IJAAR PUBLISHING®

International Journal of Advanced Academic Research | ISSN: 2488-9849
Vol. 12, Issue 8 (2026) | https://doi.org/10.46654/s0hpt829

Value-Based Leadership and Employee Performance of Luxury Hotels in South-South, Nigeria.

By

Kobani, Barinee Laura and Omoankhanlen J. Akhigbe
Department of Management, Faculty of Management Sciences, University of Port Harcourt, Rivers State

Abstract
The study examined the relationship between value based leadership on the performance of employees in luxury hotels in south-south of Nigeria. Identifying and channelling the influences of the 'moderating effect' leadership intelligence emotional, cognitive and social elements of leadership capacity was also explored. It breaks down employee performance into three dimensions: Task performance, contextual performance, and adaptive performance, giving a more detailed view into workplace behaviours. A cross-sectional research design with quantitative method was used and the data were gathered via a structured copy of questionnaire administered to the employees of selected luxury hotels. A total of 298 sets of questionnaires were randomly distributed, with 268 usable completed and analyzed, accounting for an 89.3% return rate. Because of the small sample size, the study used a partial least-squares structural equation modeling (PLS-SEM) technique with SmartPLS and SPSS software packages for evaluating the measurement model and structural model, respectively. The findings indicated that all dimensions of value-based leadership including ethical leadership, authentic leadership had the statistical significance in relation to employee performance. The study suggested, among others that, the institution of hotel management programs should foster ethical leadership in promoting fairness, transparency, and accountability.

Keywords: Value-Based Leadership, Ethical Leadership, Authentic Leadership, Employee Performance, Task Performance, Adaptive Performance

1.0 Introduction

The term employee performance has always been the subjects of scrutiny in management field as the employee is the most important asset of any organization and running the success and welfare of any organization mainly depend upon employee performance. In the context of hotel companies where the customer experience is of paramount importance, employee performance will be the building blocks of operational excellence. It is the duty of the employees working in these luxury hotels to be skilled and adaptable to respond to customers' needs and ensure that the company maintains a reputation for providing their customers with quality services. Competition is one of the primary challenges that end up heavily influencing the performance of companies in the field, pushing them to rely on the performance of the employees they respect in their areas to achieve competitiveness, profitability and customer loyalty (Oliveira, et al. 2023). Supporting the above statement, Zhu and Liu (2023) highlighted the importance of employee performance in achieving the success, competitiveness and sustainability of organisations. Employees are essential to the success of hotel companies as they drive customer satisfaction as well as show their contribution to working efficiency, competitive advantages, economic outcomes, employer agility, organizational culture, and help companies flourish in a highly dynamic market.

Focusing on the ability to use different types of employees with consistently good performance to build good relations with customers and improve the brand image, Oliveira et al. (2023) suggest that an organization with a regular workforce of people who perform well is more likely to gain a sustainable competitive advantage in a marketplace if it can do so compared to other organizations. The work performed by employees is one of the main factors that can affect companies' profitability. Successful employees help to boost revenues, lower current expenses, and generate greater profit. Chen and Wu (2022) enrolled a comparison among relatively motivated and trained employee, relative result oriented employee, and relatively demoralized and trained employee for financial results in the study, proving that due to the positive impacts of improving customer retention and minimizing employee turnover costs, having relatively motivated and trained employees results in superior financial results. Employees excel and set exemplary models for other employees to follow, thereby fostering accountability, collaboration and innovation by others through their performance (Rodriguez & Martinez, 2022). Task performance, contextual performance and adaptive performance (Koopmans et al., 2013) are the employee performance measures used.

Value based Leadership is the leadership that puts its leadership foot at the centre of the values, basic values, moral values and ethical values during the process of taking decisions and performing actions to achieve inspiration and guidance to its employees and confirmed as one of the major critical success factors everywhere in the world to ensure the fortune and success of corporate enterprise. Fostering a positive organization culture that employees feel valued requires valuable leadership. According to Zhang et al. (2022), ethics and values-driven leader behaviors foster employees' commitment, creative and proactive attitude. Value-based leadership builds staff engagement, through trust and transparency and shared purpose, by delivering better service through greater passion and purpose on customer experience. As per Kim and Park, (2023), managers that foster a culture of value drive employees to feel the value and goals of their organization as their own, resulting in higher employee engagement and productivity.

Leaders of Hotel, by following the Hotel Industry Value Based Leadership need to enhance their employees' performance. Therefore, hotels businesses can develop a sense of community goal and confidence, and also future-proof themselves for eventual success in the

hugely competitive markets. Value-based leadership and employee performance are thus important research and practice areas that warrant attention to improve the outcomes of an organization.

Although several value-based leadership studies (Park, 2023; Li & Chen, 2023; Zhang et al. 2022) and employee performance studies (Rodriguez & Martinez 2022; Chen & Wu, 2022) have been conducted, the relationship between value-based leadership and employee performance of any luxury hotels in the South-South Region of Nigeria is largely empirical in nature, and a comprehensive study has not been done. Hence this study is geared towards examining the relationship between value- based leadership and employee performance of luxury hotels in South-South Region, Nigeria.

Statement of the Problem

The problem of poor employee performance in the luxury hotels has inflicted on the company's performance and competitiveness in the luxury hotel sector. Some luxury hotels companies do not pay adequate attention to full-fledged training intervention and end up with an inadequately trained workforce for the dynamic and complex demands of customers and hotel operations. A study conducted by Ahmed and Khan (2022) reveals that inadequately trained staff tend to feel less self-assured and are less productive; they make more errors, lead to misunderstanding, and this lowers customer satisfaction. The constant training of staff to further their competence and performance is significant here.

