

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

Christina Appiah-Nimo, Ph.D.

Doctoral Thesis Summary



Tomas Bata University in Zlín
Faculty of Management and Economics

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**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

This thesis employs the natural resource-based view (NRBV) and stakeholder theory to examine the impact of leadership style on market orientation and sustainable performance in Ghana's star-rated hotels. The thesis used a survey-based positivist methodology. The 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 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. 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 influence 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. The findings provide policymakers with valuable resource 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.

ABSTRAKT

Tato diplomová práce využívá pohled založený na přírodních zdrojích (NRBV) a teorii stakeholderů ke zkoumání dopadu stylu vedení na tržní orientaci a udržitelný výkon v ghanských hotelech s hvězdičkami. V práci byla použita pozitivistická metodologie založená na průzkumu. Předpokládané vztahy byly zkoumány sběrem dat z 312 hotelů s hodnocením hvězdičkami pomocí dříve ověřených nástrojů. Hlavním analytickým nástrojem pro tuto kvantitativní analýzu byl SMART-PLS 3.0. 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 statisticky významný vliv na udržitelný výkon. 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. Práce vyplňuje mezeru ve výzkumu zabývajícím se vlivem stylu vedení na tržní orientaci a udržitelný výkon v rozvíjející se ekonomice. Kromě toho poskytuje literaturu pro budoucí výzkum současných stylů vedení, tržně orientované kultury a udržitelné výkonnosti hotelů. Zjištění poskytují tvůrcům politik cenný zdroj, který jim může pomoci při řešení složitého a pulzujícího hotelového prostředí rozvojem a implementací strategických programů a politik, které jsou klíčové pro udržitelnou výkonnost sektoru.

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1. INTRODUCTION

1.1 Background to the research area

The tourism sector, and notably hotels, was the worst hit by the COVID-19 pandemic, and as a result, it cannot be left out of discussions on sustainability. 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 satisfy 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 incorporate social, environmental, economic (the "triple bottom line"), and ethical considerations into their strategic decisions and even the 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. 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.

The operations of the hotel need to find procedures that are capable of functioning in this very complicated setting. Industry players 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 industry 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.

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. 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 an alarming 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.

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. Improving the quality of the hotel is necessary for achieving the hotel's goal of having a competitive edge. In addition, the influx of multinational brands has made the industry 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 (Atsutsey 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.

This thesis analyses this subject from the standpoint of internal firm resources as essential players in the sustainability agenda of hotels. Second, empirical data on the effect 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. 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 industry. Fifth, none of the prior research have highlighted on the crucial role that market orientation plays in the link between leadership style and hotel sustainable performance. The existing body of literature in this area of research has produced limited and inconsistent results; consequently, the purpose of this study is to provide a framework on the application of various leadership styles to enhance the market orientation of a company in order to improve its sustainable performance

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 1.1 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 1.2 Percentage Breakdown of Tourist Expenditure (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 star rated hotels in Ghana?

2.3 Research Aim and Objectives

This thesis aimed to investigate and analyse the effect 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

An expanded version of the resource-based view (RBV), the natural-resource-based view (NRBV) hypothesis was developed by Hart (1995). Hart expresses concern on the significance of the natural environment as a resource that a firm may nurture to attain outstanding performance and obtain a competitive edge. 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). As Hart proposed, 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 on the environment as a direct result of hotel operations. When hotels fully appreciate the significance of these procedures, they position themselves to achieve a competitive advantage over other hotels in the sector.

3.2 Stakeholder theory

Freeman (1984, p.46) posited "any group or person who affects or is impacted by the attainment of the organization's goals" 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). The notion of stakeholders considers three points of view (Freeman, 1984; Donaldson and Preston, 1995). The descriptive viewpoint which considers the application of theory to illustrate its connection to the actual world, the instrumental perspective which looks at the application of theory to explain the connection between management and the success of the company and the normative approach which recognizes proper behaviours and the advantages that result from the acts of stakeholders. This study considers both the normative and instrumental approach of the stakeholder theory.

3.3 Conceptual framework

According to the dominant school of thought, the growth and success of an organization is significantly affected by its own dynamic internal resources. A rigorous market competitiveness calls for leadership qualities that can generate strategic tools in order to remain competitive and still pursue the sustainability agenda. 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

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.

