

Doctoral Thesis

**Influence of Leadership Style on Market Orientation
and Sustainable Performance: Evidence from the Hotel
sector in Ghana**

**Vliv stylu vedení na tržní orientaci a udržitelnost výkonnosti:
výzkumná studie z hotelového průmyslu v Ghaně**

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ABSTRACT

Sustainability challenges have grown crucial in the 21st century and continue to attract the attention of scholars, businesses, and governments. This has raised the pressure on businesses to adapt their internal resources, procedures, and operations to meet the expectations of an increasingly complicated and competitive business environment and affluent consumers. The hotel sector cannot be left out of these sustainability conversations and debates. The sector is a major contributor to Ghana's service industry and overall economy. This thesis employs the natural resource-based view (NRBV) and stakeholder theory and posited that the key internal resources of hotels will affect their capacity to formulate and execute a sustainability plan in light of the sector's high competitiveness and environmental impact. Specifically, it aimed to investigate the impact of leadership style of managers on market orientation and sustainable performance in Ghana's star-rated hotels. The thesis used a survey-based positivist methodology. The characteristics and hypothesized relationships were investigated by collecting data from 312 hotels with a star rating using previously verified instruments. SMART-PLS 3.0 was the principal analytical tool for this quantitative analysis.

The research findings validate the NRBV hypothesis about the significance of firm internal resources for achieving outstanding performance. The findings suggested that three leadership styles, sustainable, transformational, and transactional, affect the market orientation and sustainable performance of hotels positively and significantly. However, market orientation had no statistically significant effect on sustainable performance, which is an intriguing finding. In addition, technological turbulence had a negative but statistically significant moderating effect on the relationship between market orientation and sustainable performance of hotels. Contrary to the literature, market turbulence and competitive intensity did not moderate the relationship between market orientation and sustainable performance among Ghanaian hotels. The market orientation moderating function between leadership style and performance also yielded varied findings. The research revealed that market orientation does not significantly (statistically) moderate the association between sustainable leadership and sustainable performance. At a significance level of .10, market orientation moderated the relationship between transactional leadership and sustainable performance ($\beta = 0.121$, $p < 0.10$) and transformational leadership and sustainable performance ($\beta = -0.108$, $p < 0.10$). The surprising outcome was that the final impact of moderation had a negative coefficient.

This thesis fills a gap in the research addressing the impact of leadership style on market orientation and sustainable performance in an emerging economy. In addition, it provides literature for future research on contemporary leadership styles, market-oriented culture, and sustainable hotel performance. Due to the contribution of the sector to the gross domestic product (GDP) of the country, the findings provide policymakers with valuable information to assist them in addressing the complex and vibrant hotel environment by developing and implementing strategic programs and

policies that are crucial for the sector's sustainable performance. In addition, the results provide light on the leadership styles of managers and sustainable performance of star-rated hotels in Ghana. This was accomplished by underlining the significance of the various styles of leadership and market-oriented culture in generating a sustainable performance for hotels; the findings of the analysis are beneficial to star-rated hotels and, more generally, to all lodging and accommodation facilities.

ABSTRAKT

Stěžejní zájem 21. století o otázky udržitelnosti stále roste a směřuje firmy k různorodosti vnitřních zdrojů, procesů a operací tak, aby vyhovovaly požadavkům rostoucího komplexního a konkurenčního podnikatelského prostředí. Z diskusí o udržitelnosti nelze vynechat cestovní ruch. Je významným přispěvatelem do odvětví služeb v Ghaně a hotely hrají klíčovou roli při podpoře a pomoci činností cestovního ruchu v zemi. Pro vypracování dizertační práce je přijat pohled teorie založené na přírodních zdrojích a teorii stakeholderů, kde se tvrdí, že klíčové interní zdroje hotelů budou mít vliv na schopnost vypracovat a implementovat strategii udržitelnosti s ohledem na vysokou konkurenceschopnost sektoru a jeho velký dopad na životní prostředí. Konkrétně se snaží prozkoumat vliv stylu vedení na tržní orientaci a udržitelné iniciativy, jejichž výsledkem je udržitelný výkon hotelů s hvězdičkou v Ghaně. V dizertační práci bude přijat pozitivistický přístup s využitím návrhu výzkumu. Validní nástroje z předchozího výzkumu budou použity ke sběru dat ze vzorku 312 hotelů hodnocených hvězdičkami, a to za účelem zkoumání proměnných a hypotetických vztahů. Hlavním analytickým nástrojem této kvantitativní studie bude SMART-PLS.

Výsledky výzkumu potvrzují hypotézu NRBV o významu interních zdrojů firmy pro dosažení vynikající výkonnosti. Zjištění naznačují, že tři styly vedení, udržitelný, transformační a transakční, ovlivňují tržní orientaci a udržitelný výkon hotelů pozitivně a významně. Tržní orientace však neměla žádný významný vliv na udržitelný výkon, což je zajímavé zjištění. Kromě toho měly technologické turbulence negativní, ale významný zmírňující účinek na vztah mezi tržní orientací a udržitelným výkonem hotelů. Na rozdíl od literatury turbulence na trhu a intenzita konkurence nezmírnily vztah mezi tržní orientací a udržitelným výkonem mezi ghanskými hotely. Funkce zmírňování tržní orientace mezi stylem vedení a výkonem také přinesla různá zjištění. Výzkum odhalil, že tržní orientace významně nezmírňuje spojení mezi udržitelným vedením a udržitelným výkonem. Na hladině významnosti 0,10 zmírnila tržní orientace vztah mezi transakčním vedením a udržitelným výkonem ($\beta = 0,121$, $p < 0,10$) a transformačním vedením a udržitelným výkonem ($\beta = -0,108$, $p < 0,10$). Překvapivým výsledkem bylo, že konečný dopad umírněnosti měl negativní koeficient.

Očekávaný výsledek této práce zaplní mezeru v literatuře a poslouží jako reference pro budoucí studie na téma moderních konceptů vedení (leadershipu) a výkonnosti. Tvůrci pravidel budou mít z první ruky empirické informace k řešení složitého a

konkurenčního hotelového prostředí, které pomohou k rozvíjení a využívání strategických nástrojů, stěžejních pro úspěch udržitelné výkonnosti. Poskytne také nový pohled na fenomén stylu vedení (leadershipu) a udržitelnost výkonnosti hotelů, zdůrazněním významné úlohy stylu vedení (leadershipu) a tržně orientované kultury při dosahování udržitelné výkonnosti hotelů. Výsledky analýzy budou přínosem pro hotely hodnocené hvězdičkou, a v širší míře pro ubytovny a další ubytovací zařízení.

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TABLE OF CONTENTS

ABSTRACT _____	3
ABSTRAKT _____	4
ACKNOWLEDGEMENT _____	6
LIST OF TABLES _____	10
LIST OF FIGURES _____	11
1.INTRODUCTION _____	12
1.1Background to the research area _____	12
2.RESEARCH PROBLEM AND OBJECTIVES _____	16
2.1Research problem and gap _____	16
2.2Research question _____	20
2.3 Research Aim and Objectives _____	20
3.THEORETICAL UNDERPINNING AND CONCEPTUAL FRAMEWORK ____	21
3.1Natural resource-based-view (NRBV) of the firm _____	21
3.2Stakeholder theory _____	23
3.3Sustainable performance _____	25
3.4Leadership style _____	27
3.5Transformational leadership style _____	28
3.6Transactional leadership style _____	28
3.7Sustainable leadership style _____	30
3.8Market orientation _____	31
3.9Conceptual framework _____	33
3.10Leadership style and market orientation _____	34
3.11Leadership style and sustainable performance _____	35
3.12The moderating role of Market orientation _____	37
3.13The moderating role of Environmental factors _____	38
4.SELECTED PROCESSING METHODS _____	40
4.1Area of study _____	40

4.2	Research design	42
4.3	Population	43
4.4	Sample size and sampling procedure	44
4.5	Data source	45
4.6	Instrumentation and operational definitions of variables	46
4.7	Data Processing and analysis	48
4.8	Ethical consideration	50
5.	RESEARCH RESULTS AND FINDINGS	50
5.1	Demographic data of respondents	50
5.2	Measurement model assessment (Reflective)	53
5.3	Creation of second-order construct: sustainable performance	58
5.4	Assessment of measurement model for formative-measured sustainable performance	58
5.5	Assessment of structural model	60
5.6	Collinearity diagnostics	61
5.7	Significance of structural relationship	61
5.8	Explanatory and Predictive performance	63
5.9	Blindfolding	65
5.10	PLS predict	65
5.11	Analysis of moderation	67
5.12	The moderation analysis of environmental factors	68
5.13	Moderating role of Market Turbulence	70
5.14	Moderating role of Technological turbulence	73
5.15	Moderating role of competitive intensity	76
5.16	The moderating role of Market Orientation	77
6.	ANALYSIS AND DISCUSSION OF RESULTS	82
6.1	RO1: Assess the impact of leadership style on market orientation.	82
6.2	RO2: Assess the relationship between leadership style and sustainable performance.	83

6.3RO3: Determine the impact of market orientation on sustainable performance.	84
6.4RO4: Examine the role of market orientation on the relationship between leadership style and hotel sustainable performance. _____	85
6.5RO5: Examine the role of environmental factors on the relationship between market orientation and sustainable performance. _____	88
7.CONTRIBUTION OF THE THESIS TO SCIENCE AND PRACTICE_____	89
7.1Contribution to science (theory) _____	89
7.2Contribution to practice _____	91
8.CONCLUSION _____	92
9.BIBLIOGRAPHY _____	93
10. APPENDICES _____	109
1.Appendice A: _____	109
2.Appendice B: _____	110
11. LIST OF PUBLICATIONS BY THE AUTHOR _____	118
12. AUTHOR’S PROFESSIONAL CURRICULUM VITAE _____	120

LIST OF TABLES

TABLE 2.1 CONTRIBUTION OF TRAVEL AND TOURISM TO GDP (% OF GDP) (2012-2018)	19
TABLE 2.2 PERCENTAGE BREAKDOWN OF TOURIST EXPENDITURE (2012-2014).....	20
TABLE 3.1 CHARACTERISTICS OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES	29
TABLE 3.2 DEFINITIONS OF SUSTAINABLE LEADERSHIP	30
TABLE 4.1 STAR-RATED HOTELS IN GHANA (2012-2018).....	41
TABLE 4.2 DISTRIBUTION OF LICENSED STAR-RATED HOTELS IN GHANA AS OF 2018 .	44
TABLE 4.3 SAMPLE SIZE BY STAR-RATING	45
TABLE 4.4 MEASUREMENT INSTRUMENTS FOR THE VARIABLES.....	47
TABLE 5.1 DEMOGRAPHIC INFORMATION OF RESPONDENTS	50
TABLE 5.2 RELIABILITY AND VALIDITY ASSESSMENT	54
TABLE 5.3 CROSS LOADINGS.....	56
TABLE 5.4 HETEROTRAIT-MONOTRAIT RATIO (HTMT)	57
TABLE 5.5 SIGNIFICANCE AND COLLINEARITY DIAGNOSTICS OF INDICATOR WEIGHTS	59
TABLE 5.6 VARIANCE INFLATION FACTOR (VIF).....	61
TABLE 5.7 PATH COEFFICIENT	62
TABLE 5.8 R SQUARE	64
TABLE 5.9 F SQUARE	64
TABLE 5.10 BLINDFOLDING	65
TABLE 5.11 PLS PREDICT	66
TABLE 5.12 BOOTSTRAP RESULT OF MODERATING ROLE OF MARKET TURBULENCE....	72
TABLE 5.13 BOOTSTRAP RESULTS OF MODERATING ROLE OF TECHNOLOGICAL TURBULENCE	75
TABLE 5.14 BOOTSTRAP RESULTS OF MODERATING ROLE OF COMPETITIVE INTENSITY	77
TABLE 5.15 BOOTSTRAP VALUES OF MODERATING ROLE OF MARKET ORIENTATION...	79

LIST OF FIGURES

FIG 1: CONCEPTUAL FRAMEWORK	34
FIG 2: ANTECEDENTS AND CONSEQUENCE OF MARKET ORIENTATION	40
FIG 3: RESEARCH DESIGN.....	43
FIG 4: FORMATIVE ASSESSMENT FOR SUSTAINABLE PERFORMANCE	60
FIG 5: FINAL MODEL FOR FORMATIVE ASSESSMENT.....	60
FIG 6: STRUCTURAL MODEL	62
FIG 7: PATH MODEL OF MODERATING ROLE OF MARKET TURBULENCE.....	71
FIG 8: SLOPE OF MODERATING ROLE OF MARKET TURBULENCE	72
FIG 9: PATH MODEL OF MODERATING ROLE OF TECHNOLOGICAL TURBULENCE	74
FIG 10: SLOPE OF MODERATING ROLE OF TECHNOLOGICAL TURBULENCE	75
FIG 11: PATH MODEL OF MODERATING ROLE OF COMPETITIVE INTENSITY	76
FIG 12: SLOPE OF MODERATING ROLE OF COMPETITIVE INTENSITY	77
FIG 13: PATH MODEL OF MODERATING ROLE OF MARKET ORIENTATION	79
FIG 14: SLOPE OF MODERATING ROLE OF MARKET ORIENTATION ON SUSTAINABLE LEADERSHIP AND PERFORMANCE	80
FIG 15: SLOPE OF MODERATING ROLE OF MARKET ORIENTATION ON TRANSFORMATIONAL LEADERSHIP AND PERFORMANCE	81
FIG 16: SLOPE OF MODERATING ROLE OF MARKET ORIENTATION ON TRANSACTIONAL LEADERSHIP AND PERFORMANCE	81

1. INTRODUCTION

1.1 Background to the research area

COVID-19 pandemic has brought to light the shortcomings of many business models in relation to the sustainability agenda. The tourist sector, and notably hotels, was the worst hit by this pandemic, and as a result, it cannot be left out of discussions on sustainability. Because the problem of sustainability has become an increasingly pressing issue for people all over the globe, the United Nations has made it one of its top priorities to hold businesses responsible for the impact they have on the ecosystems in which they operate. This agenda has increased the amount of pressure that is placed on businesses from both shareholders and other stakeholders. The goal of sustainability is to bridge the gap between the interests of businesses and other stakeholders. In most cases, companies do not function in a vacuum; as a result, they have to guarantee that they can simultaneously fulfil the needs both their internal and external stakeholders. Additionally, because this younger generation has become increasingly interested in the sustainability agenda (Elkington, 1998), businesses have an increased obligation to integrate economic, social, environmental (the "triple bottom line"), and considering ethical implications on their operations and final reports. In light of this, these aspects are assessed according to the influence they have on the performance of the companies, taking both the opportunities and the threats into account. The triple bottom line is an innovative approach to determining how much a company is worth in its entirety. Elkington further described the triple bottom line as the social, economic and the natural resource of the companies. Due to the unpredictability of pandemics, the contemporary business climate is very competitive, and in order to survive and stay competitive, one must possess unique strategies being advanced by appropriate leadership abilities and techniques.

However, the goal of sustainability does not come without its share of challenges and obstacles. Because of these obstacles, the company will need to incorporate all of its physical and intangible resources in order to facilitate the straightforward incorporation of a culture that will both achieve sustainability and improve performance. Leadership is about getting things done; as a consequence, both leadership and culture are distinct internal company resources and talents that contribute to generating great performance. Leadership is all about getting outcomes (Drucker, 2001). Adopting the best leadership and management styles, together with the most effective business strategies, is essential to the continued existence of any company. When it comes to organizational problems connected to performance attainment and execution of a firm's strategy, leadership is the phenomena that receives the most attention and research from academics (Hitt and Ireland, 2002; Zaccaro and Klimoski, 2002). The success of a company in terms of sustainability mostly demands a cooperative effort between its leaders and its followers. Therefore, leadership methods will convert into the performances of the followers, which will ultimately result in the firm's attainment of success (Hughes, Lee, Tian, Newman and Legood, 2018). For instance, Kiron, Unruh, Reeves, Kruschwitz, Rubel, and Zumfelde

(2017) discovered that although 90 percent of business executives around the world agree with the importance of sustainability, only about 60 percent have a sustainability strategy for their firms. This is despite the fact that 90 percent of business executives around the world approve on the importance of sustainability as a day-to-day practice. The world is now dealing with a significant obstacle that calls for prompt response from those in positions of leadership. The capacity to design strategies, including the adoption of suitable cultures and procedures that foster sustainability in the company environment, is a talent that leaders possess. The traits of the leader, together with a suitable organizational culture, will be responsible for the creation of creative solutions and values that will fulfil the demands of the client while also supporting the goal for sustainability.

A position in the hospitality sector, specifically, leadership is a crucial one since the person in this role determines the direction that the other workers will follow. The operations of a typical hotel spans over 24 hours and seven days a week; as a result, they are always active and need the manager's undivided attention. Because of the way hotels run, its managers need to be able to motivate and support their staff members. According to Bharwani and Talib (2017), it is abundantly obvious that the management of a hotel necessitates each manager to possess distinctive skills along with a multi-cultural viewpoint in order to effectively handle complex clients, workers, business strategy, and the external settings. In point of fact, the hotel sector is a labour-intensive sector that employs individuals with different backgrounds, training and perspectives in order to provide the necessary services to patrons. In contrast to physical products, which can be readily replicated, these services are entirely original. Only by using their human resources in an effective and efficient manner can hotels capitalize on the unique selling proposition (USP) they possess. In this context, the use of an appropriate and effective leadership style is of the utmost importance.

In addition, leadership is essential when it comes to developing an organizational culture that offers a unique benefit over its rivals, as well as when it comes to putting into action successful marketing strategies that can boost the company's success and contribute to its performance. In order for any company to function effectively, compete successfully, and thrive in the ever-evolving business climate, the company must place more emphasis on the ever-evolving requirements of its customers. In this context, businesses need to participate in concept known as market orientation. In addition to leadership as a resource and competence of a company, the concept of market orientation in marketing is a recurrent theme that is connected to the viability of the organization (Tollin and Christensen, 2019). Market orientation, according to Jaworski and Kohli (1993), is an important internal business capacity that contributes to the attainment of the higher performance of the company. Whereas Kohli and Jaworski (1990) conceptualized market orientation as a behaviour in which market intelligence is gathered on current and future customers' needs, such intelligence is shared among all relevant departments in the firm, and a strategic response is given to the information that was gathered from customers, market intelligence is gathered on

current and future customers' needs. Narver and Slater (1990) on the other hand, conceptualized it as a culture of the company which comprises three components, specifically, competitor orientation, customer orientation and inter-functional coordination, with two decision criteria ranging from long term focus to profitability.

Customer orientation, according to Narver and Slater denotes making the demands of the customer the foundation for creating the company and continuing to provide that value to the client once the firm has been established. Therefore, customer orientation makes it possible for a company to grasp the thinking process of the consumer. This provides a clear insight into the buyer's cognitive process, which demands the desire to fulfil both present and future needs. As we go on to the next component, competitor orientation will be discussed. This refers to the capability of the company to collect information on its existing and prospective rivals in order to recognize their strengths and any potential dangers in the sector. The company focuses a lot of emphasis on the qualities that set itself apart from the other companies in the market (Porter and Millar, 1985). As a third element, inter-functional coordination refers to how a company may effectively and efficiently use its current resources to produce value for its customers via information exchange and collaboration across its divisions. The confirmation of inter-functional cooperation demonstrates that the generation of customer value is not a role that is exclusive to the marketing department but rather an enterprise-wide effort by the company. Existing works on the market orientation concept (Deshpande, Farley, and Webster, 1993; Kohli and Jaworski, 1990; Narver and Slater, 1990), despite the differences, show that there is a consistency on the impact that market orientation has in soliciting the appropriate behaviours that can attain a competitive advantage and higher performance.

Murray, Gao, and Kotabe (2011) made it abundantly clear that market orientation provides a company with the capabilities of gathering pertinent customer information and utilizing the firm's resources to produce value for its customer by involving all internal stakeholders. This was explained as one of the many benefits of a market-oriented firm. And existing body of research tends to support the theory that there is a link between market orientation and higher growth (Davicik and Sharma, 2016), improved customer value, with a better market efficacy (Kachouie, Mavondo and Sands, 2018) and innovation (Heirati and O'Cass, 2016). Therefore, market orientation is essential for the following reasons: first, when considering firm performance, market orientation can increase sales, market share, and profits; second, in relation to employees, market orientation can enhance clearer leadership roles where everyone is involved in the value creation process, leading to effective coordination; and third, when it comes to customers, market orientation is has a higher potential to increase customer value and thus, satisfaction and gain prospective ones, thereby gaining a competitive advantage.

After a prolonged period of constraints brought on by Covid-19, the world economy is showing signs of starting to recover. The state of the globe is improving little by little, and the tourist sector is starting to come back to life. People and corporations are increasing their expenditures as well as their travel for both work and pleasure.

Because the hospitality business has a symbiotic connection with the tourist industry, the expansion of the tourism industry will result in an expansion of the hotel sector. Globally, domestic and international tourism are both on the rise, which is beneficial to the economy of country's that trade heavily in tourist-related goods and services. The World Travel and Tourism Council (WTTC, 2019) postulates that the sector was responsible for approximately 10.3 percent of the global Gross Domestic Product (GDP), 319 million jobs, or one out of every ten jobs of total employment in 2018, and one out of every five new jobs created in the sector over the course of the previous five years. According to the findings of the study, the leisure market was the one that spent the most money overall, accounting for 78.5% of the total, in contrast to the business sector, which only accounted for 21.5%. Additionally, the sector was responsible for around 27.2 percent of worldwide service exports and about 6.5 percent of the world's total exports of goods. Domestic tourism, on the other hand, accounted for 71.2 percent of all tourist expenditure in 2018 and showed the greatest rise among emerging countries.

In contrast to the report that was published by WTTC in 2018, the report that was published in 2021 reveals how the industry was affected by the limits to movement that were caused by the pandemic. The sector suffered a loss of about \$5 trillion US dollars in 2020, which was a fall of more than 50 percent from the previous year. Once again, the contribution of the sector to the world GDP fell, this time to 5.3 percent from 10.3 percent the year before. Nonetheless, in 2021, when some of the limitations were relaxed, this percentage climbed somewhat to 6.1 percent. In terms of employment, the pandemic was responsible for the loss of 62 million jobs in the tourist sector; however, by 2021, this number had increased to 18.2 million jobs. The amount of money spent by domestic visitors fell by 47.4 percent in 2020, while the amount spent by overseas visitors fell by 69.7 percent. But the figures for 2021 suggest that spending by domestic visitors would climb by 31.4 percent, while expenditure by overseas visitors will increase by 3.8 percent. The hotel sector throughout the world is continuing to see an increase in customers who have highly refined tastes and, more crucially, customers who are environmentally conscious. In addition to this, there has been an increase in the development of cutting-edge technology that hotels are required to stay up with in order to provide added value for their guests. In addition to these urgent problems, there is also the dynamic and strenuous competitive climate.

The events that have transpired as a result of the epidemic have generated the need for an effective strategy and set of procedures. The administration of the hotel has to find procedures that are capable of functioning in this very complicated setting. Players in the industry need to be able to adapt to the rapid shifts in consumer tastes and preferences, technological advancement, and competition through the collection of relevant information, the engagement of all organizational functions, and the operation of the industry as a service-driven sector. This necessitates a new role for leaders in the industry, ones who possess the essential skills to meet the problems faced by businesses and who are able to organize personnel so that they can be a part of the vision. A culture that is motivated by providing service to customers requires

certain distinctive qualities in its executives and workers. These people must be committed to reach performance goals and provide long-term value for the company's clientele. As a result, this sector is very labour-intensive and calls for dedication from the hotel's human resource. In addition to this, managers are placed in an especially difficult position since they are the ones in charge of operations that must continue around the clock, seven days a week. In addition to being answerable to shareholders and other external stakeholders, they have exclusive responsibility for all of the hotel's other human resources and physical assets. Leadership in the hospitality sector is essential for developing an acceptable culture and steering the direction of the property. Bharwani and Talib (2017) conducted a conceptual research in which they suggested that for someone to be an effective leader, the need to exhibit the following four competencies: functional (in terms of skills), social (relating to attitudes and behaviours), cognitive (knowledge), and metacognitive (motives and traits).

2. RESEARCH PROBLEM AND OBJECTIVES

2.1 Research problem and gap

Considering the significant positive contributions that the tourist sector makes to the Ghanaian economy, which is still in the process of establishing its economy, has been able to capitalize on the tourism industry's explosive expansion. Due to its contribution to both earnings in foreign currency and employment, tourism in Ghana has been a significant driver of economic growth in recent years. In relation to this contribution by the industry, the government is now more interested in pursuing a tourism agenda that will, in the long run, have an effect on the country's economic development. Despite this, the contribution of the sector to GDP has been falling over the period of time between 2013 and 2018. The percentage of gross domestic product (GDP) that was contributed by travel and tourism in 2018 was 5.5 percent, which is a decrease from the 5.6 percent contribution that it made in the previous year. It is clear from looking at table 1.1 that tourism's overall contribution to GDP has been on the decline. When one considers the potential of the industry as a whole, the decrease is a frightening issue. Tourism is an all-encompassing industry that incorporates a wide range of other economic actors into the provision of services to tourists and visitors.

These actors comprise hotels and other related accommodations, restaurants and cafeterias, travel and tour agencies, transport operators, as well as cultural and recreational establishments. It is clear that tourism generates revenue, generates employment and foreign exchange, and even encourages the expansion of the country's infrastructure. The number of hotels and other types of accommodation facilities has considerably expanded throughout the country over the last several decades, and these establishments are essential to the success of the tourist industry. Hotels, on the other hand, will need specific internal firm resources that aim at developing and implementing sustainable strategies, as well as achieving a competitive advantage and performance, due to the complex and dynamic nature of the sector, which, when combined with a competitive environment, makes the sector

particularly challenging.

Meanwhile, the level of activity within the sector is heavily reliant on the kinds of hotel facilities that are available and the kinds of services that are offered by these hotel facilities. According to data provided by the Ghana Tourism Authority (2015), the majority of money spent by tourists goes toward lodging costs. According to the data in table 1.2, accommodation accounted for 29 percent of the total expenditures made by tourists. Meanwhile, the kind of services that hotels provide is an extremely important factor in the way that they assist the tourist industry. As was stipulated earlier, the hotel sector is considered most labour and capital-intensive. As a result, the hotel's human capital, which includes its managers and staff, is its most valuable internal resource (Kucukusta, Mak, and Chan, 2013). Improving the quality of the hotel is necessary for achieving the hotel's goal of having a competitive edge. Because hotels are open nonstop, seven days a week, they often have higher fixed costs than variable costs associated with their operations. This is due to the fact that hotels operate around the clock. As a result, they have to adapt to the ever-shifting preferences and tastes of their customers.

In addition, the influx of multinational brands has made the sector increasingly competitive, making it difficult for the domestic owners to retain their position in the market. Meanwhile, poor service quality and a lack of skilled employees are further issues that hotels in the country confront (Atutsey and Tandoh-Offin, 2013). Again, hotels in the country struggle with a lack of distinction and inadequate business strategies. All of these obstacles might have repercussions for the achievement of sustainable performance and, ultimately, the total contribution of the sector to economic growth. For instance, in 2015, the Ghana Statistical Service (GSS) highlighted that the reduction in performance of hotels and restaurants affected the sector's low contribution to GDP. This was due to the fact that hotels and restaurants were facing increased competition. Once again, the unstandardized character of the services provided by hotels makes it a significant difficulty for managers to deal with variations in the quality of the service provided. Agyapong and Boamah (2013) identified strategic leadership that might improve the overall performance of family hotel enterprises in the country, and their findings were met with approval. The objective of the Ministry of Tourism, Arts, and Culture in Ghana is to increase the competitiveness and sustainability of Ghana's tourist destinations. In order to accomplish this goal, hotel managers need to develop creative solutions to provide services that cannot be matched by other destinations. Although it is not formally regulated, Airbnb has entered the market, which contributes to the difficulty of achieving sustainable development in the hotel sector (Deloitte Centre for Industry Insight, 2017). This is one of the reasons why the hotel sector is facing such a struggle.

