IMPACT OF SOCIAL CAPITAL ON PERFORMANCE OF HOSPITALITY INDUSTRY IN MINNA METROPOLIS, NIGER STATE, NIGERIA

BY

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MTECH/ SEMT/2018/9147

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NOVEMBER, 2021

ABSTRACT

Hospitality industry, especially hotel business is declining in Nigeria due to their inability to infuse the culture of social relationship among network members during operation. Hence, this study investigates the impact of social capital on performance of hospitality industry in Minna Metropolis, Niger State. The survey research design was adopted with a structured questionnaire for data collection. The sample frame for this study contained combination of thirty six (36) Two-stars and Three- stars hotels registered with Niger state Association of hotels Minna, Niger state. A multi- stage sampling techniques was adopted to select 72 respondents. Descriptive and inferential statistical method were employed for data analysis. Hypotheses were formulated and tested using multiple regression analysis. The result showed R^2 of 71.8% at 0.0000 significant for Two- stars hotels, 46.3% at 0.0140 significant for Three- stars hotels and 57.3% at 0.0011 significant for pooled data. The study revealed that information sharing has a positive and significant impact on performance of Two- Stars, Three- Stars hotels and Pooled data in the study area. The second hypotheses revealed that trust has a positive and significant impact on performance of Two- Stars hotels and pooled data as well as positive and insignificant impact on performance of Three- stars hotels in the study area. The third hypotheses revealed that shared vision has a negative and insignificant impact on performance of Two- Stars hotels and pooled data as well as positive and significant impact on performance of Three- stars hotels in the study area. The study concluded that information sharing has the strongest impact on performance of hotels in the study area which means that sharing vital information among network members enhances effective and efficient services delivery. It is recommended that management of hotels should imbibe the culture of social capital as catalyst that influence employees' behaviour to achieved sustained performance. Government should ensure strict compliance of social capital dimensions in developing local content policies by institutional body as well as explore social capital as critical tool for business success.

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LIST OF ABBREVIATIONS

SC	-	Social Capital
IS	-	Information Sharing
T	-	Trust
SV	-	Shared Vision
RP	-	Responsiveness Performance
NM	-	Network Members

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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

The recent dynamic nature of business environment has made hospitality industry operating in a competitive environment to constantly improve their performance, otherwise, they may experience decline in business (Chamanifard *et al.*, 2015; Samad, 2020). As such, Hospitality industry across the globe has now focused on how to enhance their services irrespective of the capabilities and resources required for such investments (Nemati *et al.,* 2017; Konak and Secilmis, 2018; Majeed, 2019). Consequent to this, Eshetie *et al.* (2016) affirmed that the hospitality industry will continue to grow in both developed and developing countries with a major portion of the growth to be influenced by social interaction and trust among employees as an ingredient for unique service delivery. Based on this, the hospitality industry helps to generates revenue for the economy as well as enhanced productivity and superiority of service offerings (Rasak, 2012; Eshetie *et al.,* 2016).

More so, it plays an integral role in enhancing the economy of its host community through its tourists' support business outfits such as the drinking spots, transport sector, club houses, arts and crafts, super markets and restaurants (Zhao *et al.,* 2011). In addition, the hospitality industry is endowed with several tourism resources that can provide viable business opportunities to both local and foreign investors; while enhancing government's earnings (Amalu and Ajake 2015). Furthermore, the importance of the hospitality industry to businesses cannot be overemphasized because it served as link between client and tour operators through its online presence and global reach. It further helped to streamline and reduce bottlenecks of guest's satisfaction through efficient systems (Amalu and Ajake 2015; Eshetie *et al.,* 2016). For example,

the hospitality industry has brought about tourist development and globalization which integrate networks members and connect other business partners to produce quality services at competitive prices (Konak and Secilmis, 2018).

Moreover, the hospitality industry contribute 9 percent to the world Gross Domestic Product (GDP) and also create 216 million jobs in the world as well as generating about US$6 trillion revenue (Amalu and Ajake 2015; Eshetie *et al.,* 2016). Presently, the revenue in Nigeria is valued at over $252 million in the year 2013, and is projected to be increased in size to about $445 in 2023, with over 12.7% increase in foreign visitors. For other countries within African continent, South Africa has over R16.6 billion in 2017, Tanzania's revenue amounted to 206Tsh million in 2017 and Kenyan 103.2Ksh million due to it attractive promotions (Hotels outlook, 2018–2022). In Minna, the hotel industry has experience a tremendous growth in recent times. The sector has Brighter, Princess Az- Zahra, Saftec, Whitehill luxury, Haske and Dogon Koli as the top hotels in the city. Despite this growth, the quality of services provided by most of the hotels to their customers is nothing to write home about. Notwithstanding, the sector contribute 18.6% to the state revenue (Banki *et al.,* 2016).

Relatedly, Chamanifard *et al.* (2015) described social capital as the network of relationships possessed by social actors and the sum of potential resources embedded within, available through and derived from such network build by mutual acquaintance. Such relationship among actors, provide opportunities for them to gain access to relevant peers with desired sets of knowledge or resources that enhanced effective and efficient service delivery in an organisation (Andrews, 2011). However, the concept of social capital has been synthesized as the internal and external social capital: internal social capital connote social relationship among employees within an organisation; external social capital is based on social links with external entities such as customers,

suppliers and business partners (Mahajan and Benson, 2013; Dai *et al.*, 2015; Konak and Secilmis, 2018; Akintimehin *et al.*, 2019). Konak and Secilmis (2018) argue that successful interaction between actors enables hotel managers to mobilize beneficial resource for the organization which in turn, enhances organizational performance. More so, interaction between different departments within an outside the organization enable hotel managers to gather knowledge "spillovers" to accomplish collective ends or obtain scarce resources to satisfy customer need (Felıcio, *et al.*, 2014).

However, the adoption of social capital has provided hospitality industry employees with valuable resources and knowledge that are not available in the first place, that can enhanced their service delivery (Terrykim *et al.*, 2013; Li *et al.*, 2013; Stam *et al.*, 2013; Swanson *et al*., 2020). The resources generated by social capital are: trust, cooperation, common goal, business opportunities, information, financial capital, ideas as well as emotional support which are very beneficial to hotels and improve overall business success (Saha and Banerjee, 2015; Tata and Prasad, 2015). Furthermore, social capital played a dominant role for the continued success of lodging firms' seeking for survival in a dynamic and turbulent nature of the business environment (Rasak, 2012; Chamanifard *et al.*, 2015; Hallam *et al.*, 2017). Undeniably, Social capital helped hospitality industry service providers with better response to client's diverse needs and provide an added value-chain of services through relationship shared with network members (Andrews, 2011; Mahajan and Benson, 2013; Li *et al*., 2013). Apparently, it is a requirement for hospitality industry service providers to create dense networks through social interaction and trust among actors, thereby, influencing their service offerings (Muniady *et al.*, 2015; Chen *et al*., 2016; Akintimehin *et al*., 2019)

Interestingly, information sharing has been recognised by scholars as one of the indispensable aspects of the social capital that is essential to enhance hospitality

industry performance (Mani and Lakhal, 2015; Muniady *et al.,* 2015; Tata and Prasad, 2015; Hador, 2017) More so, as business grow over time, it is vital for lodging firms to explore intangible resources needed to offer efficient service delivery (Felıcio, *et al.,* 2014; Saha and Banerjee, 2015). Consequent to this, Dai *et al*. (2015) also corroborated that intangible resources such as social relationship helps lodging firms to renew their services within the context of their business life cycles, raised their competitive advantage and induced tourist development. Therefore, social interaction among network members enable hospitality industry to search for novel ideas beyond their organisational boundaries by developing social links with external entities to have access to different resources (Mani and Lakhal, 2015; Tang, 2016; Konak and Secilimis, 2018). On that note, hospitality industry in Nigeria needs to engage in network of relations in order to revitalize or redefine their position within markets (Amalu and Ajake 2015; Hador, 2017).