If an organization cannot achieve high performance in its employees, then it cannot reach all its goals and the business would not run on a sustainable basis. Therefore, if an employee is not being paid according to them, then he will not be performing to the best of his ability, making customer service worse, which is why this is mentioned by Zhang and Liu (2023). Employees' inability to perform their assignment in assigned work area impacts the efficiency of the hotels. In addition, the low contextual behaviour would decrease the helping behaviour of the employees and negatively affect the overall performance of the hotels as well. Yet the hotel company has made little progress in promoting economic development due to the uninnovativeness of most of its employees as it has a negative effect on the overall welfare of the business enterprise (Kobani, 2024).

Addressing the problem of poor employee performance has become a very challenging issue and it is assumed that value-based leadership can help improve employee performance. Value based leadership have been a key factor in enhancing positive work outcome in terms of performance (Ariyo, 2016). Therefore, this study will focus on the relationship between value-based leadership (as manifested by ethical leadership, authentic leadership and authentic leadership) with employee performance of luxury hotels in the south-south region of Nigeria.

Research Objectives

The specific objectives are;

i. To examine the relationship between ethical leadership and task performance of luxury hotels in South-South, Nigeria.
ii. To examine the relationship between ethical leadership and adaptive performance of luxury hotels in South-South, Nigeria.
iii. To examine the relationship between authentic leadership and task performance of luxury hotels in South-South, Nigeria.

iv. To examine the relationship between authentic leadership and adaptive performance luxury hotels in South-South, Nigeria.

Research Questions

The following research questions will guide this study;

i. What is the relationship between ethical leadership and task performance of luxury hotels in South-South, Nigeria?
ii. What is the relationship between ethical leadership and adaptive performance of luxury hotels in South-South, Nigeria?
iii. What is the relationship between authentic leadership and task performance of luxury hotels in South-South, Nigeria?
iv. What is the relationship between authentic leadership and adaptive performance of luxury hotels in South-South, Nigeria?

Research Hypotheses

The following null hypotheses served as a tentative answer to the research questions.

Ho_1: There is no significant relationship between ethical leadership and task performance of luxury hotels in South-South, Nigeria.

Ho_2: There is no significant relationship between ethical leadership and adaptive performance of luxury hotels in South-South, Nigeria.

Ho_3: There is no significant relationship between authentic leadership and task performance of luxury hotels in South-South, Nigeria.

Ho_4: There is no significant relationship between authentic leadership and adaptive performance of luxury hotels in South-South, Nigeria.

2.0 Literature Review

Conceptual Framework

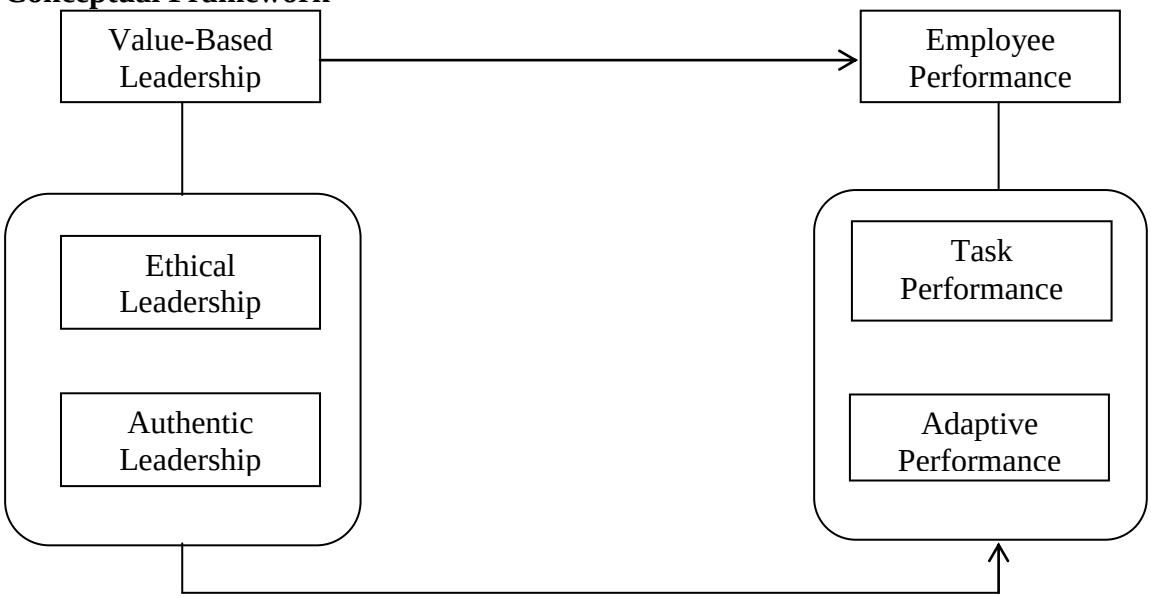


Figure 1: Conceptual Framework of value based leadership and employee performance
Source: The dimensions of Value-Based Leadership were adapted from Eneanya, (2020), while measures of Employee Performance were adapted from Agogbua, Obi and Ezejiofor (2022)

Value-Based Leadership

Value-based leadership is a very stable bond between leader and followers in which followers identify with the values that the leader strongly internalized on the basis of his/her ideology. Most authorities agree that value based leadership typically means a leadership that is rooted in basic moral principles and/or values, such as honesty, empowerment and social accountability (Reilly & Ehlinger, 2007). Values pertaining to what are ethically right and bad are known as ideological values. These principles are exemplified by things like personal moral responsibility, benevolence, making some positive contribution to society, caring for justice and honesty, and keeping promises to followers, clients or someone in the organization. One way Trevino and Brown (2004) define values is to say that they consist of the basic attitudes and beliefs that affect the behavior of employees and leaders. The attraction that many leaders have with the idea of shared values can be mainly explained by this viewpoint.

