high appetite of investors have fueled high transaction volumes in the sector. The impact of hospitality on our global economy is significant. Across the world, the travel and tourism industry provides 266 million jobs, and contributes 9.5% of gross domestic product (GDP) globally. The sector is forecasted to expand by 3.9% between 2015 and 2018. With such statistics, the sector will be increasingly recognized as the key driver of economic growth at local, regional and global scale. (Howard & Fishbin, 2014).

In Africa the East Africa Community and West Africa Economic and Monetary union have been recording the highest growth since 2014. A growth of 6.6% and 5.5% respectively was noted due to decrease in oil prices, reduced rates of inflation and increased internal demand (Economic survey, 2015). Kenya has one of the strongest economies in Africa with strong agricultural, manufacturing and real estate sectors doing very well in the markets (Olopade 2012). Its growth expanded by 5.3% in 2014 which was fuelled by increase in private financial consumption and rapid growth in capital investment (Economic Survey, 2015). Tourism is Kenya's leading foreign exchange earner and is one of the most diverse sectors in East Africa. It generates significant government revenues and contributes to employment (Sindiga, 2014). The hotel sector has been experiencing high volumes of investments and expansions, an indicator of foreign investors trust in the growth of the Kenyan economy despite challenges of security threats that have been experienced. Security threats had reduced the earnings to 7.4% in 2011 but have since been recovering with a record of 10.5% GDP in 2014 (Janmohammed, 2016). In December 2015, Kenya was voted the world's leading safari destination at the World Travel Awards, a recognition that could

boost the tourism sector (BMI tourism report, 2016). The coast of Kenya also has different economic activities such as mining which was taken up by Base Titanium but the main income earner is tourism. In this proposal, we are going to be based on the tourism sector and specifically in the southern region of the coast mainly Kwale county and its environs. The hotel sector has five star, three star, cottages and normal restaurants among others. Some of the services offered include accommodation, conferencing facilities, swimming and scuba diving, spa facilities, catering and entertainment among others.

Expatriates are generally used worldwide and the practice begun way back during the colonial rule. An expatriate (often shortened to expat) is a person temporarily or permanently residing, as an immigrant, in a country other than that of their citizenship. (Kiruthu, 2011). In most cases expat workforce normally has a time limit which when lapses they have to return to their native country. The internationalization of business and globalization of economies and free circulation of people is what has largely contributed to expatriation around the world. Expatriates help the local companies largely to realize the big opportunities in relation to the rest of the world and what other competitors have to offer. One key role of expats is that they transfer their knowledge to the local labor which is what is needed for improving performance and act as an infrastructure towards performance of local business world. The knowledge is in terms of skills especially technological basing on the fact that the outside world has advanced widely compared to third world countries such as Kenya. According to Bonache and Brewster (2001), the greater the number of expatriates in an organization, the more the knowledge can be transferred. The proportion of expatriation has been growing through out the years on a recent study done by Brewster (2002).

Some of them could include advanced working styles, systems and tools which will provide a far much better way of managing operations (De Gregorio, 2003). The role of knowledge transfer from expatriates has brought in a new era even in international human resource arena. This is key especially on the tourism sector where service provision is always supposed to be top notch since competition is very high. When expatriates for example bring a new or advanced way of serving guests or teach the locals on cuisines that did not exist in the Kenyan hotels and is not available in the domestic sector, it adds much value to the performance of the hotels and prepares the locals to take over their duties once the expatriates leave. Another role is market access. When expatriates are in the industry, it is an added advantage in that, the tourists coming feel at home because they see one of their own around the area. Marketing of the industry therefore is made much easier because these people have connections in the local area and also back home thus open up new market access connections. The other role is coordination and control. Most of these expatriates are familiar with the international business culture. Expatriates help the hotels to understand the business opportunities in relation to the international level, because they have knowledge about these particular contexts and specific market and customer information (Lazarova and Caligiuri, 2001). They ensure that strategic goals are met and deviations from standards are corrected for effective performance outcomes. With them being in the local countries therefore bring about new ways of tackling problems and undertaking business in an international perspective thus improves on the organizational culture of the hotels (Selmer & De Leon, 2002). The hotels are able to understand the objectives and values of other nations that have since seen the growth or increased productivity of other companies where the expatriates are coming

from. When they are implemented, chances of success for the hotels are high.

The hotel industry does not have a generalized performance. Some hotels are doing exceptionally well while others are performing poorly regardless of the season (Economic survey, 2015). For example, Diani Reef hotel was recently crowned world best destination according to world travel awards Africa for the second time in a row. It has won in the 22nd and 23rd edition of the awards (Tourism report, 2016). Hotels such as Kaskazi on the other hand have had to close down their operations due to poor performance. The latest reports from Tourism Regulatory Authority indicate that most hotels have fallen from 5 stars to 3 and 2 stars yet expats are there. The only 5 star rated hotels in Kwale County are Swahili beach and Jacaranda Indian hotel (TRA Report, 2016). With such happenings in the industry, the performance of the hotels seems to be unpredictable. Statistics show that 25% of the hotel industry is expatriate employees and the other 75% are locals (Supachai and Jeanguy, 2012). This research proposal therefore is set to find out the role that expatriates play in regards to the performance of the hotels in Kwale County. The researcher would like to find out if the good or bad performance of the hotels is affected by expatriates input.

Research objectives

- To establish the role of knowledge, transfer to locals in the performance of selected beach hotels in south coast, Kwale County
- To establish the role of market access rate on organizational performance of selected beach hotels in South coast, Kwale County
- To determine the role of coordination and control on organizational performance of selected beach hotels in Kwale county

RELATED LITERATURE

Theoretical review

Three theories were discussed namely, stress management theory, U-curve theory and theory of evolutionary personality

The U-Curve theory

The U-Curve framework is one of the most commonly proved theories regarding expatriate adjustment and performance. It was adopted by Lysgaard back in 1955. It is used to describe the cross-cultural adjustment process of expatriate employees in the host country (Black & Mendenhall, 1990; usunier (1998). The U-Curve has four stages of adjustment. The first is the honey moon stage which is normally considered within the first week after arrival of the expat. For most of them, things seem to be running smoothly in this stage since it is their first time in the host country and they carry so many expectations with them especially on the positive side. They spend more time knowing the people around them, their juniors and co-workers. Their performance here can be as high as 80% since they are still new and do not have an idea of what challenges the hotels face.

When the expats start to cope with the real conditions on the daily basis, the second stage begins. It referred to as the culture shock or crisis stage. It is the lowest stage of an expat in terms of performance and adjustment. This stage can take up to four to six months. In this stage, expats begin to realize the culture of the new country. They realize that the food, ways of living, economy, and language is not the same as their own. Their performance here begins to fall slowly to even as low as 30% as it becomes difficult to adjust. The expat ends up becoming confused, hostile, frustrated and unable to function effectively. Some even get sick due to opportunist diseases that are common in the host country. Production of the expats by now has really fallen since they will constantly be in and out of office. The co-workers

may also be hostile or have strict principled cultures that may take time for the expat to adapt. Most expats even quit their jobs and return to their countries due to inability to cope with the new and foreign situations. Such cases lead to expatriate failure in terms of performance.

The third stage is the recovery stage in which the individual gradually adapts to the new norms and values of the host country. In this stage, the expat has now appreciated the new culture and can act more appropriate than they were before. Their performance here begins to rise to a fair of 60%. They can easily relate with their co-workers and they know how to protect themselves from diseases. By this time, they have also known what kind of food can work for them so they can choose wisely and eat healthy. They even begin to learn the new language which is common in the host country. This way it becomes easier to share knowledge with their juniors since they can easily communicate and understand each other.

The fourth and final stage is the mastery or adjustment stage. The expat is able to effectively function in the new country. His job satisfaction has improved and productivity too. His attitude towards the work place has also become positive. His performance has risen back to 97-100% and this stage is considered to be the highest in performance and adjustment. At this stage an expat can be considered to have been successful in his mission.



