

VALUE-BASED LEADERSHIP AND EMPLOYEE PERFORMANCE OF LUXURY HOTELS IN SOUTH-SOUTH, NIGERIA.

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Abstract

This study investigates the influence of value-based leadership on employee performance in the context of luxury hotels in the South-South Region, Nigeria. It also explores the moderating role of leadership intelligence, which encompasses emotional, cognitive, and social dimensions of leadership capability. Employee performance is disaggregated into three constructs: task performance, contextual performance, and adaptive performance to provide a more nuanced understanding of workplace behaviour. A quantitative, cross-sectional research design was adopted, and data were collected using structured copies of questionnaire were administered to employees of selected luxury hotels. Out of 298 sets of questionnaires distributed, 268 valid responses were retrieved and analyzed, representing an 89.3% response rate. The study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS and SPSS 26.0 to assess both the measurement and structural models. The findings revealed that all dimensions of value-based leadership comprising ethical leadership, and authentic leadership had statistically significant effects on employee performance. The study recommended among others that hotel management should institutionalize ethical leadership development programs that promote fairness, transparency, and accountability.

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

Introduction

The issue of employee performance has remained one of the most discussed concepts in the field of management and this is owing to the fact that employees are the key asset of all organization and their performance is the driving force behind the success and well-being of the organization. Employee performance is the cornerstone of operational excellence in hotel firms, where customer experience is paramount. The dynamic nature of the luxury hotels necessitates high-performing employees who can adapt to diverse customer needs, ensure service quality, and uphold the firm's reputation. Given the intense competition in the sector, firms rely on employee performance to gain a competitive edge, achieve profitability and foster customer loyalty (Oliveira, et al. 2023). In congruence with the above argument, Zhu and Liu (2023) maintained that employee performance is

critical in driving success, competitiveness and sustainability of organizations. Employee performance is integral to the success of hotel firms, influencing customer satisfaction, operational efficiency, competitive advantage, financial outcomes, organizational agility, workplace culture and enabling firms to thrive in a highly dynamic industry.

According to Oliveira et al. (2023), firms with consistently high-performing employees are more likely to achieve a sustainable competitive advantage in the marketplace, as these employees help build strong customer relationships and elevate the brand image. Employee performance significantly influences a firm's financial performance. High-performing employees contribute to increased sales, reduced operational costs and earn higher profit margins. Chen and Wu (2022) demonstrated that firms with motivated and well-trained staff experience better financial outcomes

due to their ability to enhance customer retention and reduce employee turnover costs. High-performing employees set benchmarks for excellence and motivate their colleagues, fostering a culture of accountability, collaboration, and innovation (Rodriguez & Martinez, 2022). The measures of employee performance are task performance, contextual performance and adaptive performance (Koopmans, Bernaards, Hilderbrandt, DeVet & Beek, 2013).

Value based leadership is defined as a leadership style in which leaders prioritize core ethical principles, values, and integrity in decision-making and actions to inspire and guide employees, It has been a critical success factor in improving the fortune and success of corporate enterprise. Value-based leadership provides the foundation for creating a positive organizational culture where employees feel valued and empowered. Zhang et al. (2022) indicates that when employees perceive their leaders as ethical and aligned with the organization's core values, they are more likely to demonstrate commitment, creativity and a proactive attitude. By fostering an environment of trust, transparency, and shared purpose, value-based leadership motivates employees to perform at their best, thereby enhancing service delivery and customer experiences. According to Kim and Park (2023), leaders who adopt a value-based approach inspire employees to internalize organizational goals, resulting in improved engagement and productivity.

The integration of value-based leadership principles into the management practices of hotel firms can significantly enhance high employee performance. By aligning leadership behaviours with organizational values, fostering trust, and promoting a culture of shared purpose, hotels firms can position themselves for

sustained success in a competitive marketplace. The relationship between value-based leadership and employee performance is thus a pivotal area of focus for both researchers and practitioners aiming to improve organizational outcomes.

