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**THE MODERATING EFFECTS OF ENVIRONMENTAL
MUNIFICENCE ON THE RELATIONSHIP BETWEEN
BUSINESS LEVEL STRATEGY AND PERFORMANCE
OF HOTELS IN NIGERIA**



**MASTER OF SCIENCE MANAGEMENT
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**EFFECTS OF ENVIRONMENTAL MUNIFICENCE ON THE
RELATIONSHIP BETWEEN BUSINESS LEVEL STRATEGY AND
PERFORMANCE OF HOTELS IN NIGERIA**

By



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**Thesis Submitted to
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(Management)**

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ABSTRACT

The study aims to examine an association between business level strategy (cost leadership strategy and differentiation strategy) on the performance of Nigerian hotels, with the moderating variable of environmental munificence. Hotels industry is a vital tool for the economic growth in Nigeria and it constitutes an important basis of the economic development of the country. As a result of a thorough review of literature, a model was proposed to examine these relationships. This research applied census sampling to gather data from owners/managers of Hotels in Kano State North-West of Nigeria using questionnaire survey design. The study employed descriptive and inferential statistics to analyze the data collected using SPSS statistical package software and smart partial least squares software. The findings of this study indicate that cost leadership strategy have direct significant positive relationship with hotels performance, and surprisingly differentiation strategy was not statistical significance to hotels performance, whereas environmental munificence was found to moderates the relationship between cost leadership strategy, differentiation strategy and performance among hotels. These clearly show the need for sound business level strategy activities, as well as the need for effective environmental munificence ideas among the hotels managers and emphasis should be given to differentiation strategy. The result signifies the appropriateness of PLS in analysis and has contributed better understanding on effect of business level strategy on hotels performance. Similarly, finding of this study can assist practitioners and policy makers in hotels industry support in designing strategic decisions for superior performance. Finally, study implications for theory and practice, limitations, conclusions as well as direction for future research were provided and discussed.

Keywords: cost leadership, differentiation strategy, environmental munificence, hotels performance

ABSTRAK

Kajian ini bertujuan untuk menyelidik perkaitan antara strategi tahap perniagaan (strategi kepimpinan kos dan strategi pembezaan) terhadap prestasi hotel di Nigeria, dengan pemboleh ubah pengantaraan anugerah alam sekitar. Industri perhotelan merupakan medium yang penting untuk pertumbuhan ekonomi di Nigeria dan menjadi asas penting dalam pembangunan ekonominya. Hasil daripada penelitian literatur secara menyeluruh, sebuah model dicadangkan untuk menyelidik hubungan ini. Kajian ini menggunakan persampelan bancian untuk mengumpul data daripada pemilik / pengurus hotel di Kano State Utara-Barat Nigeria menggunakan reka bentuk soal selidik tinjauan. Kajian turut menggunakan statistik deskriptif dan inferensi untuk menganalisis data yang dikumpul menggunakan perisian pakej statistik SPSS dan perisian pintar kuasa dua terkecil separa. Dapatan kajian menunjukkan bahawa strategi kepimpinan kos mempunyai hubungan positif yang signifikan secara langsung dengan prestasi hotel, tetapi strategi pembezaan pula didapati tidak signifikan secara statistik dengan prestasi hotel. Sementara itu, anugerah alam sekitar didapati menjadi pengantara dalam hubungan antara strategi kepimpinan kos dan strategi pembezaan dengan prestasi hotel. Ini jelas menunjukkan keperluan aktiviti strategi tahap perniagaan yang baik, serta keperluan idea bagi anugerah alam sekitar dalam kalangan pengurus hotel, dan penekanan perlu diberikan kepada strategi pembezaan. Dapatan kajian menggambarkan kesesuaian penggunaan PLS dalam analisis dan menyumbang pemahaman yang lebih baik terhadap kesan daripada strategi tahap perniagaan ke atas prestasi hotel. Selain itu, dapatan kajian ini dapat membantu pengamal dan pembuat dasar untuk menyokong industri perhotelan dalam mereka bentuk keputusan strategik bagi prestasi yang tinggi. Akhir sekali, implikasi kajian bagi teori dan amalan, batasan, kesimpulan dan juga hala tuju untuk kajian pada masa akan datang turut disediakan dan dibincangkan.