Figure 1

Perhaps most importantly, the process of adjustment that expatriates go through is largely similar to the socialization processes described in domestic studies (Lueke & Svyantek, 2000). In particular, domestic socialization research has established the key role of organizational “insiders” as socializing agents for organizational newcomers. Insiders are considered to be the host country nationals and the newcomers as the expats.

Slaughter & Zickar, 2006) through the information they provide, as well as the social support offered to newcomers (Nelson & Quick, 1999). Recognizing this, expatriate researchers have been paying more attention to the importance of organizational insiders, creating a research perspective that is now commonly referred to as the host country national perspective of expatriate socialization. Socialization process either has to be backed up by the traits the host country nationals have. If they are social people then it makes it easier for the expatriates to get along. If the hosts are antisocial then it eventually makes it difficult for the expats to cope. This in essence leads to definite frustration on the part of the expat. Hence adjustment becomes a big issue of concern since it will also affect the performance of the expatriate.

What The U-Curve theory has been criticized by some scholars. Foley (2012), claimed that the curve does not stand up to scrutiny. According to her, further research carried out after him have concluded that only 10% of expats go through the U-Curve process. The balance of 90% have an even complex and complicated way of adjusting to the new country which relates to their performance. They may follow the process but not in the order that Lysgaard put it. Foley claims that some expats do not even go through the honey moon stage since they are unhappy with their host country from day one. For them first impression was negative and they keep relating everything to that. To some expats, the first stage can even extend to months and not necessarily the first week only as Lysgaard

suggested. Foley further states that adjustment depends with many factors such as feelings and expectations about the move; the extent of difference between the two cultures that might be contradicting; the amount of social support available from the host country locals and the personality of the expat that is an introvert or extrovert. Therefore, Foley suggests that the adjustment is unpredictable, messy and has a time line of its own. It also narrows down to expats adapting according to their own pace and way.

Theory of evolutionary personality

This theory was used in order to foresee the expatriate success as it states that individuals will vary on the extent to which they possess these personality characteristics necessary for expatriate success in performance (MacDonald, 1998). It was tested in the study of the Big-Five personality characteristics as predictors of expatriate's desire to terminate the assignment and supervisor-rated performance (Caligiuri, 2000). Evolutionary personality psychology theory focuses on the why individuals display certain types of behavior, instead of how biological models do. It generally explains why there are genetically based individual differences). It is presumed that expats often face different environments compared to their home country as stated by Birdseye & Hill (1995). Individual characteristics are able to help an expat to meet the needed requirements for the assignments. According to the theory, individual will vary on the extent which they possess these personality characteristics necessary for expatriate success (Caligiuri, 2000).

The traits are extraversion, conscientiousness, agreeableness, openness to experience and neuroticism.

Extroversion is related to high level of sociality. These kinds of people like working in groups. They are fond of gatherings. They are talkative and very

active. Such expats have a high chance of succeeding in their assignments and can easily adjust to the new environment. They can easily relate with the host nationals therefore share skills and knowledge. Conscientiousness is described as a form of conformity to rules and standards. Such expats are hardworking, prudent, impulse control and responsible. They are also dependable and trustworthy. Such expats also have a tendency to maintain a high performance and show a high chance of being successful in their assignments.

The third dimension was agreeableness. This kind of expats is very friendly in an interpersonal setting. They are helpful and sympathetic towards others. They have much more self-control and anger management with composure. Such can withstand slow learners and do not mind teaching a host national many times till they get the concept. Expats with this trait are high performing but at a slow pace. That is, their outcome takes some time to show its success.

The fourth was openness which is an expat who is open to new ideas. They are always eager and curious to learn. Their performance is very high. This character constantly results in a two-way benefit where the expat and the host both benefit. If a head chef (expat) has the openness character for example, he would love to learn the kind of foods that the locals make because he knows the skills will benefit him somewhere else. At the same the locals are learning new types of food from the expats' culture.

The final character is neuroticism. Such kind of expats tends to have negative self-evaluations, emotional distress and associated behaviors. They carry negative traits such as constant anger, fear, sadness, embarrassment, guilt and disgust (Dalton & Wilson, 2000). Their performances are very poor and mostly fail in their assignments. In most cases they even quit at the early stages of the assignment.

They can easily embarrass a co-worker publicly for mistakes made. They do not care about other peoples' emotions.

Stress Management Theory

An expatriate who may have to deal with a very different way of life and an unfamiliar work environment unlike what he/she is accustomed to in the parent country becomes increasingly stressed out. Coping with stress could affect how well expatriates adjust and how well they feel about living and working abroad. It could be brought about by culture change, political temperatures in the host country and weather change among others. Research studies showed that expatriates who are unable to adjust to work and life at host country locations are likely to perform poorly (Selmer & Leung, 2007). Andreason (2008) explores how the spouses and children of the expatriates are affected by the international work experience. Often times, research focuses only on the employee, but managers of MNCs are realizing that families of international expatriates play a key role in their failure or success. Moreover, Andreason points out that the family members of an expatriate play a critical role in the success or failure of the international expatriate. Hence, managers of MNCs must not only train the expatriates, but their families in native languages, social behaviors, and cultural norms to prevent culture shock and promote a smooth transition to the new country. It could be that the family does not feel secure in the host country or one of the family members cannot survive the new weather. The expat will face a lot of challenges because his concentration at work is zero. He has needs that should be taken care yet he can do nothing about it. Performance of the expat in this case will be very low.

Many expats find moving away from home very difficult than what they had expected. Their biggest challenges are learning the new language of the

host country, finding new friends, adapting to the local culture and finding the most comfortable accommodation. Adjustments in the new job life affect the expatriates' performance directly. The host manager should let expatriates know clearly what their jobs entail, assist them in utilizing working conditions and encourage them to take advantage of opportunities which will enable them to adjust better, and to further enhance their performance on the job. If expatriates can adapt to reduce the time taken to complete work skills, it will be easier for them to reduce the time taken to complete a work project or task and also to improve the quality of the work (Wang, 2008). Hence, expatriates are then more likely to have the time and liking to study new work skills in order to improve their performance more effectively and efficiently.

Host country provides new environment for expatriates, in which a great deal of uncertainty will be created for the expatriates. This includes new working environment, meeting new people from different culture backgrounds among others. Therefore, expatriates may probably feel stressful while working in the host country. Theory of stress management has been proved that it significantly related to expatriate adjustment and performance by Black et al in 1991; Caligiuri and Day in 2000; Fisher and Shaw, 1994; Harvey, Buckely, Novicevic, & Wiese, 1999. The theory was used in measuring expatriates' performance in the host country. Expatriates are at times disrupted by work or private and personal routines which result in stress and low performance (Selmer, 2006).

According to previous stress literature, maladjustment caused by stress may influence work performance by creating cognitive fatigue and reducing the energy and effort required for successful implementation of work (Bhaskar-Shrinivas, Shaffer, Luk, & Harrison, 2005). Psychological stress may negatively affect their

performance by producing maladjustment (Bhaskar-Shrinivas et al., 2005; Caligiuri, 1997). The theory has also been proven useful in comparing the relationship between expatriate adjustment and their performance in the host country. Instead of using host country nationals, expatriates are used in overseas unit for coordination and control purposes because of their excellent understanding of headquarter rules to implement headquarter control mechanisms and operating procedures as well as because of their greater commitment to corporate goals. (Maurer and Li, 2006) Due to fast growth of multinational businesses, a greater need of coordination and control is a significant challenge towards successful accomplishment of organizations integration. Facilitating well defined coordination and control is a primary strategic role of expatriates in order to attain international integration. Expatriates play a vital role in controlling subsidiaries where control of local activities is of high importance to the headquarters. In our case, expatriates are mostly employed for middle and top level of management in the hotels. They are needed to be very interactive with the host workers for the assignment to be successful and boost he performance. Therefore, they will use a lot of energy and strain to get this done hence result in a lot of stress. Stress generally reduces the morale of any employee. When the expats feel frustrated, it becomes difficult for them to transfer knowledge to the host country nationals. Frustrations and stress make him lose interest on the job. Communication therefore will be very difficult and their productivity is also affected.