Benhador (2016) pointed out that the aim of social capital initiatives is to promote cooperation and coordination between hotel employees and units in order to improve the quality of services and operational efficiency. Moreover, it also enables hospitality industry to secure valuable resources, learn from others, gain legitimacy and reap the benefit of collaborating with travel agencies, third party web site and airline in hotel (Dai *et al.,* 2015). Furthermore, hospitality industry engaged in social relationship allows hotel employees to share their work-related experience, expertise, technical - know-how, and contextual information with other colleagues (Swanson *et al.,* 2020), which in turn, improve their service qualities by enhancing employees knowledge of customer preferences and tailoring their service accordingly (Pinho, 2011; Terrykim *et al.,* 2013; Li *et al.,* 2013). Going by this, having a social capital-oriented approach is not only a strategy for hospitality industry in the present time, but a complete modelled

blueprint for operational efficiency (Tang, 2016; Neneh, 2017; Konak and Secilmis, 2018). Based on the global perspective, hospitality industry has now employed various dimension of social capital such as trust, information sharing, and shared vision to revitalize hotel operations, build new capabilities (Ellinger *et al.*, 2013; Hallam *et al.*, 2017) and achieve sustainable economic growth (Jafri *et al.*, 2014). Interestingly, managers of established hotel have acknowledged the fact that social relationship could be used to achieve service effectiveness, pursue strategic goals, achieved profitability and novel operations. ((Sainaghi and Baggio, 2014; Konak and Secilmis, 2018; Swanson *et al.*, 2020).

However, considering the quest of hospitality industry to remain relevant in the market, it has become necessary for hotels to focus on social capital as vehicle of building specific resources (tangible or intangible resources) that would address a specific concerned for increased performance delivery (Terrykim *et al.*, 2013). As such, there is need for hotels in Minna to establish a fertile relationship with their guests in order to achieved customer loyalty, through adoption of the viable social capital dimensions, and taking into consideration, the failures of such dimensions (Neneh, 2017).

Hence, this study attempts to examine the impact of social capital on performance of hospitality industry in Minna Metropolis as they are characterised by dramatic and rapid change shown by empirical evidence. Based on the specific objectives, the study provided statistical evidence that information sharing has a positive and significant impact on the performance of Two- Stars, Three- Stars hotels and Pooled data. Trust has a positive and significant impact on the performance of Two- Stars hotels and pooled data as well as positive and insignificant impact on performance of Three- stars hotels. Shared vision has a negative and insignificant impact on performance of Two- Stars

hotels and pooled data as well as positive and significant impact on performance of Three- stars hotels in the study area.

1.2 Statement of the Research Problem

In the year 2020, the World Tourism and Travel Council (WTTC) reports from its robust database of 58 tourism industry statistics, which represents 65.5 percentage of the global population of the industry, extrapolate that global revenue is to decrease by 34.7% due to negative effect of coronavirus pandemic (Hotel Tech Report, 2020). With reference to Africa, the industry contributes 4.8% to Nigeria GDP as compare to South Africa with 9.3% in 2019, this is quite disheartening as reported by Jumia Travel (Dutta, 2019). In spite of the low GDP contribution in comparison to other economies of the world, the Nigeria hospitality industry is one of the foremost among the tourism sector in Africa driven by tangible and intangible resources as major asset for survival in a globalised competitive business environment (Dai *et al.,* 2015).

However, the performance of hotels in Minna is decreasing as result of non – existent of footfall customers. As such, resulted in the closure of top three hotels Minna with good edifice namely, Golden Place, Hydro and Shiroro hotels respectively. More so, the dynamic and highly competitive business environment of the hospitality industry, beckons for social relationship as crucial task for hotels to ensure influx of guest as well as enhance effective and efficient service delivery (Terrykim *et al.,* 2013; Li *et al.,* 2013), which in turn, focus on enhancing employees' knowledge of customer preferences (Pinho, 2011; Li *et al.,* 2013).

On the other hand, lack of social relationship among employees is another critical challenge facing hospitality industry today and that is the reason why top players of hotels business are embracing social capital as a critical path to business success. In

doing so, they incorporate strong ties, information sharing, shared vision, and trust as ingredient of social capital that made hospitality industry better and its ability to capture the nuances of the world as well as to salvage economic decline of service industries (Neneh, 2017). More so, the hospitality industry survival depends on its ability to build capacity through network of relationship to respond to competition in the industry (Muniady *et al.,* 2015).

Based on the previous studies review globally, there has been very little focus on social capital and performance of hospitality industry in the past few years. Previous studies have focused more on family firm performance, small-and medium-sized enterprises (SMEs), Entrepreneurs, tourism and manufacturing firms and their role in fostering firm value with no representation from the Niger state (Mahajan and Benson, 2013; Chamanifard *et al.,* 2015; Hallam *et al.,* 2018; Konak and Secilmis, 2018). However, as far as the research work is concerned, no empirical study has been conducted to determine the impact of social capital on performance of Two- stars and Three-star hotels in Minna Metropolis. In view of the above, the study poses a gap which it sought to fill. Hence, it has become important to examine the impact of social capital on performance of hospitality industry in Minna Metropolis, and such is the overall aim of the study.

1.3 Aim and Objectives of the Study

The overall aim of the current study is to examine the impact of social capital on performance of hospitality industry in Minna Metropolis, Niger State. This aim will be achieved through the following specific objectives:

1. To ascertain the impact of information sharing among network members on hotel performance in the study area.

2. To evaluate the extent by which trust among network members influences hotel performance in the study area.
3. To determine the impact of shared vision among network members on hotel performance in the study area.

1.4 Research Questions

The current study sought to find answers to the major research question: What is the impact of social capital and performance of hospitality industry in Minna, Niger State? In order to answer this major research question, the specific objectives of this current study are operationalized using the following specific research questions:

1. Does information sharing among network members have any impact on hotel performance in the study area?
2. What is the extent of trust between network members and hotel performance in the study area?
3. What is the impact of shared vision among network members and hotel performance in the study area?

1.5 Research Hypotheses

For the purpose of this study, the following null hypotheses will be developed and tested to guide the decision of the study:

1. H_1: Information sharing among network members has no impact on hotels performance in the study area.
2. H_2: Trust among network members has no impact on hotels performance in the study area.
3. $H_{3:}$ Shared vision among network members has no impact on hotels performance in the study area.

1.6 Scope of the Study

To encapsulate, this current study sought to examine the impact between social capital and performance of hospitality industry in Minna, Niger State. This location was deemed ideal for the study considering that Minna is the capital of Niger State and a centre for corporate businesses. The internal dimensions of social capital was employed for this study. Importantly, the study will focus only on Two- stars and Three-stars hotels registered with Niger State Association of Hotels in Minna Metropolis, as they are the leading hospitality industry in Minna, Niger State. The high proliferation of hotels across the state capital also necessitates the need for the current study. Based on the researcher's knowledge, it seems no such study has taken place in this area. As such, it is assumed that it will give a proper representation of the current state of affairs within the hotels industry.

In addition, the data collection process will be facilitated through the use of structured questionnaires to elicit responses from general managers and receptionist. The study will be conducted using cross sectional data which measure variable at a point in time. Both descriptive and inferential statistics will be employed in the study. The data for the study was collected in the year 2021.