Value based-leadership has other benefits that are not just manifested between the leader and followers. Value-based leadership practices have the potential to bring about a number of advantages that include better performance, better organization commitment and better employee happiness. Research indicates that positive behaviours such as helping coworkers, going the extra mile to get an assignment done and showing loyalty to the organization are more likely to these employees' performance when they are convinced that managers are ethically and morally good (Walumbwa et al., 2011). In addition, value-driven leadership encourages long-term organizational sustainability by encouraging leaders to consider how their actions will impact their community, employees, customers, and the environment (Doppelt, 2003). Value-based leadership can thus play a supporting role in the organization's broader social and environmental responsibilities, as well as its daily activities.

Ethical Leadership

Ethical leadership is defined as, “a collection of behaviours or a distinct leadership style in itself” (De Hoogh & Den Hartog, 2008). Kanungo and Mendonca (2001) viewed ethical leadership in terms of altruism and called it “a tension between altruistic and egoistic motives.” Here we see an ethical leader prioritizing a pro-set of beliefs and good judgement over his own self-interest that can have a positive impact on those who follow him as well as the firm. Treviño et al. (2003) demonstrated that ethical leadership is correlated with ethical behaviours, including openness, fairness, care, and making ethical decisions, but also cited personality traits such as honesty, trustworthiness and integrity. From this perspective, followers might consider an ethical leader the “moral person” and “moral manager” since followers' morals lead them to behave positively on the job. “A moral person who exhibits moral traits and behaviours in their personal lives” is the general definition of an ethical leader. Ethical leaders will also exhibit these other qualities, but they will also actively seek to influence the behavior of their employees through "morality management," that is, requiring them to act morally and seriously and be mindful of their actions and behavior. A leader can impart and/or establish these values and values them by acting on these principles, or by effectively communicating them to its followers (Brown & Treviño, 2006; Ko et al., 2018).

Authentic Leadership

Authentic leadership is a form of leadership behavior that establishes internal morality and self-awareness proactively, fosters and encourages positive psychological qualities and builds up a more ethical surroundings. Rego et al. (2014), argue that a balanced processing of

information, transparency of relationships and harmony in the work environment of leaders who deal with colleagues is necessary for cultivation of good self-esteem. Authentic leadership is a relatively new style of leadership that over time brings benefit to the leader, followers and organizations and has a positive effect on moral and ethical behavior in workplaces, according to Covelli and Mason (2017). The expectation is that within a workplace harmony would also be hoped for as it (Avolio et al., 2004; Bakari et al., 2018;Gilbreath& Benson, 2004; Jensen & Luthans, 2006; Northouse, 2013), to have some impact on employee's behaviour.

Walumbwa et al. (2008) purposefully described authentic leadership as a behavioural pattern of leaders that demonstrates the possession and cultivation of positive psychological characteristics and integration of positive ethical qualities in foster. For followers to achieve their positive self-development, Walumbwa et al. (2008) conceptualized the leadership as a pattern of leader behaviours that involve and promote positive psychological capacity and a positive ethical climate in foster. Leroy et al. (2015) argue that because authentic leaders are more aware of these values, and hence conscious, they better articulate the values they follow – enabling them to justify words and actions. But the notion of authenticity in leadership is not synonymous with morally or ethically proper behaviour (Shamir & Eilam 2005). But it must be considered in conjunction with what is going on within the leader's heart, as well as any beliefs, convictions and values either good or bad in his or her heart. Authentic Leadership occurs over time and involves dimensions of self-awareness and is described by Datta (2015) as a process of meaning making.

Employee Performance

According to Hameed and Waheed (2011), employee performance is really the output and productivity from employee development. This thus means that employee productivity and performance go hand-in-hand and therefore the only way to achieve both is to aid the employees in their growth through employee training and development, which is part and parcel of the process of staffing. Like Hameed and Waheed (2011), Anitha (2014) draws its conclusion that the financial or non-financial outcome that is directly tied with the performance and achievement of an employee is employee performance. Jibrin-Bida and Abdul-Majid (2017) describe employee performance to be the accomplishment and contribution of an employee in practical and measurable terms. Durga (2017) reported that employee performance is the result which can be seen from the extent to which the employees carry out their duties properly and to the effective end.

Performance is key in helping a company achieve its desired goals. Staff performance is one of the most significant factors to increase the performance of an organization. Mathis (2006) states that there are three main factors that lead to performance: Abilities: Skills, Interests, and Personality Traits; Efforts: Evaluated based on how much work, ethics, motivation, attendance, and how assignments are designed; and Organization Support: Management, coworkers, performance standards, training and development, technology, and equipment. The resources of human as a tool need to be motivated well so that they can be motivated to achieve the goals of the organization. To make this happen, they need to be rewarded with bonuses that can meet the satisfaction requirements of employees as well as promotion and career growth. Moreover, can shapes motivation of employees without creating high-quality human resources? Constructive drive is the key to attaining the quality. The act of motivating oneself or another to perform a desired action is known as motivation. If employees are well motivated, the quality of their work will decrease.