There were other small theories suggested by different authors in terms of performance of expatriates which were not considered majorly. They only cover a small part and most of them received high criticism from scholars. The first one is goal setting theory which was proposed by Edwin Locke in the year 1968. This theory suggests that

the individual goals established by an employee play an important role in motivating him for superior performance (Salaman et al, 2005). Employees perform best through setting their own goals. The goals act as a source of motivation and direction to the employees. With these goals, one is able to measure whether he has achieved his target or not by reviewing their performance after they have done the task. If the goal is not achieved, the employee then modifies them to be able to see if they can be achieved by changing some few things such as may be the way tackling the issue at hand hence, performance is improved. The major criticism the theory got was that not all goals set are achievable. Scholars felt that there are other circumstances that affect goal setting. It is indeed true that it gives a sort of direction and plan to the company but at the same time, it was noted to be a costly affair. If employees are not aware of the goals that are there then the whole system will fail. Another factor was that it did not always mean that success is guaranteed. Performance depends majorly on the employees themselves. One needs to embrace the goals to make it work which may not be the case. Resistance to change is also another challenge. Not all the employees would accept the goals set due to the changes that might take place which may affect their way of operating.

Expectancy theory was proposed by Victor Vroom in 1964. This theory is based on the hypothesis that individuals adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them. Here, employees change their behavior and tend to link it to performance. For example if an employee has been underperforming due to lateness, he can decide to change the behavior and start being punctual to work so that he attains his goals. Employees change at their own will so that what they had planned can be achieved. It is a good way of motivation as one plans on the change himself or modifications. This theory also

received criticism. Scholars suggested that not everyone is willing to change their behavior in the name of performance. There should also be a motivational factor to contribute to the change which may come at expensive cost to the company.

Social cognitive theory (SCT) is commonly used in psychology, education, and communication. It holds that portions of an individual's knowledge acquisition can be directly related to observing others within the context of social interactions, experiences, and outside media influences. This theory suggests that when people let us say in a working context observe another employee doing a certain behavior and the results of that behavior, they remember the events that took place and emulate the model. The Viewer tends to pick the same behavior as his model because he feels that if this model achieved his goals because of being or doing this and that, then even he can do the same and achieve his goals. People observe behaviors in many ways such as a kid and his parents, working scenarios, the society he has grown up in or the environment at large.

The core concepts of this theory can be explained by Albert Bandura's schematization of triadic reciprocal causation. The schema shows how the reproduction of an observed behavior is influenced by the interaction of the following three determinants: The first determinant is personal. This raises the question as to whether the individual has high or low self-efficacy toward the behavior such as getting the learner to believe in his or her personal abilities to correctly complete a behavior. The second dimension is behavioral. This is considered as the response an individual receives after they perform a behavior. Such may include providing chances for the learner to experience successful learning as a result of performing the behavior correctly. The third is environmental dimension. It was considered to be the aspects of

the environment or setting that influence the individual's ability to successfully complete a behavior. Such include making environmental conditions conducive for improved self-efficacy by providing appropriate support and materials. For example, if the organization wants to implement a new law. They should make sure that proper training is done to the employees so that they understand what is expected of them. The management should also take part in progressing the change so that they act as role models to the other staff.

Social cognitive theory revolves around the process of acquiring knowledge through observing models. The models to be emulated can be from media sources or from person to person directly. This method teaches people to know the rules and guidelines towards handling every situation as it comes. It prepares organizations to be planned whatever the outcome. Challenges received will not come as a surprise and a smooth changeover will be effected. Albert Bandura's Social Cognitive Theory emphasizes how cognitive, behavioral, personal, and environmental factors interact to determine motivation and behavior (Crothers, Hughes, & Morine, 2008). In addition to the observation of behavior, learning also occurs through the observation of rewards and punishments, a process known as vicarious reinforcement. The theory expands on traditional behavioral theories, in which behavior is governed solely by reinforcements, by placing emphasis on the important roles of various internal processes in the learning individual. Social cognitive theory has with it some branches. The first one is self-observation. Observing oneself can inform and motivate. It can be used to assess one's progress towards goal attainment as well as motivate behavioral changes. One can cross check himself and notice if he is doing well or not. The second one is self-evaluation: Self-evaluation compares an individual's current performance with

a desired performance or goal. It is affected by the standards set and the importance of the goals. Goals must be specific and important. Here a sort of performance scale is developed where the comparison is made. The third branch is self-reaction. Reactions to one's performance can be motivating. If the progress made is deemed acceptable, then one will have a feeling of self-efficacy with regard to continuing, and will be motivated towards the achievement of their goal. A negative self-evaluation might also be motivating in that one may desire to work harder provided that they consider the goal to be valuable. Self-reaction also allows a person to re-evaluate their goals in conjunction with their attainments. If a person has achieved a goal, they are likely to re-evaluate and raise the standard (goal); whereas, if a person has not achieved the goal, they are likely to re-evaluate and lower the standard (goal) to an achievable goal.

Self-efficacy theory is also a small theory of performance which refers to people's judgments' about their capability to perform particular tasks. Task-related self-efficacy increases the effort and persistence towards challenging tasks; therefore, increasing the likelihood that they will be completed. Beliefs are an important aspect of human motivation and behavior as well as influence the actions that can affect one's life. It refers to believing in one's capabilities to take action and make decisions so as to handle a certain situation. It is what an employee believes they can do using his talent and skills in given conditions or situations. (Snyder & Lopez, 2007). Self-efficacy has been thought to be a task-specific version of self-esteem (Lunenburg, 2011). Self-efficacy is a self-satisfying model that makes employees to focus on what they know can take them to the heights they had planned for and focus less on activities that do not add any kind of success in their work. Employees with high self-efficacy tend to have a lot of confidence in their work especially if it is in a

competitive context and this confidence helps them do extremely well. This kind of employee will go further and work extra hard even overtime if possible so that he can learn the new job. An employee with low self-efficacy on the other hand is poorly motivated since he lacks confidence in his work. He may be very good in his job but the lack of confidence destroys everything. Such employees will often attempt to learn and perform only those task for which they believe they will be successful (Lunenburg, 2011).

Judgments of self-efficacy are generally measured along three basic scales: magnitude, strength, and generality. The most common scale is self-efficacy magnitude which measures the difficulty level an individual feels is required to perform a certain task (How difficult is the task). It can also be measured through self-efficacy strength. This refers to the amount of conviction an individual has about performing successfully at diverse levels of difficulty. Generality of self-efficacy refers to the degree to which the expectation is generalized across situations. The basic idea behind the Self-Efficacy Theory is that performance and motivation are in part determined by how effective people believe they can be.

According to Bandura, performance outcomes, or past experiences, are the most important source of self-efficacy. Positive and negative experiences can influence the ability of an individual to perform a given task. If one has performed well at a task previously, he or she is more likely to feel competent and perform well at a similarly associated task. The individual's self-efficacy will be high in that particular area, and since he or she has a high self-efficacy, he or she is more likely to try harder and complete the task with much better results. The opposite is also true. If an individual experiences a failure, self-efficacy is likely to be reduced. However, if these failures are later

overcome by conviction, it can serve to increase self-motivated persistence when the situation is viewed as an achievable challenge

Vicarious Experiences: People can develop high or low self-efficacy vicariously through other people's performances. A person can watch another perform and then compare his own competence with the other individual's competence. If a person sees someone similar to them succeed, it can increase their self-efficacy. However, the opposite is also true; seeing someone similar fail can lower self-efficacy. An example of how vicarious experiences can increase self-efficacy in the work place is through mentoring programs, where one individual is paired with someone on a similar career path who will be successful at raising the individual's self-efficacy beliefs. This is even further strengthened if both have a similar skill set, so a person can see first-hand what they may achieve.