In light of the fact that hotels naturally use a substantial quantity of the resources that are present in their surroundings and generate a greater quantity of waste, the development of a sustainable strategy has emerged as an issue of essential importance for the hospitality sector. Therefore, the majority of hotel operations have an impact on the environment as a result of their use of water, food, energy, papers, detergents

and other items that release pollutants and undesirable elements into their respective local surroundings (Bohdanowicz, 2006). The present Sustainable Development Goals (SDGs) have caused a paradigm shift in how economic growth is conceptualized, such that it now considers environmental and social factors. It is not always easy to measure how well hotels are doing in terms of being environmentally responsible for the reason that of the hospitality sector is very diverse. However, despite the fact that it seems difficult, it is not completely unattainable, particularly with regard to the environmentally friendly component of sustainability. Companies that have placed a strong emphasis on cultivating the appropriate culture in order to enhance its environmental performance by decreasing their consumption of water and energy, implementing effective practices that will help manage waste, and adhering to particular environmental certification schemes typically experience financial success. As a result, a company that is focused on sustainability is sensitive to the requirements of a variety of stakeholders and implements the most suitable solutions to enhance both its social and environmental performance (Perrini and Tencati, 2006).

According to Cameron and Quinn (2011), one of the primary factors contributing to the downfall of any organization is the disregard for its organizational culture. The intrinsic character of hotels has been noted by several academics as a factor that determines the high degree of competition that exists in the hotel sector. As a result of the fundamental character of the hospitality sector, several researchers, like Nazarian, Atkinson, and Foroudi (2021), have discovered that hotels are subject to intense competition. As a result, hotel managers should pay particular attention to building a culture that is acceptable. As a result, in order to achieve sustainable performance, hotel managers need to implement sustainable initiatives and cultivate the necessary culture. Melissen (2013) asserts that hotels are part of a larger socio-environmental system. Typically, members of the local community are employed as workers in these types of companies. In addition, the day-to-day activities of hotels have a substantial influence on their surrounding areas, which can provide a distinctive selling point for prospective customers. As a result of these qualities, the hospitality sector has the potential to have a favourable effect on the social, environmental, and economic challenges that are the driving force behind sustainable performance and economic expansion. The challenges of sustainability have been placed as being vital for the smooth operation, expansion, and survival of hotels, according to the debate that came before. Hotel managers have a responsibility to recognize the important part that a variety of the company's resources play in enhancing the hotel's long-term success.

To begin, this thesis analyses this subject from the standpoint of internal firm resources as essential players in the sustainability agenda of hotels. This is done by looking at the problem from the perspective of the business. In order to achieve sustainable performance, the firm's internal resources that were identified for the purpose of this research include the leadership style of the hotel managers and the implementation of a culture that is market-oriented. Second, despite the increasing significance of the hospitality sector, there hasn't been much study done on the topic.

Empirical data on the influence of leadership style on market orientation and sustainable performance in star-rated hotels in developing economies is scarce in the research that has been done in this field. This is because the existing literature on the effect of leadership style and market orientation on performance is still skewed toward the culture of the western world, calling into question its applicability and efficacy for studies conducted, particularly in developing economies. Because of globalization, it would be helpful to have more information on the ways in which these factors interact with one another in developing cultures. This would allow for a more accurate assessment of the usefulness of existing theories, as well as their advantages for both practitioners and policy makers. Third, research that examine the leadership styles, market orientations, and performances of hotels in regards to sustainability in economies that are still in the process of developing are almost non-existent. Fourth, much of the attention paid in earlier research on different styles of leadership was directed at business sectors other than the hospitality sector. However, hotels operate in a very competitive market, and to ensure to maintain their competitive edge and reach better levels of performance, they need appropriate leadership attributes. Fifth, none of the existing research have highlighted on the crucial role that market orientation plays in the link between leadership style and hotel sustainable performance. As a result, it is essential to do research on the various styles of management used by hotel managers in Ghana, particularly those with the potential to foster greater degrees of market orientated culture and more sustainable performance. Determine the impact that market orientation has on the connection between leadership style and long-term performance, as well as the function that market orientation plays in making this connection.

The existing body of literature in this area of research has produced limited and inconsistent results; consequently, the purpose of the study was to offer a framework on the application of various leadership styles to enhance the market orientation of a company in order to improve its sustainable performance. In conclusion, studies that evaluated the effectiveness of hotels increasingly concentrated on quantitative financial metrics or a mix of financial and non-financial variables. Because it would broaden the performance perspective and also improve the understanding of what determines performance, particularly in the context of a developing economy, this study contributes to the advancement of the inclusion of sustainable performance, which can be measured subjectively and encompasses economic, social, and environmental dimensions. This will assist address the poor performance of the industry and its diminishing contribution to Ghana's overall gross domestic product.

This study utilizes the natural resource-based approach as well as stakeholder theories in order to solve the research gaps that have been identified in the existing literature.

Table 2.1 Contribution of travel and tourism to GDP (% of GDP) (2012-2018)

Date	Value in %
2018	5.5
2017	5.6

2016	5.9
2015	6.4
2014	6.7
2013	7.1
2012	7.9

Source: World Travel and Tourism Council Data (2019)

Table 2.2 Breakdown of Tourist Expenditure in Percentage (2012-2014)

Tourist Expenditure	Per cent (%)
Shopping at Formal Markets (gift stores etc.)	11
Food and Beverage	14
Local Transport (taxis, local flights, car rentals, etc.)	8
Entertainment and Recreation	9
Shopping at Informal Markets (market, wayside areas)	11
Accommodation	29
Other Expenditure	18
Total	100

Source: Ghana Tourism Authority (2015)

2.2 Research question

How does the leadership style of managers influence market orientation and sustainable performance of hotels in Ghana?

2.3 Research Aim and Objectives

This thesis aimed to investigate and analyse the influence of leadership style on market orientation and sustainable performance of star-rated hotels in Ghana by applying the NRBV and stakeholder theory.

Specifically, it sought to:

1. assessed the impact of leadership style on market orientation
2. explored the impact of leadership style on sustainable performance.
3. determined the impact of market orientation on sustainable performance.
4. examined the role of market orientation on the relationship between leadership style and sustainable performance.
5. examined the role of environmental factors on the relationship between market orientation and sustainable performance.

3. THEORETICAL UNDERPINNING AND CONCEPTUAL FRAMEWORK

3.1 Natural resource-based-view (NRBV) of the firm

The natural environment is home to businesses that are actively in operation. For this reason, it is acceptable for businesses to manage the resources they have available in order to solve environmental concerns. In light of what Wernerfelt (1984) has said the physical and intangible assets that are owned by a company at any moment in time are referred to as the firm's resources. As a result, every resource possessed by a company is valuable, and companies require the appropriate strategy in order to profit from the use of these resources. Brand names, technologies, organizational procedures, human resources, and financial resources are some of these resources; however, this list is not exhaustive. According to Penrose (1959), the resource-based view (RBV) of a firm argues that a company is more than simply an administrative component, and that a company's resources and capabilities establish a competitive position for the company, which in turn improves the company's performance. This theory, on the other hand, had a flaw in that it only acknowledged resources on the level of the firm and did not consider the natural environment (ecological environment) in which the firm operated (Hart, 1995); even more so today, when the influence of firms on the natural environment is causing great concern.

An expanded version of the resource-based view (RBV), as developed by Hart (1995) is the natural-resource-based view (NRBV) hypothesis. Hart expressed concern on the significance of the natural environment as a resource that a firm may nurture to achieve outstanding performance and obtain a competitive edge against competitors. In his article, Hart makes the argument that "one of the most crucial drivers of new resources and capabilities development for enterprises will be the limitations and difficulties offered by the natural (biophysical) environment" (p.989). After that, he put out the idea that if a company is able to overcome the environmental challenges that are brought about by the natural environment, it would be in possession of a valuable resource, which will, in turn, result in an improved competitive advantage and better performance. Therefore, as part of the process of making strategic decisions, a company need to address concerns about the environmental viability of their operations in order to improve their resource advantage.

According to Hart, environmentally friendly activities have as their primary objective the reduction of emissions of pollutants, solid and other waste, water, and chemicals. These practices are also geared at enhancing hotel efficiency in terms of energy usage and other associated expenditures that are a burden the environment due to how hotels operate. When hotels fully appreciate the significance of these procedures, they position themselves to increase their competitive edge in the hotel industry. In addition, Hart recognized three strategic competencies that are pertinent to the accomplishment of clearly defined environmental objectives. These capabilities are product stewardship, pollution prevention, and 'clean' development. All of the

assumptions that underpin NRBV may be said to be compatible with the idea of sustainability. One may make the case that when businesses embrace a culture that is sustainable, they are better equipped to meet their environmental objectives and, as a result, gain a competitive edge. As a result, NRBV offers a solid theoretical foundation for this study. It further includes the principles of sustainability, which include safeguarding the natural environment, producing long-lasting and high-quality products that do not cause damage to the environment, and embracing an environmentally responsible method of manufacturing things and providing services. In addition, for businesses to be able to accomplish this sustainable goal and gain a competitive edge, it is necessary to have leaders who are capable of organizing all other company resources and has the talents necessary to do so.

According to Barney (2014), the various resources that are made accessible to the company are the root cause of the disparities in the levels of firm performance. As a result of this, it is the duty of businesses to maintain control of their internal resources and to manage the information and knowledge contained inside the business in an effective and efficient manner to achieve competitive advantage in the market. In addition, he advocated that these resources should be very precious, uncommon, difficult, demanding, and expensive for rivals to replicate. Therefore, a business that incorporates environmental sustainability into its strategic management process would outlast rivals who are unable to readily copy such a capacity since such a capability requires more thought and planning. As was indicated before, Hart offered three interrelated methods for businesses to implement to ensure a sustained competitive advantage through NRBV. These strategies include pollution avoidance, product stewardship, and sustainable development. NRBV takes into consideration innovative and cutting-edge environmental tactics that make use of current technology to stop pollution, promote product stewardship, and inspire a culture of sustainability inside the company in order to establish a competence to compete in the market. Integrating sustainability requires performance to be achieved in this area as well. As a result, the firm's performance is evaluated in accordance with the "triple bottom line" in this research.

In the context of this study, "pollution prevention" denotes the objective of reducing waste and emissions resulting from the operation of a business, namely hotels, rather than producing these wastes and incurring additional costs to clean them up. Eliminating or significantly lowering the amount of waste and pollution produced during the manufacturing process has the potential to lower production costs and, in the long run, even the amount of input that is necessary for production (Gabriel *et al.*, 2018). Product stewardship goes beyond the prevention of pollution, it also includes reducing the impact of the life span of the product as well as its processes to achieve sustainability; thus, considering idea formulation, product design, production, and promotion. In other words, product stewardship encompasses all aspects of the product life cycle. This may have an effect on the decrease of dangerous materials used in product design and, in their place, the use of materials that are friendlier to the environment in order to achieve cost savings. Practices that strive to lessen the effect

of resource usage on the environment are at the heart of sustainable development, which also promotes the use of resources in an efficient and more sustainable in order to better safeguard nature (Gabriel *et al.*, 2018).

There are certain empirical reasons (Ates, Bloemhof, Van Raaij, and Wynstra, 2012) that support Hart's idea. It is important for businesses to avoid becoming obsessed on certain resources since doing so may impede the identification of other crucial resources and skills. Businesses need to be able to adapt to their surroundings quickly and easily, which requires them to have the flexibility and aptitude to produce new resources for their companies. To have a competitive edge that is sustainable and superior performance, hotels need to take the initiative to address environmental concerns and find solutions. The hotel business is responsible for a significant amount of pollution and waste to the environment as well as the use of a sizeable share of the earth's natural resources. The activities of hotels are detrimental to the natural environment and may sometimes result in disputes with the organization's external stakeholders owing to the incapacity of those stakeholders to accurately gauge the scope of the influence on the natural environment.

According to the NRBV, it is the responsibility of hotel management to include all relevant stakeholders in their efforts to develop and put into practice innovative environmental solutions. Include the use of modern technology for conserving water and energy, methods for reusing linen and towels, technologies that prevent pollution, and creative and sustainable processes in order to lessen the effect on the environment and, as a result, conversely gain a competitive advantage. This study makes use of NRBV, which enables all firm resources and capabilities to incorporate issues relating to the natural environment and also identifies and categorizes those firm-level resources that act as antecedents that influence sustainability. As a result, the study will be able to advance the area of sustainability research. Hence, NRBV was used in the construction of the conceptual framework for the investigation.

3.2 Stakeholder theory

Freeman (1984, p.46) asserted that "a group or person affected or impacted by the attainment of a firm's goal" is considered a stakeholder. According to the stakeholder theory, companies should broaden their strategic aims to include not only concerns pertaining to shareholders but those relating to other stakeholders as well. The theory places a focus on the traits and behaviours of companies, as well as the consequences they have for the success of the company (Freeman, 1984). In addition to this, it argues that the perspectives of stakeholders ought to be considered when formulating the business strategies of companies in order to guarantee collaboration and success in strategy implementation, which will ultimately result in wealth creation for shareholders and satisfaction for stakeholders (Camilleri, 2022). According to Freeman, the theory acknowledges the resources and capacities of the company, which create the key aspects that are necessary for the achievement of any level of commercial success. Freeman asserts, the theory recognises the resources and capabilities of the firm which forms the essential elements for the business success,

however, it recognises the interests of all other actors in the society (external stakeholders) but not only the internal stakeholders (shareholders, managers and employees). Stakeholders, according to McVea and Freeman (2005) classification consists external stakeholders such as consumers and suppliers, while internal stakeholders include workers and shareholders. The core interests of these external stakeholders are related to social and environmental concerns, and these issues may be assessed via the sustainable practices that the company engages in. It might be argued that demands from stakeholders stimulate the creation and execution of plans that are sustainable. It is important to emphasize the theory is management since it acknowledges the actions that managers take to develop and improve the value for all stakeholders. Clarkson (1995) performed yet another kind of stakeholder categorization by dividing them into two distinct categories, main and secondary, according to the level of formal engagement they had with the company. The shareholders, workers, customers, investors, and suppliers who have a formal connection with the company are the primary stakeholders. On the other hand, secondary stakeholders consist of people and organizations who have no formal contact with the company but nonetheless have an effect on the company as well as being impacted by it. Local communities, special interest and pressure organizations, and the media are all included in this category.

The concept of stakeholders considers three points of view (Donaldson and Preston, 1995; Freeman, 1984). The first viewpoint considers an application of the theory to illustrate its connection to the actual world. The second kind of viewpoint is called the instrumental perspective, and it looks at the application of theory to explain the connection between management and the success of the company. In conclusion, the normative approach recognizes proper behaviours and the advantages that result from the acts of stakeholders. This study considers the stakeholder theory from the instrumental and normative perspectives. It posits that the onus lies on managers to involve all relevant stakeholders in the strategic decision-making process which impacts the companies long term benefits. This is also the appropriate strategy for maintaining a socially responsible business strategy. When seen from the NRBV's point of view, the firm-level resources have an effect on initiatives which considers all the appropriate interests of its stakeholders. Other recent developments point to the need of basing the prioritization of stakeholders on the amount of power and interest they have in the company. This indicates that stakeholders are accorded a higher level of significance in proportion to the power that they wield. Despite this, many stakeholders use a diverse strategy in order to maintain their relevance. However, according to each of these schools of thought, consumers are the most important stakeholders because they have the most influence on the performance of the firm through the purchases they make, which in turn produce revenue and profits for the company.

Using the categorization developed by Clarkson, businesses have a responsibility to cultivate healthy and robust connections with their major stakeholders since these individuals directly influence the competitive advantage and subsequent success of

the company. In this respect, firms have a responsibility to understand how consumers assess items, since their approval of product quality and level of satisfaction has a significant effect on their performance. Consumers are the perfect agents of change in the hotel sector; additionally, to the government being an agency for setting legislation to safeguard the environment, customers are the ideal agents of change. Hotels may be distinguished from one another by the direct and indirect activities they do for their guests, both of which are components of the value chain. As a result, there is an argument that guests should also share part of the responsibility for the waste that is produced by hotels. Therefore, managers are obligated to try to secure their commitment to the execution of a plan that is sustainable. As Heath and Norman (2004) argued, many people and actors make claims about a firm, which means hotel managers are accountable to all stakeholders. As a result, hotel managers need to strike a balance between the pressures from all of these actors in their efforts to implement sustainable strategies. Considering NRBV and the stakeholder theory, managers should make use of all of the resources that are distinctive and valuable. In addition, they need to include all stakeholders in the process of making strategic decisions which would inspire cooperation and participatory behaviour on the part of the stakeholders. As a direct result of this participation, the hotel has the ability to achieve superior sustainable performance and obtain a competitive edge.

3.3 Sustainable performance

According to Wang, Sharma, and Cao (2016), businesses view performance as a method for assessing the contributions of the various firm resources to the its growth and survival in a competitive business environment. This concept garners a great deal of interest from researchers and scholars such as Wang, Sharma, and Cao; Lee, 2018). The choices made by members of the organization's staff are the most important criterion for its assessment and evaluation, which demonstrates that people in the organization control or use machines and talents to produce goals. According to Závadsk, Korenková, Závadská, Kadárová and Tucek (2019), Key Performance Indicators (KPIs) are relevant tools that highlight essential features of a business and create transparency. They suggest that this is especially important in light of the growing turbulence that is occurring in the global economy. Employees are encouraged to see the process of performance assessment and evaluation as either a reward or a source of happiness; this, of course, is contingent on the evaluation system's ability to be objective and reliable (Landy, Barnes and Murphy, 1978). Measurement of performance may take on a great variety of guises, all of which are determined by the purpose of the assessment system. Objective and subjective performance measuring methods are, nevertheless, the most fundamental kinds. It is important to highlight that there is little or no agreement in the extant literature on the definition and a convergent performance metric. Richard, Devinney, Yip, and Johnson (2009) conducted research on performance and found that the majority of studies on performance published in leading academic journals used the construct as a dependent variable and relied more on objective measurements than subjective ones. This was

done in order to explore the agreement on performance measurement indicators and their unique dimensions. As a result, the majority of the data came from secondary sources rather than an actual poll.

In addition to this, they discovered that researchers preferred objective accounting and financial measuring systems that used a single indication rather than a number of different measurements. Performance measurements have evolved over the years to include a wider range of topics, including the triple bottom line, which addresses issues of sustainability by considering social, economic and environmental aspects. As the number of hotels around the world, and particularly in Ghana, continues to rise, it is of the greatest importance to gain an understanding of how the leadership or management practices of these hotels, particularly their strategic decisions regarding issues of environmental and social responsibility, impact their overall performance. The manner in which leadership is exercised has repercussions not just for shareholders but also for all other stakeholders (including suppliers, consumers, the government, rivals, and interest groups drawn from the local population), as well as the natural environment. It is vital to realize that companies are given the mandate to operate properly by society; hence, when firms defy these powers, they tend to lose them. It is essential to accept that society grants businesses the mandate to function responsibly (Davis, 1973).

The existing body of research (Shah and Guild, 2022; Agle, Mitchell, and Sonnenfeld, 1999; Post, Preston, and Sauter-Sachs, 2002) has provided evidence that the external environment has an impact on the strategic decisions made by managers. As a result, it is necessary to have performance measures that support the strategic decisions made by managers. In a wider sense, Richard et al., (2009) stipulated that performance measurements that go beyond economic evaluation and incorporate corporate social responsibility were categorized as organizational effectiveness. However, it is essential to have an understanding that although there is a complex process for identifying indicators for performance measures, the performance measures themselves should contain a reasonable number of indicators (Pavelková, Homolka, Knápková, Kolman, and Pham, 2018). This is an essential point to keep in mind. As time has gone on, the Global Reporting Initiative (GRI) has been heralded as an important instrument that helps businesses communicate to both shareholders and stakeholders their contribution to the social, economic and environmental performance of a firm, as opposed to just reporting on the traditional financial performance of the company (Bhatia and Tuli, 2017). Because the hotel sector has such a significant impact on all three metrics, the evaluation of sustainable performance includes an interpretation of how economic, environmental, and social issues interact with one another. Even though the objective performance measures of hotels are hard to get in the Ghanaian economy, the existing literature on performance measurement has argued that environmental subjective measures of performance are closely related to objective measurement. This is the case although the fact remains that the objective measures of hotels are difficult to obtain (Tyrrell, Paris and Biaett, 2013; Sainaghi, Phillips and Zavarrone, 2017). In addition, the hotel managers were

responsible for their own self-reporting of the subjective performance evaluation. Self-reporting of performance measures has been supported by a number of researchers, including Spector (1994), despite the fact that some researchers have questioned the validity of this method of data collection. This is due to the belief that individuals are skilled at expressing their insights on their work and environment. Others have discovered that there are no significant differences between the self-reporting and rater-forms of performance assessments of hotels. These studies were conducted by Patiar and Mia (2008) and Patiar, Davidson, and Wang (2012).

Because hotels use such a significant quantity of resources, it is very necessary to evaluate how well they perform in terms of environmental responsibility (Aboelmaged, 2018). The excessive use of non-permanent resources during hotel operations, such as water, food, energy, paper, emissions, and other non-recyclable materials that are released back into the environment, is the cause of their negative effect on the environment. According to Wang, Font, and Liu's (2020) argument, the hotel sector is now under greater pressure from stakeholders and governments as a direct result of the influence that they have on the environment. People are generally more knowledgeable about environmental concerns, and as a result, they are demanding proper steps be taken by businesses and other organizations. It is required of companies to adjust their business strategies to lessen the negative effect they have on the environment and to safeguard it as well. According to the existing body of research (Fraj, Matute, and Melero, 2015), the hospitality sector has a large impact on the natural world; as a result, these businesses need to enhance their environmental performance. As a consequence of this, it is absolutely necessary to evaluate them based on how sustainable they are. These performance criteria are equally vital for the sustainability of hotels; it conforms to the SDGs and also promotes the well-being of people everywhere on the globe in general.

3.4 Leadership style

Businesses in every region of the globe need capable leadership that can guide the affairs of the company and actively respond to difficulties posed by the surrounding environment. The difference between management and leadership is that managers are concerned with getting things done correctly, while leaders are concerned with getting things done in the right way. The concept of leadership has been conceptualized and defined in different number of ways across published works. For example, leadership can be referred to as the process of exerting influence on followers in order to accomplish certain goals (Nanjundeswaraswamy and Swamy, 2014). According to Hage and Posner (2015), it is the activity of moulding performance and influencing organizational culture. This is a detailed explanation of what it is. According to the findings of previous research, there is a pressing need to explore the behavioural patterns that are seen as strong leadership which has a positive influence on human capital and attain greater levels of performance. Considering the area of management literature, transactional and transformational leadership styles are the ones that get the most attention and research. This research investigates a third

theory of leadership known as sustainable leadership, which has received relatively little previous attention, particularly in the hospitality field.

3.5 Transformational leadership style

Leaders who have the ability to foster unity among their followers in order to participate in the accomplishment of a common organizational objective are referred to be transformational leaders. It is essentially a normative theory of leadership that describes the appropriate actions that should be taken by a leader (Pandey et al., 2016). Further, Bass and Avolio (1994) it is necessary for leaders to have idealized impact in terms of traits and behaviors, inspiring motivation, intellectual stimulation, and personalized concern. Transformational leaders inspire their followers to trust, be loyal, and respect them, and as a result, their followers are often encouraged to go above and beyond what is expected of them (Yukl, 2010). In most cases, transformational leaders are able to boost employee happiness and morale, as well as raise productivity and cultivate positive and collaborative cultures inside their respective organizations. Therefore, transformational leadership offers clear visions that motivate followers to attain greater achievements by making them feel like an integral part of the firm. Patiar and Wang (2016) concluded that the demonstration of transformational leadership by hotel managers has a considerable and favourable impact on employee performance. They look for new and innovative approaches to completing duties, which fosters a sense of self-assurance and devotion among followers in the direction of reaching hotel aims and objectives.

3.6 Transactional leadership style

Bass (1985) is also a driving force behind the transactional leadership style, which stands in stark dissimilarity to the transformational leadership approach. Leaders that operate on the transactional model establish and maintain a daily contractual connection with their followers in order to advance toward the accomplishment of predetermined goals and objectives. Transactional leaders look to the workers' incentives to serve as a signal on how they should do their jobs in order to be eligible for such awards. It is interesting to note that Bass says that transactional and transformational leadership styles need to be balanced in order to accomplish the objectives of the firm. As a result, the demand for this aesthetics is going to increase even more, as Bass predicted. This means that the complementary application of transformational leadership to a transactional leadership style may result in an improvement in employee performance (Chiaburu, Smith, Wang and Zimmerman, 2014). The transactional leadership style essentially represents a trade between the leader and the followers, which may often be restricting in the process of nurturing innovation among the followers inside the firm. Instead than enabling followers to take part in the process as a whole, it is task-oriented and places a greater emphasis on the outcomes. In addition, transactional leaders place an emphasis on job completion by focusing only on the inefficiencies and discrepancies in production shown by their followers. According to Bass and Avolio, this style of leadership is

comprised of three components that have been given the names contingent reward, management by exception (passive) and management by exception (active) respectively. It is highly significant that Bass and Avolio have shown how their understanding of how these two styles is not always incompatible with one another. This is due to the fact that it not only discusses their separate significance in management but also defines the influence that it has when both elements are employed concurrently to accomplish performance.

Table 3.1 Characteristics of transformational and transactional leadership styles

Transformational leadership dimension	Characteristics
Idealized influence (attributes)	Followers admire leader and emulates them Leader communicates clear vision and purpose Leader considers needs of followers Leader commits to organizational vision Leader allows followers to be independent
Idealized influence (behavior)	Leader shares associated risk Leader is unswerving in principle and values
Inspirational motivation	Leader offers understanding to challenges Leader inspires team spirit and confidence
Intellectual stimulation	Leader encourages followers to challenge assumptions Leader encourage followers to reframe how they see obstacle and problems Leaders encourage creative solutions
Individualized consideration	Leader supports employee success Leader provides new learning prospects (the leader supports and coaches employees to improve their strengths.)
Transactional leadership dimensions	
Management by exception (active)	Leaders is task-focused Leader influences behaviour authoritatively Leader actively monitors task performed Leader uses corrective measures to ensure completion of task
Management by exception (passive)	Leader uses correction or punishment as a response to poor performance or deviations from standards
Contingent reward	Leader give rewards for the performance of assigned tasks Leader stipulates standards

	Leader checks performance for mistakes and acts Leader clarifies tasks using incentives as a tool to meet expectations
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Source: Bass (1985)

3.7 Sustainable leadership style

Because of recent events, the concept of sustainable leadership has been thrust into the spotlight throughout the globe. This kind of leadership is built on a foundation of environmental responsibility. According to what Iqbal, Ahmad, and Halim (2020) have to say about the topic, in order for a society to be sustainable, its leaders need to be able to balance economic, social, and environmental performance. Avery and Bergsteiner (2011) assert that sustainable leadership necessitates the development of strategic plans with the overarching objective of increasing customer value through the provision of quality products, all the while involving employees in the implementation of environmentally conscious policies and procedures. Therefore, good management at a low operational and environmental cost reflects sustainable leadership. As is the case with any definition of leadership, there is no definition of this type of leadership that is generally recognized by everyone. There is a lot of overlap between the term's sustainability, sustainable leadership, and green leadership when describing the connection between sustainable practices and leaders (Riseley, 2016). According to Avery and Bergsteiner, stakeholders all over the world are becoming more interested in environmentally responsible practices and, as a result, in environmentally responsible leadership that may bring about changes in the environment. In addition, Riseley adds to the conversation by pointing out the significance of sustainable leadership in improving the performance of a company. Because it encourages behaviours that provide long-term benefits for all of the firm's stakeholders, including future generations, it may serve as a source of competitive advantage. According to McCann and Holt (2010), sustainable leadership offers firms chances relatable to innovation and long-term performance. These opportunities may be beneficial to the company. The characteristics of sustainable leadership boost the performance of a firm by making its operations more efficient and cost-effective. Leaders who are sustainable have the capacity to anticipate changes in the surrounding environment, respond properly, and build management systems that are also sustainable. In addition, sustainable leaders concentrate their efforts on achieving the highest possible level of performance while also protecting the environment.