Task Performance

Task performance is a contractual agreement between a manager and their subordinate(s) and/or employer and their employee(s) to execute a specific task (Pradhan & Jena, 2016). Task Performance is when an employee performs the tasks and responsibilities for the job function as described in the job description. Task performance is dependent on efficiency in doing so. In other words, it is about how effective and efficient the staff is in the performance of their tasks and responsibilities. Task performance from the employee's perspective is defined as "expected, evaluated and rewarded" behaviours (Leung, 2007).

Adaptive Performance

According to Pulakos et al. (2000), adaptive performance involves adapting to demands of a job situation. An employee's impacts to an organization's success are likely to make him valued. Employers look for highly adaptable employees who can control stress and who are able to generate big results (Leiz et al., 2009). Jund et al. (2014) define adaptive performance as the ability and desire to work in any organization. Similarly, adapting to and understanding the changes in the workplace is called adaptive workplace performance. According to Towler (2020), it is the capacity of an employee to adjust to quickly evolving work environments. Following the same fashion, Shoss et al. (2012) suggested that adaptive performance may occur in relation to adapting to changes in the environment or anticipating changes.

Adaptive performance illustrates the importance of intentionally considering the abilities of individuals to adapt to work changes. An employee's ability to adapt in their individual situation to rapidly changing work environments is called their capacity of adaptable performance (Park & Park, 2019). Park and Park (2019) state that adaptability of the employee can lead to improved job performance and career success. At the organizational level, adaptive staff can contribute to customer satisfaction, organizational learning, and managing changes (Park & Park, 2019).

Empirical Review

A study done by Khuong and Nhu (2023) showed that moral leadership improves the worker's performance and self-motivation. They examined the survey data and determined that the leadership demonstrating moral action will be able to positively enhance the inner motivations of their staff that will impact the performance outcomes. A systematic literature review conducted by Sari and Suryani (2023) found that an ethical culture and participation within companies can boost employee performance, and that ethical leadership does this most effectively. The study has emphasized that for the success of an organization, ethical leadership should be applied, depending on the requirements of the different generations. Asamoah et al. (2023) found that ethical leadership affects employee behaviour and boosts work performance in Ghanai Government-owned Companies. In this study, it was concluded that when leaders behave morally, in the eyes of their followers, they are motivated to follow them, thereby enhancing the output.

Walumbwa et al. (2008) suggest what distinguishes authentic leaders as a group are their internalized moral perspective, their balanced information processing, their relational transparency, and their self-awareness. These factors are key to developing good relationships with employees by establishing a positive work environment and culture. Leaders who possess self-awareness, for example, are able to see their own advantages and disadvantages and make sure that their behaviour is in line with moral principles and

corporate objectives. Relational openness encourages open communication, reduces workplace ambiguity, and is motivating workers to do their jobs more effectively.

Recent studies have shown the positive impact that a strong leadership has on worker performance. For instance, in a study done by Avolio et al., (2023), authentic leadership showed to significantly increase employee engagement – an essential ingredient to increased performance. When a staff member is fully "involved" in the process, they are more likely to take initiative, to own their work and to care about company goals.

This result is corroborated by the research of Leroy et al., (2022) which revealed that the employees under authentic leadership demonstrated higher levels of dedication and satisfaction with their jobs that in turn affected their productivity. There are at least two key mechanisms through which true leadership impacts on the performance of the worker—psychological empowerment and motivation. When staff is part of decision-making processes, their views are respected and their work valued, employees feel empowered by the authentic leadership. This empowerment makes employees more competent and independent, thereby motivating them to excel in their jobs. Based on the research by Zhang et al., (2023), psychological empowerment can be a mediator between employee performance and authentic leadership. Creative, self-starting, and high-productive workers are more likely to be empowered workers. The study by Shamir et al., (2023) indicated that authentic leadership helps to reduce the adverse effects of work-related stress, enabling employees to maintain high performance levels even under challenging circumstances.

3.0 Methodology

Cross-sectional survey technique, design was used in this study. The population of this study was purposively selected from the six (6) states that make up the South-South Region of Nigeria. These States include Edo State, Delta State, Cross Rivers State, Akwa-Ibom State, Bayelsa State and Rivers State. 5 Luxury hotels were selected from each state. The sample size of this study was determined using Taro Yamane (1968) formula. Once the number of samples is determined, the number of samples in this study is 298. In this study simple random sampling technique has been adopted. Primary data was collected using a carefully drafted questionnaire to gather relevant data for this study. Partial Least Squares – Structural Equation Modelling (PLS-SEM) using Smart PLS 4.0 software was used to test the hypotheses in order to study the relationship between the dimensions of value based leadership towards measures of employee performances.

Table 1: Reliability Test

Cronbach's Alpha for Constructs

S/N	Construct	Number of Items	Cronbach's Alpha
Value-Based Leadership			
1.	Ethical Leadership (ETL)	5	0.712
2.	Authentic Leadership (AUL)	5	0.775
Employee Performance			
1.	Task Performance (TAP)	5	0.787
2.	Adaptive Performance (ADP)	5	0.750

Source: SPSS 25.0 – Field Survey, 2025

Based on the research, it is concluded that all of the constructs had dependability ratings for Cronbach's Alpha better than 0.7. The structures are hence reliable.