Kata kunci: kepimpinan kos, strategi pembezaan, anugerah alam sekitar, prestasi hotel

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LIST OF ABBREVIATIONS

ADR	Average Daily Rate
AVE	Average Variance Extracted
CL	Cost Leadership
CR	Composite Reliability
DC	Dynamic Capability
DS	Differentiation Strategy
EM	Environmental Munificence
FP	Financial Performance
GDP	Gross Domestic Product
NBS	Nigerian Bureau of Statistic
PLS	Partial Least Square
RBV	Resource Based View
ROA	Return on Asset
ROI	Return on Investment
ROS	Return on Sale
SEM	Structural Equation Modeling
SME	Small And Medium Enterprises
SMEDAN	Small and Medium Enterprises Development Agency of Nigeria
SPSS	Statistical Package for Social Science
USA	United State of America
VRIN	Valuable Rare Inimitable Non-Substitutable
YTD	Year To Date

CHAPTER ONE

INTRODUCTION

1.1 Background and Motivation of Study

In global businesses the most imperative determinants of achievement in the market place is competitive advantage (Valipour, Birjandi & Honarbakhsh, 2012; Pehrsson, 2016). For any organization to operate successfully, it must establish itself and match itself with the environment in which it is operates. The environmental forces could either be the internal versatile activities, a firm's immediate external environment, or even the remote external environment, which contribute to making the business environment complex. Therefore all the environmental factors must be anticipated, monitored, assessed, and incorporated during decisions making process. This complexity and sophistication of the environment make it necessary for business to use the strategic management concept (Pearce and Robinson, 2002; Pehrsson, 2016; Valipour et al., 2012). Therefore, the success and survival of any organization depends on how well it positions itself in the environment.

The saturation in many markets and the changes created by the information age has endangered the quest by organizations to differentiate themselves from their competitors within the same markets through the exploitation of tangible and intangible assets so as to attain core competencies and achieve sustainable business success. Researchers like Banker et al., (2014); Back & Boogs, (2008); Grant, (1996); Spender & Grant, (1996); Davenport & Prusak, (1998); Foss & Pedersen, (2002); and

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ACADEMIC RESEARCH QUESTIONNAIRE

Dear Respondents

I am currently conducting a survey title: *Moderating effect of Business Environment on the Relationship between Business Level Strategies and Performance of Hotels in Nigeria*. I would appreciate it very much if you will assist the researcher by providing **objective** and sincere answers to all the questions, as there is no right or wrong answer. Be assured that all the information given will be treated as confidential and it will be used only for the purpose of this study only.

In anticipation of your positive response, I would appreciate very much your kind assistance in completing the questionnaire. Any questions or suggestions please call or email: Abdullahi Hassan Gorondutse; +2348068075309 / ahgdutse@gmail.com.

Thank you very much for your time and cooperation.

Yours faithfully,

Abdullahi Hassan Gorondutse

Researcher

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ACADEMIC RESEARCH QUESTIONNAIRE

SECTION A:

Demographic Characteristic of the Respondent's Sample

(Please *tick* as appropriate)

- **Gender:**
 - Male []
 - Female []
- **Your job title:**
 - Chief Executive []
 - General Manager []
 - Manager []
 - Others (Please specify)..... []
- **Where is your organization location:**
 - Head quarters []
 - Branches []
 - Subsidiary []
 - Others (Please specify)..... []
- **Education:**
 - SSCE/ Undergraduate []
 - Diploma []
 - Degree/HND []
 - Masters []
 - Others (Please specify)..... []
- **Ownership of the Organization:**
 - Individual []
 - Partnership []
 - Joint ventures []
 - Others (Please specify)..... []
- **Total assets of my company at the end of years:**
 - Less than 1 million naira []
 - 2-10 million naira []
 - 11-20 million naira []
 - 21-30 million naira []
 - 30-above []
- **How long has your organization been in existence?**
 - < 1 years []
 - 1- 5 years []
 - 6- 10 years []
 - 11- 15years []
 - 15- Above []