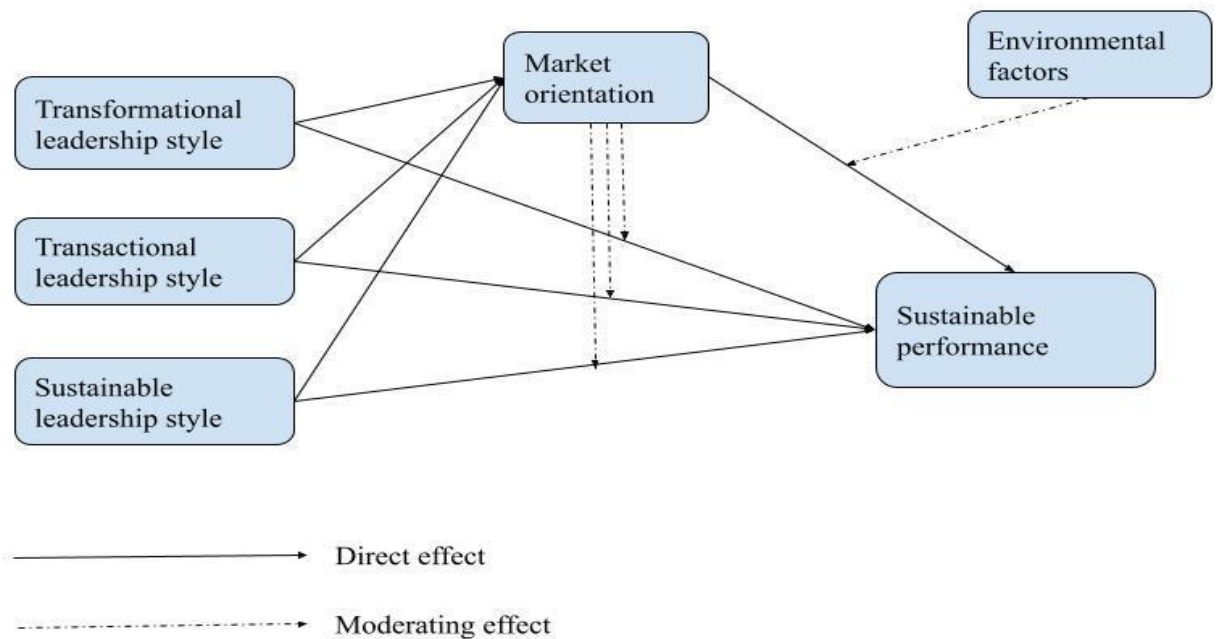


Fig. 1: Conceptual framework

Source: Author's construct (2021)

3.4 Leadership style and market orientation

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. When it comes to the service sector, it is a generally held belief that companies operating in this sector need to have a strong focus on the market in order 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 substantial influence on market orientation in the service business (Kasper, 2002). Therefore, in order to progress this culture, it needs a distinct environment 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

3.5 Leadership style and sustainable performance

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 potential to affect 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

3.6 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). This investigation will adopt the cultural viewpoint of market orientation by Narver and Slater (1990) 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 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 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.

3.7 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. According to the research that Jaworski and Kohli (1993) conducted, titled "Market orientation: antecedents and consequences," they concluded that the relationship between market orientation and business performance is strongly influenced by the environmental characteristics of the company. 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

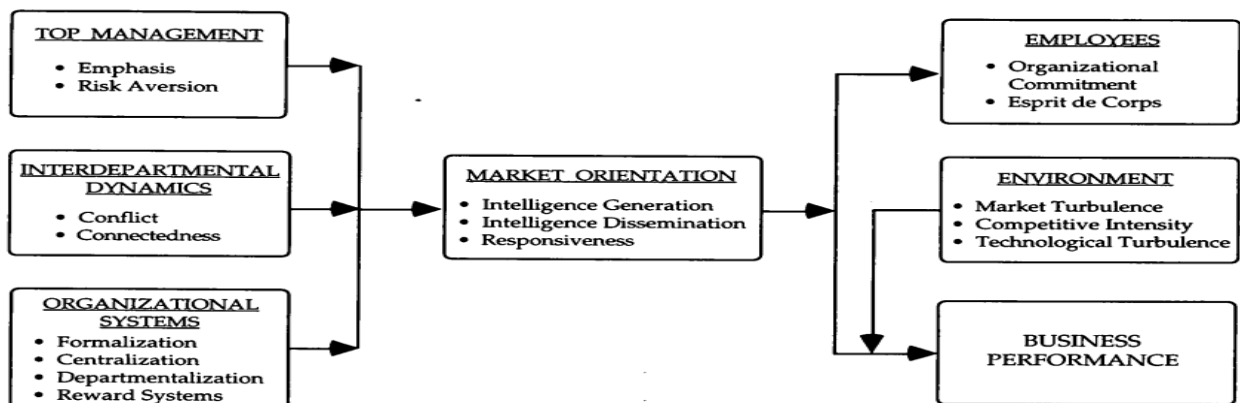


Fig. 2: Antecedents and consequence of market orientation

Source: Jaworski and Kohli (1993: 55)