Table 2: Validity Test

	AVE	ADP	AUL	ETL	TAP
ADP	0.591	**0.769**			
AUL	0.549	0.159	**0.741**		
ETL	0.521	0.159	0.037	**0.722**	
TAP	0.516	0.056	0.020	0.008	**0.718**

Average Variance Extracted (AVE); Adaptive Performance (ADP); Authentic Leadership (AUL); Ethical Leadership (ETL); Task Performance (TAP)

Source: SmartPLS 4.0 – Field Survey, 2025

Convergent validity was achieved when Average Variance Extracted (AVE) value of each construct was more than 0.5. The diagonal's values (in bold) are the square roots of AVEs. The values greater than 0.7 are considered as positive figures for the constructs which have discriminant validity.

4.0 Results and Discussion

A total of 298 copies of the questionnaire were sent out, corresponding to the entire sample frame for this study (100%). Of these 273 were retrieved, with approximate response rate of 91.61%, which corresponds to a high response rate for social research. Two hundred and sixty eight questionnaires were found to be usable, with an effective response rate of 89.93% of the returned questionnaires. This means that the exclusion of some sets of questionnaires retrieved was a small proportion based on the number of questionnaires complete and clearly answered.

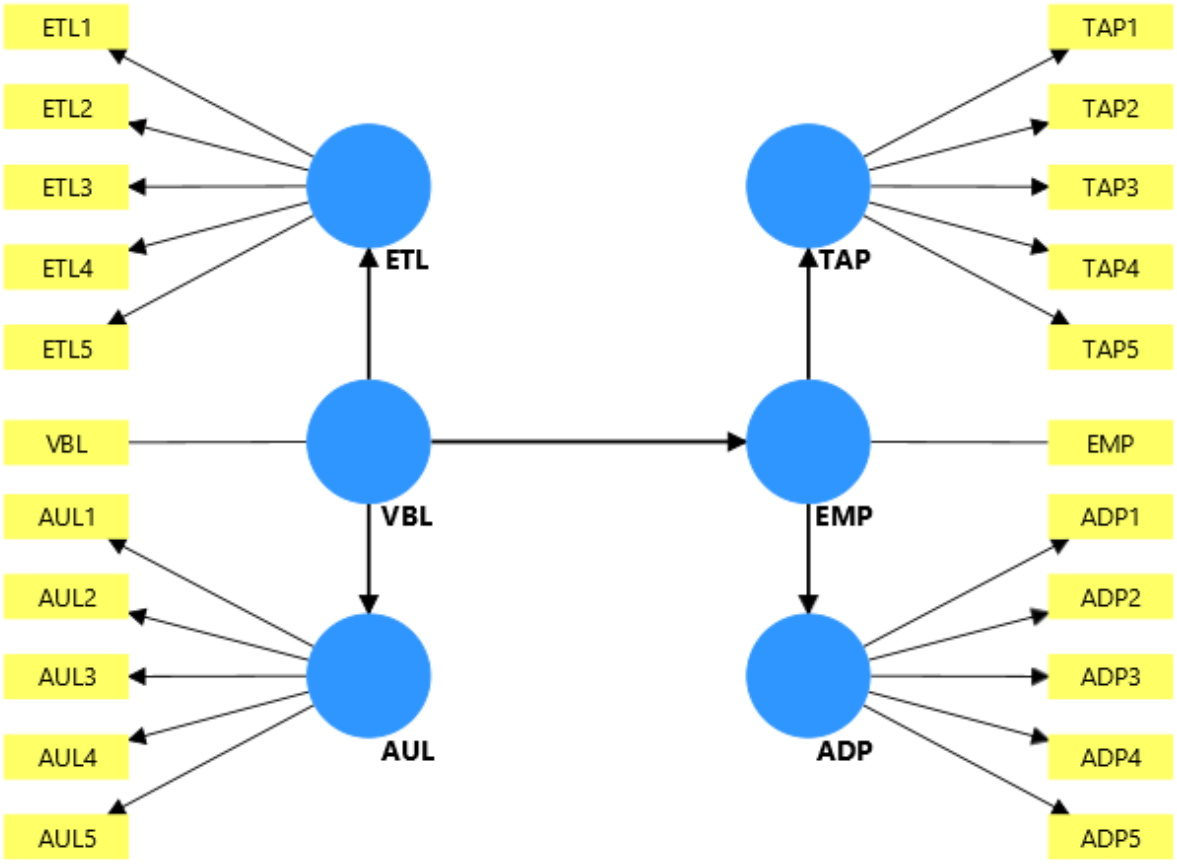


Figure 2: Research Model

The Structural path model in Figure 2 specifies the interrelationships between value-based leadership, employee performance, and leadership intelligence. Value based leadership (VBL) consists of three domains, ethical leadership (ETL) and authentic leadership (AUL) and each domain has five indicators (ETL1-ETL5, AUL1-AUL5). There are three domains of employee performance—task performance (TAP) and adaptive performance (ADP), each of which has 5 items—TAP1 through TAP5, and ADP1 through ADP5.

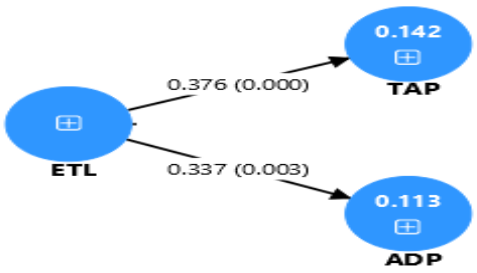


Figure 3: Hypotheses 1 and 2

Hypothesis Ho_1: There is a relationship between ethical leadership and task performance (β = 0.376, p = 0.000, R^2 = 0.142) that is statistically significant and moderately positive. Leaders of luxury hotels who demonstrate moral behavior, like fairness, accountability and transparency, would likely increase employee performance in the roles they are given. The model exists in the middle ground with a moderate influence, but the R^2 shows the lower accuracy of prediction meaning that, only in terms of ethical leadership, 14.2% of the variance in task performance is explained. Thus, the null hypothesis (Ho1) is disconfirmed.