Table 3.2 Definitions of Sustainable Leadership

Author	Definition
McCann and Holt (2011, p. 209)	Leadership concerned with making long term profits for an organization while enhancing the lives of future generations.
Avery and Bergsteiner (2011, p. 6)	Leadership concerned with people, profits, and the planet in balance.

Visser and Courtice (2011, p. 3)	An individual who motivates and supports achievement for an improved world.
Bendell and Little (2015; p. 16)	Ethical behaviour that supports environmental or social outcomes.
Pastore (2020, p. 27)	Ability to identify, inspire and implement strategies and policies that are consistent with sustainably.

Source: Different author definitions

3.8 Market orientation

The comprehension of the marketing notion serves as the conceptual underpinning for the market orientation hypothesis. According to the marketing principles, the only way for a company to attain higher performance and acquire a competitive edge over its rivals is for the company to generate value that is tailored to meet the requirements of its specific target market (Kohli and Jaworski, 1990). This indicates that in order for a company to do better than its competitors, the company must be an expert at producing value for its consumers. Kohli and Jaworski contend that market orientation is the application of the marketing perception due to the fact that market orientation is a consequent from the marketing concept. The existing body of research unequivocally concludes that market-oriented firms understand the market better, including consumer requirements in particular, and that this results in greater earnings and growth (Appiah-Adu, Okpattah and Amoako, 2018). Ever since it was first introduced, market orientation has generated a significant amount of attention among researchers and practitioners. According to Drucker (1954), the function of marketing is not a specialized one; rather, it is an organization-wide activity that establishes the operations of the firm with the sole objective of satisfying the customer through the creation of value for their needs. In other words, marketing is not a specialized function; rather, it is an activity that establishes the operations of the firm. The key works of Narver and Slater (1990) and Kohli and Jaworski (1990) were the first to advance the concept of market orientation, which led to it gaining momentum in research and practice. Kohli and Jaworski's work was published in 1990. Narver and Slater's work was published in 1990.

The initial viewpoint was presented by Kohli and Jaworski, who proposed market orientation as a behavioural model that enables the application of the marketing idea. They conceived of market orientation as the development of market intelligence throughout a whole company, along with a commensurate reaction across the entire organization to any information of this kind. Narver and Slater alternatively conceptualized market orientation as a firm's culture that implores the proper behaviours to promote the development of superior value for the customer in order to achieve high performance. This was done in order to attain high levels of productivity. In accordance with Anabila *et al.* (2020), the viewpoint of market orientation offered by Narver and Slaters is used in this investigation. This is due to the fact that while there are philosophical differences between the viewpoints, the cultural perspective

covers organization-wide intelligence collecting and sharing as well as a holistic reaction. This is the reason behind this. And also, owing to the labour and service intensive character of hotels, market orientation should not just be an explicit behaviour when workers display it, but rather it should be a way of life, a culture that is grounded on values and principles, and a way of life. In addition, the desire that companies have to enhance their market-oriented procedures will not automatically result in an improvement in performance unless these practices and activities are ingrained into the culture of the company (Qu, 2009). The interests of the customer are prioritized by market orientation, which also considers vital business intelligence provided by competitors and further establishes inter-functional relations to satisfy the requirements and preferences of customers in a business environment that is both complex and cutthroat.

Competitor orientation, customer orientation, and inter-functional coordination are the three areas that Narver and Slater identify as constituting the idea of market orientation. The goal of establishing a customer-needs mentality throughout all departments and activities of an organization to provide long-term value to the customer is the primary focus of customer orientation. Companies that place a high priority on customer satisfaction work to strengthen their ties with those who buy their products and want to hear feedback from them often. The collection of actions and routines undertaken by a company to gather information about its rivals in a certain sector is known as competitor orientation. This information is then sent around the company to all of the divisions in order to improve choices and actions taken by the company (Narver and Slater). Companies that have high degrees of competitor orientation make it a priority to learn as much as they can about the possibilities and risks that their environment brings. Therefore, it is essential to be aware of the weaknesses, strategies, and capabilities of competitors who pose a threat to them (Day and Wensley, 1988). The ultimate goal of market orientation as a culture is to create customer value-based customer needs whereas also outperforming the competition. And to effectively plan and create strategies, it is thus vital to have a solid understanding of both consumers and rivals. Inter-functional coordination is the third and final level, and it simply refers to the connections that exist inside an organization to provide exceptional and long-lasting value for the client.

According to the existing body of research (Iyer *et al.*, 2019; Mahmoud *et al.*, 2016; Kumar *et al.*, 2011), market orientation is associated with higher company performance in a variety of different situations and fields of study. Nevertheless, the strength of this association might be affected by a wide variety of variables, one of which is context (Ells, 2006).

Due to the fact that services are not distinct from one another, the hospitality business is a particularly complicated and competitive sector. Other hotels that are in competition may readily duplicate the product offering of one hotel. As a result, for hotels to achieve competitive advantage and take the lead role in the industry, they need to cultivate a culture that is geared toward the market (Appiah-Adu *et al.*, 2018). In addition, market orientation tries to develop the collective abilities of workers in

order to maximize the value that may be provided to customers as an aspect of the culture of an organization. Neneh (2016), Appiah-Nimo *et al.* (2016), and Greenley (1995) are just a few of the researchers who have discovered a relationship between market orientation and firm performance that is both insignificant and unfavourable. Notwithstanding, the proposition that market orientation has a significant impact on the performance of businesses cannot be proven. Despite this, having a business that is market-oriented is a significant competency that may help hotels adapt to the requirements of their customers and generate value for those customers. This will result in new and prospective consumers making more purchases and recommending your business to their friends, which, in turn, will affect sales and profits.

3.9 Conceptual framework

According to the dominant school of thought, the performance of an organization is significantly influenced by its own internal resources. A severe level of market competitiveness calls for leadership qualities that can generate strategic tools in order to remain competitive. A hotel is an example of the kind of people-oriented business that often involves managers and other workers that collaborate to accomplish the organization's objectives. In this research, we investigate the effect that leadership style has on the market orientation and sustainable performance of hotels; the correlations between these factors are shown in figure 1. Additionally, the framework illustrates moderating factors in accordance with theory and published research.

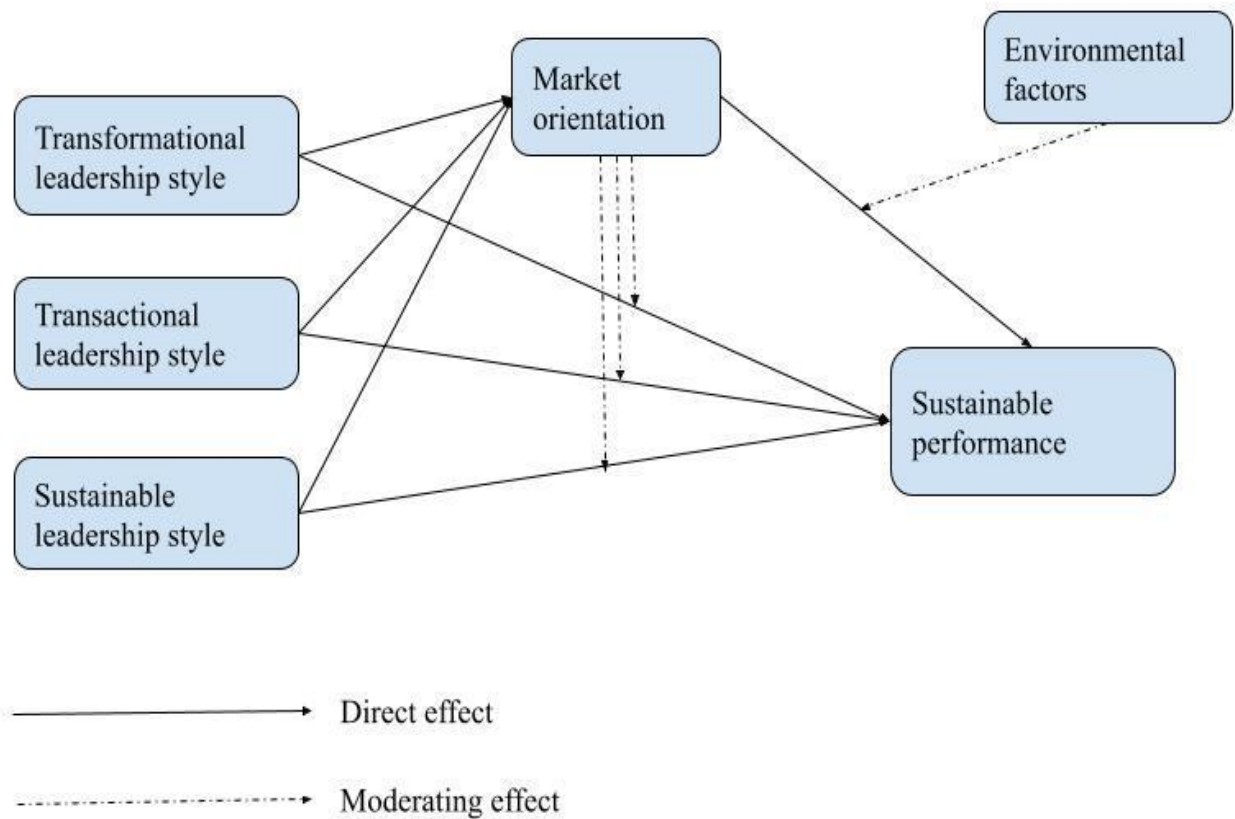


Fig 1: Conceptual framework
 Source: Author's construct (2021)

3.10 Leadership style and market orientation

There has been an increasing number of researches done on the factors that lead up to market orientation. However, academics have referred to studying skills, knowledge, and talents as antecedents of market orientation, but they have neglected to investigate concerns of leadership styles as a key aspect in their work. In the primary research that Jaworski and Kohli (1993) conducted on the antecedents and implications of market orientation, they tested the hypothesis that the degree of market orientation is proportional and hence imperative that managers apply to market orientation. According to the findings of their investigation, there is a robust and statistically significant connection between the behaviours of top managers (commitment and low-risk aversion) and market orientation. In addition, Harris and Piercy (1999) conducted an in-depth case study on three different organizations to test their theory about the association between four managerial behaviours and market orientation. Their studies demonstrated that managerial behaviours that are politically driven and formalized have a detrimental effect on a company's market orientation.

Existing research consistently returns to the topic of managerial behaviour as an essential component in the process of building market orientation. Because of the enormous influence it has on market orientation, it is imperative to do further research into the possible impact different leadership styles in terms of top management

behaviours may have on different levels of market orientation (Pulendran *et al.*, 2000). When it comes to the service sector, it is a generally held belief that companies operating in this sector need to have a robust concentration on the market to thrive, particularly in the volatile and competitive markets of today, and outperform service firms that do not have a strong focus on the market. Attributes of top management, such as collaboration and cohesion, have a significant impact on market orientation in the service business (Kasper, 2002). The intangible nature of the service sector as well as its ongoing connection with a diverse range of consumers set it apart from other types of businesses. Therefore, in order to progress this culture, it needs a distinct culture that places a high priority on connections as well as quality and leadership (Patiar and Wang, 2020). This study therefore hypothesised:

H₁: leadership style has a positive relationship with market orientation.

H_{1a}: transformational leadership style impacts market orientation

H_{1b}: transactional leadership style impacts market orientation

H_{1c}: sustainable leadership style impacts market orientation

3.11 Leadership style and sustainable performance

Throughout the years, academics and business professionals have studied how a company's performance might be seen as a reaction to the dynamic nature of the business environment (Lee, 2018). As a result, a significant amount of work has been put into determining the performance-enhancing strategies that are both the most successful and the most efficient. In spite of this, the majority of the research that has been done on the topic has concentrated on the ways in which firm characteristics, such as capital and labour, affect performance, while giving less attention to the potential impact that leadership in a competitive business environment can have on performance (Nguyen *et al.*, 2017; Lee, 2018). According to Phong, Hui, and Son (2018), who make an excellent point, leadership is one of the most important factors determining the success or failure of a company. The literature on management has a significant amount of study on the topic of leadership. It has been said by Burns (1978) that "Leadership is one of the phenomena that is most seen but also one of the least understood on earth. Chemers (1997) defined leadership "as a process of social influence in which an individual solicits the aid and support of others in order to accomplish a task or mission." This is connected to Drucker's definition of leadership, which states that it is about leading other people. The function of leader requires participation in activities that are connected to both the internal and the external world.

The leadership approach adopted in an organization as a whole call for the establishment of an acceptable culture as one of its components. Therefore, "the generally constant pattern of behaviour that characterizes a leader" is what we refer to when we talk about leadership styles (Nguyen *et al.*, 2017). Therefore, it refers to the pattern of behaviour that is applied by a leader in order to fulfil the goals of a firm. It is essential to keep in mind that every circumstance and the consequences that go along with it, as well as the fact that every leadership style has both positive and

negative aspects, when it comes to the manner in which leaders carry out their responsibilities within an organization. Because of this, the authors of this research consider transformational, transactional, and sustainable leadership styles as internal resources of companies. Bass (1985) distinguished between two types of leadership styles: transformative and transactional. The ability to transfer resources from areas of lower output to areas of higher productivity is an essential component of transformational leadership, which is a methodical process consisting of an intentional and organized quest for change (Bass, 1990). Leaders that meet these criteria examine the workers on an individual basis, build a vision and culture, and place their faith in individuals to accomplish their own goals while working for the organization's general objectives.

According to Bass's argument, leaders who exhibit transformational qualities have the ability to inspire their followers to achieve results that go above and beyond what was expected of them. These leaders are crucial in the growth of their workforce to greater potential levels. They factor the requirements of workers into the overall purpose, goal, or vision of the company. According to Bass and Avolio (1990), leaders who are strongly regarded as being transformative inspire much greater levels of effort, performance, and contentment on the part of their subordinates. The transactional leadership style, on the other hand, places an emphasis on the impact that both the subordinate and the leader have on one another, as well as the evolution of their respective roles over the course of time. A transactional leader is one who trades the desires of the leader for the wants of the workers, who emphasizes good results to employees for doing their jobs, and who focuses on employee faults and complaints. The requirements of the staff members here are the same as their wishes. A transactional leader is one that meets the requirements of his or her employees by recognizing and rewarding them for the work that they do for the organization (Shriberg, Shriberg and Lloyd, 2002). Individuals are rewarded for their contributions to the organization's success in reaching its objectives via the performance they provide with the assistance of a transactional leader.

Leadership that adopts a clean model for the incorporation of environmental considerations is sustainable leadership. According to Avery and Bergsteiner (2011), "Sustainable leadership embraces aspects of humanistic management in that it includes valuing people and considering the firm as a contributor to social well-being. And these behaviours come together to produce a leadership system that is self-sustaining and improves both the performance of a company and the likelihood of its continued existence". In addition, this type of leadership is much interested in the long-term viability of a firm as well as its connections with any and all-important interest groups, rather than focusing just on the company's shareholders (Al-Zawahreh, Khasawneh and Al-Jaradat, 2019). As a direct consequence of this, attaining economic, social, and environmental performance in a firm has turned into an essential component of focusing on sustainability. When compared to the shareholder-first strategy, the value creation of a company may be improved by

adopting an initiative that is seen to be costly but is implemented into management practices (Al-Zawahreh, *et al.*, 2019).

Hotels are people-oriented businesses, which means that better communication and coordination between management and employees will lead to an improvement in the level of service that is provided to guests. In addition, despite the fact that a company's leader is inextricably linked to the culture of the company and the strategic decisions it makes, hotel managers who take an interest in cultivating a market-oriented culture will also ensure that their employees are committed to putting sustainable practices into action. As a result of these methods, the loyalty of customers will be achieved, and sustainable performance will be improved. In other words, the management style of a hotel has the probability of affecting the culture of the hotel as well as the overall performance of the hotel. To achieve one's performance goals, it is therefore essential to employ an appropriate style of leadership. Based on this, the following hypothesis was formulated:

H₂: leadership style has a positive relationship with sustainable performance.

H_{2a}: transformational leadership style impacts sustainable performance

H_{2b}: transactional leadership style impacts sustainable performance

H_{2c}: sustainable leadership style impacts sustainable performance

3.12 The moderating role of Market orientation

Market orientation refers to a culture that instils the required behaviours to provide higher value for clients and, as a consequence, increase overall business success (Narver and Slater, 1990; Bhattarai *et al.*, 2019). Therefore, the culture of a company is responsible for coordinating the requirements of customers with the resources of the company in order to provide greater value (Narver and Slater) and obtain a competitive advantage. The existing body of research (Kontoghiorghes, 2016) reveals that there is widespread agreement regarding the role that a culture that is appropriately aligned plays in superior performance. This includes the culture's function as a moderator between the human resources (leadership and employees) and the performance of the company. Therefore, in order to maintain their position as industry leaders and achieve high levels of performance, leaders have the obligation of understanding and successfully implementing this ideology. There are two major perspectives that are complementary to one another regarding the idea of market orientation. The first is the behavioral perspective presented by Kohli and Jaworski (1990), which postulates that market orientation consists of (i) the generation of market intelligence on both present and future prospective customers, (ii) the dissemination of the intelligence across all units in the firm, and (iii) the firms' response to such intelligence. These three components make up market orientation. There are two major perspectives that are complementary to one another regarding market orientation

Alternatively, the cultural worldview is the interaction of three components: a focus on customers, a focus on competitors, and inter-functional cooperation (Narver and Slater). This investigation will take the cultural viewpoint because it encompasses the

behavioural perspective advanced by Kohli and Jaworski and extends to the process of gathering information on customers and competitors in the industry as well as ensuring the participation of all business units in the creation of value for its customers. The primary definition of a hotel that is market-oriented is one that is dedicated to putting the marketing idea into practice. As indicated earlier, a firm reflects the founder's vision and philosophy. Hence, a hotel's continued operation and commitment to the marketing concept reflects the priorities and marketplace perspective of the hotel's leader or manager, an internal firm resource. The two concepts, leadership style and market orientation, are perceived as the hotels' strategic resources which combine to strengthen their performance and growth. Leaders need to develop and initiate strategies which will invariably lead to utmost organisational growth and performance. Although, as rightly propelled by Jaworski and Kohli, market orientation is a crucial moderator in the relationship between leadership and performance; it is also an antecedent to achieving sustainable performance. Hotel managers need to understand the customers' needs and preferences while considering the potential competition to provide superior value and satisfaction to the customer. Hotel managers need to satisfy both firm and customer needs to achieve sustainable performance. The following hypotheses were formulated:

H₃: Market orientation has a direct relationship to sustainable performance.

H_{3a}: market orientation moderates the relationship between transformational leadership style and sustainable performance.

H_{3b}: market orientation moderates the relationship between transactional leadership style and sustainable performance.

H_{3c}: market orientation moderates the relationship between sustainable leadership style and sustainable performance.

3.13 The moderating role of Environmental factors

Every single company is mainly active in two distinct contexts, which are referred to as the internal environment and the external environment. Both the internal and external surroundings are impacted by the daily operations of the organization. The internal environments consist of the elements that are within the control of the company, but the company does not have any influence on the factors that make up the exterior surroundings. However, companies face both possibilities and challenges from the uncontrolled external environment, which causes them to become more competitive and also more unstable. Even if the environment has become even more dynamic and complicated as a result of the proliferation of digital technology over the last several decades. Because of the growth in complexity, organizations have been forced to come up with novel solutions in order to effectively manage and deal with the challenges it brings, as well as to make the most of the potential it offers. According to the research that Jaworski and Kohli (1993) conducted and titled "Market orientation: antecedents and consequences," they concluded that the relationship between market orientation and performance is strongly influenced by the environmental characteristics of the firm. As a result, environmental variables

exert a significant amount of impact on the connection between performance and market orientation. These characteristics include the volatility of the market, the intense competition, and the rapid advancement of technology (Kohli and Jaworski, 1990).

According to Kohli and Jaworski, "market turbulence" describes the way in which the tastes and preferences of consumers shift over the course of time. According to this description, the hotel sector is characterized by very volatile market conditions. Customers' preferences and tastes for goods, meals, and services are not static; as a result, hotels need to develop and implement innovative and strategic ways to satisfy such customers. Because of the insatiable nature of humans, customers' preferences and tastes for goods, meals, and services are not static. This is genuine proof that hotels should be more customer-oriented in their operations. As a result, in order to enhance the quality of their products and services, companies must persistently solicit feedback from their patrons. They went on to categorize competitive intensity as the rate at which consumers may readily move to other service providers owing to the presence of competition. There has been an increase in the number of multinational companies entering the hospitality sector, which has resulted in increased rivalry among hotels to woo clients with high-quality goods and services offered at reasonable costs. In tumultuous times such as these, if there is not a quality connection with consumers, the competition may be able to convince them to join their side (Covid-19). The last environmental aspect that they discussed was known as technical turbulence, and it was defined as the "pace of technological change" (p. 55).

In this day and age, when pandemics are sweeping the globe, technology is the most wonderful instrument for companies to use in order to maintain their relevance. The hospitality sector is not an exception to the rule since technology enables novel cost-cutting measures that are also satisfying to customers. As a result, hotels that use cutting-edge technology in their efforts to become more environmentally friendly will be in an excellent position to acquire a market advantage. The following hypothesis was thus, formulated based on this discussion:

H₄: environmental factors have a relationship with sustainable performance.

H_{4a}: market turbulence moderates the relationship between market orientation and sustainable performance

H_{4b}: competitive intensity moderates the relationship between market orientation and sustainable performance

H_{4c}: technological turbulence moderates the relationship between market orientation and sustainable performance

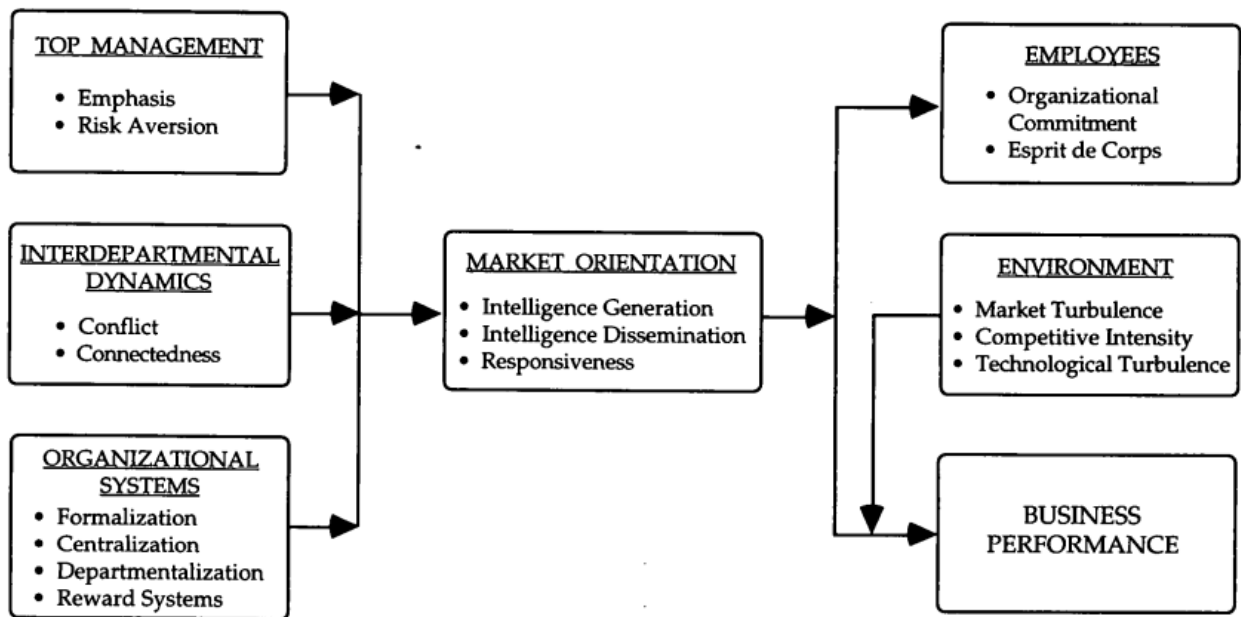


Fig 2: Antecedents and consequence of market orientation

Source: Jaworski and Kohli (1993: 55)

4. SELECTED PROCESSING METHODS

4.1 Area of study

It is vital to emphasize certain special elements of the Ghanaian context that make this research significant since the study is located in an emerging economy. This is because the study is situated in Ghana, which is an emerging economy. A country that may be found in sub-Saharan Africa, more especially in West Africa, is called the Republic of Ghana. Ghana has a landmass that is 238,535 km (squared), and it is bordered on the on the east by Togo, west by the Ivory Coast, the south by the Gulf of Guinea and the Atlantic Ocean and finally the north by Burkina Faso. As is common knowledge, Ghana is located in Africa. Ghana has a total population of 30,280,482 people as of the year 2019, with the majority of its migrant population being made up of people of Chinese, British, Swedish, Danish, German, Dutch, Indian, and Malaysian descent. There are five very different geographical areas in Ghana. This distinct mix of geographical features, which has resulted in a large number of natural and constructed landmarks, as well as the temperature, which is warm and humid, making it an attractive option as a tourist destination. The Wli waterfall, which is the tallest waterfall in West Africa, Mountain Afadza, which is the tallest mountain in the country and has a summit that is 885 meters (2,904 feet) above sea level, and the plush beach resorts and hotels with beautiful sandy beaches are among the most popular tourist destinations in the country. Additionally, Ghana is home to several species of animals inside its national wildlife reserves. There are a number of significant ones, including the Mole National Park and the Kakum National Park, both of which are known for their canopy walks. In addition, the Volta River and its accompanying

Volta Lake, which is the biggest man-made lake in the world, are popular destinations for vacationers.

Furthermore, the northern region of Ghana is home to the Larabanga mosque, which has the title of being the oldest mosque in all of West Africa.

Again, the majority of slave castles erected by Europeans can be found in Ghana. One such castle is the well-known Cape Coast castle, which was visited by the former president of the United States and his family in 2009. In the field of clothing, it takes great pleasure in Bonwire, which is the center of the traditional Kente fabric producing process and also functions as an important tourist destination. Ghana has established the Pan African Historical Theatre Project (Panafest) in order to provide black people from the Diaspora with access to heritage sites and ancestral caves. This is done in order to create a welcoming environment for black people from the Diaspora to return to their roots of origin. As a result of the event's growing popularity over the years, the government of Ghana decided to make the "Year of Return" celebration an official national holiday as part of a 15-year National Tourism Development Plan with the goal of tripling the number of tourists who visit the country each year from one million to eight million. The purpose of the event, which was held in Ghana and included celebrities such as Idris Elba, Boris Kodjoe, and Naomi Campbell, amongst many others, was to encourage individuals of African origin to reconnect with their heritage. The success of the "Year of Return" gave rise to a second 10-year initiative that has been termed "Beyond the Return." This project is being launched by the government under the subject "A decade of African Renaissance – 2020-2030." (GTA, 2019).

As a result of Ghana's increasing political stability and the discovery of the Jubilee oil field in 2007, as well as the country's many tourist attractions, Ghana has become an attractive destination for economic investment by global corporations, particularly in the hospitality sector. Because of these fundamental aspects of the country, it has become one of the economies in the world that is rising at the quickest rate (World Economic Forum, 2019). Because of this rise, the number of hotels that have been established throughout the years has expanded significantly. In addition to this, it has expanded its worldwide brand presence by adding hotels with names such as Movenpick, Holiday Inn (Accra), Golden Tulip, Kempinski branded Gold Coast City Hotel, Ibis Styles Accra Airport, Royal Senchi Hotel, Best Western Premier hotel, and Zaina Lodge. In addition to this, it has propelled Ghana to the forefront of the tourist industry and boosted the level of competitiveness within the sector. Between 2012 and 2018, the number of hotels with a certain number of stars that were built and given licenses in Ghana is shown in Table 4.1.