Despite several studies on value-based leadership (Li & Chen, 2023, Park, 2023; Zhang et al, 2022; Li et al. 2023) and employee performance (Chen & Wu, 2022; Rodriguez & Martinez, 2022), there remains a significant dearth of empirical research examining the relationship between value-based leadership and employee performance of luxury hotels in South-South Region, Nigeria. 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 affected the firm's performance and their competitiveness in the industry. Many luxury hotels firms fail to invest in comprehensive training programs, leaving employees unprepared to handle dynamic customer needs and operational challenges. Research by Ahmed and Khan (2022) highlights that poorly trained employees are less confident and productive, resulting in frequent errors, miscommunication, and reduced customer satisfaction. This problem underscores the importance of continuous training to enhance employee competence and performance.

No organization can attain its full potential and maintain sustainable operation without ensuring superior employee performance. Zhang and Liu (2023) argue that employees who feel undervalued are less likely to perform at their best, resulting

in diminished customer service. Inability of the employees to effectively carry out their task in the workplace has affected the operational efficiency of the hotels. Furthermore, low contextual behaviour reduces the helping behaviour among the employees and also negatively impact on the total performance of the hotels. However, the hotel firms has contributed very little to the advancement of the economy because most of the employees in the organization lack innovative capability and this has impacted negatively on the general wellbeing of the organization.

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). Hence, this study will examine how value-based leadership in terms of ethical leadership, authentic leadership and authentic leadership relates with employee performance of luxury hotels in South-South Region, 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.

- Ho₁: There is no significant relationship between ethical leadership and task performance of luxury hotels in South-South, Nigeria.
- Ho₂: There is no significant relationship between ethical leadership and adaptive performance of luxury hotels in South-South, Nigeria.
- Ho₃: There is no significant relationship between authentic leadership and task performance of luxury hotels in South-South, Nigeria.
- Ho₄: There is no significant relationship between authentic leadership and adaptive performance of luxury hotels in South-South, Nigeria.

2.0 Literature Review

Conceptual Framework

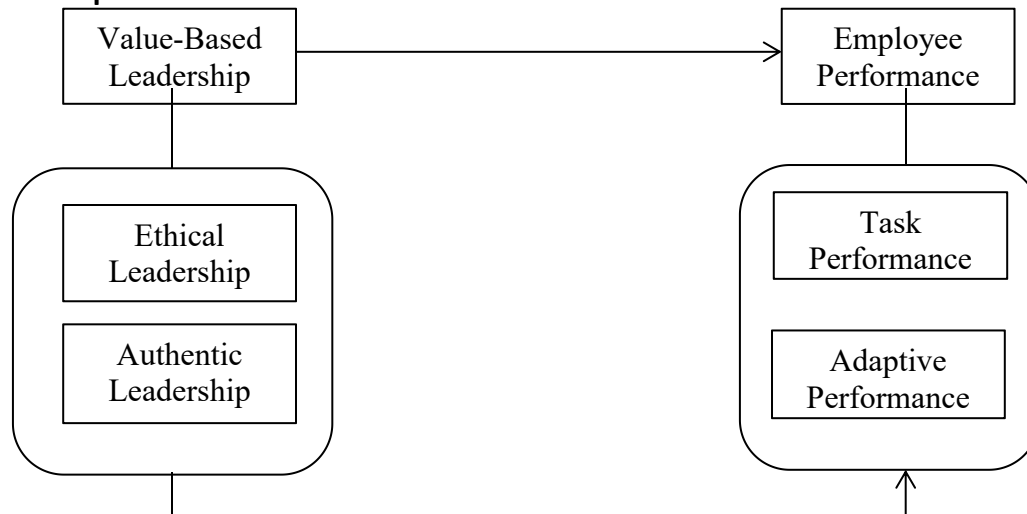


Figure 1: Conceptual Framework of value based leadership and employee performance