Hypothesis Ho_2: Based on the findings, hypothesis Ho2 is supported as the test results outline a moderate relationship statistically significant between ethical leadership and adaptive performance (β = 0.337, p = 0.003, R^2 = 0.113). When employees are led by ethical and conscious persons, this means that they are better equipped to adjust to change, deal with uncertainty and display flexibility. An explanation is still limited, however, as ethical leadership accounts for only 11.3% of the variance in adaptive performance. The null hypothesis (Ho2) is also rejected from the significance of the path coefficient

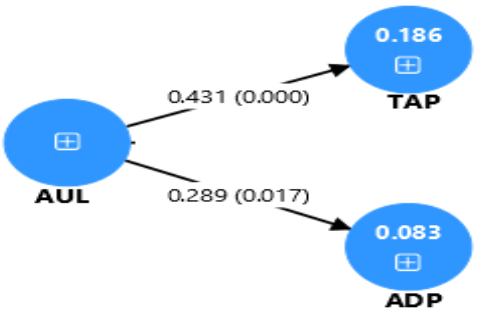


Figure 4: Hypotheses 3 and 4

Hypothesis Ho_3: The results of the hypothesis test for Ho3 are presented: Ho3: The relationship between authentic leadership and task performance is very strong with statistically significant correlation with β = 0.431 and p = 0.000, and R^2 = 0.186. In other words, with leaders being made aware of themselves, transparent and sincere, employees are able to effectively tackle requirements of the tasks. While the model has moderate predictive power, authentic leadership explains 18.6% of task performance measures. Therefore, no.Ho>3 is not accepted.

Hypothesis Ho_3: Moreover, hypothesis Ho4 was supported, supporting adaptive performance with an authentic leadership ($\beta = 0.289$, $p = 0.017$, $R^2 = 0.083$) that is statistically significant but less than what was found in hypothesis Ho3. Despite its lesser significance compared with other theories, this influence it has is quite significant in giving meaning to workers' adaptability in the face of changing working conditions. The low R^2 indicates low level of explained variance is associated to adaptive performance, namely 8.3% of the variance can be explained with the construct of authentic leadership. Hence, Ho4 is also rejected.

Discussion of Findings

Ethical Leadership and Task Performance

The results obtained from hypothesis one indicate that task performance is significantly affected when a person implements ethical leadership. A sense of ethical leadership positively influences employees' performance of their core tasks. Fostering employee reliability and accountability depends on leaders' consistent demonstration of fairness, integrity, and responsibility, as this increases the likelihood that employees will meet their work expectations when working under ethical leaders. Where leaders consistently model fairness, integrity and transparency is likely to lead to environments that encourage intrinsic motivation among employees to do their jobs. This is in line with Khuong and Nhu (2023), who state that the behaviour of moral leaders has a positive effect on internal motivation, which consequently increases the level of performance. In likewise fashion, Asamoah et al. (2023) contend that when employees observe their leaders demonstrating ethical practices, they are motivated to follow suit and as a result of such behaviour, their job product results are enhanced. The finding supports the argument put forward by Sari &Suryani (2023) which ethically good leadership has positive impacts on the commitment of employees and satisfaction of employees concerning the implementation of tasks.

Ethical Leadership and Adaptive Performance

Based on the result of hypothesis 3, it was concluded that there was a correlation between ethical leadership and adaptive performance. Staff members working at ethical leaders are psychologically secure and supported, so they can adapt easily when change or challenges arise in their work environment. When interpreted as a general graduate of the term, this suggests that ethical leadership promotes staff beliefs and adaptability when facing uncertainty. The discovery is in line with the work of Asamoah et al. (2023) that indicated that ethical leadership extorts behavioural agreement within the members, enabling them to make constructive responses in changing conditions. Furthermore, Sari and Suryani (2023) emphasize the need for adaptive ethical leadership that aligns with organizational goals, and tailoring it to each generation's needs to ensure the enhancement of organizational effectiveness is key especially in dynamic businesses such as the hospitality sector.

Authentic Leadership and Task Performance

Based on hypothesis four, authentic leadership was found to significantly enhance task performance. Leaders who exhibit transparency, consistency, and a clear sense of purpose motivate employees to approach their tasks with greater diligence and personal investment. This suggests that authenticity cultivates trust and alignment, which in turn translates into improved job execution. This result is well-aligned with Walumbwa et al. (2008), who argue that self-awareness and transparency among leaders lead to improved employee alignment with organizational objectives. As Avolio et al. (2023) observe, authentic leaders drive engagement an essential element of successful task performance through open communication and value-driven behaviour. Leroy et al. (2022) similarly highlight that

authentic leadership increases dedication and job satisfaction, both of which contribute to task-related excellence.