Table 4.1 Star-rated hotels in Ghana (2012-2018)

CATEGORY	2012	2013	2014	2015	2016	2017	2018
5-STAR	2	2	2	3	3	3	3
4-STAR	6	5	7	11	12	12	15

3-STAR		27	34	42	42	39	40	35
2-STAR		167	200	210	210	218	225	220
1-STAR		236	290	382	382	399	425	431
TOTAL		438	531	643	648	671	705	704

Source: Ghana Tourism Authority (2019)

4.2 Research design

A philosophical foundation for this investigation is offered by the positivist paradigm. Due to the fact that this paradigm enables the researcher to concentrate on facts rather than human judgments, the technique may be categorized as deductive within the framework of objectivist ontology. Therefore, there is such a thing as objective truth in the world, which can be measured and described using scientific methods. Additionally, the body of research that is produced by using this paradigm may be replicated by other researchers (Saunders, Lewis and Thornhill, 2012). A survey with a cross-sectional design was used for the investigation. This method improves the data collected from the hotel sector in Ghana by making it more variable and increasing its potential to be generalized. It also employs a quantitative methodology, which starts with theory (generalizations), followed by the formulation of research questions and/or hypothesis (forming predictions), and ultimately the collecting of data, which is then evaluated (explanations) using a statistical instrument (Yin, 2002). As a result, prior to the gathering of data, extensive planning goes into every part of the research. The data generated using this methodology are often quantitative, have a high level of organization, and make use of bigger samples that are chosen at random. In order to gather information in the form of numbers and statistics, a questionnaire is used throughout the data collecting process.

It is suitable to apply this strategy since the research observed a large sample to evaluate hotel managers' leadership styles and market orientation and its consequent influence on company sustainable performance. After the study of the data, the outcomes of the research might either reject or not reject the questions or hypotheses that were developed (Saunders *et al.*, 2012). It is of the utmost importance to bear in mind that the researcher is in a position that is objectively distinct from the topic of the investigation. In light of the causative and predictive aspects of the research aims, the study chose for an explanatory methodology and a survey design as its research strategy. This study looked at the connection between different leadership styles, different approaches to the market, and the level of sustainable performance of star-rated hotels in Ghana. The quantitative research primarily focused on quantifying and analyzing the correlations between the variables via the use of statistical methods derived from SEM-PLS. Last but not least, the results of this quantitative approach may be quickly summarized and presented in the form of figures and tables, making it simple to make comparisons. The research design that was used for this study can

be seen shown in Figure 3, where it is also displayed in the research onion diagram that was provided by Saunders *et al.* (2012).

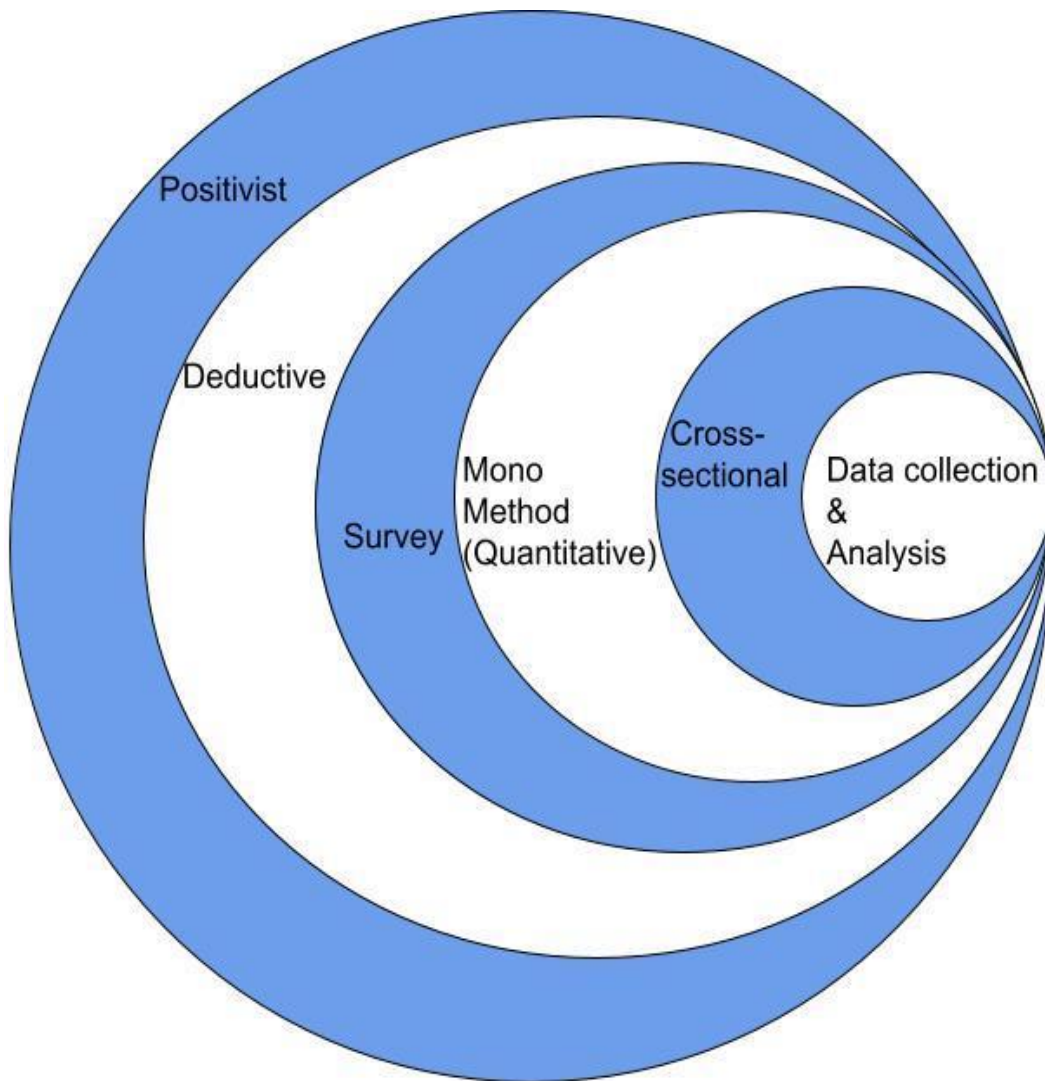


Fig 3: Research design

Source: Author's construct (based on Saunders *et al.*'s research onion diagram, 2009)

4.3 Population

Managers working at Ghanaian hotels with a star rating were the focus of the study's recruitment efforts. According to the Ghana Tourism Authority (GTA), there are a total of 704 hotels throughout Ghana's ten different regions that have been given a star rating. Table 4.2 provides a geographical breakdown of the hotels in Ghana based on their star ratings, which together make up the sample for the research.

Table 4.2 Distribution of licensed star-rated hotels in Ghana as of 2018

Region	5- star	4-star	3-star	2-star	1-star	Total No. of star-rated hotels
Greater Accra	3	8	8	78	133	230
Ashanti		1	7	50	71	129
Western		4	8	22	83	117
Eastern		2	6	21	38	67
Central			4	15	27	46
Volta			2	9	32	43
Brong-Ahafo				7	20	27
Northern				10	14	24
Upper East				4	8	12
Upper West				4	5	9
Total	3	15	35	220	431	704

Source: Ghana Tourism Authority (2019)

4.4 Sample size and sampling procedure

Finding the right size of the sample is crucial for achieving statistical power, ensuring generalizability, and formulating effective policy recommendations (Cohen, 1992). It is reasonable to choose a sample for the research project given that there are 704 hotels as the population. According to Bartlett, Kotrlik, and Higgins's (2001) interpretation, the size of the sample should be determined in one of two ways: either through a direct calculation employing statistical formulas that are suitable for the kind of study being conducted, or through a table reference that lay out the suggested sample sizes for the various populations being researched. The percentage of the population that did not respond to the survey was used as one of the assumptions in the process of determining the sample size. Other assumptions included the assessment of error and variance, and the non-response rate. According to the table that was established by Bartlett et al., with a population size of 704, the sample size should be 249 in order to guarantee that there is a margin of error of 5 percent (maximum sample size).

According to Wolf, Harrington, Clark, and Miller (2013), the optimal sample size to arrive at a sufficient statistical power for a mediation model in PLS-SEM is 460 participants. This number was determined based on the optimal sample size to arrive at an adequate statistical power. In order to arrive at their estimate, the following assumptions had to be made: (a) the degree of power; (b) the number of indicators and components; (c) loadings and path coefficients; and (d) the quantity of missing data. After that, the method of stratified sampling was used to guarantee that all of the

managers and supervisors of star-rated hotels were represented in the sample in an equal manner and to increase the accuracy of estimating the parameters. To begin, the human population was segmented into five (5) different strata. Each tier is comprised of hotels with a respective star rating of 5, 4, 3, 2, and 1. The GTA provided us with a list of all of the hotels that are located in each strata. After that, the sample size that would be taken from each stratum was calculated as seen in table 4.3. This was done by first dividing the total number of units in each stratum by the total number of star-rated hotels, and then multiplying the resulting number by the sample size that had been chosen. Using the lottery technique in Microsoft excel, the final drawing of samples from each stratum was done randomly to ensure complete randomness.

Table 4.3 Sample size by star-rating

Category	Total number of star-rated hotels	Sample from stratum
5-star	3	2
4-star	15	10
3-star	35	23
2-star	220	144
1-star	431	281
Total	704	460

Source: Author's sample determination (2020)

4.5 Data source

The most important form of data was known as primary data. Questionnaires were sent to the managers of star-rated hotels in order to collect information from them on their management styles, market orientations, and sustainable performance. In order to meet the requirements of this study's minimal sample size, the questionnaires had to be personally delivered to their intended recipients. The questionnaires were sent directly to the managers or senior managers of the star-rated hotels that served as the sample population. Only one top or senior management was requested to take part in this research from each hotel that has been given a star rating. Managers were asked questions for the survey because of their extensive prior knowledge on the topic that was being investigated. Other aspects that were explored included the environmental issues that have an impact on hotel operations, as well as the hotel's sustainable performance. In addition to that, socio-demographic information on the managers was gathered. A last round of data collection was done in January 2022, after initial data collection conducted between April and December 2021.

4.6 Instrumentation and operational definitions of variables

In order to collect data for this investigation, questionnaires were sent out to the proprietors and managers of the star-rated hotels in Ghana that were utilized as a sample. In order to accomplish the goals of the research, multi-item surveys that were modelled after instruments that had received widespread acclaim and had been verified in the past were used. On the other hand, as a result of the one-of-a-kind industry and the characteristics of the variables, the modified scales were considerably updated or rephrased in order to improve the respondents' capacity to grasp and read them. After sending the questionnaire to specialists in the area and researchers for correct composition, the survey was then changed appropriately based on their expert advice, comments, and ideas, and it was then sent to the appropriate recipients. The questionnaire that was intended for managers was made up of closed-ended questions and was divided into five distinct sections. The first section focused on different styles of leadership, the second on different approaches to the market, and the third on different environmental conditions. The fourth portion will focus on gathering information about the firm's long-term success. The fifth and last portion of the survey will ask for information about the socio-demographic statistics of the respondents. Existing research (Kohli, 1989) has measured leadership styles using scales with five points; however, the use of a seven-point Likert scale increases the reliability of the data collected, despite the fact that it does not impact the components analysis (Barns et al., 1994). As a consequence of this, a Likert scale with seven points was utilized in this investigation to determine the perceptions of managers regarding their leadership styles, marketing orientations, sustainable performance, and environmental factors. This scale has the potential to improve the reliability and validity of the responses (Malhotra, 1993).

The scale for evaluating leadership styles was modified from one developed by Bass and Avolio (1996). The Multifactor Leadership Questionnaire, sometimes known as the MLQ 5X, is a tool for evaluating leadership that assesses leadership behavior as well as leadership style. In the field of study on leadership theory, it is one of the key measuring instruments that is used. Its primary purpose is to assess the aspects associated with leadership and the manner in which they contribute to determining a leader's efficiency and effectiveness in their role. For instance, the answer to the question regarding transformational leadership was evaluated based on five criteria, which are collectively referred to as the 5Is. These criteria include idealized influence (behaviours), idealized influence (attributes), intellectual stimulation, inspirational motivation, and individualized consideration. In addition, the features of transactional leadership were broken down into three scales: management by exception (active) contingent reward, and management by exception (passive) (Bass and Avolio, 1994). The tools that McCann and Holt devised in order to assess sustainable leadership were used (2011). This survey has fifteen questions to it, and its purpose is to evaluate how sustainable leaders are in tune with sustainability. Further, the MARKOR measure produced by Kohli and Jaworski and the MKTOR construct established by Narver and Slater (1990) are the two primary

market orientation measurements that have been developed. Notwithstanding the fact that the Kohli and Jaworski measure offers a number of appealing qualities, the construct itself has been the target of much scholarly critique. Comparatively, the MKTOR framework developed by Narver and Slater (1990) is used in a variety of settings (e.g. Im and Workman, 2004). Accordingly, the Narver and Slater (1990) measure of market orientation will be used in this investigation in order to determine the extent to which hotel managers have embraced market orientation as a component of their strategic culture. Self-reported performance criteria, as well as criteria suggested by GRI (2016) and Selvam, Gayathri, Vasanth, Lingaraja, and Marxiaoli, were used to evaluate the company's level of sustainable performance (2016). The evaluation of the employee's performance was based on a Likert scale that ranged from 1 (meaning "much lower") to 7 (meaning "much higher"). Comparing the hotels' economic, environmental, and social performance against that of their competition was the focus of this measurement. Environmental characteristics, including competitive intensity, market turbulence, and technological turbulence, were assessed with the help of Jaworski and Kohli's (1993) 17-question instrument. This was done in order to evaluate the hotel sector. In order to solve the problem of the lengthy nature of the questionnaire, the questions were condensed, simplified, and made as clear as possible. Table 4.4 depicts the operational definitions of variables.

Table 4.4 Measurement Instruments for the variables

Variable	Operational definition of variables	Measurement constructs	Source
Leadership style	The behavioural pattern implemented by a leader to achieve organisational objectives.	Transformational Transactional Sustainable	MLQ FORM 5X- Bass and Avolio (1996) SLQ- McCann and Holt (2011)
Market Orientation	A philosophy that creates appropriate behaviours to enhance customer value and consequently improving performance.	Customer orientation Competitor Orientation Inter-functional coordination	MKTOR- Narver and Slater (1990) as applied by Im and Workman (2004)

Firm sustainable performance	The harmonisation of social, economic, and environmental objectives in delivering firm core activities to maximise value.	Economic Environmental Social	GRI (2016) Selvam, Gayathri, Vasanth, Lingaraja and Marxiaoli (2016)
Environmental Factors	Identifiable external factors which impact the growth, operations and survival of a firm.	Technological turbulence Market turbulence Competitive intensity	Jaworski and Kohli (1993)

Source: Authors construct (2020)

4.7 Data Processing and analysis

The information that was gathered was coded and entered using the IBM SPSS (Statistical Package for Social Science), which was followed by the data being stored in the proper format so that it could be analysed using the SmartPLS software (Ringle, Wende, and Becker, 2015). It is necessary to make use of a powerful analytical tool that is tailored to the research if one wants to guarantee that the sample size is sufficient for the purpose of contextual generalization. As a result, the research used PLS 3 software to do an analysis of the data using a method known as partial least squares structural equation modelling (PLS-SEM). The principle of partial least squares (PLS) may be seen as the weighted connection for measuring latent variables. PLS-SEM is centred on the process of accumulating the explanatory power of formative constructs on reflective constructs. A multivariate approach called Smart PLS is used in the calculation of route models that include latent variables.

The PLS-SEM has the capability of comparing theoretical hypotheses with the data that has been acquired. It does this by evaluating the scales that are used to measure theoretical constructs and by estimating the connections that are hypothesized to exist between the constructs. Because it sought to maximize the amount of explained variance in the dependent constructs (market orientation and sustainable performance), improve the predictiveness of the independent constructs, and contribute to the development of theory, this research design was suitable for this particular study (Hair et al., 2016). As a result, PLS-SEM makes advantage of its qualities of measurement and structural model in order to answer hypothesized questions about connections. Additionally, PLS-SEM is a preferred technique in marketing research and has been used to address vital marketing research problems, particularly in understanding important aspects of Islamic brands (Jumani and Sukhabot, 2020), online shopping (Ofori and Appiah-Nimo, 2019), firm competitive advantage and performance (Ofori and Appiah-Nimo, 2021; Anabila, Kastner, Bulley

and Allan, 2020), market orientation (Oduro and Haylemariam, 2019 (Nimo, Agyapong and Ofori, 2020).

The PLS-SEM methodology has been broken down into five distinct stages, as stated by Ghazali and Latan (2015). The PLS-SEM process begins with conceptualization, which entails doing a literature research on the topic at hand in order to build the constructs. Second, the pathways have been specified, and this makes it possible to choose a sizeable portion of the population to test. The third stage, known as the bootstrapping phase, involves resampling as part of its procedure. The goal of this procedure is to determine how accurate each sample is. This estimate is based, in part, on the results of the bootstrapping procedure, which selects samples at random from the larger initial sample. The estimate of the route, which is the fourth stage, is followed by an assessment of the measurement and the structural model. In this assessment, we make use of both discriminant and convergent validities, in addition to composite reliability. In addition, the model is validated by performing goodness-of-fit tests, in addition to any other statistical tests that are relevant.

PLS-SEM is a multivariate approach that evaluates associations between variables that are being observed and latent variables, as was indicated before. The measure may be linked to its constructions and route analysis using the iterative combination of the principle components analysis used in PLS-SEM. Because PLS-SEM enables a more accurate evaluation of variables as well as various independent and dependent associations (Hair, Sarstedt, Hopkins, and Kuppelwieser, 2014), it is an appropriate statistical method to use for this investigation. PLS-SEM has been hailed as the technique par excellence for doing multiple-sample analyses since it enables researchers to evaluate whether or not different measurement models provide equivalent results (Bolen, 1989). PLS-SEM is the method that should be used to evaluate all of the causal correlations between the constructs that are the focus of the investigation because of the explanatory nature of the study.

PLS-SEM is excellent for a variety of reasons, including but not limited to the following:

- Highly skewed data might still lower the statistical power of the study.
- The assumption of normalcy and data distribution is less relaxed (Hair *et al.*, 2014).
- It is risky to make an incorrect assumption about a small sample size because it lowers the minimum sample size necessary for statistical power.

Considering the recommendations made by Hair *et al.* (2017), each of the measurement models was examined on its own, and after that, the basic structural model was analysed to test the hypothesis that was presented. In addition, in order to guarantee the quality of the data, they were checked for missing values and outliers. In conclusion, in addition to the reliability and validity tests, common-method variance and non-response tests were also carried out.

4.8 Ethical consideration

Ethical considerations were considered throughout the research process. Before beginning the data gathering process, an application for ethical approval was submitted to the institutional research board. In addition, a cover letter detailing the relevance of the research, asking the respondent's aid, and emphasizing the value of their opinion was added. This cover letter came from Tomas Bata University in Zlin, and it was attached to the first page of the questionnaire. Informed consent was obtained from participants before they participate in the study. Participants were informed about their voluntary participation, and also informed of their withdrawal from the study at any time without any consequences. In addition, respondents were informed that the confidentiality and anonymity of their replies to the questionnaire would be protected in every way possible. All data collected were only used for research purposes.

5. RESEARCH RESULTS AND FINDINGS

5.1 Demographic data of respondents

This study sought to investigate the influence of leadership style on market orientation and sustainable performance of star-rated hotels in Ghana. It further sought to analyse the moderating roles of environmental factors on the relationship between market orientation and sustainable performance. The sample consisted of 460 hotel managers of star-rated hotels in Ghana. Questionnaires retrieved summed up to 327 shows a response rate of 71 per cent. To ensure data quality, data were screened for missing values and outliers resulting in 312 usable responses. Table 5.1 depicts the demographic information of respondents.

Table 5.1 Demographic information of respondents

Demography	Frequency	Percentage
Sex:		
Male	165	52.9%
Female	147	47.1%
Age of respondents:		
20 - 24 years	34	10.9%
25 - 29 years	50	16.0%
30 - 34 years	56	17.9%
35 - 39 years	61	19.6%
40 - 44 years	52	16.7%
45 - 49 years	23	7.4%
50 - 54 years	24	7.7%
55 - 59 years	7	2.2%
60 - 64 years	5	1.6%
Educational qualification:		

No formal education	2	0.6%
Basic education certificate	9	2.9%
Junior High School Certificate	6	1.9%
Senior Secondary School Certificate	40	12.8%
Vocational/Technical	30	9.6%
Diploma/Degree	146	46.8%
Master's Degree	71	22.8%
PHD	8	2.6%
Position:		
Owner and Founder	33	10.6%
Owner and Manager	40	12.8%
Manager	190	60.9%
Others	49	15.7%
Work experience:		
Yes	235	75.3%
No	77	24.7%
Work Experience related to current job:		
Yes	170	54.5%
No	142	45.5%
Hotel Classification:		
1 Star	169	54.2%
2 Star	111	35.6%
3 Star	20	6.4%
4 Star	10	3.2%
5 Star	2	0.6%
Number of rooms:		
less than 50	258	82.7%
50 - 100	48	15.4%
101 - 200	4	1.3%
201 and above	2	0.6%
Number of Employees:		
less than 50	293	93.9%
50 - 100	17	5.4%
101 - 200	2	0.6%
Form of hotel ownership:		
Sole owner	162	51.9%
Partnership	60	19.2%
Private company	90	28.8%
Region where hotel is located:		
Greater Accra	132	42.3%
Ashanti	93	29.8%
Savanna	3	1.0%

North	1	0.3%
Eastern	14	4.5%
Bono	5	1.6%
Oti	5	1.6%
Upper-West	5	1.6%
Western-North	6	1.9%
Bono-East	3	1.0%
North-East	5	1.6%
Upper-East	2	0.6%
Volta	8	2.6%
Western	15	4.8%
Central	10	3.2%
Ahafo	5	1.6%

Source: Field Data (2022)

Demographic results from the study as depicted in table 5.1 shows that the respondents were made up of 165 males, representing 52.9% of the study population and 147 females representing 47.1% of the population. Young adults made up 26.9% of the respondents. Within this group, 34 persons representing 10.9% of the respondents were 20-24 years old and 50 people representing 16.0% of the respondents were between the ages 25-29 years. The highest proportion of respondents (19.6%) was also within the young adult population with ages ranging from 35-39 years. In total, 106 respondents representing 34% were middle-aged adults. This figure comprises 52 of the respondents aged 40-44 years (16.7%), 23 of them aged from 45-49 (7.4%), 24 aged 50-54 (7.7%) and 7 aged 55-59 (2.2%) while the rest, older adults aged from 60-64 formed a small proportion of the respondents (1.6%). While only 0.6% of the respondents had no formal education, the majority had some level of formal education. From table 5.1, 146 respondents, representing 46.2% of the population had a diploma or a degree, 71 respondents, representing 22.8% had a master's degree and 8 respondents, representing 2.6% had attained a PhD. Regarding high school education, 40 (12.8%), 6 (1.9%) and 9 (2.9%) of the respondents had a senior secondary school certificate, a junior high school certificate and a basic education certificate respectively. This indicates that the respondents had high level of education and therefore could understand and respond to the issues of the style of leadership, market orientation and sustainable performance of the hotels they managed. To support this point further, most of the respondents also held manager positions which made them well placed to understand the leadership style, market orientation culture, and the performance of all the respective hotels.

In terms of positions held at the hotels, 190 respondents (60.9%) had the position of being only managers. Forty (40) of the respondents (12.8%) were owners and managers, 33 respondents (10.6%) were founders and also managers and 49 respondents (15.7%) held positions other than those mentioned. A little over two-thirds of the respondents (235) had prior work experience (75.3%) while 77

respondents representing 24.7% had no work experience prior to their current job. 170 respondents (54.5%) had work experience that were related to their current job but 142 respondents (45.5%) had no work experience related to their current job. Hotel classification in terms of star rating depicts two 5-star hotels representing 2% of the hotels sampled. Majority of the hotels (169) were 1-star representing 54.2%. The second largest were 2-star hotels (111) which represented 35.6% of the total population. Again, 20 of the hotels in the study representing 6.4% were classified as 3-stars. The rest of the 10 hotels representing 3.2% were 4-stars hotels. The number of rooms as shown in table 5.1 depicts the highest proportion of the hotels sampled had less than 50 rooms (82.7%) while only 0.6% of the hotels had more than 200 rooms. Hotel employment suggests that 293 representing 93.9% of the hotels had less than 50 staff while 17 representing had between 50-100 staff. Only 2 (0.6%) of the hotels had between 101 to 200 employees. Hotel ownership information shows that more than half (51.9%) of the hotels were solely owned. Partnerships represented 19.2% of the respondents, while, 90 hotels, representing 28.8% were owned private companies.

The Greater Accra area, which also serves as the capital of Ghana, has the largest number of hotels, totalling 132 and accounting for 42.3 percent of the total. This should not come as a surprise given that Accra is the nation's capital and the location of the country's only international airport. This area has seen a significant uptick in tourism in recent years, and it is now home to a number of prestigious western hotel brands. To reiterate, Greater Accra is the most populous area in the country, accounting for around 19 percent of the overall population. This makes it the most populous region in the country. In addition, they are responsible for the majority of the country's national historic sites, national monuments, beaches and recreational areas, community and art festivals (like Chalewote), and other tourism attractions. After them comes the Ashanti area, which consists of 93 hotels and accounts for 29.8 percent of the total. In addition to having the second highest population in the country, this area is home to a highly diverse and vibrant cultural heritage. In terms of tourism, they have a number of fascinating historic sites, recreational places and parks, as well as a number of events that showcase the rich culture of the region. According to the statistics, the Western area has a total of 15 hotels, which is equivalent to 4.8 percent of the total. This area is blessed with a variety of beaches, harbours, and other tourist sites and attractions that are really one-of-a-kind. The regions in the upper east and north had the lowest percentage of representatives, coming in at 0.6 percent and 0.3 percent, respectively.

5.2 Measurement model assessment (Reflective)

Combining component analysis with multiple regressions, the Partial Least Squares - Structural Equation Modelling (PLS-SEM) method minimizes the residual variances of the endogenous constructs. This method is also known as "PLS-SEM" (Hair *et al.*, 2011). For the reason that the PLS algorithm computes latent variable scores as exact linear combinations of the observed indicator variables, which serve as proxies for

latent variables, in order to approximate model relationship, the method develops a more precise estimates of factor scores. This is because the process develops more precise evaluations of factor scores (Lowry and Gaskin, 2014). Therefore, in order to properly understand the hypothesized links, particularly those between the latent variables, construct validity must first be proven (Peter and Churchill 1986). Researchers may therefore guarantee that the measurement models capture the phenomena they wish to test thanks to this method (Campbell and Fiske, 1959). Specifically, the PLS-SEM method begins by optimizing the parameters of the measurement model, and then, in a second phase, it estimates the path coefficients in the structural model. Therefore, researchers that use PLS-SEM need to begin by examining the properties of the measurement models. This involves determining the reliability and validity of the indicators, and then eliminating any signs that may not meet the acceptable level. According to Hair *et al.* (2018), the primary areas that are investigated to determine reliability and validity include convergent and discriminant validity, as well as indicator reliability, internal consistency reliability, and internal consistency reliability.