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 defined as a relationship between a leader and one or more followers that is founded on the leader's firmly internalized ideological values and the strong identification of the followers with these values. According to Reilly and Ehlinger (2007), value-based leadership is generally defined as leadership that is founded on fundamental moral concepts or values including honesty, empowerment, and social responsibility. Values pertaining to what are ethically right and bad are known as ideological values. Personal moral responsibility, benevolence, making meaningful contributions to society, concern for justice and honesty, and fulfilling commitments to followers, clients, or stakeholders in the organization are some examples of how these principles are demonstrated. According to Trevino and Brown (2004), values are the fundamental attitudes and beliefs that influence the conduct of both 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 advantages that go beyond the relationship between a leader and their followers. Businesses that implement value-based leadership techniques are more likely to see a number of benefits, such as improved performance, greater organizational commitment, and happier employees. According to studies, employees are more likely to act in ways that are constructive, such supporting coworkers, going beyond what is expected in their work, and exhibiting devotion to the company, when they believe their leaders are morally and ethically upright (Walumbwa et al., 2011). Furthermore, by motivating leaders to think about how their choices will affect communities, workers, consumers, and the environment in the long run, value-based leadership promotes organizational sustainability (Doppelt, 2003). In this sense, value-based leadership supports the organization's larger social and

environmental obligations in addition to improving internal operations.

Ethical Leadership

De Hoogh and Den Hartog (2008) described ethical leadership as “a collection of behaviours or a distinct leadership style in itself.” In their altruistic conceptualization of ethical leadership, Kanungo & Mendonca (2001) described it as “a tension between altruistic and egoistic motives.” This strategy demonstrates that an ethical leader puts a set of generally held opinions and sound judgment ahead of personal gain, which can be advantageous for followers and the company. According to Treviño, Brown, and Hartman (2003), ethical leadership was shown to be associated with both ethical behaviours such as openness, fairness, care, and ethical decision-making, as well as personality characteristics such as honesty, trustworthiness, and integrity. As a result, followers may view an ethical leader as a “moral person” and a “moral manager,” since their morals encourage employees to act in a way that promotes positive work habits. “A moral person who exhibits moral traits and behaviours in their personal lives” is the general definition of an ethical leader. In addition to possessing these unique traits, ethical leaders also engage in moral management, which actively pushes their employees to act morally and seriously and to be mindful of their ethics. By demonstrating these principles or by effectively conveying them, a leader can instill these values in their followers (Brown & Treviño, 2006; Ko et al., 2018).

Authentic Leadership

Authentic leadership is a style of leadership conduct that promotes internal morality and self-awareness by encouraging and promoting both positive psychological

traits and a more ethical environment. According to Rego et al., (2014), leaders who work with colleagues must process information in a balanced way, preserve relationship transparency, and uphold workplace harmony in order to promote good self-esteem. According to Covelli and Mason (2017), authentic leadership is a relatively new leadership style that, over time, helps leaders, followers, and organizations by encouraging moral and honest behaviour in the workplace. True leadership is therefore anticipated to improve workplace harmony since it has been demonstrated in multiple research to influence employee behaviour (Avolio et al., 2004; Bakari et al., 2018; Gilbreath & Benson, 2004; Jensen & Luthans, 2006; Northouse, 2013).

To accomplish positive self-development in followers, Walumbwa et al., (2008) defined authentic leadership as a pattern of leader behaviour that incorporates and fosters both positive psychological capacities and a positive ethical climate. Authentic leaders, in the opinion of Leroy et al., (2015), are better able to articulate the principles that guide their choices and so align their words and deeds because they are more conscious of these values. The concept of authenticity in leadership does not necessarily refer to morally or ethically upright behaviour (Shamir & Eilam 2005). However, it need to be viewed as the fit between a leader's actions and their internal values, convictions, and beliefs, whether they are positive or negative. Authentic leadership, as described by Datta (2015), is a process of meaning-making that takes place over time and includes aspects of self-awareness.