4. SELECTED PROCESSING METHODS

4.1 Research design

This quantitative research primarily focused on analyzing the correlations between the variables via the use of statistical methods derived from SEM-PLS. 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 adapted from Saunders *et al.* (2012).

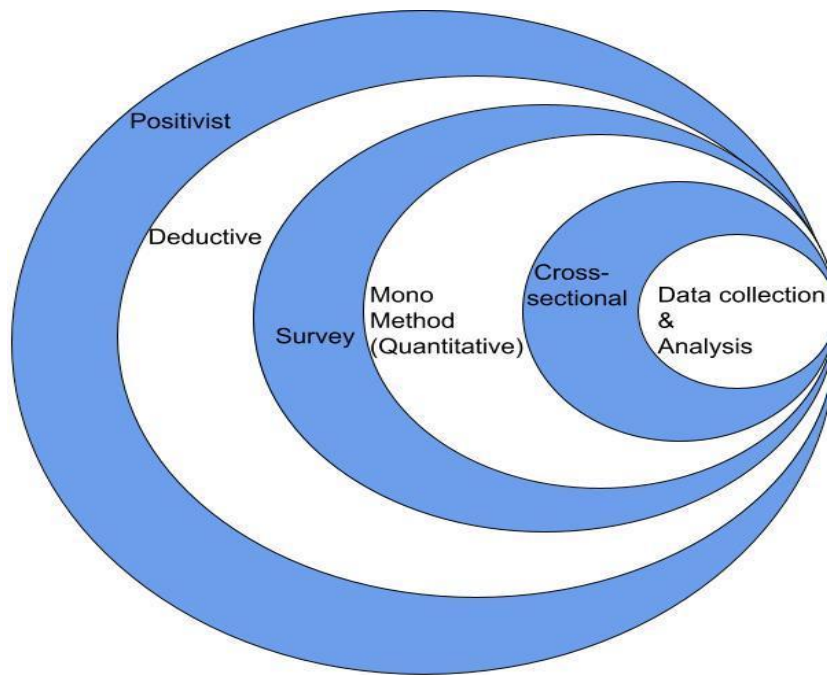


Fig. 3: Research design

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

4.2 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 4.1 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)

4.3 Sample size and sampling procedure

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.

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)

4.4 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. A last round of data collection was done in January 2022, after initial data collection conducted between April and December 2021.

4.5 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. Table 4.6 depicts the measurement instruments for the variables.

Table 4.5 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)

4.6 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. 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). 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).

4.7 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)

5.2 Measurement model assessment (Reflective)

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 show that the construct explains more than 50 per cent of the variance in the indicators, hence showing suitable 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 recognized by average variance extracted (AVE), where AVE of 0.50 or higher shows that the construct clarifies 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. Two main outputs

were examined for discriminant validity, cross-loadings (Table 5.3) and Heterotrait-Monotrait Ratio of correlations (HTMT) (Table 5.4).

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 including Repeated Indicators Approach (Wold, 1982), Disjoint Two-stage Approach (Becker *et al.*, 2012), Joint Two-stage Approach (Ringle *et al.*, 2012), Extended Repeated Indicators Approach (Becker *et al.*, 2012) and Improved Extended Repeated Indicator approach.

5.4 Assessment of measurement model for formative-measured sustainable performance

When assessing the degree to which formative indicators are very 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 rigorous criteria, where VIF values close or lower that 5 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 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.