Verbal Persuasion: According to Redmond (2010), self-efficacy is also influenced by encouragement and discouragement pertaining to an individual's performance or ability to perform, such as a manager telling an employee. Using verbal persuasion is a good way of motivating employees to put more effort and have a greater chance of succeeding in the task they are given. However, if the verbal persuasion is negative, it can lead to doubts about oneself resulting in lower chances of success. For example when a manager tells his junior, "I did not expect it to be done like this. This is so wrong. I doubt if I can trust you with any other assignment" Also, the level of credibility directly influences the effectiveness of verbal persuasion; where there is more credibility, there will be a greater influence. Although verbal persuasion is also likely to be a weaker source of self-efficacy beliefs than performance outcomes, it is widely used because of its ease and ready availability (Redmond, 2010).

Physiological Feedback (emotional arousal): People experience sensations from their body and how they perceive this emotional arousal influences their beliefs of efficacy. All of these tasks can cause agitation, anxiety, sweaty palms, and/or a racing heart (Redmond, 2010). Although this source is the least influential of the four, it is important to note that if one is more at ease with the task at hand they will feel more capable and have higher beliefs of self-efficacy.

Self-concept theory- It seeks to explain how people perceive and interpret their own existence from clues they receive from external sources, focusing on how these impressions are organized and how they are active throughout life. Successes and failures are closely related to the ways in which people have learned to view themselves and their relationships with others. This theory emphasizes that self-concept is learned, organized and dynamic.

Attribution theory- This theory focuses on how people attribute events and how those beliefs interact with self-perception. Attribution theory defines three major elements of cause: Locus is the location of the perceived cause. If the locus is internal (dispositional), feelings of self-esteem and self-efficacy will be enhanced by success and diminished by failure. Stability describes whether the cause is perceived as static or dynamic over time. It is closely related to expectations and goals, in that when people attribute their failures to stable factors such as the difficulty of a task, they will expect to fail in that task in the future. Controllability describes whether a person feels actively in control of the cause. Failing at a task one thinks one cannot control can lead to feelings of humiliation, shame, and/or anger.

Theoretical framework

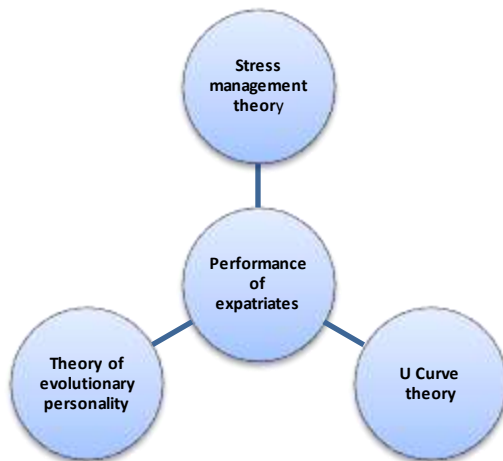


Figure 2: The Framework

Source: Researcher 2017

Empirical review

Empirical review is a collection of discussions and arguments from other scholars who had various opinions about the performance of expatriates.

Knowledge transfer

Argote & Ingram (2000) define knowledge transfer as the process through which one-unit group is affected by the experience of another. They further point out the transfer of organizational knowledge can be observed through changes in the knowledge or performance of recipient units. In Szulanski's doctoral dissertation termed exploring internal stickiness: Impediments to the transfer of best practice within the firm, he proposed that knowledge transfer within a firm is inhibited by many factors among them being lack of incentive. How well knowledge about best practices remains broadly accessible within a firm depends upon the nature of that knowledge, from where (or whom) it comes, who gets it, and the organizational context within which any transfer occurs. Today's companies no longer succeed by frequent introduction of new products or use of first class technology alone. Companies have realized that

they must also seek sustaining competitive advantage from the effective management of human resources. Thus companies have resorted to globalization of manpower in that they employ employees from different countries commonly known as expatriates. They bring in new and fresh ideas from the outside world that could grant a company a higher stake against their competitors basing on the fact that competition is now trending everywhere. Expatriates can be found in all groups of management but are mostly used for top and middle level management. In the case of hotel sector, competition is the order of the day; knowledge transfer is of much importance. Expatriates hence bring about the new knowledge with them that can be used to make a big difference in the hotel sector.

Expatriates act as a control and learning agents and as diffusers of knowledge. International assignments continue to have an essential role in maintaining and generating high business value (Brookfield , 2010). In general, expatriates are professionals entrusted with this responsibility. They are considered to be transfer, learning and dissemination of knowledge agents (Minbaeva and Michailova, 2004), due to their ability to act as transfer agents when they transfer routines, information, knowledge (explicit and implicit). They also transfer values and culture from headquarters to subsidiaries. This happens when, for example, they teach the natives the headquarters' typical actions or base their decision-making on appropriate knowledge, expertise and guidance. Expatriates also act as learning agents when they learn new ways of operating in the host country. They also enhance decision-making mechanisms adjusted to that particular country and acquire knowledge about the foreign culture. They also create interpersonal relationship networks which largely contribute to the market niche. Expatriates tend to understand the legal, social, political and economic environment of the host country. This

way they boost the hotels way of operations. It becomes easier to plan for any future happenings. Expatriates also act as agents of knowledge diffusion when they transfer to headquarters. The knowledge acquired throughout their international experience is very important. Such diffusion occurs when expatriates share and disseminate their knowledge.

The literature from Minbaeva and Michailova, (2004) suggested that the expatriate's role is to disseminate knowledge amongst the different multinational subsidiaries. This necessity is greater when the duration of the international assignment is longer. Therefore, there is ground to believe that, besides facilitating communication, expatriates transfer knowledge and experience among the different subsidiaries and headquarters. Moreover, they are better equipped to more consistently manage work according to the company's overall interests. When good management is observed, expatriates are assumed as the responsible agents for expatriation success. It is every companies dream to have the best performing expatriates so that they get the worth that they pay for. Expatriates are known to be paid hefty salaries and allowances worldwide. There are different types of international assignments that can be allocated to expatriates.

The literature (*e.g.*, Lazarova and Caligiuri, 2001; Harzing, 2001) proposes four different types of international assignments and all may result in different results if not well taken care of. The first one is technical international assignment. Its main objective is to ensure that the expatriate performs technical work and returns to his/her current position in the home company. The employee is not required to develop intercultural skills in order to be successful in the international assignment.

The second one is tactical or functional international assignment. The expatriate goes on an international assignment to do a specific job and returns to his/her current job in the home

company. In general, the experience of the international assignment is similar to the acquired experience in the home company. The third is developmental international assignment. The reason behind this international assignment is the developing of high-potential talent based on the development of overall management skills. The final one is executive or strategic international assignment is targeted at executives with nuclear positions in the company such as general managers, operations manager among others. This type of assignment helps to acquire the skills required for the general development of intra-organizational career plans. According to Caligiuri (2006), this type of mission requires an added concern after returning to the home company so as to ensure a new job that allows implementing the new global competencies developed, which, in turn, are assumed as critical to the executive worker and the home company.

One of the competitive advantages of multinational corporations (MNCs) is to successfully transfer knowledge among geographically dispersed and diverse locations (de Pablos, 2006) Even though much knowledge is transferred via written documents, information technology or short term training, MNCs still rely on expatriate assignments to transfer tacit knowledge (a type of knowledge that has a personal component, resides in the human mind, manifests itself in behavior and perception), which can create the basis for sustaining a durable competitive advantage (L. Argote & P. Ingram, 2000; Holtbrügge & Berg, 2004). It is very hard to transfer knowledge without face to face communication. Expatriates are not only exporters but also importers and local traders of expertise and knowledge in that they give information to locals and also get information from them. (Suutari, 2004). The locals will teach the expatriates about the culture of the area and how things work, the market operations and trends and the business environment. (Crowne, 2009)

Knowledge transfer may be impeded by the differences in culture between the locals and expatriates. The expatriate may be having another way of teaching or planting skills to locals whereas locals are used to their own ways of handling knowledge. During the process of knowledge transfer in

MNCs, expatriates and host country nationals (HCNs) serve as boundary spanners, meaning that they generally serve as bridges for the transference of knowledge. However, because it might be more difficult for expatriates and HCNs to form positive relationships as they are from different cultural backgrounds, the transfer of knowledge may be impeded.