1.7 Significance of the Study

The present study immensely benefit policy makers, institutional bodies, employees of existing hotels and the academia.

In line of the growing importance of hospitality industry, and following the multiple disruptions they causes across different sectors of the economy such as transportation, hotels, restaurants, recreational parks, resorts and casinos. It is important to note that Social capital is undeniably a relevant construct that needs to be infused into the framework of lodging firms particularly those within the hospitality industry in Nigeria.

However, this study sought to provide insights to institutional bodies such as National Tourism Development Council (NTDC) on the outcome of social relationship on the performance of hospitality industry amongst other service industries countries development to compare with that of their partners in other countries. In addition, this study would offer hotel's employees the need to have an integrated strategy by sharing their work-related experience and knowledge of customer preferences in order to capture, create and deliver value to their shareholders.

Furthermore, the empirical evidences from this study would be of importance to the policymakers within the hospitality industry in the formulation of regulatory framework or policy documents that will guide the activities of indigenous lodging firms such that constant social relationship among network service members would be evenly practised across firms in order to guide that against oligopolistic markets. Therefore, social interaction and knowledge sharing among network member must be rudimentary for relevant stakeholders. This will ensure that, cooperation and trust among network members within the hotels provides unique and international practice services with their counterparts from other countries.

Lastly, considering academic interest in social capital investment activities in recent times, this study would open new window of opportunities for further research on social capital within the Nigeria context. The study has added to existing literature on social capital and performance hotels within the African context, which has arguably received meagre representation. It is empirically proof that social capital has a positive and significant impact on performance of hotels. In view of the above, researchers should explore social capital as a critical tool for business success and a significant factor for establishing viable and sustainable hotels business.

1.8 Limitation of the Study

In any human endeavour, there are always some constraints and this research work is not an exception. Hence the study has the following limitations. Evidently, the results of this study cannot be generalized to the whole Niger State or the entire country, hence, a geographical limitation exists. More so, only Two-stars and Three- stars hotels were explored excluding Four- stars and Five- stars hotels. The coronavirus pandemic and lockdown measure to contain it has posed a serious limitation to the research, as the researcher had to observed all the Covid 19 protocols before having access to hotels. Moreover, most of the hotel staff are not comfortable with giving out information about their hotel to outsiders which abate their ability respond to the questionnaires in good time which eventually prolonged the duration of receiving the questionnaires and at the end the questionnaire could not be retrieved 100%. Furthermore, the researcher simultaneously engaged in the study with other academic work. This consequently cut down the time devoted for this research work.

1.9 Definitions of Operational Terms

Below are some definition of important terms used in this study:

Actors: Is defined as the interconnectedness among hotels employees with various units or departments.

Social relationship: Is described as form of relationship that allows network members to exchange resources such as good and services, information, financial support and social support between group members.

Network ties: can be defined as the degree of connections employees within hotels share with each other.

Performance: can be define as the assessment of overall activities carried out in hotels with a view of satisfying stakeholders' value.

Network members: people or employees working together in an organisation.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Concept of Social Capital

Social capital is defined as the potential and actual resources embedded in network of relationship that allow group members to work together for a common purpose (Dai *et al*, 2015; Saha and Banerje, 2015; Akintimehin *et al*., 2019), the degree of social relationship has been classified into two modes (Dai *et al*, 2015; Saha and Banerje 2015; Akintimehin *et al*., 2019) The first classification are those within the firm (internal social capital), the second are those outside the firm (external social capital), internal social capital connote social relationship among employees within an organisation and the dimension of the relationship include (trust, information sharing, and shared vision);external social capital is based on social links with external entities such as customers, suppliers and business partners, and the assets embedded in these relationship (mutual understanding and trust) (Dai *et al*, 2015; Saha and Banerje, 2015; Konak and Secilmis, 2018; Akintimehin *et al.*, 2019).

Berzina (2011) analysed social capital based on social norms and features of social organisation such as norms of reciprocity, trust and civic engagement networking. Similarly, Social Capital has been view by Chamanifard *et al.* (2015) as valuable tool that allows social actors to create and marshal their network of relationship among the hotels employees in order have access to other social actors' resources. It is also conceptualised as the ability of the individuals to build network of connections and trust among members with a view of achieving common goal (Terrykim *et al.*, 2013). As for, Tang (2016) Social Capital entails resources such as trust, knowledge and shared vision created through social relation with network members. Neneh (2017) described social

capital as intangible resources built through social relationship that can be utilized to capture knowledge of customer preferences and deliver value to their shareholders.

Considering the theory of social capital, social capital refers to relationship built through social connections among actors, which may be characterised by trust, shared vision, norms of accepted behaviour that enable network members to effectively work together in pursuit of business objectives (Felıcio *et al.,* 2014; Konak and Secilmis, 2018). Andrews (2011) defined social capital as a set of organisational systems, practices and processes that focus on building social relationship among network members with a view of achieving a collective goal. Furthermore, Muniady *et al.* (2015) explain the term social capital as resources that are available to individuals but lay in the network of relationship built by mutual recognition and acquaintance, in that the relationship enables organisation to identify opportunities, financial capital, information, ideas, cooperation, trust goodwill and social support, that facilitate competitive advantage.

In a broader term, social capital is referred to as network ties, shared vision and trust among group members of the network that influence the performance of hotels by providing information, resources, generating knowledge and developing new capabilities (Saha and Banerjee, 2015). Scholars such as (Dai *et al.,* 2015; Muniady *et al*., 2015; Tata, 2015; Akintimehin *et al.,* 2019), have defined social capital as cognitive (shared vision among network members); relational (trust among network members) and structural (connection among network members) (Dai *et al.,* 2015; Muniady *et al.,* 2015; Tata and Prasad 2015; Akintimehin *et al.,* 2019).

After critical examination of the different approaches of defining social capital, this study adopts the internal perspective of social capital which defines it as social ties

among employees or department within an organisation (Dai *et al*., 2015). The rationale for the selection of this perspective is because; the internal social capital perspective is most helpful in understanding operational efficiency of hospitality industry. Therefore, using this perspective, the current study will examine social capital and hospitality industry as clearly stated in the overall objective of this study.

2.1.1 Distinctiveness of social capital in comparison to other capitals

In comparing social capital to other forms of capitals, Bhandari and Yasunobu (2009) distinguished social capital from others capitals based on three perspectives. Firstly, social capital is embedded in relationships, therefore it cannot be owned by a single person exclusively; secondly, it's an investment of time and energy that can even profit individuals that did not participate in its making; and thirdly, it has a spill over effect on the community, in such that costs and benefits of social relations is not restricted to the person building relationships, but to every individual that belongs to the group.

Ganown and Robert (2020) argue that physical capital and economic capital possesses some characteristics as: extension in time, deliberate sacrifice in the present for future benefits, and transfer of ownership from one person to another. To him, social capital deals only with the time dimension aspect (for example, trust or reputation take some time to develop); material sacrifice is not necessarily required; in most cases, its ownership cannot be transferred into another person. Muniady *et al.* (2015) postulated that while economic capital can be measured based on rate of return, while such measurement is not straightforward for social capital. Another major difference between social capital and other forms of capital is that social capital dwelled on social relationship, whereas other forms of capital primarily reside in the individual alone (Sainaghi and Baggio, 2014; Ooi *et al.*, 2015).