Table 5.2 Reliability and Validity Assessment

Construct	Factor Loadings	Cronbach's alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Market Orientation		0.889	0.891	0.918	0.693
CSO2	0.810				
CSO3	0.858				
CSO4	0.858				
CSO5	0.834				
CSO6	0.800				
Sustainable Leadership		0.834	0.841	0.879	0.550
SSL 4	0.614				
SSL 5	0.782				
SSL 7	0.681				
SSL13	0.800				
SSL14	0.777				
SSL15	0.776				
Transactional Leadership		0.893	0.895	0.916	0.609
MFL36	0.774				
MFL37	0.763				
MFL41	0.759				

MFL42	0.795				
MFL43	0.827				
MFL44	0.791				
MFL45	0.752				
Transformational Leadership		0.891	0.899	0.920	0.669
MFL15	0.892				
MFL16	0.914				
MFL18	0.775				
MFL21	0.810				
MFL35	0.779				
Competitive Intensity		0.820	0.828	0.881	0.648
CMI1	0.790				
CMI2	0.831				
CMI3	0.815				
CMI4	0.784				
Market Turbulence		0.862	0.874	0.906	0.709
MKT1	0.862				
MKT2	0.880				
MKT3	0.869				
MKT4	0.748				
Technological Turbulence		0.595	0.605	0.831	0.711
TCT1	0.817				
TCT2	0.869				

Source: Field Data (2022)

Table 5.2 provides information on outer loadings, Cronbach Alpha, composite reliability and the average variance extracted (AVE). The reliability of indicators is examined from the outer loadings, where loadings above 0.7 are recommended, since they indicate that the construct explains more than 50 per cent of the indicator's variance, thus providing acceptable item reliability. Jöreskog (1971) proposed a more conserved measure of Internal consistency reliability called composite reliability. Higher values above 0.6 are generally considered acceptable, although a minimum of 0.7 is usually recommended by Hair *et al.* (2018).

Next is convergent validity which is established by average variance extracted (AVE), where AVE of 0.50 or higher indicates that the construct explains at least 50 per cent or more of the variance of the items that make up the construct. From Table 5.2, all constructs had an AVE > 0.50. Discriminant validity shows how well items load higher onto their respective constructs and less on other constructs. This procedure is similar to exploratory factor analysis in SPSS and more robust because

of its bootstrapping approach to estimating model parameters. Two main outputs were examined for discriminant validity, cross-loadings (Table 5.3) and Heterotrait-Monotrait Ratio of correlations (HTMT) (Table 5.4). According to Henseler *et al.* (2014) the cross-loading method to determine discriminant validity, is when a construct indicator displays a weak association with all other constructs with the exception of the one to which it is associated theoretically. Cross loadings are produced as part of the PLS algorithm procedure, which can be examined for the presence of discriminant validity.

Table 5.3 Cross loadings

Indicator	Market Orient	Sustain Lead	Transt Lead	Transf Leader	Sustain Perform	Market Turb.	Comp. Intensity	Tech. Turb.
CSO2	0.810	0.489	0.531	0.456	0.471	0.382	0.274	0.358
CSO3	0.858	0.543	0.545	0.515	0.531	0.417	0.287	0.387
CSO4	0.858	0.532	0.567	0.588	0.577	0.477	0.288	0.452
CSO5	0.834	0.490	0.591	0.570	0.564	0.412	0.301	0.411
CSO6	0.800	0.450	0.524	0.573	0.553	0.447	0.309	0.451
SSL13	0.486	0.800	0.506	0.485	0.516	0.406	0.312	0.376
SSL14	0.466	0.777	0.466	0.457	0.479	0.352	0.253	0.340
SSL15	0.476	0.776	0.439	0.431	0.509	0.317	0.218	0.291
SSL4	0.375	0.614	0.403	0.284	0.373	0.283	0.231	0.245
SSL5	0.431	0.782	0.436	0.388	0.420	0.295	0.228	0.287
SSL7	0.429	0.681	0.483	0.432	0.458	0.379	0.339	0.415
MFL36	0.557	0.522	0.774	0.677	0.632	0.498	0.446	0.448
MFL37	0.569	0.500	0.763	0.608	0.575	0.484	0.415	0.436
MFL41	0.478	0.486	0.759	0.606	0.579	0.484	0.400	0.490
MFL42	0.482	0.462	0.795	0.605	0.586	0.499	0.383	0.521
MFL43	0.564	0.505	0.827	0.657	0.632	0.463	0.340	0.529
MFL44	0.485	0.463	0.791	0.596	0.554	0.396	0.357	0.430
MFL45	0.476	0.414	0.752	0.536	0.507	0.405	0.367	0.441

MFL15	0.609	0.477	0.680	0.892	0.743	0.635	0.481	0.616
MFL16	0.595	0.525	0.708	0.914	0.729	0.632	0.494	0.595
MFL18	0.520	0.429	0.589	0.775	0.593	0.512	0.412	0.487
MFL21	0.482	0.455	0.604	0.810	0.611	0.573	0.459	0.557
MFL35	0.504	0.464	0.706	0.779	0.663	0.512	0.377	0.471
MKT1	0.522	0.408	0.548	0.663	0.645	0.862	0.601	0.632
MKT2	0.418	0.451	0.507	0.625	0.552	0.880	0.662	0.563
MKT3	0.432	0.407	0.508	0.545	0.525	0.869	0.667	0.511
MKT4	0.334	0.265	0.419	0.454	0.476	0.748	0.578	0.532
CMI1	0.295	0.297	0.405	0.425	0.369	0.600	0.790	0.437
CMI2	0.205	0.272	0.346	0.403	0.357	0.549	0.831	0.367
CMI3	0.315	0.276	0.469	0.490	0.507	0.666	0.815	0.448
CMI4	0.294	0.300	0.358	0.383	0.447	0.557	0.784	0.426
TCT1	0.352	0.364	0.489	0.440	0.525	0.459	0.401	0.817
TCT2	0.476	0.381	0.528	0.650	0.612	0.655	0.480	0.869

Source: Field Data (2022)

The cross-loadings as it is known for determining the presence of discriminant validity of indicators, Heterotrait-Monotrait ratio of correlations (HTMT) is a method used for the further assessment of discriminant validity in variance-based SEM. The HTMT, as it is considerably robust, a value close to 1 (one) depicts that there is a lack of discriminant validity. Thus, discriminant validity will exist if the latent ratios show a threshold with a value below 0.85 (Kline, 2011) or 0.9 (Gold, Malhotra and Segars, 2001). This explains that the smaller the HTMT ratio, the better indicators perform well in discriminating among constructs to which they are not associated theoretically.

Table 5.4 Heterotrait-Monotrait ratio (HTMT)

	Market Orient.	Sustainable Lead.	Transact Lead.	Transform Lead.
Market Orientation				
Sustainable Leadership		0.698		

Transact Leadership	0.741	0.712	
Transform Leadership	0.728	0.649	0.880

Source: Field Data (2022)

5.3 Creation of second-order construct: sustainable performance

Sustainable performance was conceptualized as a second-order (HOC) construct, which was created from the latent variables scores of economic, social and environmental performance. In PLS-SEM, second-order constructs are created and analysed through Hierarchical Component Modelling (HCM). There are some approaches widely adopted to guide measurement, construct specification and data analysis in HCM. Among them are the Repeated Indicators Approach (Wold, 1982), Joint Two-stage Approach (Ringle *et al.*, 2012), Disjoint Two-stage Approach (Becker *et al.*, 2012), Extended Repeated Indicators Approach (Becker *et al.*, 2012) and Improved Extended Repeated Indicator approach.

Out of these, the two most adopted approaches which have been proposed in Wold (1982) and Wetzels *et al.* (2009), Ringle *et al.* (2012) and Becker *et al.* (2012) are 1) the repeated indicator and 2) the two-stage approaches. In the repeated indicator approach, all indicators of the LOCs are assigned to the measurement of the HOCs. Even though the repeated indicators are easy to execute, it becomes problematic to apply in the case where formatively measured HOC is also an endogenous construct in the structural model. Consequently, the two-stage approach proposed by Ringle *et al.* (2012) was applied. This approach involves connecting all the latent constructs and generating latent variables through the PLS algorithm procedure. The latent variable scores for the lower order constructs are subsequently used as indicators for the second-order construct's measurement model. The lower-order constructs involving economic performance; social performance and environmental performance were then used as indicators for sustainable performance, which is the higher-order construct.

5.4 Assessment of measurement model for formative-measured sustainable performance

In the case of reflectively measured constructs like market orientation, transactional, transformational, and sustainable leadership, the evaluation of the measurement model includes things like average variance estimates (AVEs), factor loadings, composite reliability, and so on. All of these criteria are predicated on the existence of a connection between the indicators. When evaluating formative elements, however, one should not assume that signs are correlated with one another. When we assume that sustainable performance will be formatively monitored, we are making the premise that causation will flow from the indicators to the constructs. In other words, the construct is formed through formative measurement models via the use of linear

combinations (Richter *et al.*, 2020). Second, the link between each indicator and the notion of sustainable performance is represented by a regression weight. Third, unlike reflective models, indicators cannot be swapped out, and each indicator in a formative model represents a distinct facet of a construct's domain. Indicators are also not intended to have a high degree of correlation with one another (no collinearity among indicators).

According to Hair, Risher, Sarstedt, and Ringle (2018), the evaluation of formative measurement models is conducted based on the statistical significance of indicator weights as well as the collinearity of the indicators themselves. In addition, Chin (1998) advocated the use of redundancy analysis as a method for evaluating the convergent validity of formatively assessed constructs. This is accomplished by determining the degree to which the construct correlates with a different measurement strategy for the same notion. When assessing the degree to which the formative indicators are highly correlated with one another, the variance inflation factor (VIF) is often used. If the VIF values are high, then the degree of collinearity will be high as well. Values of the VIF that are more than 5 point to potential collinearity difficulties among the predictor constructs. The correlation between the various metrics of sustainable performance construct is shown in Table 5.5.

Table 5.5 Significance and collinearity diagnostics of indicator weights

	Path Coefficient (0)	STDEV	T stats (0/STDEV)	P Value <0.05	VIF<5	Weight
Economic performance	0.079	0.079	1.002	0.316	2.712	0.079
Environmental performance	0.541	0.092	5.886	0.000	3.917	0.541
Social performance	0.432	0.096	4.517	0.000	4.280	0.432

Source: Field Data (2022)

Mason and Perreault (1991); Becker *et al.* (2015) suggest a more stringent criteria, where VIF values close to 5 and lower are preferred. From Table 5.5, all VIF values for economic, social and environmental were below 5, which is an acceptable threshold according to Hair *et al.* (2018). The second step involves assessing the indicator's weight and whether it contributes statistically to the overall variance in the construct it is measuring. The outer weight is generated through a multiple regression with the latent variable score as the dependent and the formative indicators as the independent variable. The values (*t* and *p* values) obtained through the bootstrapping

procedure were used to determine the significance of the relative contribution of each indicator in forming the sustainable performance construct. In Table 5.5, *p* values show that economic performance has no statistically significant effect on sustainable performance, thus its contribution is not significant.

Moreover, redundancy analysis in which formatively-measured sustainable performance served as an exogenous construct to another reflectively-measured criterion construct. According to Hair *et al.*, (2017a) the path coefficient should be 0.7 or higher. The model figure 4 and 5 shows that convergent validity was achieved. In model figure 5, even when economic performance was deleted, the path coefficient was reduced by 0.001 showing its weak contribution to the formative construct. So economic performance was subsequently deleted from the final model based on the statistical significance and redundancy analysis.

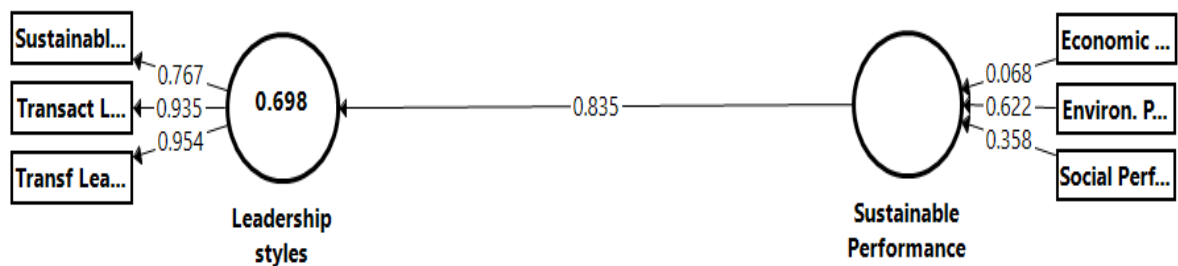


Fig 4: Formative assessment for Sustainable performance
Source: Field Data (2022)

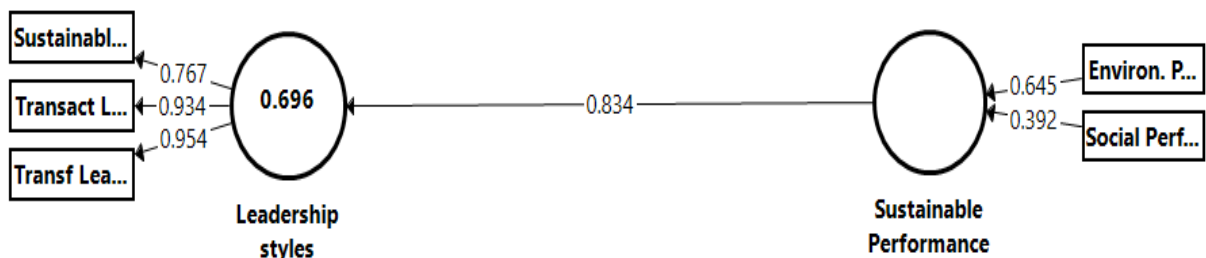


Fig 5: Final model for Formative assessment
Source: Field Data (2022)

5.5 Assessment of structural model

Hair *et al.* (2018) proposes a four-step assessment methodology for the structural model after the reliability and validity of the measurement model have been established. These steps are as follows: collinearity diagnostics, significance and relevance of structural model relationships, predictive relevance and models-goodness-of-fit.

5.6 Collinearity diagnostics

The term "collinearity" refers to correlations or numerous correlations of sufficient size that have the potential to negatively influence the path coefficients and, as a result, the R-square value. Collinearity may occur when there are many correlations of sufficient significance. The presence of multicollinearity denotes a situation in which the independent variables themselves are associated. In PLS-SEM, multicollinearity is investigated by looking at the structural model as well as the formative indicators. Becker *et al.* (2015) propose a more rigorous criteria, in which VIF values of three or lower and those closer to three are favoured. According to Table 5.6, all of the VIFs are either very close to 3 or below, which indicates that multicollinearity has no effect on the structural model (Hair *et al.*, 2018).

Table 5.6 Variance Inflation Factor (VIF)

	Market orientation	Sustainable performance
Market orientation		2.129
Sustainable leadership	1.654	1.816
Sustainable performance		
Transactional leadership	2.972	3.129
Transformational leadership	2.702	2.872

Source: Field Data (2022)

5.7 Significance of structural relationship

On the basis of the theoretical framework, the structural model illustrates the interactions that exist between the latent variables. The estimates of the latent variables are linear aggregates of their observed indicators. The loadings and weights of the observed indicators are acquired by the PLS estimation technique in accordance with the requirements of the inner and outer models. The structural model relationships are shown in figure 6. The bootstrapping method, in which 5000 random subsamples are created, is used in the test to determine whether or not the results are significant. According to Mooney *et al.* (1993), bootstrapping is a computationally intensive process that involves drawing random samples an extremely high number of times in order to generate an empirical estimate for the sample distribution of a statistic. This estimate is based on the distribution of the sample itself. The outcomes of such a technique include the reduction of measurement errors and the generation of estimates that are more accurate in their depiction of the population (Mooney *et al.*, 1993). In addition, Efron and Tibshirani (1985) and Preacher, Rucker, and Hayes (2007)

characterize bootstrapping as a computer-based strategy that assures the correctness of an estimate by removing both type I and type II mistakes. PLS-SEM is made more resilient and capable of delivering high statistical power as a result of this technique being used. Because the variance-based PLS-SEM approach has a greater statistical power, there is a greater likelihood that it will discover differences that truly exist within the population (Reinartz *et al.*, 2009; Sarstedt *et al.*, 2016b; Hair *et al.*, 2017c).

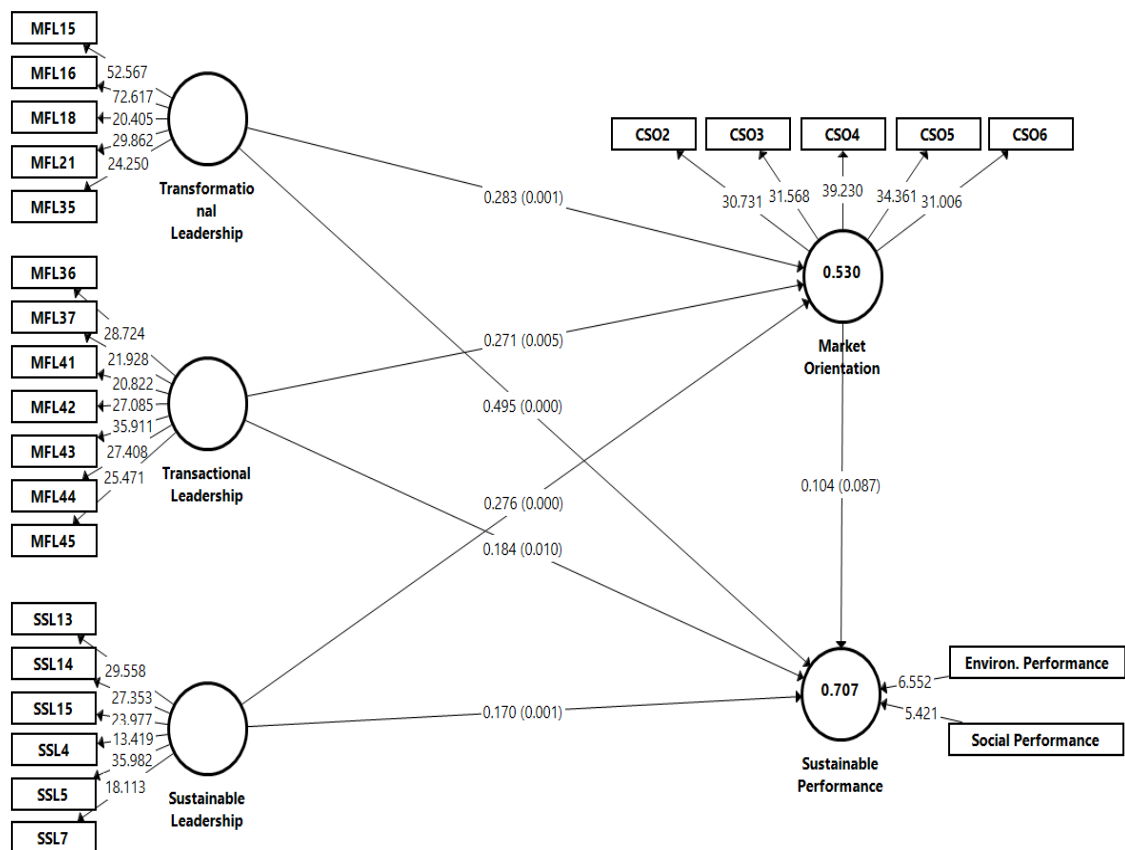


Fig 6: Structural Model
Source: Field Data (2022)

Table 5.7 Path coefficient

Path Relationship	Path Coefficient	Standard Deviation (STDEV)	T values	P values (p<0.05)	Significance
Market Orientation -> Sustainable Performance	0.104	0.060	1.715	0.087	NO

Sustainable Leadership -> Market Orientation	0.276	0.076	3.638	0.000	YES
Transactional Leadership -> Market Orientation	0.271	0.096	2.823	0.005	YES
Transformational Leadership -> Market Orientation	0.283	0.085	3.324	0.001	YES
Sustainable Leadership -> Sustainable Performance	0.170	0.053	3.207	0.001	YES
Transactional Leadership -> Sustainable Performance	0.184	0.073	2.523	0.010	YES
Transformational Leadership -> Sustainable Performance	0.495	0.059	8.407	0.000	YES

Source: Field Data (2022)

5.8 Explanatory and Predictive performance

The entire reliance and stress on p values (statistical significance) for drawing conclusions and making policy advice is highlighted by a number of researches. Only the presence or absence of an effect among a group of constructs can be determined using p values (Sullivan and Feinn, 2012). It is now possible, thanks to advancements in analytical method such as PLS-SEM, to investigate further the explanatory and predictive ability of models. Analysing both the in-sample and the out-of-sample predictions is necessary in order to evaluate the predictive significance of the model. When making an in-sample prediction, first the full data set is used to estimate the model, and then the model's estimates are used to forecast outcomes for observations taken from the same data set. The coefficient of determination (R^2) and the effect size (f^2) test are the two most important statistical methods. The ability of the model to

provide an explanation is being tested here. Both Table 5.8 and Table 5.9 provide the R^2 and f^2 statistics, respectively.

Table 5.8 R Square

	R square	R Square Adjusted
Market Orientation	0.530	0.526
Sustainable Performance	0.742	0.736

Source: Field Data (2022)

Coefficient of determination (R^2) is a measure of predictive accuracy and joint significance of a model. It represents the amount of variance in the endogenous construct that is explained by all the exogenous constructs that are theoretically associated. R^2 values range from 0 to 1, where higher values indicate high predictive accuracy. Since R^2 values increase with the number of predictors, adjusted R^2 is recommended because it controls for complexity in the model and is useful when comparing models. In table 5.8 the R^2 adjusted values for sustainable performance and market orientation are 0.736 and 0.526 respectively. It can be deduced that 73.6% of the variance in sustainable performance was explained by market orientation, sustainable leadership, transactional leadership and transformational leadership styles. Similarly, sustainable leadership, transactional leadership and transformational leadership styles jointly explained almost 53% of the variance in market orientation.

Table 5.9 F square

	Market orientation	Sustainable leadership	Transact leadership	Transform leadership	Sustainable performance
Market Orientation		0.098	0.053	0.063	
Sustainable Performance	0.017	0.054	0.037	0.291	

Small (0.0 < effect size < 0.15); Medium (0.15 < effect size < 0.35); Large (effect size > 0.35).

Source: Field Data (2022)

In addition to the R^2 and f^2 models are estimated from the sample and a larger part of cases may lie outside the sample used to estimate the model. Again, due to the

higher generalizability of conclusions in survey studies and the practical relevance of findings for policy recommendations, and finally, explanatory power does not imply predictive power. More recently, however, calls made for predictive power based on new observations by estimating Blindfolding-based Q^2 and PLSpredict. This further analysis helps to examine the predictive power of the model.

5.9 Blindfolding

The Stone-Geisser’s Q^2 value (Stone, 1974; Geisser, 1974), as a criterion of predictive relevance of latent variables in the PLS path model, is obtained by using the blindfolding procedure. Estimates based on reduced datasets are used to predict the omitted data points. The data omission and estimation process go through several rounds of iterations so that every data point has been omitted and predicted. The prediction error is used as an indicator of predictive relevance. The final Q^2 value produced is interpreted based on the following rules of thumb: $0.02 \leq Q^2 \leq 0.15$ weak predictive power, $0.15 \leq Q^2 \leq 0.35$ moderate predictive power and $Q^2 \geq 0.35$ strong predictive power (Hair *et al.*, 2018). Table 5.10 presents the output from the blindfolding procedure and based on the recommended threshold, we can establish a strong predictive power for the structural model.

Table 5.10 Blindfolding

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Market Orientation	1560.000	997.942	0.360
Sustainable Leadership	1872.000	1872.000	
Sustainable Performance	624.000	222.114	0.644
Transactional Leadership	2184.000	2184.000	
Transformational Leadership	1560.000	1560.000	

Source: Field Data (2022)

5.10 PLS predict

In addition to the blindfolding-based Q^2 approach to assessing predictive power, PLS predict, a true out of sample prediction was also performed. It is a true out of sample procedure because its prediction does not depend on all data sets. PLS predict

is described as a goodness of fit test for structural models because it relies on the principle of cross-validation, and so a better estimate of predictive accuracy is obtained as a result. The following test statistics, which are prediction errors, are reported as part of the procedure: RMSE (root mean square error of predictions), MAE (Mean absolute error), MAPE (Mean absolute percentile error) and Q^2 (similar to blindfolding-based Q^2). When a model has high predictive power, it is expected that the errors (RMSE, MAE and MAPE) in the linear model (LM) are larger than the errors produced in the partial least squares (PLS) model. Also, the Q^2_{predict} should be higher in the PLS model. The test statistics in Table 5.11 shows that RMSE, MAE and MAPE in the LM model are higher than those in the PLS model, while Q^2_{predict} is higher in the PLS model, thus confirming the predictive power of the structural model.

Table 5.11 PLS Predict

PLS					LM			
	RMSE	MAE	MAPE	Q^2_{predict}	RMS E	MAE	MAPE	Q^2_{predict}
CSO2	1.076	0.762	21.047	0.297	1.146	0.806	21.946	0.203
CSO5	1.192	0.837	26.033	0.379	1.238	0.862	25.473	0.330
CSO6	1.323	0.963	30.163	0.332	1.414	1.001	31.576	0.237
CSO3	1.114	0.753	23.004	0.355	1.181	0.799	23.974	0.275
CSO4	1.009	0.694	17.491	0.394	1.086	0.735	18.507	0.298
Env't Perf.	0.583	0.452	119.428	0.643	0.609	0.468	125.184	0.610
Social perf.	0.595	0.449	143.925	0.636	0.608	0.460	150.372	0.620

Source: Field Data (2022)

5.11 Analysis of moderation

The analysis of moderation shows that the influence of a moderator variable can be seen in both the intensity of a connection between a predictor and an outcome variable as well as in the direction that the relationship points. This indicates that the influence of a moderator variable can be seen in both the intensity of a connection between a predictor and an outcome variable as well as in the Baron and Kenny (1986) proposed a difference between two separate types of moderators: categorical (such as gender, race, or social status), and continuous moderators (e.g. Income level). When included in a structural model, moderators typically have the power to magnify, lessen, or even reverse the effect of a predictive variable on a particular result. This is because moderators are able to act as an intermediary between the predictive variable and the outcome. According to the hypothesis that guides this line of inquiry, the connection between market orientation and sustainable performance will be moderated by three environmental factors: market turbulence, technical turbulence, and competitive intensity. These are the variables that will be examined in this study.

The generation of moderating effects in PLS-SEM may largely be achieved via the use of one of these three methods: the product indicator method, the two-stage technique, or the orthogonalizing method. Findings that are similar to one another are likely to be produced by both the product indicator method and the two-stage technique the majority of the time. Indicators for the interaction variable are produced from all possible pair combinations of the indicators of the predictor and the moderator variable, which are used by the product indicator approach. This ensures that the interaction variable's indicators are as accurate as possible. The two-stage analysis, on the other hand, takes use of the latent variable scores of the predictor as well as the moderating variable from the first model. Both of these are taken from the initial model. The SmartPLS software does this analysis on its own automatically. After that, these latent scores are included into the procedure for calculating the indicators for the interaction variable. When looking into the effects of moderation, it is required to look into the path coefficients of the predictor variable, the moderator, and the product of the predictor and the moderator. Only then can the whole picture of the effects of moderation be understood (the interaction effect).

In order to properly conduct research on the effects of moderation, it is required to analyse the path coefficients of the predictor variable, the moderator, and the interaction effect. For the purpose of determining whether or not a moderating impact is present, a basic slope analysis is used. This analysis is presented in the form of a graph and is generated using the PLS Algorithm. The slope tests are performed in a manner that is consistent with the procedures that were established by Aiken and West (1991) and Dawson (2014). The diagram depicts simple slope assessments to determine the association between a predictor and the outcome variable as well as the significance for a given value of the moderator. These tests can be used to determine whether or not the graph accurately represents the relationship. In addition, the

bootstrap approach is used to assess whether or not the various moderating effects are statistically significant.

5.12 The moderation analysis of environmental factors

According to Jaworski and Kohli's (1993) research, the environment in which a company conducts its business is a highly significant component. Because environmental factors can simultaneously present opportunities, constraints, and dangers, the allure, practicability, and unpredictability of the relationship between leadership styles and organizational performance are all subject to change. This is because environmental factors can simultaneously present opportunities, constraints, and dangers. Both the RBV by Penrose (1959) and the strategy analysis that was provided by Grant (2010) agree that the amount of turbulence and the level of competition intensity are the two most crucial environmental features in a market. The study that was conducted by Penrose in 1959 found that market conditions are "affected by the activity of rivals and by the preferences, or at least the psychology of consumers" (1959, p. 217).