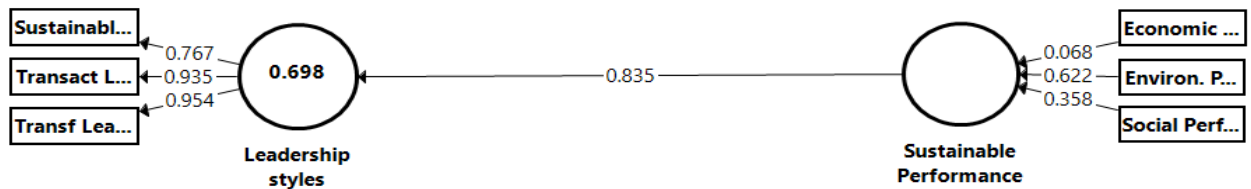


Fig. 4: Formative assessment for Sustainable performance

Source: Field Data (2022)

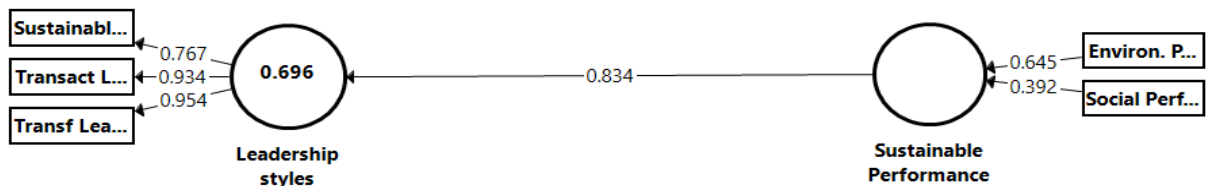


Fig. 5: Final model for Formative assessment Source: Field Data (2022)

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

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

Based on 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 its 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 connections are shown in figure 6.

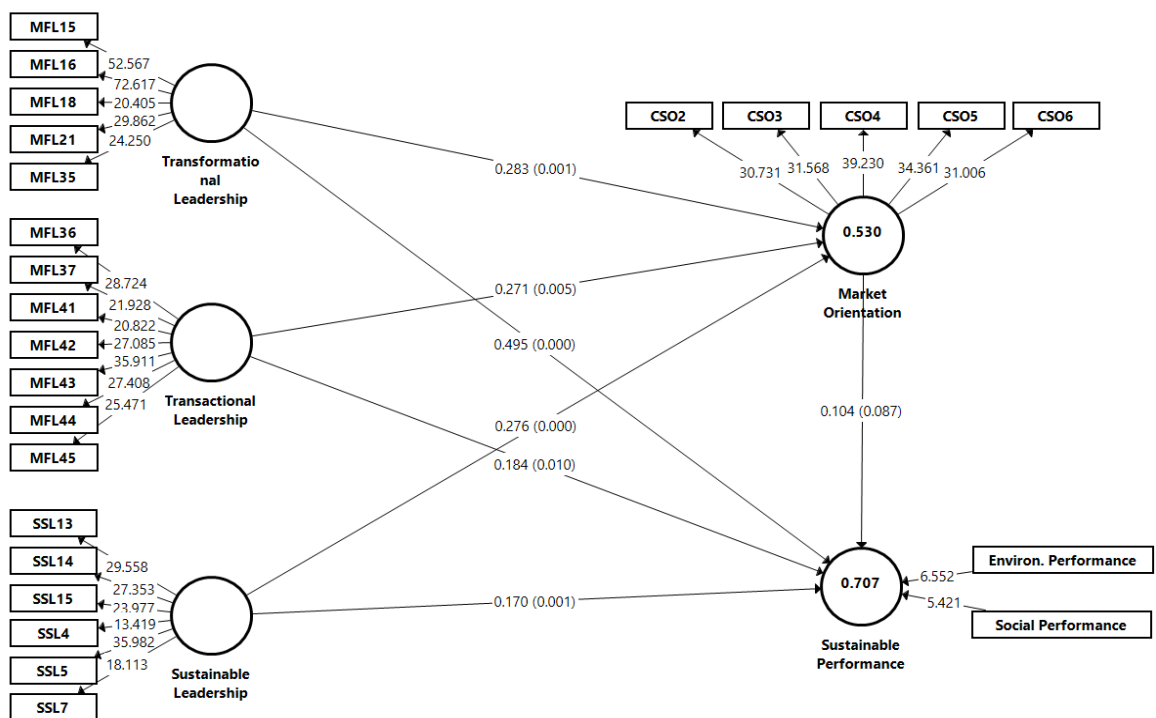


Fig. 6: Structural Model Source: Field Data (2022)

Table 5.7 Path coefficient

Path Relationship	Path Coefficient	Standard Deviation (STDEV)	T values	P values (p<0.05)	Significance
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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 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)

The coefficient of determination (R^2) measures the predictive precision and joint significance of a model. It depicts the amount of variance in the endogenous construct explained by all the exogenous constructs that are theoretically associated. R^2 values range from 0 to 1, with higher values indicating 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 52.6% 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)

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 scrutinise the predictive power of the model.