Section B:

Part 1: The following statements describe on the business strategy of your organization, kindly rate the extent to which your organization focuses on the following. Please **circle ()** in the box between **1 = Strongly Disagree** and **7 = Strongly Agree** that matches your view or level of agreement most in each question

		Strongly Disagree			Strongly Agree			
CL01	Highlighting on efficiency of sourcing raw material or component (bargaining down price)	1	2	3	4	5	6	7
CL02	Emphasis on finding ways to reduce cost.	1	2	3	4	5	6	7
CL03	Stress on operating efficiency (e.g. efficiency on output and logistic)	1	2	3	4	5	6	7
CL04	Emphasis on product/service capacity utilization	1	2	3	4	5	6	7
CL05.	Stress on price competition (i.e. offering competition price).	1	2	3	4	5	6	7
CL06	Highlighting on tight control of selling (general administrative expenses)	1	2	3	4	5	6	7

Part 2: The following statements describe on the business strategy differentiation of your organization, kindly rate the extent to which your organization focuses on the following. Please **circle ()** in the box between **1 = Strongly Disagree** and **7 = Strongly Agree** that matches your view or level of agreement most in each question.

Strongly Disagree				Strongly Agree				
DS01	Emphasis on new service development or existing service adaptation to better serve consumers.	1	2	3	4	5	6	7
DS02	Rate of new product introduction to market.	1	2	3	4	5	6	7
DS03	Emphasis on the number of new service offered to the market.	1	2	3	4	5	6	7
DS04	Intensify of your advertising and marketing.	1	2	3	4	5	6	7
DS05.	Emphasis on developing and utilizing promotion activities.	1	2	3	4	5	6	7
DS06	Emphasis on building a strong trade mark identification.	1	2	3	4	5	6	7

Part 3: The following statements describe the extent to which a business environment can provide resources, assistance and support needed by your enterprise that may improve the sustainability, growth and performance of your enterprise. Please **circle ()** in the box between **1 = Strongly Disagree** and **7 = Strongly Agree** that matches your view or level of agreement most in each question.

		Strongly Disagree			Strongly Agree			
BE01	The infrastructure encourages us to be independent within the business area	1	2	3	4	5	6	7
BE02	Government provides good support for hotels owner.	1	2	3	4	5	6	7
BE03	Bankers and other investors help hotels owner.	1	2	3	4	5	6	7
BE04	Other community groups provide good support for business enterprises.	1	2	3	4	5	6	7
BE05.	There are many examples of well respected people who succeed through hotels.	1	2	3	4	5	6	7
BE06	Many of my friends are hotels owners.	1	2	3	4	5	6	7
BE07	Many of my family and kin are into hotels.	1	2	3	4	5	6	7
BE08	The local media does a good job of covering local business news.	1	2	3	4	5	6	7

Part 4: Please indicate the range which best describes the average performance of your Hotels for the past three years (your responses will be kept strictly confidential): Please **circle ()** in the box between **1 = Strongly Disagree** and **7 = Strongly Agree** that matches your view or level of agreement most in each question

		Strongly Disagree					Strongly Agree	
FP01	Return on Sale (ROS)	1	2	3	4	5	6	7
FP02	Return on Investment (ROI)	1	2	3	4	5	6	7
FP03	Market share	1	2	3	4	5	6	7
FP04	Sales Growth	1	2	3	4	5	6	7
NFP05	Innovation and Learning Perspectives: My hotel considers, improve and learn increase new markets, revenue and margin in its bid to promote customers.	1	2	3	4	5	6	7
NFP06	Customer Perspective: My hotel considers the customer on time, quality, performance, services and cost in order to pursue success.	1	2	3	4	5	6	7
NFP07	Internal Business Perspectives: My hotel considered the business processes that have the greatest impact on customer satisfaction.	1	2	3	4	5	6	7

Thank you for your cooperation