Market access

Expatriates can play a central role in the global success of companies and their use is expensive, it seems critical to manage expatriate performance effectively. Expats have increased understanding of the companies' global operations and can help the local employees identify and meet company objectives. Expatriates also play a critical role in the training and development of new management. Essentially, expatriates serve as the means through which strategic control of the subsidiary is accomplished. Multinational corporations (MNCs) use expatriates, not only for corporate control and expertise reasons in vital global markets, but also to facilitate entry into new markets or to develop international management competencies (Forster 2000). Hotels are service industries and their operations need to be advertised in abundance for them to be able to curb competition. When expatriates are contracted in the hotels, markets are easily accessible because they already know the international standards that are needed. They also tend to know what guests from other nationalities need in terms of their customizations, cuisines, lifestyles and expectations. This way, they know

which markets to tap from and therefore boost business in the hotel sector.

Coordination and control

Coordination as described by Follet (1995) is the reciprocal relating of all the factors in a situation. Coordination is a function that binds all other functions of management. It is stated as the first fundamental principle of an organization. Coordination stimulates motivation and discipline. For it to be well practiced, it has to be supported by clear communication and good leadership. This means that management has to be fully involved and make communication smooth from top to bottom. Control is an alignment of behavior with a particular set of goals and interest. It is a system that provides an oversight of disaster management. It includes maintenance of inventories, information management, surveillance, quality assurance, decision making, disaster management plan and priority setting. (Vincent 2014). Controlling ensures that everything occurs in conformity. It predicts problems before they occur. Controlling involves establishing performance standards and monitoring the output of employees and following up to ensure employees attain those standards. Control has four steps namely; establishing performance standards based on organizational goals, measuring actual performance, comparing results of actual performance and set standards and correcting mistakes for continuous improvement.

Organizational control is an important component of the managerial function: it is responsible for ensuring that the organization's strategic goals are met and that deviations from standards are corrected for effective performance outcomes. For managers in multinational enterprises (MNEs), control is a complicated balancing act. On the one hand, close monitoring from the center is required to ensure minimum levels of duplication, wastage and ineffective processes. Duplication and wastages

highly lead to inefficiency of the organizations. Also the costs involved are high and getting profits or an equilibrium situation is difficult. On the other hand, a degree of autonomy is necessary at the subsidiary level to allow for local market flexibility and customer responsiveness. The MNE control function must therefore cope with the tensions inherent in the simultaneous need for global integration and local sensitivity in an increasingly diverse and complex international business environment. How to achieve the required 'control mix' (that is, the level of centralization along with appropriate control remain perennial market challenge.

It would seem that, in practice, MNEs attempt to achieve an optimal mix, with bureaucratic (formal) control supported by cultural (informal) control. Some authors suggest that the way control is achieved in practice appears to be changing from a bias towards direct mechanisms to reliance on more informal methods, such as staff transfers. Given recent emphasis on devolution of responsibility, cultural control becomes an important supporting mechanism. As the trend towards indirect methods become more widespread, issues surrounding MNE control over behavior and outcomes need to be re-examined. Of particular concern is the feasibility of corporate culture as an MNE control mechanism, given its reliance on members' internalization of shared values and the notion of self-control. As Welch and Welch (2007) argue, they indicated that despite what overt behavioral displays and verbal utterances might indicate, people are bound to differ in the extent to which they internalize the company's values and are thereby committed to upholding them. Indeed, a review of extant literature reveals that aspects related to MNE cultural control, such as the use of expatriate assignments, still rest on untested assumptions. Further, it would seem that performance management, integrated with other management policies and practices is an essential, complementary bureaucratic control mechanism in

a strategy of cultural control (Evans 2002, Gregersen/Hite/Black 2006, Harvey 2007). There has been substantial research on individual and organizational control and on organizational commitment. However, little has been done to explore the way in which the interaction between individual and organizational policies and practices occurs, and the desired performance outcomes are achieved. Nor has the role of performance management been discussed as part of the process of cultural control. Yet, to restate Jaeger and Baliga (2005) commented that control systems do not exist in isolation in the organization. Rather, they are embedded in an overall organizational system which fits with the control system being used. They have to be given some sort of back up by other managerial functions so that it becomes effective. Given the pivotal role played by the human resource function in the overall control process, there is a need for fit with the HRM system, specifically in terms of the performance management activity. As expatriate assignments are assumed to play a key role in MNE cultural control, one could expect that how their performance is managed would be an important factor in terms of MNE outcomes. This is because if the performance is not properly managed, it could lead to a high percentage of failure on the part of the company in the host country. A lot needs to be done to get the whole operation right. In the control process, according to Ouchi (2007), there are two phenomena that can be monitored and evaluated: behavior and output. In other words, it is possible to design and implement control mechanisms that measure and monitor performance. This is particularly pertinent for the MNE, in its quest for coordination, consistency and compliance of behavior and outcomes throughout its global operations: at headquarters and at each subsidiary level. As mentioned earlier, the challenge is how to do this in an effective way. Pucik (2005) suggested five major features summarize the MNE

performance control challenge. First, MNE management must focus simultaneously on global performance (the 'whole' of the MNE) and subsidiary or regional performance (the 'parts'). This will ensure that the whole organization moves in one direction unlike where one part acts like there is completely no communication sharing. Second, performance data obtained from one subsidiary/region may not be comparable with that obtained from another due to local differences. Cultures are different in all regions. Everyone has a way of carrying out things. For example, ladies might not be allowed to work in an office set up yet some other cultures uphold working women. The third feature is that separation by time and distance further complicates judgments about the degree of fit between subsidiary performance and the long-term strategy of the MNE. Fourth, success may be defined differently according to the economic or political volatility of the system in which the subsidiaries operate. Other countries are in political turmoil. Getting to work in such environments is very difficult. It becomes even difficult to put up control systems in the work premises. Finally, the level of market maturity may vary between each subsidiary and the parent organization and more time may be required to generate results in some subsidiaries. Obviously, how the MNE responds to these interrelated features of its performance control context will be partly determined by its control mechanisms and the way in which these are utilized in the quest for desired outcomes: consistent individual and subsidiary performance. It is generally accepted that the object of control is to measure and monitor performance so that behaviors and outputs are aligned with the organization's goals. This is true because once the alignment works then fruits are easily traceable. The MNE management issue is the balance between cultural and bureaucratic control mechanisms. The attraction to MNEs of cultural control as a mechanism is that direct supervision can be

tempered with self-management, as the desired behavior and output is guided and controlled by shared values regarding performance. It is still necessary, though, to have some level of bureaucratic control in the form of rules, regulations and procedures, budgets, reporting systems, and formal structure. The issue is how much can be done. For example, formal, regular reporting requirements may be perceived by subsidiary staff as onerous, even unnecessary, in a climate of espoused self-management. However, despite the body of literature on MNE control, little has been said about how the two forms of control interact in the management of individual and organizational performance. In this section, we attempt to delineate cultural and bureaucratic control in order to explore this interface, and the likely outcomes in terms of individual and subsidiary performance. In a hotel set up, Coordination and control assists in their performance. When standards are set, followed up and reviewed to correct mistakes, employees will perform better. This includes the locals and expatriates too. Control prepares the hotels in terms of disaster management. For disasters such as fire, tsunamis can easily be contained when the hotels are well prepared. A number of scholars have written about performance of expatriates in local countries as a very important aspect to think about and dwell on. Basing on the fact that these employees take up a big share of the company's budget in terms of salary and other benefits, it should be a number one priority. This will help the organization attain a well balance cost to profit ratio analysis. Performance has two aspects namely behavioral and outcome aspect. Behavioral is what an employee does in a work situation. Such is the performance whose goals are linked to the company. This means that the actions done or considered as performance are the ones that are linked to the organizational goals. The outcome aspect refers to the consequences of the behavior

of an employee. In most cases, the outcome depends on the behavior of the employees. It is important to note that learning can occur without a change in behavior. According to J.E. Ormrod's general principles of social learning, while a visible change in behavior is the most common proof of learning, it is not absolutely necessary. Social learning theorists say that because people can learn through observation alone, their learning may not necessarily be shown in their performance. Performance is affected by a number of factors all of which should be taken in to account. The first is personal factors which involves the individual's skills, competence, commitment and motivation. It generally comes from within the expatriate himself and can only be controlled by them. Leadership is the second factor involves the quality of encouragement, guidance and support provided by management and team leaders. Management support is very important anywhere as it assures the employees of a stable working relationship. The third is team factors. This involves the type of support provided by colleagues at work operating in the same department or the same level of work. Employees in the same cadre share such kind of factors. Systems factor is the fourth at this involves the systems that the specific organization has put in place to facilitate the jobs done. The final factor is situational factors. It involves internal and external environmental pressures and changes such as the changes in the economy and money value with regards to profits gained by the company through performance of employees.