Employee Performance

Employee performance, as defined by Hameed and Waheed (2011), is the output

and productivity that results from employee development. This implies that employee productivity and performance are synonymous, and that the only way to attain both is through employee development, which includes training and development, which is a component of staffing. Similar to Hameed & Waheed (2011), Anitha (2014) asserts that employee performance is the financial or non-financial result that is directly related to an employee's performance and achievement. Employee performance is also defined by Jibrin-Bida and Abdul-Majid (2017) as a person's accomplishment and contribution in a practical and measurable manner. According to Durga (2017), employee performance is the degree to which a worker fulfills their responsibilities in a way that is appropriate and results-oriented.

In order for a company to accomplish its objectives, performance is crucial. One of the most important elements in raising organizational performance is employee performance. According to Mathis (2006), performance is influenced by three primary factors: (1) abilities, which include skills, interests, and personality traits; (2) efforts put forth, which include work ethics, motivation, attendance, and assignment design; and (3) organizational support, which includes management, coworkers, performance standards, training and development, technology, and equipment. Human resources must be sufficiently encouraged in order to be driven to meet organizational goals. In order to do this, they must be compensated with bonuses that can satisfy workers as well as career advancement and promotions. Furthermore, it is impossible to separate employee motivation from the development of high-quality human resources. The quality itself cannot be attained without constructive

drive. The act of motivating oneself or another to perform a desired action is known as motivation. When employees are sufficiently motivated, their work ethic will improve.

Task Performance

Task performance is the agreement made in a contract between a manager and a subordinate or an employer and an employee to carry out a specific assignment (Pradhan & Jena, 2016). Task performance is the ability of an employee to carry out the tasks and responsibilities of the relevant function as stated in the job description. Efficiency in doing so is what determines task performance. Put another way, it concerns the effectiveness and efficiency with which the staff members carry out their duties. Task performance, as seen by the employee, is defined as “expected, evaluated, and rewarded” behaviours (Leung, 2007).

Adaptive Performance

Pulakos, Arad, Donovan, and Plamondon (2000) describe adaptive performance as the ability to adapt to the demands of a job setting. An employee's impacts to an organization's success are likely to make him valued. Based on Leiz, Niessan, and Sarowsky (2009), employers seek out workers who are highly adaptable, can manage stress, and are able to produce great results. Adaptive performance is the capacity and willingness of employees to adjust to any work environment, according to Jund et al. (2014). Likewise, adapting to and comprehending workplace change is referred to as adaptive performance in the workplace. According to Towler (2020), it is the capacity of an employee to adjust to quickly evolving work environments. In a similar spirit, Shoss, Witt, and Vera (2012) proposed that adaptive performance can happen with regard to

environmental changes or in anticipation of changes.

Adaptive performance demonstrates the necessity of explicitly addressing how well people can adjust to changes in the workplace. An employee's capacity to adjust to quickly evolving work environments is known as adaptable performance on an individual basis (Park & Park, 2019). According to Park and Park (2019), an employee's ability to adapt can result in better job performance and career success. Adaptive staff can improve customer satisfaction, organizational learning, and change management at the organizational level (Park & Park, 2019).

Empirical Review

According to a study by Khuong and Nhu (2023), moral leadership enhances worker efficiency and intrinsic motivation. According to their examination of survey data, leaders that act morally can effectively increase their staff members' internal motivation, which will improve performance results. By encouraging an ethical culture and involvement inside firms, ethical leadership improves employee performance, according to a systematic literature review by Sari and Suryani (2023). The study highlights that in order to optimize organizational success, ethical leadership that is suited to the demands of various generations must be implemented. According to research by Asamoah et al. (2023), ethical leadership influences employee behaviour, which in turn improves work performance in Ghana's state-owned firms. According to this research, when leaders exhibit moral behaviour, their followers are inspired to follow suit, which improves output.

According to Walumbwa et al. (2008), self-awareness, relational transparency,

balanced information processing, and an internalized moral stance are traits of authentic leaders. By fostering a supportive work climate that encourages great performance, these qualities help leaders build deep relationships with their staff. 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. Open communication, which builds trust and lessens workplace ambiguity, is encouraged by relational openness and inspires workers to perform better.

