

Opponents review of doctoral dissertation

Christiana Appiah-Nimo „Influence of leadership style on market orientation and sustainable performance: evidence from star-rated hotels in Ghana”

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Reviewer: prof. Ing. Iva Živělová, CSc.

A doctoral candidate Ing. Christina Appiah-Nimo has chosen a topic related to leadership skills in the hospitality industry in Ghana and its influences on the star rated hotels in Ghana. This topic is very actual since the tourism sector in Ghana is rapidly growing in the last few years with more international arrivals as well domestic tourism. Good managerial skills and better leadership in the hospitality sector is needed and which will obviously lead to more competition and better services for their clients.

To meet the set goals and to evaluate the different types of leadership styles and its influence on market orientation and sustainable performance and make policy recommendations for the different stakeholders in the hospitality industry, the author has conducted an extensive literature review to serve as the theoretical base for her work. The author has shown that she is capable of working with scientific literature.

The author begins her research by analysing tourism prospects Ghana by indicating that the tourism sector is rapidly growing but did not show if the hotels in Ghana are able to meet the accommodation needs of the tourist. Secondly hotels are not only built for tourist but also for other purposes like accommodation for local and foreign workers, business travellers, conferences and other social gatherings.

Question: Could the author please explain if the hotels in Ghana are able to meet the present demand for accommodation and other services for even most sophisticated clients?

Good leadership style with a good market orientation will definitely lead to higher growth and bring more prosperity and sustainable performance conversely bad leadership style can lead to the collapse of a firm. According to the author, the results of her research provide hotel owners, managers, and policy-makers first-hand knowledge on the appropriate leadership style to adopt in order to achieve sustainable performance. She further explains that, 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.

Question: Can the author explain further and with practical examples the contribution of her work to science and practice (pages 89 and 90; 7.1 and 7.2) and how the leadership style has influenced the market orientation and sustainable performance on star rated hotels in Ghana

The main Aim and Objectives.

The objective of the thesis as listed below sought to investigate and analyse the influence of leadership style on market orientation and sustainable performance of star-rated hotels in Ghana

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.

In chapter two, the author stated the research question, the main objective and specific objectives. However, I believe that the specific objectives should have been formulated in relation to the study area. For example objective 1 could have been formulated as to *Assess the impact of leadership style on market orientation in the hotel sector in Ghana*. The chosen methodology procedure is sufficiently described.

Research problem and gap

The author indicated on page 16 sub-heading 2.1 that, 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. Unfortunately there is no table 1.1 in the work, probably she meant **table 2.1** which is on pages 19 and 20 of the work. Again the author should have used a more recent data like from 2015 – 2022 which could have shown how tourism boom before the COVID – 19 and how it is doing now after the pandemic.

Research Design

This study primarily looked at the leadership style and its influence on market orientation and sustainability performance. The questionnaire did not sort for the opinion of the employees who are the implementers of the policies of their leaders and managers and who come into contact with the clients of their hotel to show if the sort of leadership in their hotels have brought good economic results and sustainability to their hotels. These employees could have provided another perspective on the operations of their hotel. Again with regards to the questionnaire, most of the respondents had tertiary education, the were too long and sometimes confusing which I am sure the respondents had to spend a lot time answering those numerous questions and this could lead to a situation where the respondents will not have time to read everything but just answer the question without been objective. 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**”.

This part was not analysed anywhere in the work.

Question: Could the author explain how leadership style has affected the economic performance of the hotels in Ghana, how has it promoted corporate social responsibility and environmental sustainability in Ghana?

Sustainable performance.

The author should clearly explain whether she is talking about how leadership style could bring about economic sustainability for the firm or how to support environment sustainability towards the achievements of the SDGs in Ghana.

I am not too sure of the recommendations made the by the author for the management of various hotel and policy maker to adopt to improve the hospitality industry in Ghana, could the author during the defence explain the different policies she will recommend to the stakeholders as shown above and for other African countries to boost this industry.

Formal prerequisites of the dissertation work

The format and structure is at acceptable level for this type of work. The work is well cited and the use of English language is very good with just few sentences which is a bit difficult to the clear meaning of what is been discussed.

Final Statement

Base on the facts presented in the work although with few shortcomings, the submitted dissertation fulfils all legally required criteria for this kind of work. I recommend this doctoral thesis for defence by the author. After successfully defending it, I suggest you award Ing. Christiana Appiah-Nimo titlr

Doctor of Philosophy, in abbreviation Ph.D.

Brno, November 1, 2023



prof. Ing. Iva Živělová, CS.

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