Conceptual framework

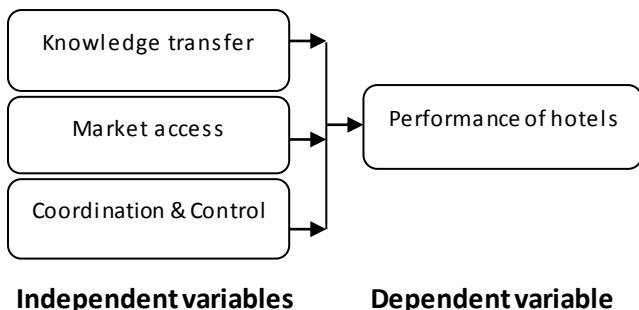


Figure 3: Conceptual Framework

Source: Researcher 2017

RESEARCH METHODOLOGY

The study used descriptive research as a study design. It was used to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study. It is characterized by its ability to facilitate sourcing for information without manipulating the variables. It observes natural behaviors without affecting them in any way. The researcher opted to use descriptive design because the normal behavior of the participants was not to be affected. It also gave vast information on subject matter being studied.

The research model used was

$$Y (OP) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Whereby:

- Y** Organizational performance (Value of dependent variable)
- β₀** Constant variable
- X₁** Knowledge transfer
- X₂** Market access rate
- X₃** Coordination and control
- ε** an error term

RESEARCH FINDINGS

The general objective of the study was to examine the role of expatriates on organizational performance of selected beach hotels in south coast, Kwale County. The study was guided by the three specific objectives which included: To establish the role of knowledge, transfer to locals in the performance of selected beach hotels in south

coast, Kwale County: To establish the role of market access rate on organizational performance of selected beach hotels in South coast, Kwale County and to determine the role of coordination and control on organizational performance of selected beach hotels in Kwale county.

Performance

This was the dependent variable in the research. The tables below show the respondents results from their questionnaires.

Table 1: Ratings for difference in performance before and after employment of expats

Improvement of performance	Frequency	Percentage
Yes	104	95%
No	5	5%
Total	109	100%

Source: Researcher 2017

The performance of the hotels was seen to have improved much through the employment of expatriates. Many respondents admitted that there has indeed been a big positive difference between when there were no expatriates and when expatriates were brought in with 95% which totals to one hundred and four saying yes and 5% which totals to five respondents saying no. Most respondents said that there were changes in food production services, marketing of the hotels, booking of the hotels, spa services and security systems.

Table 2: Ratings for expats performance in hotels

Performance of expats	Frequency	Percentage
Very good	68	62%
Good	26	24%
Fair	15	14%
Poor	0	Nil
Total	109	100%

Source: Researcher 2017

In rating the expatriates' performance, sixty eight respondents totaling to 62% responded with very good, twenty six respondents totaling to 24% said it was good and fifteen respondents totaling to 14% said they were fair.

Table 3: Ratings for most preferred parameter for measuring success or failure of expats

Parameter	Frequency	Percentage
Number of guests	77	71%
Guest reviews	26	24%
Awards	0	Nil
Others	6	5%
Total	109	100%

Source: Researcher 2017

Seventy seven respondents totaling to a percentage of 71% used the number of guests received as a measure of expatriates' success, whereas twenty six totaling to 24% used guest reviews and the other six totaling to 5% used other parameters

Knowledge transfer

This was the first role and independent variable of the research. The tables below indicated the results as per the questionnaires received from the respondents.

Table 4: Ratings for technological skills

Technological skills	Frequency	Percentage
Excellent	62	57%
Good	36	33%
Fair	11	10%
Poor	Nil	Nil
Total	109	100%

Source: Researcher 2017

In terms of technological skills shared by expats being efficient to the hotels performance, 57% totaling to sixty two respondents rated as excellent, 33% of the respondents totaling to thirty six rated as good and 10% totaling to eleven respondents rated it as fair. This shows that majority of the respondents felt the technological skills shared by expatriates were providing an excellent boost to their performance.

Table 5: Ratings for skills of expats having contributed to growth of hotels

Knowledge of expats on growth of hotels	Frequency	Percentage
Strongly agree	47	43%
Agree	62	57%

Aspects of knowledge transfer and organization performance

Table 6: Knowledge transfer and organization performance

Statements	N	Mean	Std. Deviation
Rate technological skills shared by expatriates	109	3.65	.479
Whether expats skills and knowledge have contributed to the growth of hotel	109	3.48	.502

Source: Research data, (2017)

The study inquired on the level of agreement, disagreement and rate of excellent on the aspects of knowledge transfer which included how to rate technological skills shared by expatriates in the hotel for bettering performance and whether expats skills and knowledge had contributed to the growth of the hotel. According to the results, the aspects of how to rate technological skills shared by expatriates in the hotel for bettering performance had a mean scores of 3.65 while whether expats skills and knowledge had contributed to the growth of the hotel scored a mean of 3.48 as shown in table 6. This showed that majority of the respondents indicated a good rate on technological skills shared

Disagree	Nil	Nil
Strongly disagree	Nil	Nil
Total	109	100%

Source: Researcher 2017

43% of the respondents totaling to forty seven strongly agreed that the knowledge and skills shared by expats contributed to the growth of the hotel while 57% totaling to sixty two respondents agreed with the same. None of the respondents disagreed. Other types of knowledge and skills that expats were noted to bring to the hotels included E-booking and payments, Introduction of all-inclusive meals, new security systems, planning of events among others. These were practices that were all not being practiced in the hotels before according to the respondents.

by expatriates in the hotel for bettering performance. The results also showed that majority of the respondents agreed that expats skills and knowledge had contributed to the growth of the hotel

Market access

This was the second role and independent variable. Below are tables indicating what the respondents had to say from their questionnaires

Table 7: Ratings for expats boosting market access

Boosting market access	Frequency	Percentage
Excellent	83	76%
Good	26	24%
Fair	Nil	Nil
Poor	Nil	Nil
Total	109	100%

Source: Researcher 2017

76% of the respondents totaling to eighty three rated the rate at which expatriates boost market access of their hotels as good whereas 24% totaling to twenty six rated it as excellent. There were no respondents that rated poor or fair. Some of the current trends that expats have introduced included online payments and bookings which were seen to bring tremendous changes to the hotels.

Table 8: Ratings for boosting economy of Kwale County

Boosting market access	Frequency	Percentage
Excellent	15	14%
Good	73	67%
Fair	21	19%
Poor	Nil	Nil
Total	109	100%

Source: Researcher 2017**Aspects of Market access and organization performance****Table 10: Market access and organization performance**

Statements	N	Mean	Std. Deviation
Rate of expatriates in terms of boosting market access globally and locally for the hotel	109	3.85	.356
How employment of expats have contributed to the economy of the County of Kwale and the country as a whole	109	3.07	.485
Whether the hotel's market status has changed due to employment of expats	109	3.76	.428

Source: Research data, (2017)

In terms of expatriates boosting the economy of the county, 14% of the respondents totaling to fifteen rated excellent, 67% of the respondents totaling to seventy three rated good and 19% of the respondents totaling to twenty one rated as fair. Majority of the respondents felt that expatriates had indeed boosted the economy of Kwale County since their employment.