The beneficial effects of real leadership on worker performance have been highlighted by recent studies. According to a study by Avolio et al. (2023), for example, authentic leadership dramatically raises employee engagement, which is a key component in raising performance. Employees that are actively involved are more inclined to take initiative, own their work, and support company goals.

Research by Leroy et al., (2022) supports this, showing that workers under authentic leadership showed greater levels of dedication and job satisfaction, which had a direct impact on their output. Psychological empowerment is one of the main ways that genuine leadership affects worker performance. Employees are empowered by authentic leaders when they are included in decision-making procedures, their opinions are valued, and their efforts are acknowledged. Employees feel more competent and autonomous as a result of this empowerment, which inspires them to perform well in their positions.

According to a study by Zhang et al., (2023), psychological empowerment acts as a mediator in the relationship between

employee performance and authentic leadership. Empowered workers are more likely to be creative, self-starting, and maintain high output levels. According to a study by Shamir et al., (2023), authentic leadership lessens the negative impacts of work-related stress, allowing staff members to continue performing at high levels even in trying situations.

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 are 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. Following the determination of the sample size, the sample size of this study covers 298 respondents. The simple random sampling technique was used in this study. To gather relevant data for this study, primary data was collected through a meticulously designed questionnaire. Partial Least Squares – Structural Equation Modelling (PLS-SEM) with the aid of Smart PLS 4.0, was utilized in testing the hypotheses so as to examine the relationship between the dimensions of value-based leadership and the measures of employee performance

Table 1: Reliability Test

Table 3.4 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, 2023

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, 2023

Convergent validity was demonstrated by each construct's Average Variance Extracted (AVE) being greater than 0.5. The square roots of AVEs are indicated by the diagonal values (bold). This indicates that the

constructs have discriminant validity because the values are higher than 0.7.

4.0 Results and Discussion

A total of 298 copies of questionnaire were distributed, representing the full sample frame of the study (100%). Out of these, 273 were retrieved, showing a response rate of approximately 91.61%, which is considered highly satisfactory for social research. Of the

returned copies of questionnaire, 268 were deemed usable, reflecting an effective response rate of 89.93%. This suggests that only a small portion of the retrieved sets of questionnaires were excluded due to issues such as incompleteness or invalid responses.