Barros and Santos (2009) compared different features of capitals and elucidate that while economic capital is in people's bank accounts and human capital is insides their heads, social capital is in the structure of their relationships. You can sell your privately-owned asset, such as building, but you cannot sell your social relationships, in which other individuals also have a stake. However, actors cannot trade social capital in the market but it is, instead, embedded within a group (Felıcio *et al.*, 2014). Social capital belongs to all actors and requires the actions of all involved to sustain it (Nemati *et al.*, 2017).

2.1.2 Conceptualization of social capital in the hotel industry

As alluded to in subsection 2.3.1., Saha and Banerjee (2015) coined the term 'social capital' based on internal perspective and conceptualized it as having three dimensions: 1) information sharing, 2) trust, and 3) shared vision. As mentioned in this subsection, the internal perspective is utilized to define social capital in this study, which means that only three dimensions will be considered for this study as they deal with the relationship outcome derived from economic processes (Dai *et al.*, 2015; Tata and Prasad, 2015; Saha and Banerjee, 2015). These dimensions are further explained in the next sub-section.

2.1.2.1 *Information sharing*

Information sharing is referred to as the degree to which network members disseminate vital information that may enhance inter-firm collaboration among hotel employees in discharging their duties (Mahajan and Benson, 2013; Chamanifard *et a*l.,2015; Dai *et al*, 2015; Munaidy *et al.*, 2015; Hallam *et al.*, 2018). In another words, information sharing facilitates the flow of critical information and transfers of new knowledge that foster cooperation among network members during the process of service delivery (Andrews, 2011). Konak and Secilmis (2018) asserted that such Information sharing from social

relationship perspective is very important in developing capabilities and reducing transaction in hospitality industry.

On the other hand, prior Studies that conceptualized social capital based on information sharing focus on content and quality of the information. The content refer to the degree of information shared between network members of hotel industries; the quality refers to the timely, accuracy, credibility and adequacy of the exchange information that would enhance how service are delivered to subscribers or customers (Felıcio, *et al.*, 2014; Tata and Prasad, 2015; Hador, 2017; Hallam *et al*., 2018). Based on Akintimehin *et al*., (2019) perspectives, sparse networks among members represent weak ties between actors and serve as channel through which vital information and ideas flow to socially related people. Weak ties facilitate interaction among network members (i.e. Employees and management) thereby increase chances of discovering structural holes, that will benefit the organization (Barros and Santos 2009; Abbasi *et al.*, 2014; Ellinger, 2013; Tang, 2016).

Li *et al.* (2013) contended that hotels normally explores social relationship because information sharing enables hotel employees to share resources among actors thereby spark innovation. But only if hotel managers believe that value can be created through cooperation and resource sharing. Prior studies (Berzina, 2011; Stam *et al.*, 2013; Saha and Banerjee, 2015; Neneh, 2017) also support that strong relationship among hotels employees facilitate resources sharing, ideas transfer and sustained hotels businesses. This study therefore conceptualises information sharing as the degree to vital information flow amongst network members in a hospitality industry that are intended to satisfy customers.

2.1.2.3 *Trust*

Trust among network members has a significant impact on organisational performance by reducing transaction cost and conflicts. Trust instils confidence between two or more entities (persons and organisation) that regular day to day behaviours with actors in hospitality industry will be freehearted, cooperative and predictable based on shared norms (Mahajan and Benson, 2013; Dai *et al*., 2015; Mani and Lakhal, 2015; Saha and Banerjee, 2015). It is also considered as a catalyst that influence the behaviours of network members, and helps them to obtain valuable resources from each other (Muniady *et al.,* 2015). Theorising trust as a social capital dimension**,** Konak and Secilmis (2018) contended that trust encourages resources sharing among hotel employees by increasing the disclosure of resources as well as granting employees access to each other ideas. Swanson *et al.* (2020) postulated that a resource generated through trust is a necessity for business success and a critical factor for establishing viable and sustainable hotels business. More so, high levels of trust between management and hotel employees may permit the transfer of relevant information, promote cooperative and collaborative action within the organisation, which in turn increase organizational performance and leads to better outcomes (Li *et al*., 2014).

Personal relationship that people developed with each other through history of interactions, which is usually a reflection of the duration of ongoing social relationship, emotional intimacy and frequency of reciprocal behaviours, which in turn developed trust among hotel employees (Andrews, 2011; Muniady *et al.,* 2015), trust among hotel employees is a key face to social capital (Nemati et *al.,* 2017), and is frequently used to measure the internal dimension of social capital as well as gain competitive advantage (Li *et al.,* 2014). The popular Chinese saying "A close neighbour is better than a brother far off," which is a reflection of intimate relationship among actors and trust. The more

social interactions among network members, the closer their relationships with each other can be. These forms of relationships can even exceed the genetic familial affection, and can be leveraged for competitive edge. Hence, social interaction can be seen as a prerequisite to the creation of trust, and the mutual cooperation among actors helps to enhance the level of trust in hotel industries (Mani and Lakhal, 2015)

On the other hand, relationship built based on friendship, respect and trust among employees of hotels facilitate cooperation and coordination within the organisation (Li *et al.,* 2014), and therefore, enhance efficient performance. Neneh (2017) contended that hospitality industry regularly pursue trustworthiness among their employees, because personal experience and quality of past interaction deeply influence whom hotel's managers are likely to approach and successfully engage with in dealing vital issues that concerned customers confidentiality and satisfaction (Dai *et al.,* 2015). For instance, in hotels like that of five- star hotels in Ikeja, Lagos state, employing trustworthiness to guide against moral hazards and opportunism, thus facilitate the flow of resources and information among actors that are crucial to building effective capabilities in order to gain competitive edge (Swanson *et al.,* 2020). In view of this, high level of trust among actors permits the transfer of sensitive information, foster collaborative action in managing hotel industries (Andrews, 2011). Therefore, internal social capital is articulated in this study as trust and trustworthiness among network members that improve operational efficiency in a hospitality industry.

2.1.2.3 *Shared vision*

Shared vision is viewed as the degree to which network members share similar values, purpose and behaviour in pursuing business objective (Chamanifard *et al.,* 2015; Hallam *et al.,* 2018). Mahajan and Benson (2013) examined hotel employees based on 'shared goals. Whilst, hospitality industry outcomes generated through a common

vision across network members include, synchronised activities, more integrated strategies, timely and meaningful dissemination of information across actors for operational efficiency (Terrykim *et al.,* 2013). Easmon *et al.* (2019) affirmed that shared vision allow hotel employees to hold a common goal about what the employees should achieve, what economic value is expected and what is required from employees that enable them to pursue a common strategic goals and vision that foster collective and integrative responsibility among employees.

More so, Shared vision provides common interpretations of the mission and values of the services industry (Akintimehin *et al.,* 2019), and thus, enable hotel's managers to leverage on the relationship in order curb environmental uncertainty as well as creating positive externalities for hotels performance (Muniady *et al.,* 2015). Moreover, the ability to determine collective ends that are then established collectively (Sainaghi and Baggio, 2014; Brein; 2015; Li *et al.,* 2014) is thus accompany with greater overall synchronization of hotel concerted effort which is very significant to hotel industries, as hotel's mangers need to motivate and communicate with different employees to achieve organisational desirable goals (Felıcio, *et al.,* 2014).

Shared vision as a dimension of social capital refers to resources that provide shared, interpretations, representations, and shared meaning between hotel employees (Stam *et al.,* 2014). These relationships facilitate collective goals of network members' model built by shared expectations, perceptions and interpretations (Dai *et al.,* 2015). More so, Relationships built based on shared values and norms is expected to be stronger (Li *et al.,* 2014). Akintimelin (2019) submitted that when there is congruence on values and goals across network members, social relationship becomes on going, self-reinforcing and supportive to organisational vision, as well as systems of meaning among network members which include collective narratives, norms, rules, language and vocabulary.