Authentic Leadership and Adaptive Performance

The outcome of hypothesis six revealed that authentic leadership had a significant relationship with adaptive performance, though the effect was comparatively modest. Leaders who are self-aware and supportive create a stable foundation that enables employees to embrace change and remain effective in dynamic environments. This suggests that authenticity provides emotional grounding that helps buffer the challenges of a shifting workplace. This supports the view that authenticity in leadership nurtures psychological empowerment (Zhang et al., 2023), enabling employees to stay grounded, confident, and responsive during uncertainty. Moreover, Shamir et al. (2023) emphasize that authentic leadership helps reduce work-related stress, which is particularly valuable in maintaining performance amidst change. Even in dynamic or ambiguous situations, employees led by authentic leaders are more likely to adjust constructively and sustain their performance.

5.0 Conclusion and Recommendations

This study examined the relationship between value based leadership (value based, ethical and authentic) and employees' performance (tasks and adaptive) in luxury hotels in South-South region, Nigeria. The results were clear and showed that value-based leadership had a significant effect upon employee performance, beyond just task performance (i.e., the completion of the assigned tasks) but also upon their ability to adapt in an uncertain work environment (i.e., adaptive performance). Each of the leadership dimensions had its own unique contribution of instilling an ethical tone with accounts of fairness and integrity and building trust; and elevating transparency to create genuine engagement with accounts of authenticity. Based on the findings and conclusion, the study recommended that;

i. Ethical aspect of leadership development should be embedded in hotel management system and task performance will be enhanced as in this aspect people will be treated fairly and justly, with transparency and responsibility.
ii. Ethical reflection activities need to be part of leadership development programs, where the management of how employees respond to organizational change and for when there are unforeseen challenges that can arise, both emotionally and morally, is a key role that is required of the leader.
iii. In the luxury hotels, the leaders must encourage self-awareness and value alignment of managers through regular channels of feedback, leadership coaching and through personal development planning, as this will help the employee's performance on task.
iv. Historic leaders of luxury hotels should be taught to exhibit vulnerability and demonstrate being resilient in their response to uncertainty to enhance adaptability, establishing psychologically safe spaces where staff feel they can be vulnerable and symbolize resilience in response to uncertainty, besides being able to experiment, fail, learn and adapt.

References

Agogbua, S. N., Obi, J. O. & Ezejiofor, R. A. (2022). Work environment and employee performance of commercial banks in Nigeria. *Journal of Global Interdependence and Economic Sustainability, 1*(1), 1 – 15.

Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management, 63*(3), 308-323.

Asamoah, E. K., Kwasi, S., &Boateng, R. (2023). Employee ethical behaviour and its influence on job performance: Evidence from state-owned enterprises in Ghana. *Social Responsibility Journal, 8(11), 46-55.*

Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviours. *The Leadership Quarterly, 15*(6), 801–823.

Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2023).Leadership for the 21st century: Authentic leadership and its implications for employee performance. *Journal of Organizational Behaviour, 44*(2), 178-196.

Brown, M. E., & Treviño, L. K. (2016). Ethical leadership: A review and future directions. *The Leadership Quarterly, 17*(6), 595–616.

Chen, Y., & Wu, Z. (2022). Employee performance as a determinant of financial success in service industries. *International Journal of Hospitality Management, 102*, 103-117.

Covelli, B.J., & Mason, I. (2017).Linking theory to practice: Authentic leadership. *Academy of Strategic Management Journal, 16*, 1-22.

Datta B. (2015) Assessing the effectiveness of authentic leadership. Int*ernational Journal of Leadership Studies, 9*(1), 62 – 75.

De Hoogh, A. H., & Den Hartog, D. N. (2008). Ethical and despotic leadership, relationships with leader's social responsibility, top management team effectiveness and subordinates' optimism: A multi method study. *The Leadership Quarterly, 19*(3), 297-311.

Doppelt, B. (2003). *Leading change toward sustainability: A Change-management guide for business, government, and civil society*. Greenleaf Publishing.

Eneanya, A. N. (2020). Values-based leadership and fight against corruption in Nigeria between 2015 and 2019: public policy implications to good governance. *Public Policy and Administration Review, 8*(1), 1-8.

Gilbreath, B., & Benson, P. G. (2004).The contribution of supervisor behaviour to employee psychological well-being. *Work & Stress, 18*(3), 255–266. https://doi.org/10.1080/02678370412331317499

Hameed, A. &Waheed, A. (2011) Employee development and its affect on employee performance a conceptual framework. *International Journal of Business and Social Science, 2*, 224-229.

Jensen, S. M., &Luthans, F. (2006). Entrepreneurs as authentic leaders: Impact on employees' attitudes. *Leadership & Organization Development Journal, 27*(8), 646–666. https://doi.org/10.1108/01437730610709273

Jibrin-Bida, M. & Abdul-Majid, A. H. (2017). Management support as a moderator in the H.R. practices employee performance relationship. *International Journal of Management Research & Review, 7*(1), 13-27.

Jundt, D. K., Shoss, M. K., & Huang, J. L. (2015). Individual adaptive performance in organizations: A review. *Journal of Organizational Behavior, 36*, 53–S71.

Kanungo, R. N., & Mendonca, M. (2001). Ethical leadership and governance in organizations: A preamble. *Canadian Journal of Administrative Sciences, 18*(4), 241-258.

Khuong, M. N., & Nhu, D. T. (2023).The effect of ethical leadership on the work performance of employees. *Journal of Business Research.*

Kim, Y., & Park, J. (2023). The role of value-based leadership in enhancing employee engagement and performance: Evidence from the service industry. *Journal of Business Ethics*, 179(2), 245-259.

Ko, C., Ma, J., Bartnik, R., Haney, M. H., & Kang, M. (2018). Ethical leadership: An integrative review and future research agenda. *Ethics & Behaviour, 28*(2), 104-132.