Therefore, in light of Penrose's viewpoint on the present state of the market circumstances, it follows that the level of competitive intensity in the market as well as the market's volatility are important market aspects to take into consideration. In addition, the more recent NRBV literature suggests that in order for a company to have a sustainable competitive advantage, it should employ the various resources it owns in order to better satisfy the requirements of both its clientele and the environment. This is in order for the company to have a sustainable competitive edge. The NRBV literature has a number of suggestions, and this particular one is one of them. According to the Natural Resource-Based View (NRBV), the behaviours of customers and competitors in a product market has a strong tie to the competitive advantage and value creation that are provided by their distinctive resources, which also impact the firm's natural environment. This view also asserts that the natural environment of the firm has an effect on the behaviours of customers and competitors in the product market. This is one of the fundamental principles that underpins the NRBV. This is the true regardless of whether the firm in issue is a buyer, a supplier, or operates in a service-led sector. The situation is the same in each of these scenarios.

The level of competition that is present in a market as well as the shifts in demand and supply that are brought about as a direct result of that rivalry have the potential to have a significant influence on the value of certain resources (Teng and Cummings, 2002). Additionally, stakeholders such as customers and competitors within an industry can have a direct and significant impact on the strategic decisions that a company makes as it searches for ways to gain a competitive edge. This can be the case when the company is looking for ways to differentiate itself from the competition (Grant, 2010). As a result of this, these two major competitors in the market (Zhou and Li, 2010) are likely to have an impact on the consequences that the strategic decisions made by the company have on the performance of the company. This is because of the

fact that this has a direct bearing on the company's performance. This strategic point of view seems to imply that shifts in the level of market volatility and the intensity of the level of competition may have the potential to affect the effects that a company's innovativeness has on the performance of its business. These shifts in level of market volatility and the intensity of the level of competition may have the potential to affect the performance of a company's business. In particular, this position indicates that these developments may have the potential to have a negative influence on the environment. Additionally, there are a number of academics who are of the opinion that a company's customers and competitors keep part of the value that is created as a direct result of the inventive activities that are undertaken by the organization. This is a view that is held by a number of academics (Grant, 2010).

During the most recent few decades, there has been a startling acceleration in the development of several technologies, such as mobile communication, computer technology, and digital technologies. The disruption that is brought about as a direct consequence of advancements achieved in technology sectors has emerged as a significant barrier that must be surmounted by businesses. According to the findings of a number of studies, the disruption that takes place in the technological sector has the potential to be interpreted as a driving factor that contributes to an improvement in the overall performance of innovation. This interpretation is based on the fact that the disruption takes place in the context of the technical sector. According to the theory of information processing, in order to carry out a specific job in an effective manner, it is necessary to ensure that the information processing needs of the task are compatible with the information processing capabilities of the system. This is a very necessary condition for obtaining success. If, on the other hand, the criteria for information processing were not compatible with the capabilities of information processing, then it would be hard to plan ahead, which would, in the end, result in a decrease in performance. According to these theoretical perspectives, the market, the level of technological turbulence, and the level of competitive intensity influences the market factors that have the most significant impact on the degree to which innovative firm practices boost business performance. This is because these market factors may be the market factors that have the most significant impact on the degree to which innovative firm practices boost business performance. According to Jaworski and Kohli's (1993) theory, the level of market turbulence, the level of competitive intensity, and the level of technological turbulence all play a significant part in determining how various firm strategies, such as leadership styles, affect the performance of the organization.

Considering that the external environment cannot be controlled, it has the potential to affect any strategic choices made by hotel management and also to impede any advantages that may result from such actions. To adapt to these shifts and ensure the hotel's continued viability in this climate, the hotel may need to use more modern tactics. If the external environment is very complicated and fluid. Hotel managers have an increased level of difficulty due to the fact that they cannot control the conditions outside the hotel. The culture of being market-oriented provides an opportunity for hotels since it will allow them to comprehend the ever-changing environment better

and efficiently adapt to its changes. This will allow the hotels to capitalize on the chance. According to Jaworski and Kohli, the link between market orientation and performance is moderated by these external contexts, which include market turbulence, competitive intensity, and technological turbulence. In the context of hotels, the external environment is very dynamic, competitive, and technologically oriented; as a result, it has a considerable influence on the business operations of hotels. If the hotel has a culture that is focused on the market, it will be able to recognize when there are changes in the surrounding environment and will be able to respond to such shifts in an efficient and timely manner.

The proliferation of hotels that are part of well-known worldwide hotel chains has led to a rise in the level of competition among hotels; as a result, customers now have more options. They are able to swiftly shift their tastes whenever they like, which may cause significant upheaval in the market. Once again, technology has become a driving force behind competitive advantage. Businesses that use technical tools to learn about trends, consumers, and competitors are constantly one step ahead of their rivals. In order for firms to be effective, it should have the ability to adjust to the ever-changing technology landscape and accompanying developments. In a volatile climate, a hotel that has a culture that is focused on the market will be able to comprehend these trends and the expectations of the market, and it will be able to adjust to these changes. Therefore, the link between market orientation and sustainable performance is impacted in an environment that is characterized by high levels of market and technical instability as well as extreme levels of competition. Alternately, managers may decide not to be market-oriented if the market is steady and there is less strong rivalry.

5.13 Moderating role of Market Turbulence

The market environment is distinctive by challenges. Market turbulence is an essential component of external environment because of the increased ambiguity and risk that it introduces into a company's business processes and also because of the broken causal link that it creates between strategy and firm performance. In addition, market volatility is a necessary condition for performance. A turbulent market is one that is categorised by regular and volatile changes in consumers wants and needs, as well as changes in product and manufacturing technology, as well as changes in the competitive landscape. In addition, a turbulent market is one that is branded by recurrent and erratic changes in the business environment (Atuahene Gima, Li and De luca, 2006). When there is a lot of volatility in the markets, it can be challenging for firms to keep up with the shifting trends in the market and to develop new or improved products. Because of this, companies have a strong motivation to hunt for profitable ideas from a variety of partners, which may eventually result in collaborations, and they might find these ideas as a consequence of this collaboration (Jap, 2001).

However, this also increases the risk that is associated with it because companies that are under pressure to develop creative ideas that would be to their advantage are more likely to engage in more opportunism as a consequence of this (Williamson,

1994). High levels of competition and an inability to accurately predict when technological advancements will take place are typically the root causes of market upheaval. Because technical innovation and product development cycles typically only take a relatively short amount of time, competencies associated to technology are becoming an increasingly valuable commodity. Because of this, companies are being compelled to increase the amount of money they invest in their technological capabilities to keep the same level of competitiveness as the other participants in their industry.

The concept of market uncertainty refers to the difficulty of accurately anticipating future market preferences, the nature of existing competition, and the development of environmental influences.

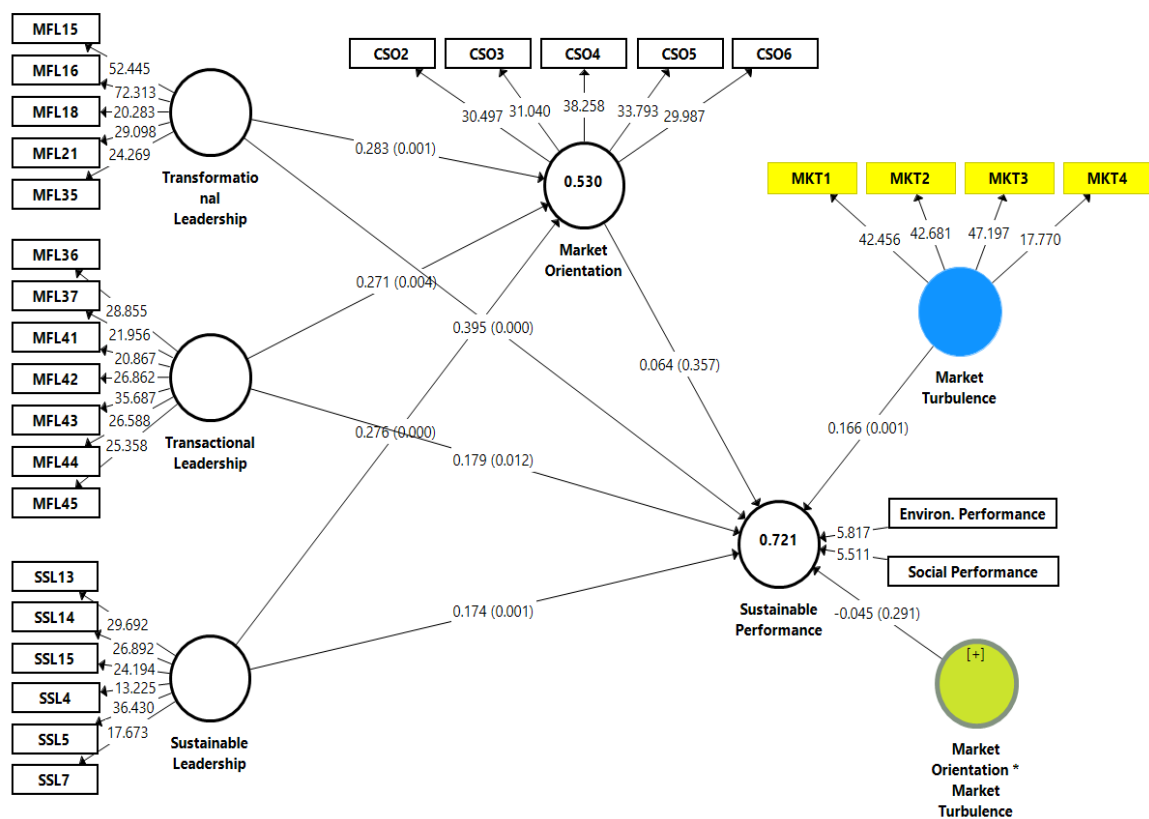


Fig 7: Path model of moderating role of market turbulence
Source: Field Data (2022)

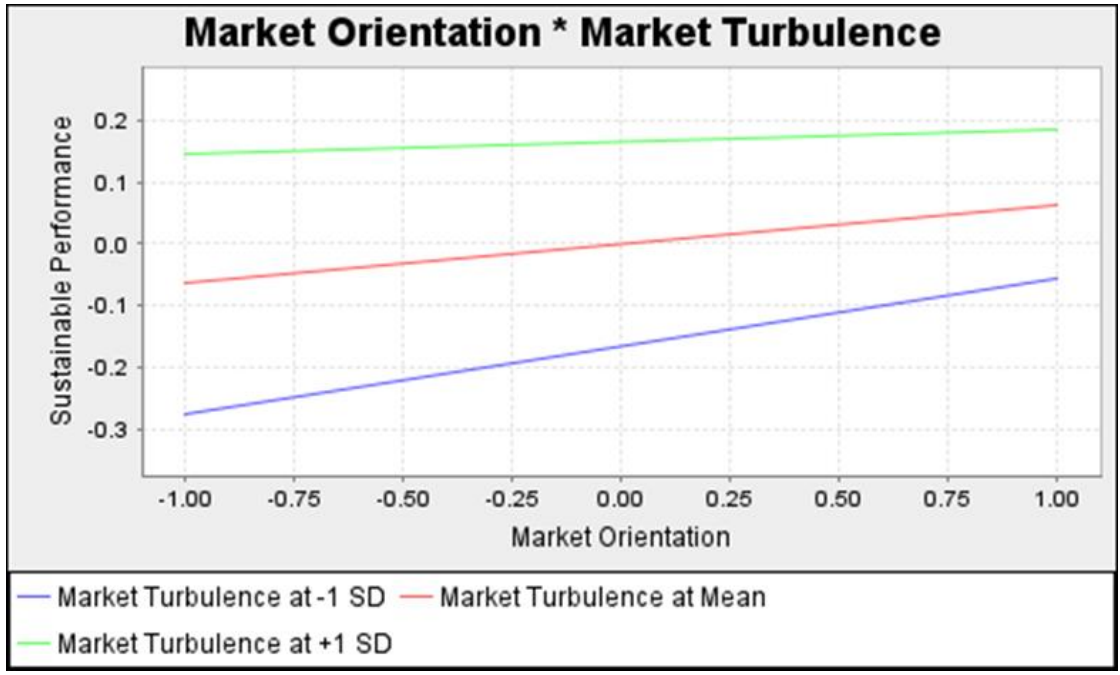


Fig 8: Slope of moderating role of market turbulence
Source: Field Data (2022)

Table 5.12 Bootstrap result of moderating role of market turbulence

	Path Coefficient	Standard Deviation (STDEV)	T values	P Values
Market Orientation -> Sustainable Performance	0.064	0.070	0.921	0.357
Market Orientation * Market Turbulence -> Sustainable Performance	-0.045	0.043	1.052	0.293
Market Turbulence -> Sustainable Performance	0.166	0.052	3.184	0.001

Source: Field Data (2022)

The graph helps to visualise the nature of the relationship between the predictor variable which is market orientation and the outcome variable which is sustainable performance to different levels of the moderators: market turbulence, technological

turbulence and competitive intensity. These different levels of the moderators are usually 1 standard deviation (SD) above and below the mean value. The red line depicts the effect without the influence of the moderator variable. Market orientation has a weak but positive effect on sustainable performance. The presence of the moderating role of market turbulence did not record any statistically significant effect in this analysis.

5.14 Moderating role of Technological turbulence

Kohli and Jaworski (1990) refer to technology as the whole process of changing inputs to finished goods and delivering to customers. Technological turbulence denotes the degree of technological variation over time in an industry. This is a result of technological change in products and innovations in the operations. Because of the continuous evolution of the global technology environment, international businesses face an increasingly difficult level of competition. Consequently, the technological setting has developed as rapid changes in technology are altering international competition. Technology supports innovations, improved supply chain visibility, better communication and faster product design to market. It was therefore expected that although market orientation is predicted to significantly influence sustainable performance, the effect takes on different values depending on the rate of technological turbulence. Thus, if an industry is categorised by a fast-changing technology, then a market-oriented culture may possibly be unwanted. However, in a business environment that is technologically stable, market orientation may be important because such an environment already has major innovations researched and developed. It is therefore hypothesised that technological turbulence moderates the association between market orientation and sustainable performance.

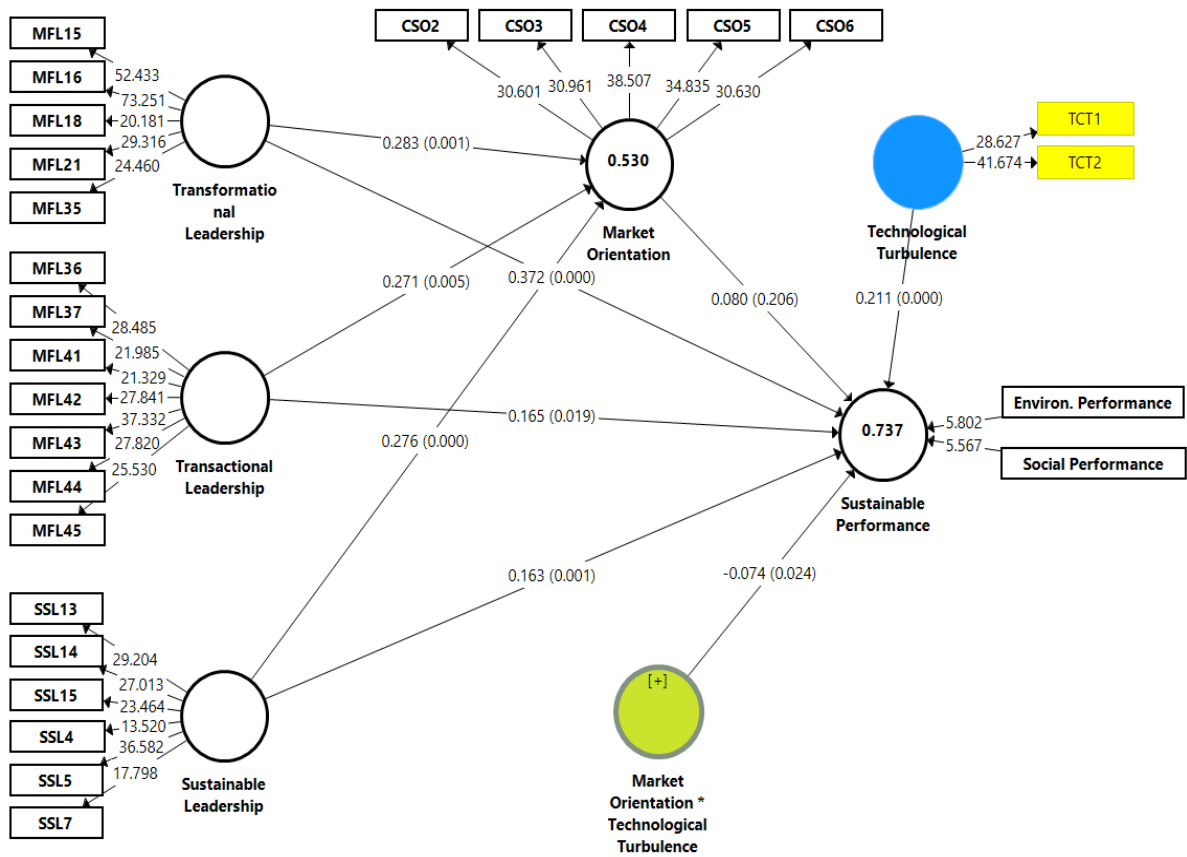


Fig 9: Path model of moderating role of technological turbulence
 Source: Field Data (2022)

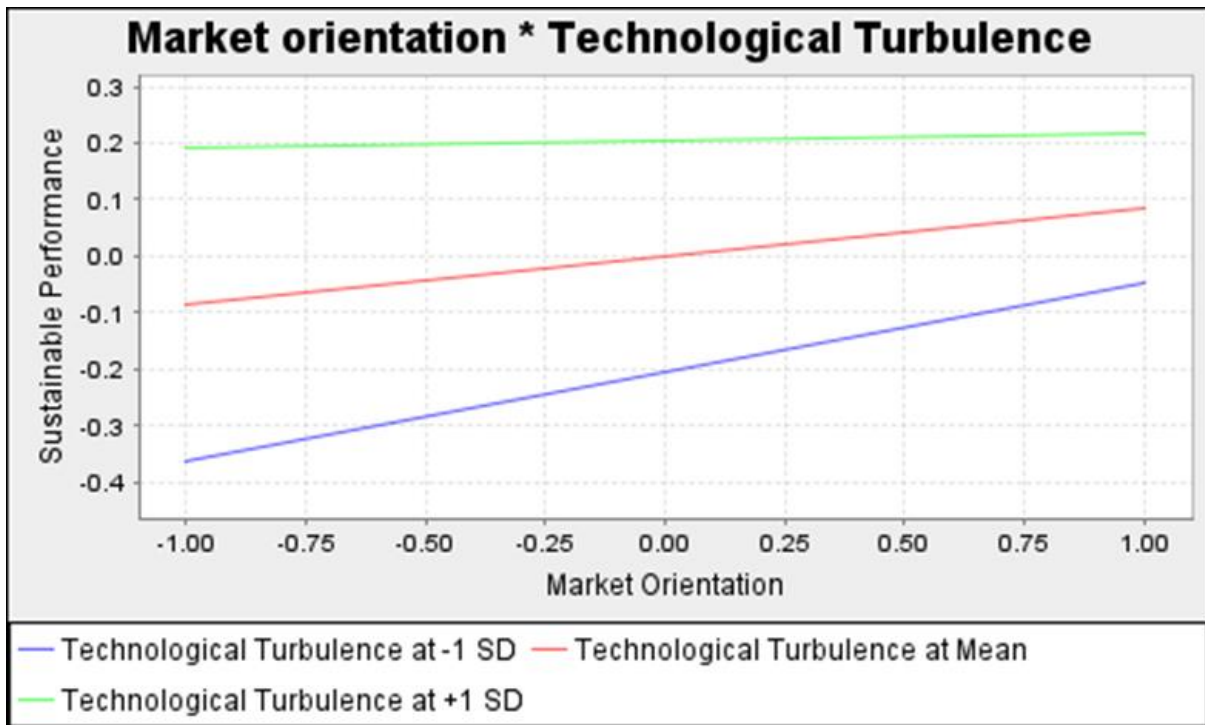


Fig 10: Slope of moderating role of technological turbulence
Source: Field Data (2022)

Table 5.13 Bootstrap results of moderating role of technological turbulence

	Path Coefficient	STD DEV	T values	P Values
Market Orientation -> Sustainable Performance	0.080	0.063	1.266	0.206
Market Orientation * Technological Turbulence -> Sustainable Performance	-0.074	0.033	2.262	0.024
Technological Turbulence -> Sustainable Performance	0.211	0.053	3.962	0.000

Source: Field Data (2022)

From the simple slope analysis (Figure 10), the positive relationship between market orientation and sustainable performance is much established when the rate of technological turbulence is low. However, at higher levels of technological turbulence, the relationship weakens.

5.15 Moderating role of competitive intensity

The level of rivalry that exists between different companies in a sector is referred to as the sector's competitive intensity. The amount of competition in a sector may be increased by limiting resources, increasing the number of rivals, or eliminating chances for expansion. The presence of stronger competitors, increased rivalry among incumbents, and certain behaviours exhibited by competitors, such as imitation, price competition, promotion competition, increased advertising and after sales services, are all indicators of a high level of competitive intensity (Li *et al.*, 2008). Studies have shown that for a company to thrive in an industry that is highly competitive, the company must be innovative, have great leadership characteristics among its top executives, and have strong marketing capabilities. Therefore, the difficulties that companies have while operating in a competitive environment induces firms to be more innovative providing unique value proposition as compared to the competition. On the basis of these considerations, a hypothesis was developed suggesting that the effect of leadership styles on long-term performance is moderated by the level of competition in the environment. To put it another way, the amount of competitive intensity may be the determining factor in defining the degree to which market orientation affects sustainable performance.

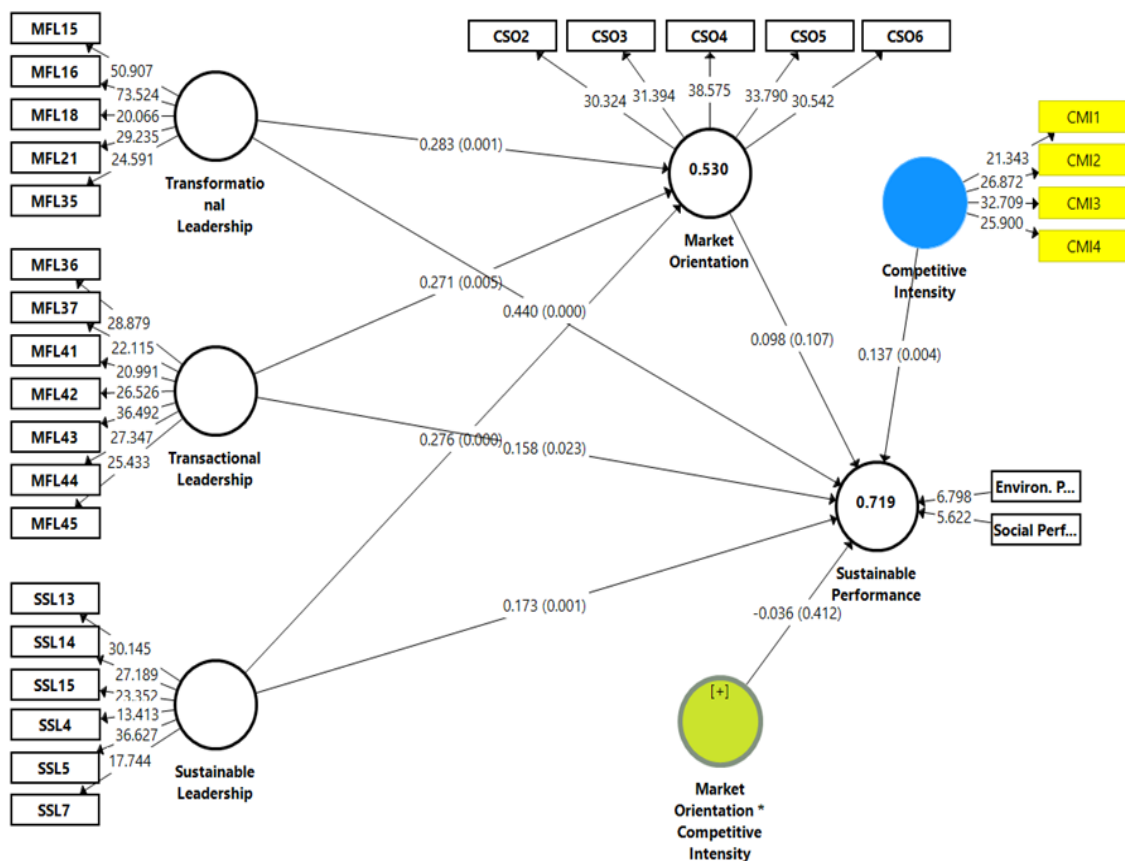


Fig 11: Path model of moderating role of competitive intensity

Source: Field data (2022)

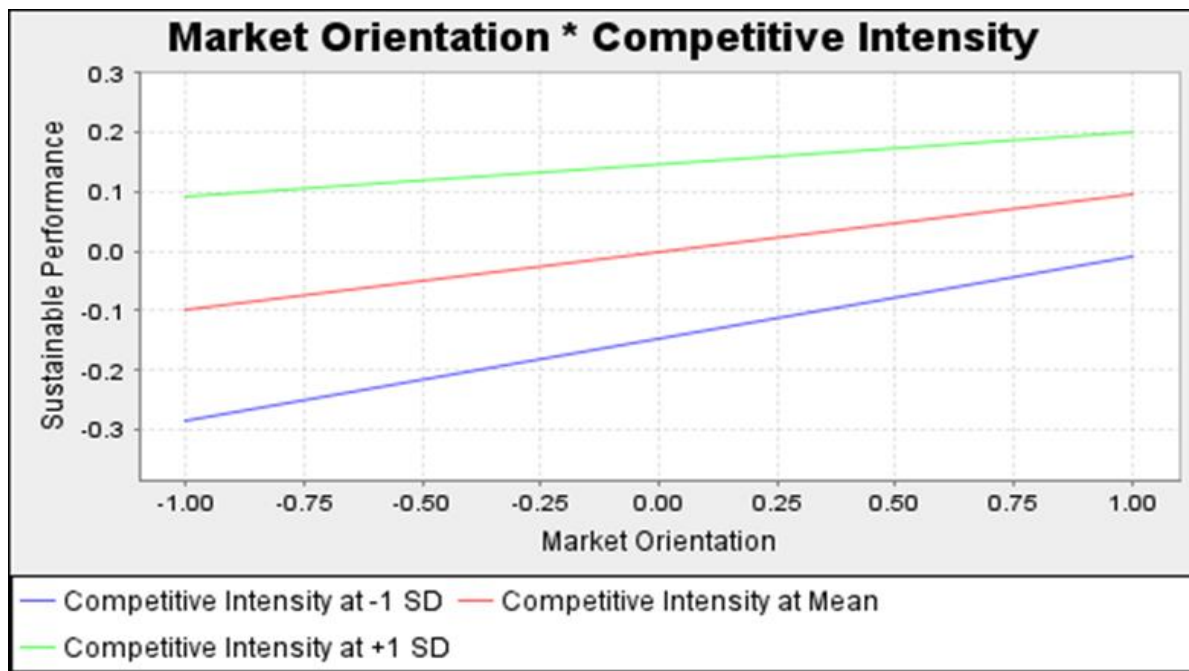


Fig 12: Slope of moderating role of competitive intensity
Source: Field data (2022)

Table 5.14 Bootstrap results of moderating role of competitive intensity

	Path Coefficient	STDEV	T values	P values
Competitive Intensity -> Sustainable Performance	0.137	0.047	2.897	0.004
Market Orientation -> Sustainable Performance	0.098	0.061	1.612	0.107
Market Orientation * Competitive Intensity -> Sustainable Performance	-0.036	0.043	0.82	0.412

Source: Field Data (2022)

Grounded on these results, both high and low levels of competitive intensity did not really influence the strength or direction of the relationship existing between market orientation and sustainable performance.