Konak and Secilmis (2018) asserted that this form of relationship promotes new knowledge sharing that positively influenced radical innovation of hospitality industry.

According to Swanson *et al.* (2020) a shared context of ideas among network members determines the extent of social relationship between the members. They discuss the ways network members share ideas within the organisation such as exchange narratives and shared language. Sharing ideas among employees facilitates dialogue among network members, enhance transfer of knowledge and enriches organizational learning (Mahajan and Benson, 2013; Dai *et al.,* 2015; Mani and Lakhal, 2015). Saha and Banerje (2015) evaluate the critical role of language in disseminating information within the organisation in that shared language leads to a shared value among networks members thereby, fosters formation of shared framework. Prior studies have shown that shared ideas within a team enable coordination and prediction of member behaviour, foster learning, facilitate interdependence and enhance team effectiveness (Holme and Range, 2012; Ellinger, 2013; Tang, 2016). Furthermore, sharing of narratives enhance the transfer of tacit knowledge and degree of acquaintance between hotel's employees. Therefore, a high level of shared language and narratives increase the possibility of future collaboration among hotel employees and substantially reduces likelihood of negative opportunism, which in turn enhance hotel performance (Muniady *et al.*, 2015). Hence, this study conceptualises shared vision as the degree to which network members share common value and purpose in a hotels that are intended to satisfy customers.

2.2 Overview of Hospitality Industry in Nigeria

Broadly, the hospitality industry has been recognised as a vehicle for development and growth of the Nigerian economy (Zhao *et al.,* 2011). The sector has contributed 4.8% to Nigeria GDP and 1.8% of total employment to the country (Amalu and Ajake 2015; Eshetie *et al.,* 2016). The sector has notable hotels in Lagos and Abuja such as

Transcorp Hilton, Nordic, Sheraton, Eko and Federal Palace Hotels (Emmanuel and Damachi, 2015; Filimonau, 2020) as well as characterised with Foreign Direct Investment (FDI) as the major producer of oil in Africa which form the bases of economy diversification (Zhao *et al.,* 2011; Rasak, 2012; Eshetie *et al.,* 2016).

In general terms, the sector comprises of Motels, Restaurants, Hotels, Resorts and Casinos; the sector includes location, size, levels of service, target markets, number of rooms, facilities and ownership etc. In Nigeria context, the industry supply chain has great impact on other business activities in the economy (Li *et al*., 2014). Hotel guests expend money in the restaurant, recreation, retail and transportation sectors as well as the industry provide opportunity for trade shows, conventions and business meetings which in turn generate economic growth (Jafri *et al.,* 2014). It can be clearly stated that hospitality industry is directly linked with the socio- cultural and economic activities that is widely recognised as one of the fastest growing and rapidly developing industries in Nigerian economy. In spite of the contribution of hospitality industry to the nation's economy, inadequate power supply, low patronage, high cost of production, insecurity, and unstable foreign exchange policies are the main challenges confronting the sector.

2.3 Conceptualization of Hotel's Performance in the Context of Social Capital within Hospitality Industry

In this subsection, hotel performance is conceptualized in the context of social capital by reviewing previous studies to reveal the specific indicators of hotel performance within the hospitality industry and how the concept is defined.

2.3.1 Definition of hotel's performance

The performance of hotels has been discussed and has received myriad of definitions based on the context the subject is defined (Chamanifard *et al.,* 2015; Dai *et al.,* 2015; Konak and Secilmis, 2018). Based on this, hotel's performance is defined as the

evaluation of all activities carried out in order to fulfil organisational goals. (Muniady *et al.,* 2015; Akintimehin *et al.,* 2019).

2.3.2 Measurement of performance

Consequential to this, hotel performance is being measured using one of either form: financial measures and non-financial measures or a combination of both (Pinho, 2011; Terrykim *et al.,* 2013; Stam *et al.,* 2014; Felıcio *et al*., 2014; Nemati *et al.,* 2017).

Financial measures are related to monetary instruments derived from accounting record (Muniady *et al*., 2015; Sainaghi and Baggio 2014; Tang, 2016). To date, Prior Studies adopting this measure sought to use objective means (secondary data from annual reports and other financial documents) (Li *et al.,* 2014; Swanson *et al.,* 2020) or subjective which used self- report and ask respondents (i e general manager or assistant manager) to evaluate their hotels financial performance to that of their competitors (Muniady *et al.,* 2015; Konak and Secilmis, 2018; Akintimehin *et al.,* 2019) with specific indicators such as hotels revenue growth, return on investment, return on sale, operating income, gross operating profit (GOP), profit level, and market share, EBIT margin, (Terrykim *et al.,* 2013; Stam *et al.,* 2014; Mani and Lakhal, 2015). For instance, studies that adopted personal perception or comparison between their own hotels and their rival sought to measure financial performance based on responses from general managers and departmental manager on hotels revenue growth, daily room rate, market share as an indicator of financial performance.(Dai *et al.,* 2015; Tang, 2016; Mani and Lakhal, 2015).

On the other hand, non-financial performance uses non-monetary instruments to provide explanations on the how well a hotel is doing (Stam *et al.,* 2014; Ellinger *et al.,* 2013; Sainaghi and Baggio, 2014; Li *et al.,* 2014; Akintimehin *et al.,* 2019). Although, this performance measure has no financial element but they are considered as main

performance indicators affecting financial measures (Terrykim *et al.*, 2013; Hador, 2017). This category of studies adopted subjective measures (perception) of general managers, deputy manager, department manager and other stakeholders on the performance of the hotels (Andrews, 2011; Konak and Secilmis, 2018; Samad, 2020). The specific indicators used include customer satisfaction, ethical behaviour, service quality, responsiveness performance, employee satisfaction, and stakeholder's satisfaction (Dai *et al*., 2015; Mani and Lakhal, 2015).

The last categories of studies combined both the financial and non-financial measures (Stam *et al*., 2014; Li *et al.,* 2014; Saha and Banerjee, 2015; Swanson *et al.,* 2020; Akintimehin *et al.,* 2019). These categories of studies sought to have a more holistic and comprehensive view of the hotel's sector by analysing both financial and non-financial measures (Stam *et al*., 2014; Li *et al.,* 2014; Saha and Banerjee, 2015; Akintimehin *et al.,* 2019; Swanson *et al.,* 2020; Samad, 2020).In addition, this combined approach adopts the use of objective and subjective measures (hotels revenue growth, return on sale, operating income, gross operating profit (GOP), and market share, return on investment,, customer satisfaction, ethical behaviour, responsiveness performance, service quality, and stakeholder's satisfaction) (Stam, *et al*, 2014; Li *et al.,* 2014; Saha and Banerjee, 2015; Akintimehin *et al.,* 2019; Swanson *et al.,* 2020). However, using this approach, self-reported questionnaires are developed to gain the perception of *general* managers, employees and customers (Stam *et al.,* 2014; Li *et al.,* 2014; Saha and Banerjee, 2015; Akintimehin *et al*., 2019; Swanson *et al.,* 2020).

Therefore, this study adopts the non-financial measure discussed earlier. The rationale for this is premised on the fact that studying hotels based on responsiveness performance will gives an informed perspective as to whether or not the value

propositions do satisfy hotels business objectives. Adopting this approach will enable this study to provide a detailed explanation and analysis regarding social capital dimensions and the antecedent influences it has on performance of hospitality industry in Minna.