Table 9: Ratings for change in market status of the hotels

Hotels market status	Frequency	Percentage
Strongly agree	73	67%
Agree	32	29%
Disagree	4	4%
Strongly disagree	Nil	Nil
Total	109	100%

Source: Researcher 2017

67% of the respondents totaling to seventy three strongly agreed that employment of expats has changed the market status of their hotel on a positive note. 29% of the respondents totaling to thirty two agreed while 4% totaling to four respondents disagreed. Majority of the respondents felt that the market status had greatly changed with the input of expatriates compared to how the market status was before employing the expatriates.

The study further inquired on the level of agreement, disagreement and rate of excellent on the aspects of market access which includes rating of expatriates in terms of boosting market access globally and locally for the hotel, what the current market trends that expats have been able to implement in the hotels as a boost in performance and whether the hotel's market status has changed due to employment of expats. According to the results, the aspects of rating of expatriates in terms of boosting market access globally and locally for the hotel had a mean scores of 3.85, aspects of what the current market trends that expats have been able to implement in the hotels as a boost in performance scored a mean of 3.07 while whether the hotel's market status has changed due to employment of expats scored a mean of 3.76 as shown in table 4.1.2. This shows that majority of the respondents indicated a good rate on the aspects of rating of expatriates in terms of boosting market access globally and locally for the hotel and what the current market trends that expats have been able to implement in the hotels as a boost in performance. The results also showed that majority of the respondents agreed that the hotel's market status has changed due to employment of expats in comparison to when they were not employed.

Coordination and control

This was the third role and independent variable. The tables below show the results from the respondents' questionnaires.

Table 11: Ratings for risk management in relation to performance

Risk management procedure	Frequency	Percentage
Very good	0	Nil
Good	26	24%
Fair	83	76%
Poor	0	Nil

Total	109	100%
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Source: Researcher 2017

In terms of risk management, 24% of the respondents totaling to twenty six said it was good and 76% of the respondents totaling to eighty three gave it a fair trial. 95% of the respondents totaling to one hundred and four accredited expats quality control measures as a boost to the performance of the hotels whereas 5% of the respondents totaling to five said no.

Table 12: Ratings for policies and ethics in relation to performance of hotels

Policies and ethics	Frequency	Percentage
Strongly agree	94	86%
Agree	15	14%
Disagree	0	Nil
Strongly disagree	0	Nil
Total	109	100%

Source: Researcher 2017

86% of the respondents totaling to ninety four strongly agreed that they support the kind of work ethics and policies that expats have introduced to the hotel whereas 14% of the respondents totaling to fifteen just agreed. Majority of the respondents felt policies and ethics have been bettered since the employment of expatriates compared to when they were not there hence the performance of the hotels boosted.

Table 13: Ratings for improvement of coordination and control

Coordination and control	Frequency	Percentage
Excellent	79	72%
Good	26	24%
Fair	4	4%
Poor	0	Nil
Total	109	100%

Source: Researcher 2017

72% of the respondents totaling to seventy nine claimed that coordination and control since expats were employed were excellent while 24% of the respondents totaling to twenty six thought it was

Aspects of coordination and control and organization performance

Table 14: Coordination and control and organization performance

Statements	N	Mean	Std. Deviation
Risk rate management procedures in relation to performance of the hotel	109	2.28	.469
Whether the kind of policies and work ethics that expats have brought with them have contributed to better performance of your hotel	109	3.97	.164
How has coordination and control as a whole improved since expats came in the hotel	109	3.82	.389

Source: Research data, (2017)

In addition the study inquired on the level of agreement, disagreement and rate of excellent on the aspects of coordination and control which includes Risk rate management procedures in relation to performance of the hotel, whether the kind of policies and work ethics that expats have brought with them have contributed to better performance of your hotel and how has coordination and control as a whole improved since expats came in the hotel. According to the results, the aspects of Risk rate management procedures in relation to performance of the hotel had a mean scores of 2.28, aspects of whether the kind of policies and work ethics that expats have brought with them have contributed to better performance of your hotel scored a mean of 3.97 while how has coordination and control as a whole improved since expats came in the hotel scored a mean of 3.82 as

good. 4% of the respondents totaling to four felt it was fair. Majority of the respondents felt that coordination and control of the hotels had improved greatly since the employment of the expatriates in the hotels.

shown in table 14. This shows that majority of the respondents indicated a good rate on the aspects of how has coordination and control as a whole improved since expats came in the hotel. The results also showed that majority of the respondents agreed that risk rate management procedures in relation to performance of the hotel and whether the kind of policies and work ethics that expats have brought with them have contributed to better performance of your hotel.

Regression Analysis

In this study, a multiple regression analysis was conducted to examine the role of expatriates on organizational performance of selected beach hotels in south coast, Kwale County. The research used statistical package for social sciences (SPSS V 20.0) to code, enter and compute the measurements of the multiple regressions.

Table 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941 ^a	.886	.882	.122

a. Predictors: (Constant), Coordination and control, Knowledge transfer, Market access

The 3 (three) independent variables knowledge transfer, market access and coordination and control that were studied, explained 88.6% of the organizational performance of selected beach hotels in south coast, Kwale County as represented

by the R square. This therefore means that other factors not studied in this research contribute to 11.4% of the organizational performance of selected beach hotels in south coast, Kwale County.

Table 16: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.119	3	4.040	270.750	.000 ^b
	Residual	1.567	105	.015		
	Total	13.685	108			

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), Coordination and control, Knowledge transfer, Market access

The ANOVA statistics was used to test the fitness of regression model. The significance F value of 270.750 ($p = 0.000$) was obtained. This therefore

means that the regression model obtained was fit and statistically significant and can be deemed fit for prediction purposes.

Table 17: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.263	.171		1.542	.126
Knowledge transfaer	.299	.038	.399	7.984	.000
Market access	.213	.058	.231	3.655	.000
Coordination and control	.582	.091	.399	6.359	.000

a. Dependent Variable: Organization Performance

Multiple regression analysis was conducted as to examine the role of expatriates on organizational performance of selected beach hotels in south coast, Kwale County and the 3 (three) variables. As per the SPSS generated table above, the equation

$$(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon) \text{ becomes: } Y = 0.263 + 0.299X_1 + 0.213X_2 + 0.582X_3$$

The regression equation above has established that taking all factors into account (Coordination and control, Knowledge transfer, Market access) constant at zero, organizational performance of selected beach hotels in south coast, Kwale County

will be 0.263. The findings presented also shows that taking all other independent variables at zero, a unit increase in knowledge transfer will lead to a 0.299 increase in organizational performance of selected beach hotels in south coast, Kwale County; a unit increase in market access will lead to a 0.213 increase in organizational performance of selected beach hotels in south coast, Kwale County and a unit increase in coordination and control will lead to a 0.5822 increase in organizational performance of selected beach hotels in south coast, Kwale County.

Regarding the significant the results showed that at 5% level of significance and 95% level of confidence, knowledge transfer had a 0.000 level of significance; market access showed a 0.000 level of significance and coordination and control showed a 0.000 level of significance. This shows that all the variables were significant since $p\text{-value} < 0.05$.

Discussions of results

The study findings revealed that the roles of expatriates in the performance of hotels had significant influence. The findings revealed that knowledge transfer had a value of $p < 0.00$ which was less than the significance level of 0.05. This shows a strong relationship between the role of knowledge transfer and performance of hotels. The objective of knowledge transfer has been supported by Dermirbag and Riddle (2011). The literature from Minbaeva and Michailova, (2004) also supported this role by suggesting that the expatriate's role is to disseminate knowledge amongst the different multinational subsidiaries. This necessity is greater when the duration of the international assignment is longer. Therefore, there is ground to believe that, besides facilitating communication, expatriates transfer knowledge and experience among the different subsidiaries and headquarters. Moreover, they are better equipped to more consistently manage work according to the company's overall interests. When good management is observed,

expatriates are assumed as the responsible agents for expatriation success.