5.16 The moderating role of Market Orientation

The pursuit of market orientation involves an active effort to fulfil the requirements of the current consumer base. Narver and Slater defined it is a culture that puts the marketing notion into effect. According to Kohli and Jaworski (1990), achieving excellent performance requires a mix of many company characteristics. One such

capability is market orientation, which works effectively when combined with other firm capabilities. As a result, the existing body of research has always focused on investigating the moderating effect that market orientation has on the capacities and performance of firms. It has been extensively researched in the academic literature that leadership fulfils an important role as an antecedent, and it is anticipated that market orientation may further strengthen the association that exists between firm resources and performance. The significance of doing research into and gaining a deeper understanding of the function that market orientation plays in the context of hospitality in an economy that is still in the process of growing cannot be overstated. According to Narver and Slater, the primary focus of market orientation is on the cultural norms that seek to find valuable customer information, strategic information on competitors, and an organization-wide commitment to stated objectives. This is because market orientation was developed to address these issues. This shows that market orientation interacts with other elements to impact performance in some way. To reiterate, this is very important for the hotel sector since it is a labour-intensive industry that, in order to attain excellent performance, needs effective management of its available resources.

The effect of the variable that moderates on the strength and direction of the relationship between the predictor and the outcome variable may be seen in the following sentence: in their research, Baron and Keney (1986) differentiated between two different categories of moderators, categorical (such as gender, race, or social class) and continuous (e.g. level of income). When included in a structural model, moderators often have the ability to amplify, reduce, or even invert the influence of a predictive variable on a certain outcome. It is anticipated that market orientation would moderate the link between sustainable performance and the three leadership styles in this research, namely sustainable, transactional, and transformational leadership styles. The results show that market orientation did not moderate the relationship between sustainable leadership style and sustainable performance. However, market orientation moderated the relationship between transactional leadership style and sustainable performance; and also moderated the relationship between transformational leadership style and sustainable performance with a negative coefficient.

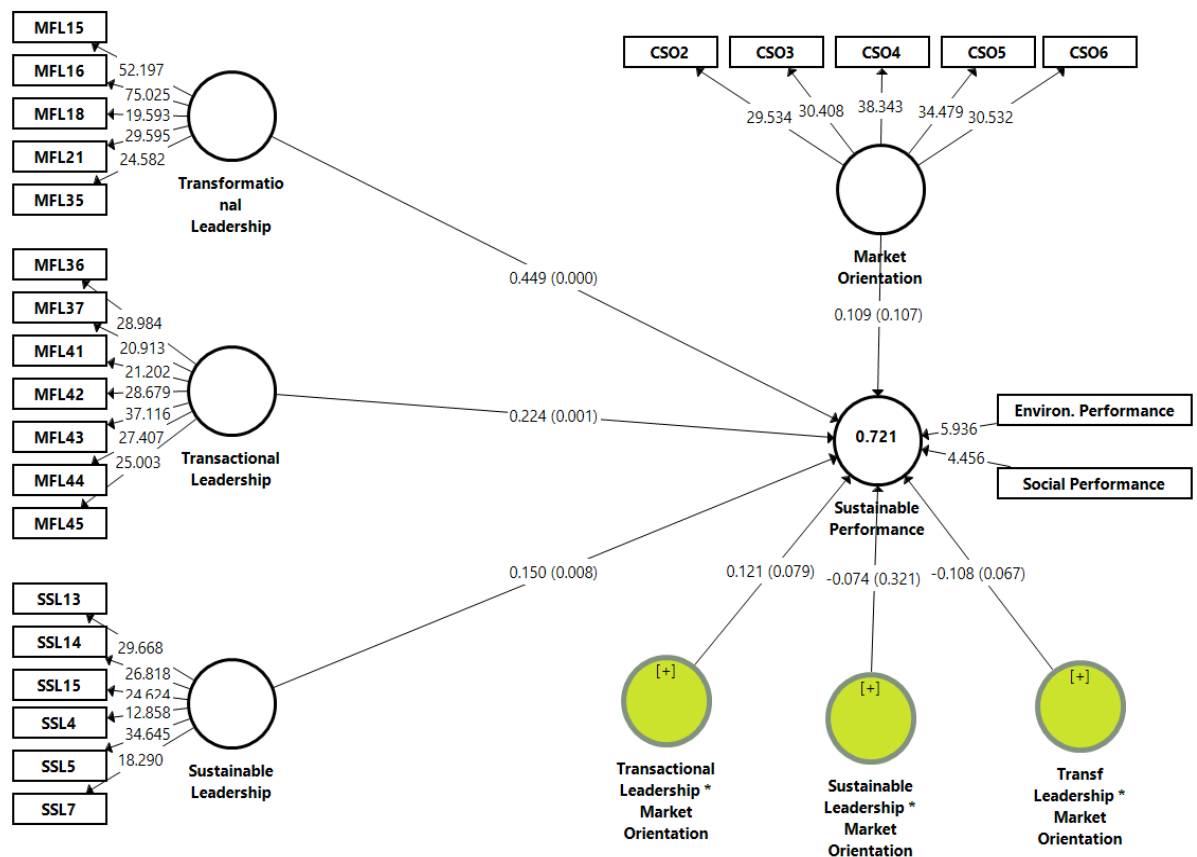


Fig 13: Path model of moderating role of market orientation
Source: Field Data (2022)

Table 5.15 Bootstrap values of moderating role of market orientation

Variable	Path coefficient	T values	P Values
Market orientation -> Sustainable performance	0.109	1.607	0.108
Sustainable Leadership -> Sustainable performance	0.150	2.670	0.008
Sustainable Leadership * Market orientation -> Sustainable Performance	-0.074	0.999	0.321

Transactional Leadership -> Sustainable Performance	0.224	3.293	0.001
Transactional Leadership * Market Orientation -> Sustainable Performance	0.121	1.718	0.079
Transformational Leadership * Market Orientation -> Sustainable Performance	-0.108	1.799	0.067
Transformational Leadership -> Sustainable Performance	0.449	6.728	0.000

Source: Field Data (2022)

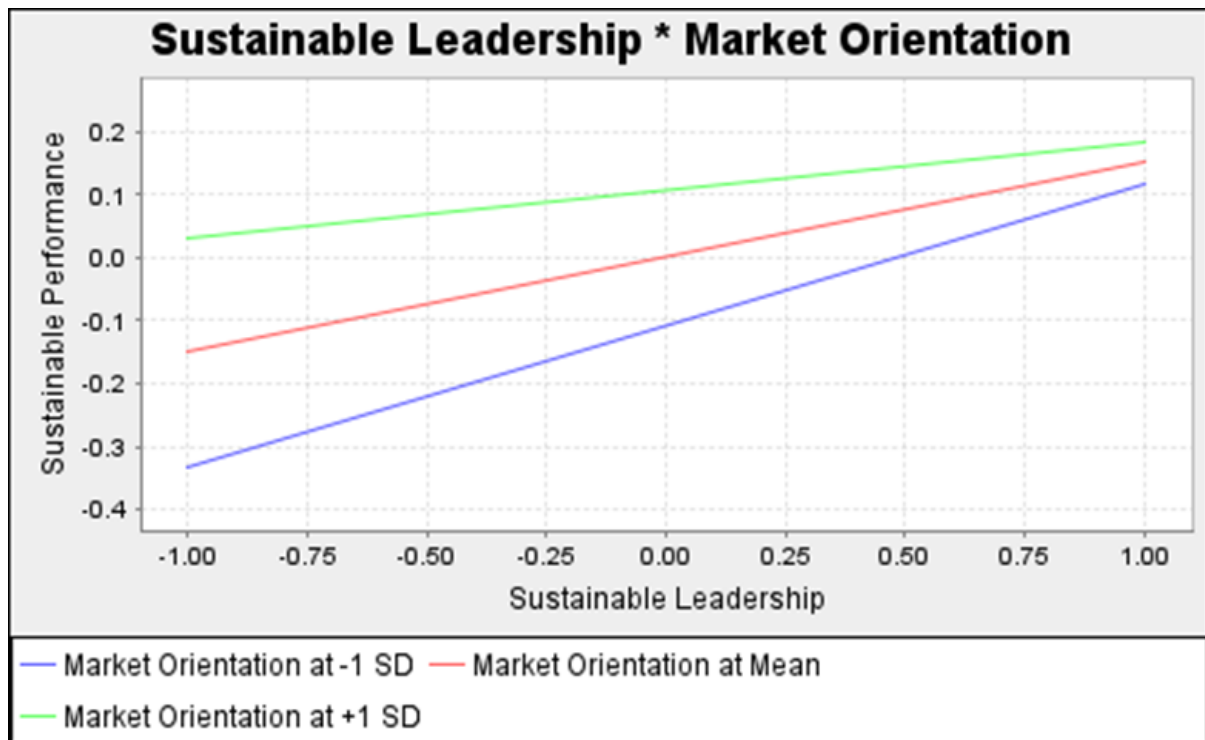


Fig 14: Slope of moderating role of market orientation on sustainable leadership and performance

Source: Field data (2022)

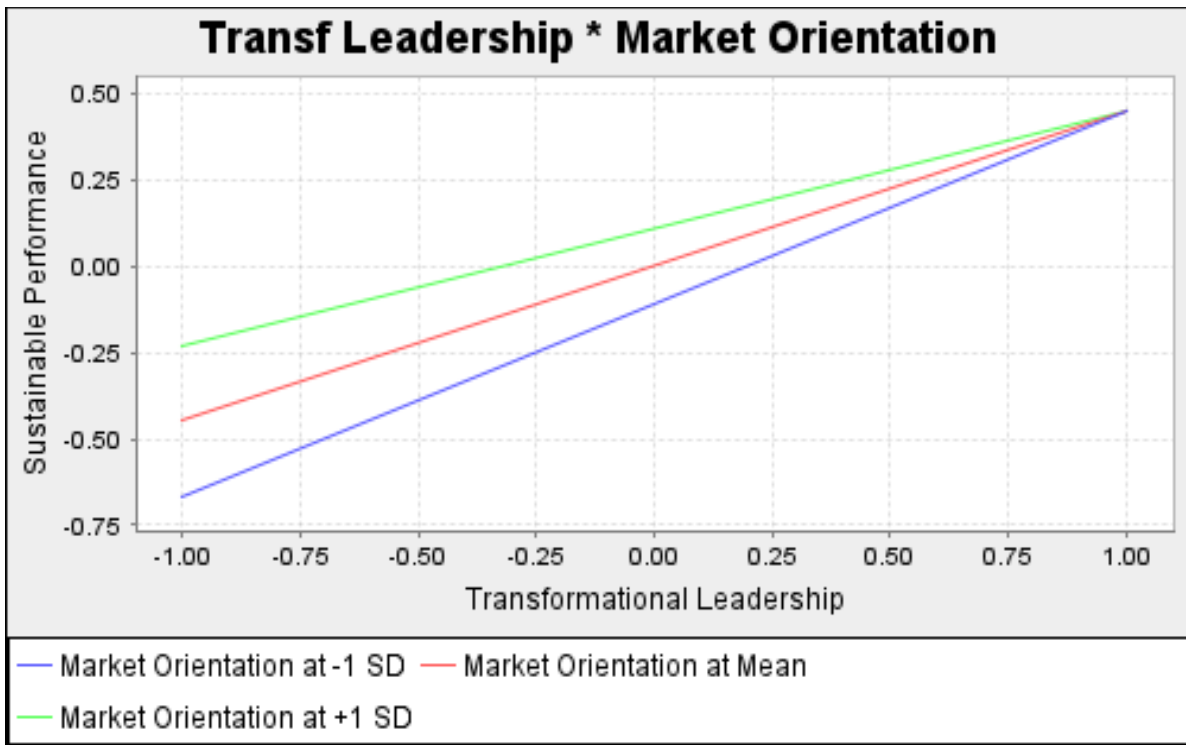


Fig 15: Slope of moderating role of market orientation on transformational leadership and performance
Source: Field Data (2022)

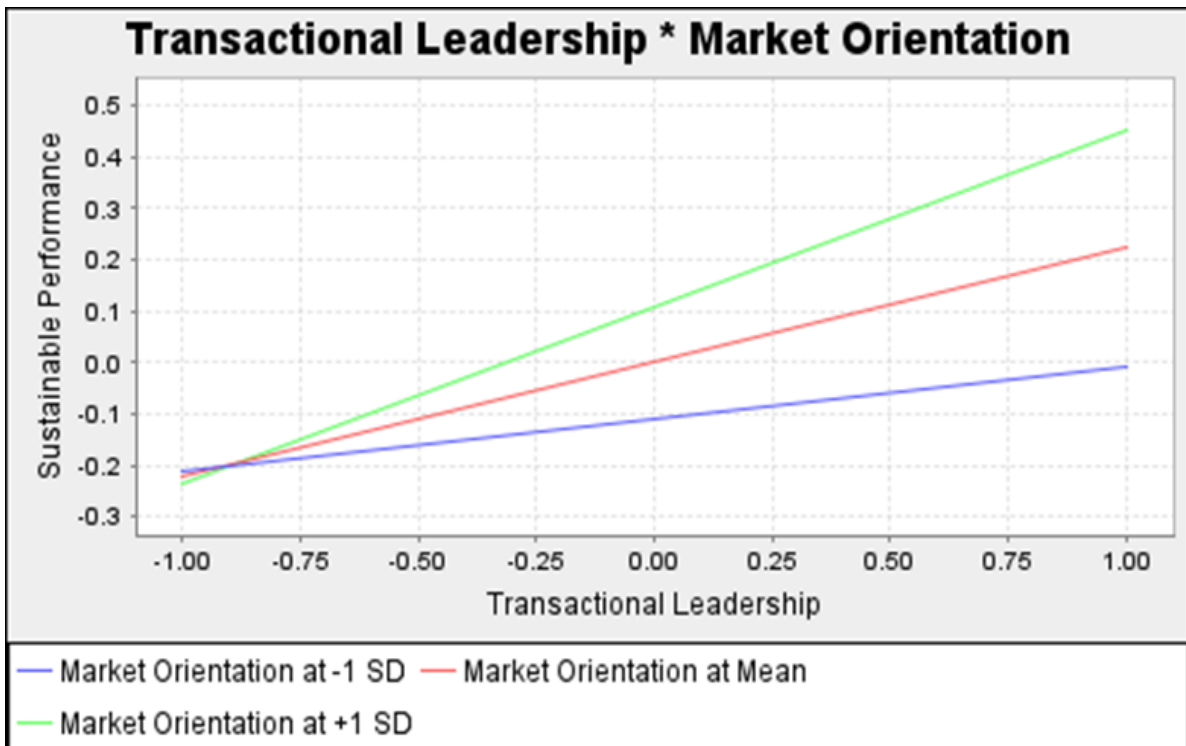


Fig 16: Slope of moderating role of market orientation on transactional leadership and performance
Source: Field Data (2022)

6. ANALYSIS AND DISCUSSION OF RESULTS

The investigation of the impact of leadership style on the market orientation and sustainable performance of star-rated hotels in Ghana was the primary objective of this research. In addition to this, the study investigated the moderating role of market orientation on the relationship between leadership styles and sustainable performance of hotels. Further, the moderating impact that environmental factors have in the link between market orientation and sustainable performance was an additional goal of this research. The findings were presented in a way that was consistent with the research objectives.

6.1 RO1: Assess the impact of leadership style on market orientation.

The analysis of the findings depicted leadership style had a positive and statistically significant effect on market orientation. Transformational leadership style had a positive and statistically significant ($\beta = 0.283, p < 0.05$) effect on market orientation. Transactional leadership style had a positive and statistically significant ($\beta = 0.271, p < 0.05$) relationship with market orientation and finally, sustainable leadership style also positively and statistically significantly ($\beta = 0.276, p < 0.05$) impacted market orientation. Hence, the first hypothesis, H_1 (H_{1a} : H_{1b} : H_{1c}) was not rejected.

This result is in line with the findings of Dahleez and Abdelfattah (2021), which discovered that the leadership style of SMEs in Oman strongly and favourably influences market orientation. In addition, Nazarian *et al.* (2021) discovered that transformational and transactional leadership styles substantially impact market culture when they examined the elements determining organizational success in independent hotels in Iran. An investigation into the factors that lead to market orientation was carried out by Brower and Nath (2018), and their findings demonstrated that top management is an important factor in this regard. In their empirical study of the correlation between market orientation and company success, Lee *et al.* (2015) concluded that top management elements had a substantial impact on the market orientation of foodservice franchises in Korea. The findings of Jaworski and Kohli (1993) are likewise consistent with this conclusion.

The capacity of senior managers to strategically organize a variety of business activities in order to accomplish the goals of the company is an essential component of leadership, which is a distinctive aspect of business. Leadership roles in hotels require them to be responsible for the planning, organization, direction, and controlling of the hotel's day-to-day operations. In addition to these responsibilities, they are also accountable for ensuring that the hotel's goals and objectives are met over the course of their work. As a consequence, it is essential for hotels to devise and put into action suitable strategies that not only lead to greater performance but also live up to the anticipations of various stakeholders. For example, improving sales for owners and shareholders and achieving a sustainable production of their goods and services to consumers and the bigger society in which it operates. But how do they achieve this?

Market orientation is a culture, according to Narver and Slater, which helps discover consumer demands and better serve them than rivals do. This is helpful in determining suitable strategies to achieve stakeholder satisfaction; hence market orientation is often hailed as a culture. In light of this, Chiun, Mohamad, Ramayah, and Chai (2015) believe that there is a need for successful leaders who are capable of achieving exceptional performance. Leadership is very essential for the development and continued existence of hotels, particularly in a highly intricate and difficult working environment with high economic fluctuations. This provides an explanation for the substantial influence that the leadership styles of hotel managers have in the implementation of a culture that is oriented toward the market in Ghana. This culture has an effect not only on the workforce in terms of providing a unified effort to achieve performance but also on the company as a whole. Therefore, different leadership styles might have an effect on the degree to which a company is market oriented. According to Kohli and Jaworski (1990), managers who have a low risk aversion have the potential to increase the degree of market orientation in a company because of their willingness to take risks. In addition, senior managers have the potential to change the culture of their companies, and as a result, they may steer a company in the direction of becoming more market-oriented (Narver and Slater, 1998).

Leadership is, without a doubt, an essential component in the process of establishing strategies, transforming the culture of a company, and putting these ideas into action in order to achieve greater performance. If hotels want to expand and be successful, they need to have effective leadership styles that influence the acceptance and execution of marketing ideas to achieve higher performance. This will allow the hotels to grow. The results of this research are beneficial because they show the general beliefs about leadership styles and the link to market orientation as a culture in the hotel sector in Ghana. This is an important aspect of the hospitality business in Ghana. Therefore, when it comes to star-rated hotels in an economy that is still growing, all three types of leadership - transactional, transformational, and sustainable - may be helpful in establishing market orientation as a culture.

6.2 RO2: Assess the relationship between leadership style and sustainable performance.

Table 5.7 shows the path coefficient depicting the relationship between leadership style and sustainable performance. All three styles of leadership had a positive and statistically significant relationship with sustainable performance. Transformational leadership style had a positive and statistically significant ($\beta = 0.495, p < 0.05$) relationship with sustainable performance of hotels, transactional leadership style had a positive and statistically significant ($\beta = 0.184, p < 0.05$) relationship with sustainable performance and lastly sustainable leadership style also had a positive and statistically significant ($\beta = 0.170, p < 0.05$) relationship with sustainable performance of hotels. Hence, the second hypothesis, H_2 (H_{2a} : H_{2b} : H_{2c}) was not rejected. The results of this study are in line with those found in previous studies carried out by Kyei-Frimpong et al.

(2022), Fatoki (2021), Iqbal, Ahmad, and Halim (2020), Patiar and Wang (2020), Son, Phong, and Loan (2020), Nguyen et al. (2017), and Miya (2017). Indeed, the sustainable performance of hotels is strongly correlated to a significant antecedent, such as the leadership (Jaworski and Kohli, 1993), and the manner in which the leadership implements marketing strategies to ensure that the hotels' vision remains aligned with the requirements of their clients and the alterations in the surrounding environment.

The results demonstrate unequivocally that each of the three leadership styles had a positive and substantial influence on performance. These findings contribute to the existing body of research on the major impact that the leadership style of managers in hotels has. It is arguable that leadership is a contributor to the dynamic hotel operations, with an emphasis on the effective and efficient use of resources to achieve objectives. As a result, the style of leadership has a significant effect on the degree to which customers are satisfied, and on subsequent levels of performance. Because of their capacity to instil high levels of creative culture, trust, creativity, loyalty, and respect among the followers, transformational leaders are able to "transform" their followers such that they surpass the expectations set for them (Lei, Leaungkhamma and Le, 2020). A shared vision is at the heart of this kind of leadership, which emphasizes collaboration between followers and leaders in order to accomplish goals. A 'transaction' is at the heart of transactional leadership, which requires followers to do duties in exchange for rewards.

The proliferation of social and environmental problems on a worldwide scale has given rise to global concerns and policies aimed at fostering sustainable economic development (Mensah, 2019). Behaviours and practices that generate value, make it possible to respond with resilience, and are appealing to all of the business's stakeholders as well as future generations make up what is known as sustainable leadership (Avery and Bergsteiner, 2011). Leaders who are committed to sustainability are able to marshal the resources of their organizations to address problems relating to society and the external environment, all while creating value for the company's shareholders and thereby increasing their chances of long-term success and competitive advantage (Al-Zawahreh, Khasawneh and Al-Jaradat, 2019; McCann and Holt, 2010). In light of this, it is essential to improve these leadership styles since they all demonstrate behavioural patterns that are helpful in achieving hotel sustainability performance in the context of Ghana.

6.3 RO3: Determine the impact of market orientation on sustainable performance.

The results from table 5.7 also show the impact of market orientation on the sustainable performance of hotels. Market orientation had a positive path coefficient but no statistically significant ($\beta = 0.104, p > 0.05$) relationship to sustainable performance. Hence the third hypothesis, H₃, was rejected. The preeminent viewpoint in the body of research indicates that there is a connection between market orientation and performance (Iyer *et al.*, 2019; Mahmoud *et al.*, 2016; Ladipo and Rahim, 2016).

Despite the fact that, understanding the needs of customers and competitors as well as addressing the problem of information synergy within an organization are all important aspects of market orientation, the results from the studies that have been published on the topic are contradictory. Several other studies have found that there is either no relationship between market orientation and firm performance or that there is no significant relationship between the two. An empirical research conducted in South Africa by Neneh (2016) revealed a positive but non-significant correlation between performance and market orientation. Appiah-Nimo *et al.* (2016) conducted research on small and medium-sized manufacturing businesses in Ghana, and their findings demonstrated a negative correlation between market orientation and company growth. Mahmoud (2011), who conducted a study of 191 small and medium-sized enterprises in Ghana, did find a correlation between market orientation and performance. He did, however, imply that a focus on the market may be one factor that influences outstanding performance in a constantly competitive atmosphere. Greenley (1995) came to the same conclusion but stated that the association between market orientation and performance may be influenced by environmental factors. Greenley's findings were similar to those of the previous study.

There are a number of more empirical studies on hotels that do not support the hypothesis that there is a direct and positive link between market orientation and performance. For instance, a research that compared the hotel sectors of Hong Kong and New Zealand and was conducted by Au and Tse (1995) discovered that there is a link between market orientation and hotel performance; however, the association was weak and insignificant. The assertion that the relationship between market orientation and hotel performance may be moderated by environmental factors is supported by the findings of a second study that compared the work of Au and Tse (1995) to that of Tse *et al.* (2003). Although both studies found a correlation between market orientation and hotel performance, the results of the correlation was significantly larger in 2002 as compared to 1995.

6.4 RO4: Examine the role of market orientation on the relationship between leadership style and hotel sustainable performance.

The hotel sector is a good fit for the market oriented organizational culture, which is relevant and adaptable to the industry. The integration of a company's internal environment with its external environment may be accomplished via the adoption and execution of market orientation as a strategy. A culture that is oriented toward the market provides support and encouragement for the achievement of the primary purpose of being in business, which is to fulfil the requirements of the market. It is expected that the underlying ideas and assumptions that all members of a company believe in and strive jointly to attain may be characterized as the culture of that company. In certain ways, it differentiates one company from its rivals.

The results from the moderating role of market orientation on the relationship between leadership styles and sustainable performance depicted mixed results which were contrary to reviewed literature regarding their interaction and effects. The results showed market orientation had a statistically significant (10%) moderating role between transformational leadership style and sustainable performance. And interestingly, the result from hypothesis H_{3a} ($\beta = -0.108, p < 0.10$) showed a negative coefficient at 10% statistically significant level. This claim is not supported by any of the literature that is currently accessible; nevertheless, the setting of the study might be a key determining factor.

The capacity of a leader to include followers in decision-making to the extent that those followers forgo pursuing their own personal objectives in favour of those of the organization is the essence of transformational leadership in its theoretical form. It is a process that leads to followers becoming different people. Al-Husseini, El Beltagi, and Moizer (2021) confirm that this style of leadership includes efforts to change the level of performance of followers by transforming their personal values. Additionally, they enhance innovation and creativity through a variety of different methods that are proven to be effective. According to the research that's been done on transformational leadership, the practice boosts employee commitment, which in turn raises both performance and creativity. According to Guhr, Lebek, and Breitner (2019), transformational leaders make use of any and all effective techniques to change followers into showing more dedication. This is in support of what was said above. These kinds of leaders are driven by their vision and are skilled at getting others on board with it.

The workforce is able to trust the vision and participate in achieving it. Transformational leaders have several abilities, one of which is the ability to promote the progress of every person in connection with the organization's ultimate goal. They aid workers in recognizing the distinctive traits and talents that they possess, and they encourage workers to make use of these qualities so that they may accomplish better outcomes. Transformational leaders have a strong emotional intelligence, which allows them to impact their colleagues' levels of confidence in their duties and also gives them the opportunity to question how they see dangers. These are the kinds of attributes that may push workers to perform above and beyond what is expected of them. As a consequence of this, the requirement for a culture that is focused on the market may be minimal for them since they already have and demonstrate behaviors that inspire, create inclusiveness, and accomplish better performance without the need to establish a culture that is focused on the market. Because of their focus on the future and their high aspirations, they are able to gather the support of their workers in order to do valuable work and accomplish outstanding results. According to the results, transformational characteristics in hotel managers do not guarantee that market orientation would be implemented in their establishments. As a result, the influence of market orientation, which acts as a moderator, has a detrimental impact on the link between transformational leadership and sustainable performance. This is supported by the findings of Bass and Avolio (1993), who deduced that leadership and culture are

intricately intertwined to such a degree that it is possible to establish an organizational culture that is defined by transformational indicators.

The findings further depicted market orientation had a statistically significant (10%) moderating effect between transactional leadership style and sustainable performance ($\beta = 0.121, p < 0.10$). To improve the company's overall performance, transactional executives place a greater emphasis on their management or supervisory responsibilities. They make it a requirement for followers to conform to the process rather than participate in it. The use of prizes for adherence and sanctions for followers who do not comply with this type of leadership helps to foster an atmosphere that is compliant. This form of leadership. In contrast to the transformational leadership style, transactional leaders do not seek to alter the existing order of things but rather encourage their followers to carry out tasks in the same manner as always. They examine the works produced by followers in order to identify areas in which there are inconsistencies and provide correction in such areas. However, owing to the reactive character of transactional leaders, they are adept at resolving crisis situations and completing time-bound tasks.