The next subsection gives an overview of responsiveness performance as the chosen measure of hotel performance adopted in the current study.

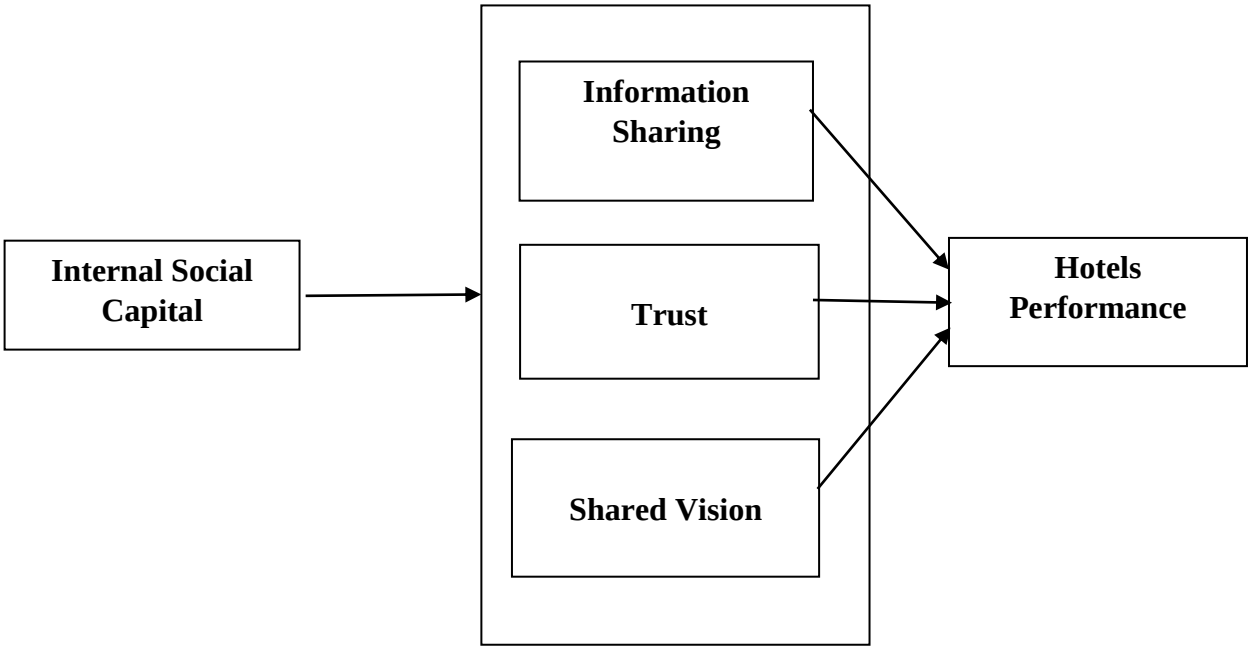
2.3.4 Responsiveness performance

In this study, responsiveness performance is used in measuring hotel performance (dependent variable). Responsiveness performance is being considered as performance indicator that allow hotels employees to react purposefully within an appropriate time - scale to clients demand or changes in the marketplace in order to maintain competitive advantage (Li *et al.*, 2014; Akintimehin *et al.,* 2019). Previous social capital studies within the hotel industry have adopted responsiveness performance as a measure of performance of hotels (Andrews, 2011; Pinho, 2011; Li *et al.*, 2014; Dai *et al.,* 2015; Konak and Secilmis, 2018). In line with the prior studies, the current study also adopts responsiveness performance as a measure of performance of hotel industry in Minna, Niger State because since efficient and effective services delivery is seen as the 'armchair', it implies that the growth prospect and service quality on the value propositions of the hotels, affirms the level of satisfaction derivable from the service propositions of the hotel industry.

As earlier explained at the beginning of this subsection, the overall aim is to provide measurement indices of hotel performance in the context of social capital. Having achieved this aim, the next section provides detailed explanation on the underlying theories linking social capital and performance of hotels.

2.4 Conceptual Framework for the Study

The model of the current study is premised on the fact that internal perspective of social capital is conceptualized into three dimensions: (i. trust, (ii. information sharing and (iii. Shared vision dimension that served as the specific outcome that underpins the social capital orientation of the hotels and the accompanying performance (Felıcio *et al.,* 2014; Konak and Secilmis, 2018).



Source: Author, 2021

Figure 2.1: Depict conceptual framework for the study showing the relationship between Internal Social Capital and Hotel Performance variables. It shows the modes of Social Capital that can be adopted by Hospitality Industry in Nigeria for effective and efficient performance.

2.5 Theoretical Review

A theoretical review of social capital and performance of hospitality industry is conducted with the objective of identifying theories linking the two main variables in this study: social capital and hotel's performance. After identifying and discussing

extant theories, the specific theory that fits the current study is chosen and the rationales for the selection are also provided.

2.5.1 Resource based theory

The Resource-Based theory (RBT) was proposed by Birger Wernerfelt, a great economist and management scientist in the year 1984 with the central focus on resources as a key indicator of attaining superior performance of the firms (Barros and Santos 2009;Terrykim *et al.,* 2013; Mani and Lakhal, 2015; Neneh, 2017). However, Barney (1991), an American professor in strategic management cited in his articles "Firm Resources and Sustained Competitive Advantage" (Mani and Lakhal, 2015). A sustained competitive advantage is the ability of a firm to earn abnormal profits based on novel value-creating strategies (Pinho, 2011). The major underpinning of this theory stresses that a hotel competitive advantage is generated by unique resources and capabilities for satisfying different guest in hotels (Barros and Santos 2009; Terrykim *et al.,* 2013; Mani and Lakhal, 2015; Neneh, 2017).

Within the context of hospitality Industry, resources include physical (e.g. specialized building exteriors and interiors, finances and geographic location), human (e.g. skills, competence, technical know-how, human resource systems and innovativeness), and organizational (e.g. management philosophy, structure and culture, business processes, technology, and cost management). Studies that adopted this theory, seek to examine how these resources would improve performance (Barros and Santos 2009; Terrykim *et al.,* 2013; Mani and Lakhal, 2015; Neneh, 2017). Although, this theory also stressed that resources are not limited to the traditional economic productive factors; they also include social resources, such as interpersonal relationships within hotel managers, the organisation culture, or its reputation near the suppliers or clients (Terrykim *et al.,* 2013). Lastly, the theory was employed to study the actual and potential resources

embedded in relationship possessed by an individual or social unit, with a view of improve performance in terms of customer satisfaction, service quality, operational effectiveness, ethical behaviour, return on investment and profit levels relative to that of competitors (Barros and Santos 2009; Terrykim *et al.,* 2013; Mani and Lakhal, 2015; Neneh, 2017).

However, Resource-Based theory (RBT) was almost a perfect fit for the current study but the major drawback was its central focus on tangible and intangible resources which goes contrary to social capital that rely only on intangible resources as tool for achieving competitive advantage.

2.5.2 Knowledge-based theory

The Knowledge-Based Theory of firms (KBTF) was developed by an economist and a teacher of strategic management (Conner, 1991). Although, the theory is a recent extension of Resource-Based View. It postulates that knowledge is the most strategic resources that do not depreciate in used the way economic productive factors do, and its application is needed to improve performance of hospitality industry. It also assumes that superior knowledge is considered to be the main creator of sustained competitive advantage. This was pointed out in the study conducted by Majeed (2019) the ability to learn faster than competitors could to be the only sustained competitive advantage. Therefore, to sustain competitive advantage, hotels needs to update their knowledge assets continuously by creating ease knowledge flows in the industry (Terrykim *et al.,* 2013).

