

**SERVICE MARKETING IMPERATIVES, LEADERSHIP  
COMPETENCIES AND SUSTAINABLE MARKET PERFORMANCE  
OF SELECTED HOTELS IN LAGOS, NIGERIA**

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**NOVEMBER, 2021**

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**A THESIS SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES IN  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE  
DEGREE OF DOCTOR OF PHILOSOPHY (Ph.D) IN MARKETING IN THE  
DEPARTMENT OF BUSINESS MANAGEMENT, COLLEGE OF MANAGEMENT  
AND SOCIAL SCIENCES, COVENANT UNIVERSITY, OTA, OGUN STATE,  
NIGERIA**

**NOVEMBER, 2021**

## ACCEPTANCE

This is to attest that this thesis is accepted in partial fulfilment of the requirements for the award of the degree of the Doctor of Philosophy in Marketing in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria.

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## **DECLARATION**

**I, OREAGBA OLUWAKEMI TAIWO (06AD03563)** declare that this research work was carried out by me under the supervision of Dr. Olaleke O. Ogunnaike and Dr. Oladele J. Kehinde of the Department of Business Management, Covenant University, Ota, Ogun State. I attest that the thesis has not been presented either wholly or partly for the award of any degree elsewhere. All sources of data and scholarly information used in this thesis are duly acknowledged.

**OREAGBA OLUWAKEMI TAIWO**

.....  
Signature and Date

## CERTIFICATION

We certify that this thesis titled “**SERVICE MARKETING IMPERATIVES, LEADERSHIP COMPETENCIES AND SUSTAINABLE MARKET PERFORMANCE OF SELECTED HOTELS IN LAGOS, NIGERIA**” is based on original research carried out by **OREAGBA OLUWAKEMI TAIWO 06AD03563** under our supervision and that it has not been submitted for the award of any degree in this or any other University.

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## **DEDICATION**

This thesis is dedicated to God Almighty, who has given me the strength and grace to achieve this important yet another feat.

To him alone be all the glory.

## ACKNOWLEDGEMENTS

My gratitude goes to God Almighty for seeing me through this project. His mercies endureth forever.

I want to express my appreciation to Chancellor Covenant University, Dr. David O. Oyedepo, for his foresight and constantly making time to challenge our potentials. I pray that God will continue to strengthen and grant him more grace. AMEN!

My appreciation goes to the Vice-Chancellor of Covenant University, Professor Abiodun H. Adebayo, the Registrar, Dr. Oluwasegun P. Omidiora, the Dean, School of Postgraduate Studies, Professor Akan B. Williams, Sub-Dean School of Postgraduate Studies, Dr. Emmanuel O. Amoo, the Dean, College of Management and Social Sciences, Professor Uwalomwa Uwuigbe, the Head of Department, Prof. Anthonia A. Adeniji and the Postgraduate Coordinator, Dr. (Barr.) Ebeguki E. Igbinoba for their commitment towards the successful completion of my Doctor of Philosophy Degree programme. My acknowledgement also goes to the management of the Centre of Learning (CLR) and African Leadership and Development Centre (ALDC) for providing most of the resources utilised in this study. Also, I appreciate Covenant University Centre for Research, Innovation and Discovery (CURID) for sponsoring my publications and their commitment to completing my Doctor of Philosophy Degree programme.

I express my sincere gratitude to my mentor and supervisor, Dr. Olaleke O. Ogunnaike, for his patience, guidance, dedication and commitment to the success of this work. I immensely benefited from his supervision in many ways, including the generosity of his time, invaluable advice and encouragement at different stages of my thesis. I am truly grateful for your guidance and encouragement. To my Co-Supervisor Dr. Oladele J. Kehinde, I thank you for your fatherly role, academic mentorship, constructive comments, and support throughout this programme. May God continue to bless you.

I sincerely appreciate the great inputs of the Postgraduate school representative, Prof. Daniel E. Gberevbie and my college examiners, Dr. Kehinde O. Oyesomi and Prof. Rowland E.

Worlu, for their untiring efforts towards the completion of this work. God continue to enrich your knowledge.