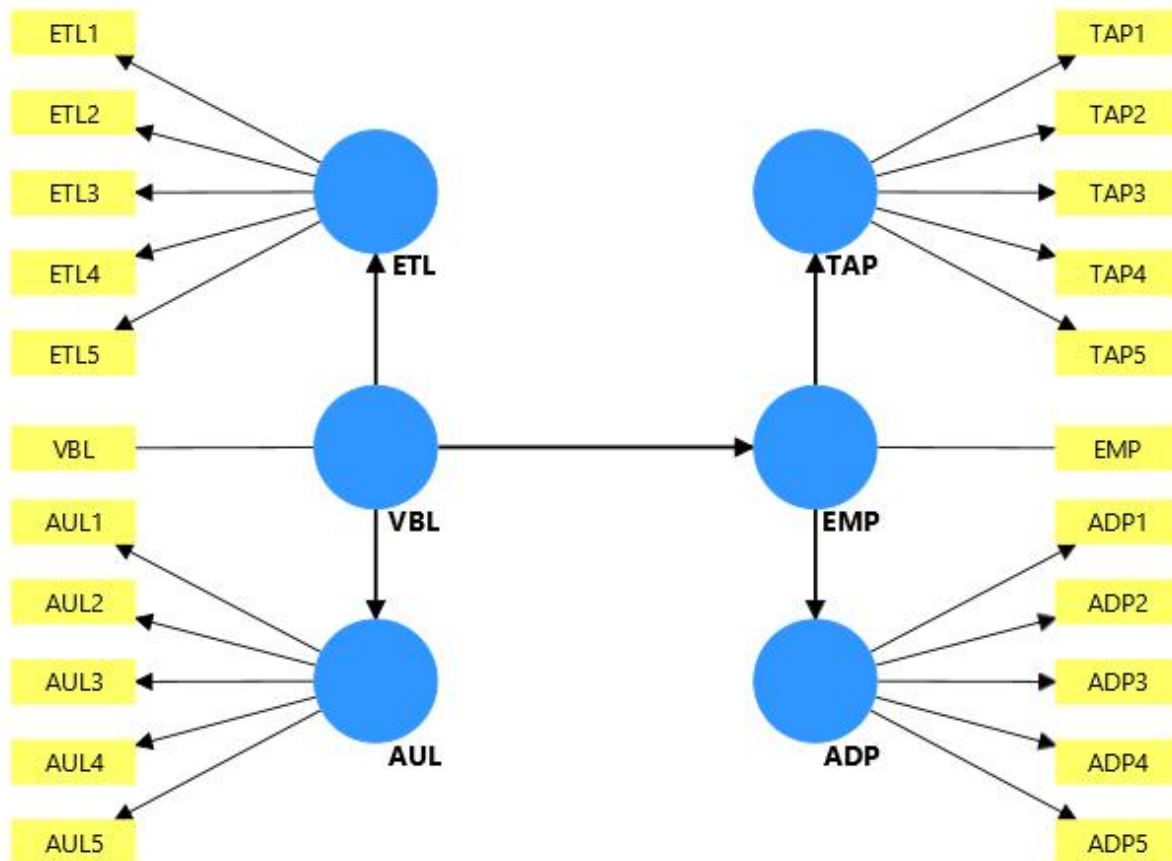


Figure 2: Research Model

Figure 2 presents the structural path model that delineates the relationships among value-based leadership, employee performance, and leadership intelligence. Value-based leadership (VBL) is composed of three dimensions: ethical leadership (ETL), and authentic leadership (AUL), each

measured through five indicators (ETL1 - ETL5, and AUL1 - AUL5, respectively). Employee performance (EMP) is assessed across three domains: task performance (TAP), and adaptive performance (ADP), with each domain represented by five specific items (TAP1 - TAP5, and ADP1 - ADP5).

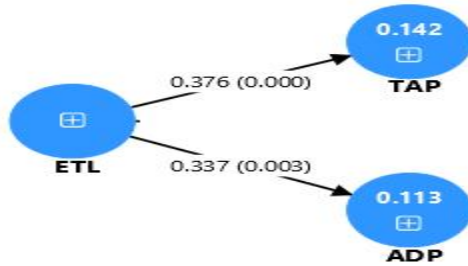


Figure 3: Hypotheses 1 and 2

Hypothesis Ho₁: The analysis reveals a statistically significant and moderately positive relationship between ethical leadership and task performance ($\beta = 0.376$, $p = 0.000$, $R^2 = 0.142$). This suggests that when leaders in luxury hotels exhibit ethical conduct such as fairness, accountability, and transparency employees are more likely to meet performance expectations in their assigned roles. Although the model demonstrates a moderate influence, the R^2 value indicates a weak predictive accuracy, implying that ethical leadership alone accounts for 14.2% of the variance in task performance. Consequently, the null hypothesis (Ho_1) is rejected.

Hypothesis Ho₂: Findings show a statistically significant moderate relationship between ethical leadership and adaptive performance ($\beta = 0.337$, $p = 0.003$, $R^2 = 0.113$). This implies that employees are better able to respond to change, manage uncertainty, and demonstrate flexibility when guided by ethical leaders. However, the explanatory power remains weak, with ethical leadership accounting for only 11.3% of the variance in adaptive performance. Based on the significance of the path coefficient, the null hypothesis (Ho_2) is also rejected.