In hotels, Knowledge-based theories of the firm suggest that service firm are best view as a social community specialized in dissemination and transfer of knowledge among actors (Swanson *et al.,* 2020). These theories assume that positive relationships among

hotel employees influence the flows of knowledge among actors**.** Consequently, knowledge transfer among employees in hotel is critical to the success of hotel industries activities, as its inflow may provide a learning vehicle that helps the lodging firms update their knowledge base about customer need. (Swanson *et al.,* 2020).

Similarly, Andrews (2011) pointed out that lodging firms frequently form cooperative knowledge-sharing relationships among network members in order to improve their responsiveness performance as social capital investments are formalized as inter-firm relationships that can offer actors access to each other's resources (Pinho, 2011). The theory is limited by the fact that it only focus more on human capital rather social capital.

2.5.3 Social identity theory

The Social identity theory was proposed by Henri Tajfel, a great psychologist in 1979. The theory states that a person's sense of identity is based on group membership such as (social class, family and business) which people belong to; however, this identity influenced group member's attitude and behaviours as members feel strong emotional ties to the group (Mahajan and Benson, 2013; Hallam *et al.,* 2018). SIT advocates that, information sharing is more concerned with the level of identification network members share with each other or with the group to which they belong to. More so, the level of identification with the group enhances cooperation among network members, thereby achieve organizational goals (Terrykim *et al.,* 2013; Mahajan and Benson, 2013; Hallam *et al,* 2018; Neneh, 2017).

In the context of social capital and hotel performance, SIT was employed to explain how people interact and value themselves in a group, because hotel employees with positive view of their identity in a group are more likely to share resources among

themselves in order to sustained performance (Terrykim *et al.,* 2013; Mani and Lakhal, 2015; Neneh, 2017). These relationship promote team work and sense of togetherness among hotel employees, with a view of improved performance in terms of customization and overall responsiveness performance (Mahajan and Benson, 2013; Hallam *et al.,* 2018). The major limitation of theory is that its fail to explain at which level of social identity can group influence an individual behaviour in hospitality industry.

2.5.4 Social capital theory

The most adopted theory was social capital theory (SCT) which was developed by French sociologist (Bourdieu, 1986). Although, the theory, springs from network theory and its notion was to incorporate socio-cultural factors to explain economic outcomes (Bhandari and Yasunobu, 2009). SCT advocates that hotel relied on the concept of social connections among their employees, which may be characterised by trust, shared vision, norms of accepted behaviour, and information sharing that enable network members to effectively work together in pursuit of business objectives (Felıcio *et al.,* 2014; Konak and Secilmis, 2018).

From the perspective of social scientists, Social capital theory stem from the fact social capital is embedded in "relationship" and its application is aimed at comprehending social ties, trust and shared vision (Rasak, 2012; Swanson *et al.,* 2020). social capital – specific studies adopting this theory focused on how strong network ties among hotel employees facilitate inter- firm cooperation that will render quality services (Konak and Secilmis, 2018; Akintimehin *et al*., 2019).

SCT state that social relationship and trust among hotel employees would offer effective services, enhance service delivery and improve overall hotel performance through customer satisfaction and increased profits (Li *et al.,* 2014; Dai *et al.,* 2015; Konak and

Secilmis, 2018). Similarly, Terrykim *et al.* (2013) pointed out that hospitality industry enjoys formal networking support through membership in business associations and informal support through family networks and social networks. More so, Social capital in the form of information sharing, trust and shared vision between network members influences the performance of lodging firms by generating resources, knowledge and providing necessary information to enhance their service delivery (Dai *et al.,* 2015; Swanson *et al.,* 2020). However, these Categories of studies adopting this theory sought out to identify trust , information sharing and shared vision dimensions of social capital as factors influencing performance of hospitality industry in terms of non-financial (responsiveness performance) measure (Li *et al.,* 2014; Felıcio *et al.,* 2014; Mani and Lakhal, 2015; Saha and Banerjee, 2015).

Having discussed the four theories (resource-based theory, social identity theory, knowledge-based theory and social capital theory) as the most prominent theories adopted based on the previous studies reviewed. The theoretical foundation of this study is therefore built on the Social capital theory on the premise that the natures of the most key resources needed by the hospitality industry are largely dynamic and intangible. In addition, the theory considers social resources as a unique resource which does not depreciate and can also increase returns. Lastly, resources generated through network relationships are soft infrastructure for enhancing hotels performance.

2.5.5 Theoretical framework for the study

Social Capital Theory (SCT) served as the theoretical framework for the current study. To reiterate, SCT posits that hotel relied on the concept of social connections among their employees, which may be characterised by trust, shared vision, information sharing, which enable them to effectively work together in pursuit of business objectives (Felıcio *et al.,* 2014; Konak and Secilmis, 2018).

Information sharing is defined as the extent to which vital information is disseminated amongst hotel employees that can enhanced their performance. Primarily, information sharing facilitates diffusion of critical information and resources among actors in order to increase the efficiency and effectiveness of hotel core services (Mahajan and Benson, 2013; Chamanifard *et al.,* 2015; Hallam *et al.,* 2018; Konak and Secilmis, 2018).

Trust refers to resources generated through, friendship, respect, norms, and obligations that permit the transfer of relevant information, promote cooperative and collaborative action within the organisation, which in turn increase hotel performance and lead to better outcomes (Li *et al.,* 2014). As it relates to social capital, trust is a critical tool for business success and a significant factor for establishing viable and sustainable hotels business (Mani and Lakhal, 2015).

Shared vision is the degree to which network members share common values, business purpose and behaviour in pursuing business objective (Chamanifard, *et a*l., 2015; Hallam *et al*., 2018) Shared vision provides common interpretations of the mission and values of the hospitality industry (Akintimehin *et al.,* 2019), and thus, enable hotel's managers to leverage on the relationship in order curb environmental uncertainty as well as creating positive externalities for hotel's performance. (Muniady *et al.,* 2015).

2.6 Empirical Review of Social Capital and Hospitality Industry Performance

This section of the study provides a review of empirical evidences of previous studies on social capital, its impact on hotel's performance, and its manifestation in hospitality industry.

Konak and Secilmis (2018) surveyed 300 top managers of five-star hotels in two cities in turkey to investigate the mediating role of competitive strategies on the relationship between social capital and hospitality firm performance. The survey was conducted

using structured questionnaires. Hierarchical moderated regression was used as confirmatory analysis to test the research hypotheses. The findings indicate that trust has a positive and significant relationship on the hotel's performance and competitive strategies. There is a positive and significant relationship between information sharing dimensions and hotels firms performance. Furthermore, the findings indicate that competitive strategies are partially mediated between social capital and hotel's firm performance. The study recommended that hotels should learn and implement these strategies to achieve competitive advantage.

Dai *et al.* (2015) conducted a quantitative study to examine the conditions under which entrepreneurial activities (service innovation, corporate venturing and strategic renewal) influences the relationship between social capital and financial performance in a sample of 160 Chines hotels. Five hypotheses formulated were tested using factor analysis. A descriptive statistics and correlation method of data analysis was employed. The result of the findings revealed that information sharing, trust and shared vision dimensions of social capital has a Positive and significant effect on financial performance of Chinese hotels. In addition, innovative activities and corporate venturing enable chines hotels to achieve a competitive advantage over their competitors. The study recommended that hotels should not only accumulate social capital parameters, but should also implement strategies that increase entrepreneurial activities to fully explore the potential of social capital dimensions.