Koopmans, L. Bernaards, C. M. Hildebrandt, V. H. Vet, H. C. &Beek, A. J. (2013). Measuring individual work performance - identifying and selecting indicators. *A Journal of Prevention, Assessment & Rehabilitation, 45*(3), 61-81.

Leroy, H., Anseel, F., Gardner, W. L., & Sels, L. (2015). Authentic leadership, authentic followership, basic need satisfaction, and work role performance: A cross-level study. *Journal of Management, 41*, 1677–1697.

Leroy, H., Anseel, F., Gardner, W. L., & Sels, L. (2022).Authentic leadership and employee well-being: A longitudinal study. *Journal of Business Ethics, 175*(4), 987-1003.

Li, S., & Chen, W. (2023).Addressing employee turnover in hospitality firms: The impact of value-based leadership. *International Journal of Hospitality Management*, 102, 103241. https://doi.org/10.1016/j.ijhm.2023.103241

Li, S., & Chen, W. (2023).Communication challenges and their effects on employee performance in the hospitality sector. *Service Business Review*, 27(3), 245-260.

Li, W., Zhang, H., & Sun, Q. (2023). Organizational agility in the hospitality industry: The mediating role of employee performance. *Journal of Organizational Behaviour*, 44(1), 32-48.

Mathis, C.L., Fredrick, G.Y. & Kenneth, O.P. (2009).One more time. How do you motivate employees? *Harv. Bus. Rev. 46*(1): 53-62.

Oliveira, M., Santos, L., & Rodrigues, T. (2023). Competitive advantage in hospitality: The critical role of employee performance. *Service Business Review*, 27(1), 45-62.

Park, J., Song, Y., & Lee, D. (2023).The role of organizational citizenship behaviour in the servant leadership-performance relationship. *Human Resource Management Review, 33*(1), 101-116.

Park, S. & Park, S. (2019). Employee adaptive performance and its antecedents: review and synthesis. *Human Resource Development Review, 18*.294–324.10.1177/1534484319836315.

Pradhan, R., & Jena, L. (2016). Employee performance at the workplace: Conceptual model and empirical validation. *Business Perspectives and Research, 5*(1), 1-17.

Pulakos, E. D., Arad, S., Donovan, M. A., & Plamondon, K. E. (2000). Adaptability in the workplace: Development of a taxonomy of adaptive performance. *Journal of Applied Psychology, 85*, 612–624.

Rego, A., Sousa, F., Marques, C., & Cunha, M. P. (2014). Hope and Positive Affect Mediating the Authentic Leadership and Creativity Relationship. *Journal of Business Research, 67,* 200-210. https://doi.org/10.1016/j.jbusres.2012.10.003

Reilly, A. H., &Ehlinger, S. (2007). Choosing a values-based leader: an experiential exercise.*Journal of Management Education, 31*(2), 245-262.

Rodriguez, A., & Martinez, J. (2022).Building a positive workplace culture through high employee performance. *International Journal of Contemporary Hospitality Management*, 34(5), 1567-1584. https://doi.org/10.1108/IJCHM-2022-0074

Sari, R. P., & Suryani, T. (2023). Ethical leadership and employee performance: The mediating role of job satisfaction. *Productivity Journal*

Shamir, B., & Eilam, G. (2005). "What's Your Story?" to Life-Stories Approach to Authentic Leadership Development. *The Leadership Quarterly, 16*, 395-417. https://doi.org/10.1016/j.leaqua.2005.03.005

Shamir, B., Eilam, G., & Boas, S. (2023). Authentic leadership and employee resilience: Insights from the post-pandemic workplace. *Journal of Applied Psychology*, *108*(3), 456-472.

Shoss, M. K., Witt, L. A., & Vera, D. (2012). When does adaptive performance lead to higher task performance? *Journal of organizational behavior, 33*(7), 910-924.

Towler, A. (2020). The foundation of adaptability and how to implement it in practice. Retrieved from https://www.ckju.net/en/dossier/adaptability-foundation-ada.

Treviño, L. K., & Brown, M. E. (2004).Managing to be ethical: Debunking five business ethics myths. *IEEE Engineering Management Review, 32*, 39-52.https://doi.org/10.1109/EMR.2004.25135

Treviño, L. K., Brown, M., & Hartman, L. P. (2003). A qualitative investigation of perceived executive ethical leadership: Perceptions from inside and outside the executive suite. *Human Relations, 56*(1), 5–37.

Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management, 34*(1), 89–126.

Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2011). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management, 37*(5), 1153–1181.

Zhang, H., Wang, Y., & Sun, Q. (2022). Value-based leadership and its influence on employee performance: Insights from the hospitality industry. *Service Business Review*, 27(1), 67-84.

Zhang, J., Wang, Y., & Sun, Q. (2022).Career growth opportunities and their impact on employee performance in hospitality firms. *Tourism and Hospitality Management Journal, 3(2), 34-51*

Zhang, T., Li, Q., & Zhao, H. (2023). Servant leadership and team performance: The mediating role of team cohesion and innovation. *Group & Organization Management, 48*(3), 453-478.

Zhang, X., Wang, Y., & Chen, J. (2023).The mediating effect of psychological empowerment on authentic leadership and employee performance. *Asia Pacific Journal of Management, 40*(3), 987-1004.

Zhou, X., & Li, Y. (2023). Intellectual intelligence as a driver of innovation: Empirical evidence from technology firms. *Innovation: Management, Policy & Practice*, 26(4), 349-366.