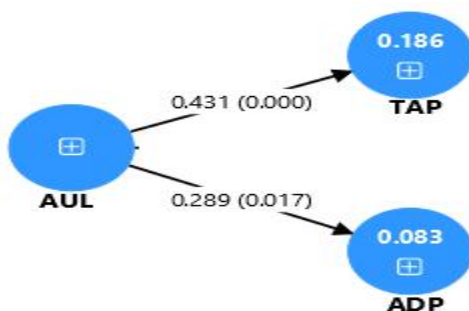


Figure 4: Hypotheses 3 and 4

Hypothesis Ho₃: There is a statistically significant and moderately strong relationship between authentic leadership and task performance ($\beta = 0.431$, $p = 0.000$, $R^2 = 0.186$). This suggests that when leaders act with self-awareness, transparency, and integrity, employees are more capable of meeting task-specific expectations effectively.

Although the model demonstrates moderate predictive strength, authentic leadership accounts for 18.6% of the variance in task performance. Hence, Ho_3 is rejected.

Hypothesis Ho₄: A statistically significant but weaker relationship exists between authentic leadership and adaptive performance ($\beta = 0.289$, $p = 0.017$, $R^2 = 0.083$). Although the

influence is less pronounced than in previous hypotheses, it still affirms that authentic leadership contributes meaningfully to employees' adaptability in dynamic work environments. The weak R^2 suggests that only 8.3% of the variance in adaptive performance is explained by authentic leadership. Consequently, H_{04} is also rejected.

Discussion of Findings

Ethical Leadership and Task Performance

From hypothesis one, the findings show that ethical leadership significantly influences task performance. Ethical leadership has a meaningful effect on how employees perform their core duties. Employees working under ethical leaders are more inclined to meet job expectations, suggesting that consistent demonstration of fairness, integrity, and responsibility by leaders fosters employee reliability and accountability. Leaders who consistently demonstrate fairness, integrity, and transparency tend to cultivate environments where employees are intrinsically motivated to fulfill their responsibilities. This aligns with Khuong and Nhu (2023), who emphasize that moral behaviour by leaders improves internal motivation, ultimately raising performance levels. Similarly, Asamoah et al. (2023) affirm that in ethical environments, employees are inspired to emulate leadership behaviours, leading to improved job output. The result corroborates the argument by Sari and Suryani (2023) that ethical leadership enhances employee commitment and job satisfaction, both of which directly contribute to effective task completion.

Ethical Leadership and Adaptive Performance

Drawing from the outcome of hypothesis three, the relationship between ethical leadership and adaptive performance

was confirmed to be significant. Employees under ethical leaders feel psychologically safe and supported, which enables them to adjust more readily to changes and challenges in the workplace. This indicates that ethical leadership contributes to employee confidence and flexibility when navigating uncertainty. This finding supports research by Asamoah et al. (2023), who observed that ethical leadership triggers behavioural alignment among employees, equipping them to respond constructively in shifting conditions. Moreover, Sari and Suryani (2023) stress the importance of generational tailored ethical leadership in strengthening organizational effectiveness, which is particularly relevant in dynamic service industries like hospitality.

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.

Conclusion and Recommendations

This study investigated the influence of value-based leadership (comprising ethical, and authentic leadership) on employee performance (task, and adaptive) in luxury hotels in South-South Region, Nigeria. The findings provided robust evidence that value-based leadership significantly influences employee performance, not only in terms of completing assigned duties (task performance), but also in employees' capacity to cope with workplace uncertainty (adaptive performance). Each leadership dimension contributed uniquely ethical leadership instilled fairness and integrity that built trust; and authentic leadership elevated transparency genuine engagement. Based on

the findings and conclusion, the study recommended that;

- i. Hotel management should institutionalize ethical leadership development programs that promote fairness, transparency, and accountability as such will help enhance task performance.
- ii. Leadership development initiatives should integrate ethical reflection with change management strategies, equipping leaders to support staff emotionally and morally during organizational transitions or when unexpected challenges arise.
- iii. The leaders in the luxury hotels should promote leadership authenticity by encouraging self-awareness and value alignment among managers through regular feedback cycles, leadership coaching, and personal development planning as such will help improve the employee's task performance.
- iv. To improve adaptability, luxury hotel leaders should be trained to show vulnerability and model resilience during times of uncertainty, creating psychologically safe environments where employees feel secure to experiment, fail, learn, and adjust.

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