My sincere gratitude goes to Prof. Chinonye L. Moses, Prof. Rowland E. Worlu, Dr. Omotayo A. Adegbuyi, Dr. Adewale O. Osibanjo, Dr. Mercy E. Ogbari, Dr. Olabode A. Oyewunmi. My appreciation goes to the faculty for the encouragement and inputs: Dr. Ikechukwu S. Ukenna Dr. Odunayo P. Salau, Dr. Hezekiah O. Falola, Dr. Ayodotun S. Ibidunni, Dr. Amaihian A. Bosedo, Dr. Adebukola E. Oyewunmi, Dr. Taiye T. Borishade, Dr. Tolulope O. Atolagbe, Dr. Grace C. Adeniji, Dr. Daniel. E Ufua, Dr. Joy I. Dirisu, Dr. Mosunmola O. Adeyeye, Mrs. Deborah Aka, and Mrs Ebere Azuh. It is worthy of saluting Dr. Imohnopi for finding time to read and make constructive corrections to my thesis.

Special mention must be made to my colleagues on the doctoral program. I appreciate Dr. Adebayo, Dr. Abisola, Mrs. Oranusi, Dr. Adebayo, Dr. Adesanya, Dr. Adeoye, Dr. Alloy and Dr. Opeyemi; thanks for always being there.

My special appreciation goes to my Parents Mr. and Mrs. Oreagba, for their support and care. To my twin sister, Mrs. Toke Okeowo and my siblings, Mrs. Kehinde Alade, Mr. Taiwo Oreagba, Mr. Seun Oreagba, Funmi Oreagba and Subomi Oreagba thanks for the motivation. My sincere gratitude goes to Pst. Edmond Shotubo, Pst. Olaitan Shotubo, Simisola Mustapha, Opeyemi Omokuruole, Moninuola Kassim, Debodun Kassim, Oyinkan Kassim, Jesse Katende and Engr. Gbenga Akinbode for their friendship and love.



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## ABSTRACT

The increasing importance of service in today's business environment has dominated most economies around the world. The hotel industry is on the fast rise to becoming one of the contributors to GDP; it is overwhelmed with innovation, technology and service environment, which has affected customers' decision to repeat the purchase of service rendered to them in the hotel. These, however, have obliged service managers to be equipped with relevant leadership competencies that would enable them to facilitate service operations from the initial stage of internal marketing to the ultimate goal of sustainable market performance. The main objective of this study is to examine the moderating effect of leadership competencies on service marketing imperatives and sustainable market performance. The study adopted a mixed-method using a structured questionnaire and semi-structured interview. A total of 541 copies of the questionnaire to both customer-contact employees and managers in eight (8) hotels in Lagos, Nigeria, was administered. At the same time, the researcher interviewed 28 managers involved in the service encounter. The study adopted multiple sampling techniques: stratified and purposive sampling techniques to select the respondents. The data were analysed using PLS-SEM and Thematic Analysis. The quantitative findings revealed that internal marketing has a statistical significance on marketing innovation ( $\beta = 0.566$ ,  $t = 16.241$ ,  $p\text{-value} = 0.00$ ); interactive marketing has a significant effect on revenue growth ( $\beta = 0.559$ ,  $t = 15.003$ ,  $p\text{-value} = 0.00$ ); external marketing has a statistical effect on profitability ( $\beta = 0.547$ ,  $t = 13.191$ ,  $p\text{-value} = 0.00$ ); service marketing imperatives has a statistical significance in predicting sustainable market performance ( $\beta = 0.726$ ,  $t = 26.897$ ,  $p\text{-value} = 0.00$ ) and leadership competencies could moderate the relationship between service marketing and sustainable market performance ( $\beta = -0.132$ ,  $t = 4.178$ ,  $p\text{-value} = 0.00$ ). The qualitative findings revealed the following themes; employee management, customer experience, interpersonal relationships and hotel manager competencies; they are important contributors to service marketing, leadership competencies and sustainable market performance. The study recommends that appropriate marketing strategies to build customer loyalty should be implemented to promote and enhance profitability. It also recommends that hotel managers should train, develop and orientate the customer-contact employees with the necessary knowledge and skills. Furthermore, it recommends that hotel managers should be people-oriented to encourage teamwork and facilitate training.

**Keywords: Hotel, leadership competencies, service marketing imperatives, sustainable market performance**