5.9 Blindfolding

As a measure of predictive relevance of latent variables in the path model of the PLS, the Stone-Geisser's Q^2 value (Stone, 1974; Geisser, 1974) is found through the use of the blindfolding procedure. 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

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			
	RMS E	MAE	MAPE	Q² _predict	RMSE	MAE	MAPE	Q² _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

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.

5.12 Moderating role of Market Turbulence

The concept of market turbulence refers to the difficulty of accurately anticipating future market preferences, the nature of existing competition, and the development of environmental influences. In this regard, the notion of market turbulence seeks to simultaneously assess the change that businesses experience in the composition of their customers and competitors (market dynamism), as well as the battle to equip the organization to deal with new competitive circumstances (market uncertainty).

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)

From the bootstrap results, 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.

5.13 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 is defined as the rate at which technology changes in an industry overtime, arising from product and process innovativeness. Technology thus supports innovations, improved supply chain visibility, better communication and faster product design to market. Thus, if an industry is characterized by a rapidly changing technology, then a market-oriented culture may not be imperative and the opposite is true.

Table 5.13: Bootstrap results of moderating role of technological turbulence

	Path Coefficient	STD DEV	T values	P Values
Market Orient. -> Sustainable Perf.	0.080	0.063	1.266	0.206
Market Orient. * Technological Turbulence -> Sustainable Perf.	-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 bootstrap results, (Table 5.13), 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.

5.14 Moderating role of competitive intensity

The level of rivalry that exists between different companies in a sector is referred to as the industry'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. Therefore, the difficulties that companies have while operating in highly competitive marketplaces may compel these companies to draw from their inventiveness in order to surpass their competitors and hold a market position that is distinct from the others.

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)

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

5.15 The moderating role of Market Orientation

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. 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.

Table 5.15: Bootstrap values of moderating role of market orientation

Variables	Path Coefficient	T values	P Values
Market Orientation -> Sustainable Perf.	0.109	1.607	0.108
Sustainable Lead. -> Sustainable Perf.	0.150	2.670	0.008
Sustainable Lead. *Market Orient. -> Sustainable Perf.	-0.074	0.999	0.321
Transactional Lead. ->Sustainable Perf.	0.224	3.293	0.001
Transactional Lead. * Market Orient. -> Sustainable Perf.	0.121	1.718	0.079
Transformational Leadership * Market Orientation -> Sustainable Performance	-0.108	1.799	0.067
Transformational Lead. ->Sustainable Perf.	0.449	6.728	0.000

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 variables have in the link between market orientation and sustainable performance was an additional goal of this research. The findings were presented in a manner that was consistent with the objectives of the research.

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

The analysis of the results showed 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 consistent 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 significantly 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.

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 consistent with those found in previous studies carried out by Kyei-Frimpong *et al.* (2022), Fatoki (2021), Iqbal, Ahmad, and Halim (2020). 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.

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, H_3 , 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). 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. 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 environment.

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

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 findings further depicted market orientation had a statistically significant (10%) moderating effect between transactional leadership style and sustainable performance ($\beta = 0.121, p < 0.10$). 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. 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 found that the link between market orientation

and performance is contingent on several exogenous environmental conditions. Thus, 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). 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 significant moderation effect.

In spite of this, the research found 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 negative. 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. Therefore, when the moderating impact is negative, it suggests that the affected connection is diminished in size the greater the moderator level is. The results are consistent with the literature, despite the fact that the moderated effects of environmental variables on the link between market orientation and performance are varied.

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, as well as 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, different levels of competition, diverse stakeholder interests, and diverse regulatory frameworks may necessitate the application of different leadership styles to achieve desired levels of performance.

According to the results of the research, a positive and a statistically significant relationship exists between the leadership style and market orientation (culture) and their ability to maintain sustainable performance. In addition, it provided 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 throws more 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. 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 industry. 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. Additionally, the study enlightens managers on the need of providing value based on the demands and preferences of all key stakeholders (all inclusive). 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.

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 industry. Finally, the findings could help policymakers promote social responsibility in the hotel industry. 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

To the conclude, 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 analysed 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 focused on 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' point of view.

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