It is every companies dream to have the best performing expatriates so that they get the worth that they pay for. Their research revealed that with the coming of expatriates, there has been the enhancement of technology and communication hence host-country nationals are now well equipped with the knowledge and experience needed to manage organizations. As per table 4 sixty two respondents were of the opinion that indeed technological skills had brought about improvement in the performance of the hotels. This is turn boosts the performance of the hotels as the locals will be well trained and motivated to work and even take up higher positions for skills they had no knowledge about earlier on. Maddux and Galinsky (2009) further added that employment of expatriates brings in a psychological transformation and increased the degree of creativity. It also develops the local staff and prepares them for future management roles. In table 5, it can be noted that seventy one respondents were of the opinion that the skills brought in by expatriates were a great improvement to the performance of the hotels. This serves as concrete evidence that indeed there was a positive change in terms of knowledge transfer between the period when the expats were not employed and when they were employed. Ingrams (2000) added that knowledge transfer creates a basis for sustaining durable competitive advantage in organizations. In comparison to the previous performance of the hotels, expatriates were seen to bring a major change in terms of knowledge transfer to the locals working in the hotels. Majority of the respondents were of the opinion that indeed there have been tremendous changes since the consideration of expatriates input in the hotels.

The second objective was about market access. The findings for this objective revealed that market access had a value of $p < 0.00$ which also is less than

the significance level of 0.05. This shows that there is a strong relationship between the role of market access and performance of hotels through employment of expatriates. Expatriates have really contributed much to the success of the hotels in terms of market access. Many guests have been received within the time when expatriates were employed as indicated in table 17. The respondents pointed out that the number of guests received had rapidly increased. Also, the change in market status was represented by 67% as shown in table 9 from the respondents. Furthermore, the performance of the economy of Kwale County was attributed to the expatriates. This was shown in table 8. The relation between expats and the economy comes in with the change in markets status and access. When the expats introduce the online payments and bookings, the hotels become easily accessible. The world has become a global network due to online facilitation. Anyone can reach to the market as long as it is advertised in an online platform shared worldwide. Many booking whether national or international mean more guests and more earnings for the hotels. Therefore when earning increase in the hotels they pay a number of taxes to the County government thus majorly contributing to the economy of the County. The role of market access was majorly supported by Forster (2000) where he argued that expatriates are not only used for corporate control and expertise reasons in vital markets. They majorly facilitate entry into new markets and to develop international management competencies. This role received the highest percentage with a score of 0.299. This showed that market access is the biggest role that expatriates play in the hotels as per the respondents' opinions. In comparison, it was noted that indeed expatriates had made the accessibility of the hotels market wise very liable unlike before. Expatriates had improved the situation compared to how it was before they were employed.

The final objective was on coordination and control. Coordination and control had a value of $P < 0.000$ which again is less than the significant level of 0.05. Thus, there is a strong relationship between coordination and control and performance of expatriates. From the respondents, it was evident that the recruitment of expatriates in the hotels has highly contributed to better management of issues in the hotels. Expatriates were proven to bring about smooth flow of operations all-round the work premises. According to table 13, coordination and control was indicated as improved by the respondents up to 72%. This showed a great positive impact through the use of expatriates. Respondents were of the opinion that there has indeed been a difference before expatriates were employed and when they were employed in terms of coordination and control. On the part of policies and ethics in relation to performance of the hotels, the study also proved that there was a big change from when the expatriates were employed. In table 12 ninety four out one hundred and nine respondents were in agreement that indeed the policies brought in by expats were a boost to the performance of the hotels unlike what they had before. In terms of risk management and preparedness of the hotels towards any emergency, the research proved that expats had brought in new way of handling it. This is shown in table 11. This objective was supported by Selmer and Deleon (2002). They were of the opinion that expats ensure that strategic goals are met and deviations from standards are corrected for effective performance outcomes. Expats employed in host countries therefore bring about new ways of tackling problems and undertaking business in an international perspective thus improving on the organizational culture of the hotels.

Finally, the entire model registered 88.6% and $P = 0.00$ that is within the significance level of 0.05. This results show that there is a very strong

relationship between the roles of expatriates and the performance of hotels in South Coast. In a nutshell, all the three roles were of great importance to the hotels. The research indicated that there was indeed a big difference between the period when expats were around and when they were not around. This adds on what Degregorio (2003) had written to support the employment of expats. He had argued that expats brought in advanced working styles, systems and tools that brought in a far much better way of managing operations. Lazarova and Caliguir (2001) also commented that expats help the hotels to understand the business opportunities in relation to international levels. This is because they have knowledge about these particular contexts and specific market and customer information. From what was gathered in the research, the scholars' argument is reasonable and functional.

CONCLUSIONS

From the analysis and discussion of the results above, a number of conclusions were drawn from the study. All the three variables showed a strong relationship against performance of hotels. Knowledge transfer was seen to impact positively on the performance of the hotels as the locals got to learn new skills. With that, they are able to practice new kinds of functions such as culinary skills, oceanic sports and many other skills that attract more guests to the hotels. This is a niche that did not exist before and was majorly contributed by the employment of expatriates in the hotels. It has also become easy for guests to feel at home since they can spend quality time participating in water sports that can be found in their home countries. Culture shock in terms of food is also highly reduced. This is because the locals can now make international cuisines to fit the satisfaction and expectations for the international and local guests. In terms of market access, expatriates have really done a tremendous job. The

bookings in the hotels have increased by a very high percentage which is good for the hotels. The hotels are service providers so it is the number of bookings that matters. Another benefit is that the hotels get to have an international standard way of operation. The expatriates they bring in bring about new procedures that benefit the hotels. The hotels should therefore put more emphasis on employment of expatriates as its benefits are largely associated with success of an organization. It is evident from the results of the study that employment of expatriates brings out proper coordination and control of operations, a broader market of clients due to increased market access and quality knowledge transfer to the local employees.

RECOMMENDATIONS

Based on the results of the study, the researcher made a number of recommendations. Knowledge transfer had a strong relationship with performance of hotels. The study showed that if you bring knowledgeable expatriates, assurance of quality knowledge is guaranteed. The ministry of tourism and other training institutions should team up with the hotels to come up with academies. These academies will be specifically for hospitality courses where they can bring in expatriates to train locals. The hotels could also come up with a training program within the premises to train the locals even more so that they become useful once the expatriate contact is finished.

Hotels should take up expatriates from countries that are performing exceptionally well in the hotel industry. The locals will learn more from the expatriates and acquire skills that they did not have before. This way, they are able to handle matters in the most skilled way possible.

In terms of market access, hotels should consider expatriates from countries' whose citizens frequently come to Kenya. That way it becomes

easier to get more clients from those countries as they already have a testimony of how the Kenya hotel industry is. It is also easier to spread information and know which ways to use to tap those markets and also how to tap the neighbouring countries.

In terms of coordination and control, proper structures should be set for expatriates so that they easily adapt to the working operations of the hotel. A sort of pre training on the culture of the local country should be introduced. It could include training on the local language, disease found around, and the culture of the people among others. This way it becomes easier for them to blend in quickly with the hotel and bring out the best they have to offer at an even earlier stage.

Suggestions for Further Research

The study concentrated more on the role of expatriates toward performance of hotels. Further research can be done on other various roles that might be majorly contributed by expatriates in an organization. This may include trends in global trade rules that affect expatriation, technological advancements among others. The research has also concentrated in a section of One County. Therefore, further research can be done in the whole County or even a number of counties to find out if the results obtained will be the same. The objectives of the study relate to performance by 88.6% according to the regression model. Therefore there may be other contributing factors from the 11.4% that can be studied on roles of performance of expatriates in hotels.

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