A connection to Maslow's motivational theory, transactional leaders concentrate on accomplishing tasks at lower levels of the hierarchy, but transformational leaders place more of an emphasis on their followers becoming more self-actualized. The exchange model is used by transactional leaders in the hopes of eliciting the appropriate response from their followers. They place a high level of importance on the completion of certain tasks and discipline followers severely for any deviations. It may be argued that these leaders place a greater emphasis on contingent incentives; as a result, followers get rewards for their successful accomplishments and are penalized when they act in a manner that is inconsistent with the objectives that have been established. They are extrinsic motivators, and they are not really concerned in how those they lead accomplish the goals and objectives they have set for themselves. For these types of leaders, the best place to look for solutions to problems is always inside the organization's existing structures and hierarchies. Transactional leaders are concerned with preserving the status quo in their organizations. They use a management style known as management by exception, which means they only step in when followers go off course. The results of the research make it abundantly evident how essential it is for leaders of this kind to include a market-oriented culture into the system as well as the culture that is routinely implemented across the organization. They are able to, for instance, put into action and monitor adherence among the staff members working in hotels.

It is essential to note, and Bass and Avolio (1993) concluded as much, that these two types of leadership, transformational and transactional, are not mutually incompatible but may complement one other. This is something that should be kept in mind. Both authoritarian and democratic methods of leadership are within the purview of a hotel manager. And if the transformational style is the predominant one, the manager may minimize the deployment of a market-oriented culture. This is because transformational leaders assist and motivate their followers to be a part of the organization-wide objective

and accomplish beyond what is expected of them. However, in order to achieve a greater degree of transactional leadership, it will be necessary to establish a culture that is geared toward the market.

6.5 RO5: Examine the role of environmental factors on the relationship between market orientation and sustainable performance.

The results from the moderating analysis, showed that market turbulence ($\beta = -0.045$, $p > 0.05$) and competitive intensity ($\beta = -0.04$, $p > 0.05$) had no statistically significant moderation effect on the relationship between market orientation and sustainable performance. Existing research, such as that published by Jaworski and Kohli (1993) and Blankson and Nukpezah (2019), has shown beyond a reasonable doubt that the link between market orientation and performance is contingent on several exogenous environmental conditions. As a result, the connection between market orientation and performance could be tempered by factors such as market turbulence, the level of competition, and technical turbulence (Reimann, de Oliveira Carvalho and Duarte, 2022; Subramanian, Kumar and Strandholm, 2009). On the other hand, a research that was conducted in Malaysia by Aziz and Yassin (2010) on the moderating effects of the external environment on market orientation and performance of SMEs revealed that there was no statistically significant moderation effect.

These results may be due to the fact that the hotel business in Ghana is characterized by low levels of market volatility and low levels of intense competitiveness. This indicates that there is very little competition in the market as well as very little change in the tastes and preferences of the people that frequent hotels. This conclusion may be explained by the fact that the research was conducted during an intensified period of a pandemic. During this time, hotels were the most impacted by government restrictions and limited people movements. Because there were limitations placed on the customers' ability to move around, they were unable to choose from a variety of service options. Because of the nature of their business, hotels were subject to the strictest controls. They provided services to people, and because the final product is eaten as it is made, hotel operations were severely impacted when customers were prevented from moving about as a result of the spread of the Covid-19 virus.

In spite of this, the research conducted indicated that technological turbulence had a statistically significant moderating effect ($\beta = -0.074$, $p < 0.05$) on the association between market orientation and performance, even though this effect was a negative one. This result is consistent with those of Neneh (2016) and Morah, Wilson, and Tzempelikos (2015), who also discovered that technological turbulence, had a negative moderating effect on the relationship between market orientation and performance in South Africa and Nigeria, respectively. Morah, Wilson, and Tzempelikos published their findings in 2015. Therefore, when the moderating impact is negative, it suggests that the affected connection is diminished in size the greater the moderator level is. Changes in technology in the hotel sector, such as equipment and software,

computerization of searching and booking, and even checking for star ratings and reviews, can create a leap in communication, product and service innovation. Technology has evolved into a strategic tool that companies can use to achieve a competitive advantage. It is arguable that market orientation generates some flexibility, which in turn helps to slow down the effect of technological upheaval and improves the hotels' ability to function sustainably.

A possible explanation for this finding is that the hotel business has a rather high barrier to entry when it comes to adopting new technologies. However, it is vital to emphasize that adjusting to and sustaining these advances may be costly, particularly in emerging countries. Technological changes generate huge gaps for organizations that are not in sync with improvements, and it is important to show that these gaps exist. The successful incorporation of technology into the operation of a hotel is a difficulty due to the need of cross-functional cooperation (coordination among all functions). The complexity, direction, and rate of technological growth in the hotel business in Ghana are all factors that contribute to the difficulties connected with adopting and managing technology. Again, the expenditures that are connected with its research as well as the high failure rate in terms of commercialization and acceptance by the consumers is also a significant barrier. Consequently, when there is a lot of disruption caused by technology, investments in this sector will have a negative impact on performance in the short term. However, in the long run, they can deliver useful outcomes to hotels. The results are consistent with the literature, despite the fact that there exists varied findings on the effects of environmental variables on the relationship between market orientation and performance.

7. CONTRIBUTION OF THE THESIS TO SCIENCE AND PRACTICE

7.1 Contribution to science (theory)

This study's primary objective was to investigate and analyse the influence that different styles of leadership had on the market orientation and sustainable performance of hotels in Ghana. In addition to this, it intended to investigate the moderating role that market orientation plays in the relationship between leadership and sustainable performance, including the moderating role that environmental factors play in the relationship between market orientation and sustainable performance. In a logical sense, each economic zone has both strengths and limitations, and it is subject to a distinct set of possibilities as well as risks and challenges posed by its own internal and external contexts. Different market environments, levels of competition, stakeholder interests, and governing frameworks may necessitate the application of different leadership styles to achieve desired levels of performance. This is because developed regions have access to a greater variety of resources and technological exposure. As a result, leadership styles may differ throughout various locations, as

well as individuals' levels of dedication to addressing concerns related to environmental sustainability.

The research made several intriguing additions to existing theories. According to the results of the research, a positive and substantial association exists between the leadership style and market orientation (culture) and their ability to maintain sustainable performance. In particular, sustainable leadership, transformational leadership, and transactional leadership styles were used in this research, and all three were shown to be important antecedents to market orientation and sustainable performance in Ghana's hotel sector. This research offers a sliver of geographical data to support the claim that leadership is a unique firm resource that is capable of producing development and success for an organization.

In addition to this, it provides empirical support for the model that Kohli and Jaworski constructed about the antecedents of market orientation. It gives empirical data for future study on the natural resource-based perspective and the stakeholder theory, and it adds on to the debate on the natural resource-based view. The results provide light on how internal firm resources and competencies of a company, such as a leadership style, may have an impact on the adoption and execution of market orientation as an organizational culture, which in turn has an effect on hotels' ability to maintain sustainable performance.

According to the findings, given that the idea of sustainability is a problem that spans the whole of an organization, an acceptable leadership style would be one that includes all strategic stakeholders in the decision-making process. By presenting a model that clearly explores the link between leadership style, market orientation, and the sustainable performance of hotels based on the NRBV and stakeholder theory, this research helps to deepen the theoretical foundation of studies that are oriented toward hospitality. In particular for sustainable leadership, since there are not many studies done on this kind of leadership in the Ghanaian hotel sector. In addition to this, it gives meaningful metrics that may be used to gauge sustainable performance in an economy that is still growing.

This thesis also specifies a strong scientific methodology, which enables it to be compared to other studies of a similar kind and replicated by other researchers. It further contributes to the ongoing conversation regarding the type of leadership that is most suitable for the hospitality sector in economies that are still in the process of developing, as well as lays the groundwork for future research in the hospitality sector on the topics of leadership style, organizational culture, and performance.

The thesis further provides a basis for comparative studies of the hotel sector in Ghana and other developing countries. This can help to identify similarities and differences in the factors that affect leadership style, market orientation, and sustainable performance across different contexts. Additionally, the findings contribute to the advancement of knowledge by addressing gaps in the literature on leadership style, market orientation, and sustainable performance in the hotel sector. This could help to build a more comprehensive and nuanced understanding of their relationships in the service industry, and to identify areas for future research.

7.2 Contribution to practice

The results of this research provide hotel owners, managers, and policy-makers first-hand knowledge on the appropriate leadership style to adopt in order to achieve sustainable performance. According to the results, the appropriate behavioural patterns of leaders need to be sustainable, transformative, and transactional in character in order to increase market orientation and, as a consequence, produce sustainable performance. Because hotel operations are not distinguished in many ways, a manager's strategic capability to adopt an appropriate culture that is market-oriented may also decide the extent to which they have the capacity to achieve sustainable performance. The results suggests that managers should instil these types of leadership because they have a major influence on both the culture and the performance of the hotels. This will further guarantee that every stakeholder is committed to the sustainability strategy and agenda.

Additionally, the study enlightens managers on the need of providing value based on the demands and preferences of all key stakeholders (all inclusive). The findings of this research provide managers of hotels with a better knowledge of the suitable hotel culture and practices that will affect the hotel's sustainable performance. Again, it provides indicators to assess the hotel's performance with regard to sustainability. It is important to note that the study suggests sustainable leadership style, transformational leadership style, and transactional leadership style give meaning and effect to market-oriented service firms. As a result, the adoption of a single style of leadership style will not necessarily produce sustainable performance.

To be more precise, hotel managers have an increased responsibility to focus more of their attention on dynamic company resources and elements that might contribute to achieving sustainability. For example, they can use the insights from the thesis to develop new products and services that are aligned with market needs and preferences, and that can enhance the sustainable performance of their hotels. They could also identify the factors that affect sustainable performance, and develop appropriate strategies to address these factors.

It is essential to take into consideration the impact that technological intensity has on the relationship between market orientation and environmentally responsible performance. In order to maintain performance levels, managers need to keep an eye on emerging technology trends and implement those that are most efficient, financially.

Policymakers have access to empirical data that may help them determine how to maintain the contribution that the hospitality sector makes to the development of the national economy and GDP. As a result, the research provides valuable insight to aid in the design of policies, programs, and initiatives that needs to be implemented in order to make the tourist sector more sustainable as a whole. In order to achieve sustainable development, policies have to be directed toward trainings that include leadership traits and nurture the proper culture.

The findings provide policymakers with insights into the skills and knowledge that are required for hotel managers to adopt effective leadership styles and market-

oriented strategies. This information can be used to support training and development programs that are aimed at improving the skills of hotel managers.

Again, the findings provide a basis for fostering public-private partnerships in the hotel sector. Policymakers can use this information to create opportunities for collaboration between the government and the private sector, and to leverage the strengths of both sectors to enhance the sustainable development of the industry and the country as a whole. Finally, the findings could help policymakers promote social responsibility in the hotel sector. This can include initiatives to support local communities, protect the environment, and promote social justice and human rights, all of which has a bearing on sustainable development goals.

8. CONCLUSION

The purpose of this thesis was to make advancements in both the theoretical and empirical study on the impact of leadership style on the market orientation and sustainable performance of star-rated hotels in an economy that is still expanding. It sought to investigate the relationship between leadership style and sustainable performance, as well as the effect that organizational culture (market orientation) may have on this relationship. In addition to this, the study intended to investigate the moderating role that environmental variables have in the relationship between hotels' market orientation and sustainable performance. The natural resource-based view (NRBV) and stakeholder theory served as the theoretical underpinnings for this research. The results of the study showed that the sustainable performance of star-rated hotels in Ghana is influenced by three different types of leadership styles, with conflicting findings regarding the moderating role of market orientation. Managers of star-rated hotels in Ghana served as the unit of analysis in this study. This was an entirely quantitative research, and as a result, the data collection instrument consisted of questionnaires. Using the SmartPLS tool, the data was analyzed in order to evaluate the hypothesized connections between the variables. The aims of the study were followed in the presentation of the results, which included both tables and figures. The significance of the findings to both theory and practice was discussed as the concluding point.

The results provided support for NRBV, meaning that hotels' dynamic internal resources have an impact on the application of culture and sustainable performance. In addition, market orientation as a culture of an organization had only a moderating effect on transformational and transactional leadership styles, with a negative coefficient for the latter. As a reminder, none of the environmental elements, with the exception of technological turbulence, were able to attenuate the association between market orientation and sustainable performance, as the research had predicted they would. On the other hand, the turbulence caused by technological advancements had a negative coefficient in the moderating role.

Given that this thesis was mainly focused on the cultural aspect of market orientation, further research might look into the behavioural model to evaluate the role

that it plays as a moderator between leadership style and sustainable performance. In addition, future research should involve additional hotel staff, since these individuals may provide in-depth information on hotel management and operations from the employees' viewpoint.

In conclusion, this research has implications for academics in the hospitality management. This is because the constructs that were utilized may act differently depending on the culture and situation in which they are used, hence contextual. Therefore it is imperative that further research is done from diverse perspectives on how dynamic these variables are in different cultural backgrounds and also employee perspective.

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10. APPENDICES

1. Appendice A:

 Tomas Bata University in Zlín
Faculty of Management and Economics

Vice-Dean

To whom it may concern

Zlín, 7 April 2021

ETHICAL CLEARANCE LETTER

On behalf of Faculty of Management and Economics, Tomas Bata University in Zlín, I confirm that Christina Appiah-Nimo is a third-year full-time student of the doctoral study programme Economics and Management, course Management and Economics. Her dissertation Thesis title is *Influence of Leadership style on market orientation and sustainable performance: evidence from the hotel industry in Ghana*.

We believe that the results of the thesis will have both theoretical and practical value to the academic and business community at large. Hence, we would be grateful if your organization could support Ms Christina Appiah Nimo in this endeavour. Besides, we promise you that all data will be kept confidential and used for academic purposes only. Furthermore, we can send you all the summary results and findings, when the undertaking is completed.

Thank you for your cooperation.

Best regards,



Ing. Lubor Homolka, Ph.D.

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2. Appendice B:

Questionnaire

Influence of Leadership Style on Market Orientation and Sustainable Performance:

Evidence from the Hotel Sector in Ghana

Dear Sir/Madam,

This questionnaire aims at soliciting information for a research work being undertaken to analyse the relationship among leadership style, market orientation and sustainable performance of star-rated hotels in Ghana. This is in partial fulfilment of the requirement for Doctor of Philosophy Degree at Tomas Bata University in Zlin, Czech Republic. Your opinion is very important to the study and any information you provide will be treated confidential and used only for academic purpose.

The questionnaire is in five parts. The first part looks at leadership style of hotel managers; the second part looks at market orientation as a culture adapted by managers; the third looks at sustainable initiatives and environmental factors. Hotel sustainable performance is considered next. Finally, part five considers the demographic profile of the manager and some hotel characteristics.

Thank you for your time and participation.

PART 1

Leadership style

Please select by ticking (√) the appropriate number to indicate your level of agreement of each statement. 7=Strong Agreement [SA] 1 = Weak Agreement [WA]

Multifactor Leadership Questionnaire	W						SA	
	A	1	2	3	4	5	6	7
I provide others with assistance in exchange for their efforts								
I re-examine critical assumptions to question whether they are appropriate								
I fail to interfere until problems become serious								
I focus attention on irregularities, mistakes, exceptions, and deviations from standards								
I avoid getting involved when important issues arise								
I talk about my most important values and beliefs								
I am absent when needed								
I seek differing perspectives when solving problems								
I talk optimistically about the future								
I instil pride in others for being associated with me								
I discuss in specific terms who is responsible for achieving performance targets								
I wait for things to go wrong before taking action								
I talk enthusiastically about what needs to be accomplished								
I specify the importance of having a strong sense of purpose								

I spend time teaching and coaching								
I make clear what one can expect to receive when performance goals are achieved								
I show that I am a firm believer in “If it ain’t broke, don’t fix it.”								
I go beyond self-interest for the good of the group								
I treat others as individuals rather than just as a member of a group								
I demonstrate that problems must become chronic before I take action								
I act in ways that build others’ respect for me								
I concentrate my full attention on dealing with mistakes, complaints, and failures								
I consider the moral and ethical consequences of decisions								
I keep track of all mistakes								
I display a sense of power and confidence								
I articulate a compelling vision of the future								
I direct my attention toward failures to meet standards								
I avoid making decisions								
I consider an individual as having different needs, abilities, and aspirations from others								
I get others to look at problems from many different angles								
I help others to develop their strengths								
I suggest new ways of looking at how to complete assignments								
I delay responding to urgent questions								
I emphasize the importance of having a collective sense of mission								
I express satisfaction when others meet expectations								
I express confidence that goals will be achieved								
I am effective in meeting others’ job-related needs								
I use methods of leadership that are satisfying								
I get others to do more than they expected to do								
I am effective in representing others to higher authority								
I work with others in a satisfactory way								
I heighten others’ desire to succeed								
I am effective in meeting organizational requirements								
I increase others’ willingness to try harder								
I lead a group that is effective								

Sustainable leadership	SA						W A
	7	6	5	4	3	2	1
I act in a sustainable socially reasonable way							
I act in a sustainable environmentally responsible way							
I act in a sustainable ethically responsible way							
I consider the entire organisation while making decisions							
I officially recognise mistakes that affect sustainability issues							
I willingly correct mistakes that affect sustainability issues							
I use unique innovative methods to resolve sustainable issues							
I try to create wealth through sustainable efforts							
I put the hotel's mission before profit							
I balance sustainable social responsibility with profits							
I persevere through all types of change to demonstrate sustainability							
I am concerned about how sustainability affects the hotel operations							
I communicate sustainability decisions to all employees involved							
I try to build a culture of sustainability by communicating such goals to every individual							
I plan to demonstrate sustainability when recruiting, promoting and replacing workers							

PART 2
Market Orientation

Please select by ticking (√) the appropriate number to indicate your level of agreement of each statement. 7=Strong Agreement (SA) 1= Weak Agreement (WA)

Customer Orientation	SA						WA
	7	6	5	4	3	2	1
This hotel is driven by customer satisfaction							
We closely monitor and assess our level of commitment in serving customers' needs							
The hotel's strategies are driven by our beliefs about how we can create greater value for customers							
Our competitive advantage is based on understanding what the customer needs							
We measure customer satisfaction systematically and frequently							
This hotel gives close attention to receiving feedback from customers after experiencing our service							

Competitor Orientation	7	6	5	4	3	2	1
Our employees regularly share information within our business concerning our competitors							
We respond to competitive actions that threatens us							
The owner/manager of the hotel regularly discusses competitor strengths and strategies							
The hotel always targets customers, where we have an opportunity for competitive advantage							
Inter-functional Coordination	7	6	5	4	3	2	1
All employees of this hotel regularly share information about customers in terms of their feedback to product/services we offer to them							
We communicate freely about our successful and unsuccessful customer experience across all business functions							
Owner(s) and employees of the hotel are all involved in serving the needs of our target market							
All managers/owners and employees understand how everyone can contribute to creating customer value							

PART 3

ENVIRONMENTAL FACTORS AND SUSTAINABLE INITIATIVES

Please select by ticking (√) the appropriate number to indicate your level of agreement of each statement. 7=Strong Agreement (SA) 1= Weak Agreement (WA)

Environmental factors	WA						SA
Market turbulence	1	2	3	4	5	6	7
In the hotel sector, customers' tastes and preferences change quite a bit over time							
Our customers tend to look for new product all the time							
New customers tend to have product-related needs that are different from those of our existing customers							
We cater for many of the same customers that we used to in the past							
Competitive intensity	1	2	3	4	5	6	7
Competition in our sector is cutthroat							
There are many "promotion wars" in the hotel sector							
Anything that one hotel can offer, others can match readily							
We hear of new competitive moves almost every day							
Our competitors are relatively weak							
Technological turbulence	1	2	3	4	5	6	7

Technological changes provide big opportunities in our sector							
A large number of new product ideas have been made possible through technological breakthroughs in our sector							
Technological developments in our sector are rather minor.							

Sustainable initiatives	SA						WA
	7	6	5	4	3	2	1
I understand we are approaching the limit of the number of people the earth can support							
I support that humans have the right to modify natural resources to meet their needs							
I believe that too much human interference with nature often produces disastrous consequences							
Human innovation will ensure we do NOT make the earth un-liveable							
Humans are severely abusing the environment; we need to change							
The earth is in abundance of natural resources, we only need to learn how to manage them							
The existence of plants and animals are as important as the existence of humans							
Nature has a strong balance to cope with the impacts of modern industrialisation							
Though humans are greatest among creation, we are subject to the law of nature							
The information on the world ecological crisis is greatly exaggerated							
The earth has a limit to what it can carry							
Humans were meant to control the rest of nature							
The balance of nature is very delicate and easily distressed							
Eventually, we will learn enough about how nature works to be able to control it							
If the trend continues, we will soon experience a major ecological calamity							

**PART 4
SUSTAINABLE PERFORMANCE**

Relative to your hotel's stated objectives, how has your hotel performed in the last two years on: economic, social and environmental performance & customer satisfaction.

Please select by ticking (√) the appropriate number to indicate your level of agreement of each statement.

7=Strong Agreement (SA) 1= Weak Agreement (WA)

Firm sustainable performance (Over the last two years)	WA						SA
Economic performance	1	2	3	4	5	6	7

This hotel has a high market share as compared to our competitors							
We have achieved sales objectives							
We have achieved profit objectives							
Our return on investment has increased							
Our average daily rate has increased							
Our cost of operations has reduced due to continuous improvement							
Social performance	1	2	3	4	5	6	7
The image and reputation of the hotel has improved according to professional publications, awards and recognitions							
The level of satisfaction of society with the hotel's actions has improved according to letter of complaints or acknowledgements received, press, etc.							
Contribution to local prosperity (employment of local labour, hiring top manager from local community, using local suppliers, etc.) has increased							
Providing a healthy and safe working environment for employees/offering products and services with no adverse impacts on health and safety of customers has improved							
Initiatives to ensure diversity and equal opportunities and to prevent discrimination in the workplace/promotion of work-life balance has improved							
Conservation of the cultural heritage and traditional values of local communities has improved							
Environmental performance	1	2	3	4	5	6	7
There is improvement in the hotel's reputation due to its environmental efforts							
The hotel's environmental effort has reduced air and water pollution							
Our hotel provides improved quality of goods and services							
We use eco-friendly raw materials							
Waste reduction and recycling of materials (including solid waste) during the production process is our hallmark							
The hotel endeavours to reduce its consumption of electric energy							
We design and develop better products/service for our customers							
This hotel has an increased use of renewable energy and sustainable fuels							
We are committed to noise reduction							
We have an environmental policy and guidelines for suppliers and subcontractors							
Customer satisfaction	1	2	3	4	5	6	7

Our customers are loyal to the hotel							
Our customers are satisfied with the services we provide							
Our products/service bring our customers a lifetime value							
Customers complaints rate has reduced							
This hotel has attracted a significant number of new customers through referrals from existing customers							
We experience repeat purchase							

PART 5

Respondent's profile

Kindly tick (✓) the one that is applicable

1. Which of the following best describes your present position in this hotel?

- Owner and Founder
 Manager
 Owner and Manager
 Others please specify.....

2. What is your sex?

- Male
 female

3. Age?

4. Highest educational qualification or nearest equivalent achieved?

- No formal education
 Vocational/Technical
 Basic education certificate
 Diploma/Degree
 Junior High School Certificate
 Master's Degree
 Senior Secondary School certificate
 PhD
 Other

5. Did you have any working experience before you commenced your current position?

- Yes
 No

6. If you answered yes to question (5), was your previous work experience related to your present work?

- Yes
 No

Hotel Characteristics

7. What is the star categorization of this hotel?

- Star
 Star
 Star
 Star
 Star

8. How many rooms are available in this hotel?

- < 50
 50-100
 101-200
 201 and above

9. Kindly indicate how many employees the hotel has?

- < 50
 50-100
 101-200
 201 and above

10. Which region is this hotel located?

- | | | | |
|--|-------------------------------------|--|----------------------------------|
| <input type="checkbox"/> Greater-Accra | <input type="checkbox"/> Eastern | <input type="checkbox"/> Western-North | <input type="checkbox"/> Volta |
| <input type="checkbox"/> Ashanti | <input type="checkbox"/> Bono | <input type="checkbox"/> Bono-East | <input type="checkbox"/> Western |
| <input type="checkbox"/> Brong-Ahanna | <input type="checkbox"/> Oti | <input type="checkbox"/> North-East | <input type="checkbox"/> Central |
| <input type="checkbox"/> Northern | <input type="checkbox"/> Upper-West | <input type="checkbox"/> Upper-East | <input type="checkbox"/> Ahafo |

11. What is the form of ownership of this hotel?

- | | | | |
|-------------------------------------|--------------------------------------|--|--------------------------------------|
| <input type="checkbox"/> Sole owner | <input type="checkbox"/> Partnership | <input type="checkbox"/> Private Company | <input type="checkbox"/> Other |
|-------------------------------------|--------------------------------------|--|--------------------------------------|

11. LIST OF PUBLICATIONS BY THE AUTHOR

Journal publication

Ofori, D., & **Appiah-Nimo, C.** (2022). Relationship Management, Competitive Advantage and Performance of Hotels: A Resource-Based View. *Journal of African Business*, 1-19.

Appiah-Nimo, C., Agyapong, G. K. Q. & Ofori, D. (2020). *Influence of consumer buying orientation and pro-environmental values on their willingness to patronise green hotels* (No. jmmr261). Global Academy of Training and Research (GATR) Enterprise.

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Appiah-Nimo, C., Kwarteng, M. A., Ofori, D. & Chovancova, M. (2019). Entrepreneurship: Does it elevate independence in a developing economy? Proceedings of the European Conference on Innovation and Entrepreneurship, ECIE 1, pp. 72-79

Appiah-Nimo, C., Ofori, D., Kwarteng, M. A. & Chovancova, M. (2019). Supplier relationship management, competitive advantage and firm performance in the service industry: a conceptual study. *15th Annual International Bata Conference for PhD Students and Young Researchers* (p. 40).

12. AUTHOR'S PROFESSIONAL CURRICULUM VITAE

Date of Birth: 10th February 1986

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Career Goal To be a professor and a consultant in Marketing and Entrepreneurship education.

Career Objective: To join a growth-oriented institution that values highly productive and innovative employees.

Areas of Research Interest:

1. Sustainable Marketing
2. International Business
3. Brand/Event Management
4. Entrepreneurship and Innovation
5. Small and Medium Scale Enterprises Development and Sustainability

Languages spoken & written English

Education	PhD in Economics and Management	On-going
	Tomas Bata university in Zlin	
	Master of Commerce (Marketing)	March 2015
	University of Cape Coast	
	Bachelor of Management Studies	May 2009
	University of Cape Coast, Ghana	

Work Experience

University of Cape Coast, Ghana **2015–Dec. 2018**
Position: Teaching Associate
Responsibilities included: Teaching courses in Event Management, Customer Care, Entrepreneurship, Principles of Management/ Marketing, Introduction to Business, Business Research Methods; and participating in data collection and analysis in various faculty researches.

University of Cape Coast, Ghana **2010–Nov. 2015**
Position: Senior Research Assistant
Responsibilities included: Assisting Lecturers in teaching courses in Organisational Psychology, Business Research

Methods, Marketing, Management, and Organisational Behaviour.

UCC Projects

Switch Africa Green Project: One-stop Business and Policy Centre for the establishment of Eco Innovative MSMEs (2015-2017)

University of Cape Coast (UCC) - Hochschule Bohn-Rhein-Seig University of Applied Sciences, Germany (BRSU). (2012-2018)

FaME Project

Country-of-origin effect of domestic product (brand) purchasing intention and SME's sustainability in developing countries: **IGA/FaME/2019/008**

The impact of digital transformation on customer behaviour and firm's sustainable performance: **IGA/FaME/2020/002**

Christina Appiah-Nimo

**Vliv stylu vedení na tržní orientaci a udržitelnost výkonnosti:
výzkumná studie z hotelového průmyslu v Ghaně**

Influence of Leadership Style on Market Orientation and Sustainable
Performance: Evidence from the Hotel Sector in Ghana

Doctoral Thesis

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