More so, Swanson *et al.* (2020) adopted quantitative approaches to examine how social capital impacts small-and medium-sized enterprises (SMEs) performance in a hospitality industry in South Korea. Survey research design was adopted with a sample of 199 SMEs while comparing the influences of knowledge sharing and innovation

generated from structural social capital on non-financial performance. They adopted the structural equation modelling test for the hypotheses proposed in their study. The empirical evidences revealed that social capital constructs, including information sharing, trust and shared vision capital, all positively influence knowledge sharing and innovation among SMEs in the hospitality industry, which in turn enhances SME business performance. Further analysis revealed that SMEs that imbibe social capital orientation will constantly pursue novel services that would result in enhanced tourism business performance in terms of financial or non-financial aspects. They then concluded by stating that adopting social capital dimensions provide a gateway for hospitality industry to offer unique services to customers and market needs, as well as ensuring SMEs growth and profitability.

Muniady *et al*. (2015) examined the effect of social capital on the financial performance of micro-enterprises owned and managed by women in Peninsular Malaysia. This study employed a cross-sectional analysis, and quantitative data from 417 micro-entrepreneurs from Malaysia are collected through structured questionnaire. The findings indicated that cognitive and structural social capital has a significant positive effect on micro-enterprise financial performance. It also indicated that relational social capital has a positive but insignificant effect on micro-enterprise performance. The study recommended that women entrepreneurs should ease their communication process and ensure that their business values, norms and shared vision are communicated among network members, which is essential in providing access to resources and knowledge. Thus, in return, is expected to ameliorate the micro-enterprise financial performance in Malaysia.

Interestingly, Terrykim *et al.* (2013) investigate the influence of social capital on knowledge-sharing (KS); knowledge collecting (KC) and knowledge donating (KD) on hotel's performance. The study surveyed 486 employees of 14 top tier five-star hotels in Seoul, Korea to investigate two research hypotheses using a path analysis. The result revealed that information sharing, trust, and shared vision dimensions of social capital influence KC and KD, which in turn enhance hotel's performance. Interestingly, information sharing and shared vision dimensions of social capital had positive and significant effect on employee's knowledge collecting and knowledge donating. A social capital dimension that stresses knowledge sharing would bring about effective operation and improved customer satisfaction. The study concluded that social relationships derived from social interaction, trust and shared vision increases employee's willingness to disseminate knowledge among network members.

Akintimehin *et al*. (2019) conducted a cross- sectional survey using a total sample of 650 formal business owners in Ikeja region of Lagos state, Nigeria while examining the influences of social capital on financial and non-financial performance of businesses in Nigeria formal sector. The study further examined the controlling role of firm age. Structural equation model (SEM) and partial least-square (PLS) were used in analysing the data collected. The findings indicate that without the controlling variable of firm age, information sharing had a positive but significant effect on non – financial performance and no significant effect on financial performance, while trust social capital no significant effect on financial and non- financial performance. With the controlling variable of firm age, information sharing had a significant effect on financial and non – financial performance, while trust had no significant effect on financial and non- financial performance. The study concluded that formal entrepreneurs should take advantage of resources generated through social interactions in order to influence the

behaviours of network members and help them to obtain valuable resources from each other for establishing viable and sustainable business.

In addition, Saha and Banerjee (2015) investigated the impact of social capital on business performance in service industry West Bengal, sampled 100 respondents using a questionnaire survey in Bengal tourism sector at the level of the small firms. The data collected from the field were analysed using multiple regression. The findings from the empirical investigation revealed that formal and informal networking improve service quality in tourism sector, as well as influence financial performance. He then concluded that the distinction of performance and service quality method can be explained by the variation of social capital activities

Neneh (2017) conducted an empirical inquiry focusing on the existence of different types of social capital on the performance of men-owned and women-owned businesses. Utilizing a questionnaire survey, 315 self- administered questionnaires were issued to SMEs operating in the Mangaung metropolitan municipality in South Africa. A descriptive statistics and sample t-test method of data analysis was employed. The findings gotten from the empirical tests of hypotheses showed that men have higher significant level of structural, relational and linking social capital, while women had higher significant of bonding social capital. Furthermore, structural and bonding social capital had a positive influence on financial and non – financial performance across gender; relational and bridging social capital only focus on men-owned business performance, while cognitive social capital positively influences women-owned businesses performance. The study also concluded that the impact of different forms of social capital depends on the ability of the entrepreneur to utilize their resources to enhance the performance of their businesses.

Tata (2015) investigate how social capital influence immigrant family business performance through mediating effect of network benefit. Snow ball sampling technique was used to select 170 immigrant family businesses for the survey. Regression analysis was employed to analysed data. The findings revealed that structural and relational social capital differed in their effects on network benefits, and that network benefit mediates the relationship between social capital and immigrant family business performance. The relationship is positive and significant between social capital and immigrant family business. The study recommended that immigrant family business should imbibe the culture of social capital as a critical tool for business success.

Mani and Lakhal (2015) had their objective, assessing the relationship between social capital and family firm performance. The study which surveyed of 114 Tunisian family firms to test three research hypotheses, adopted a descriptive statistics and correlation method of data analysis. The findings revealed that the structural and relational social capital had a significant effect on financial and non-financial family businesses performance. While, the cognitive social capital is positively but no significant effect on non-financial family businesses performance. They then concluded that social capital influences both financial and non-financial family businesses performance in Tunisian service firms.

However, Pinho (2011) explored the influences of structural, relational and cognitive social capital of exploitative and explorative capabilities on international performance in Portugal. Their study employed theoretical model that served as a foundation of structural, relational and cognitive social capital, dynamic capabilities and international performance. The findings revealed a useful framework for further research in social capital and dynamic capabilities. These dynamic capabilities positively influence international performance through leveraging network relationships that provide access

to new sources of information. The study concluded that theoretical perspective based on a comprehensive distinction of how a social relationship among network members is an important vehicle for the development of dynamic capabilities of a firm's internationalisation.

As for, Tang (2016) conducted an empirical inquiry of environmental scanning and social capital building in Taiwan. Utilizing a questionnaire survey, 240 self-administered questionnaires were mailed to general managers of hotels in Taiwan. A descriptive statistics and regression method of data analysis was employed. The findings gotten from the empirical tests of eight hypotheses showed that proactive personality of hotel's manager positively influences environmental scanning and social capital. Moreover, environmental scanning is significantly associated with service innovation and service improvement, pointing that hotel's managers with proactive personality facilitate innovative activities in service firms. The study concluded that service innovation and service improvement is contingent on new service delivery method in hotels (Tang, 2016).

2.6.1 Gaps in the literature

The empirical review of the prior studies that are related to impact of social capital on hotel industry performance revealed the following literature gaps. The gaps represent grey areas that previous studies did not address, that the proposed study seeks to address. The succeeding paragraphs highlights three major gaps.

Firstly, industry-wise, discourses on hotels services are meagre. From the commentaries reviewed, there has been much emphasis on family firm performance, small-and medium-sized enterprises (SMEs), Entrepreneurs and manufacturing (Tata 2015; Mani and Lakhal 2015; Muniady *et al., 2*015; Saha and Banerjee 2015; Neneh, 2017) with only a few hotel industries studies (Terrykim *et al.,* 2013; Swanson *et al.,* 2020). In the

light of this, the present study focuses on social capital and performance of hotels within hospitality industry in Minna metropolis, Niger State, Nigeria.

Secondly, the gap identified is a sample gap in that virtually all the previous empirical studies reviewed explored the relationship between social capital and performance of hotel in the context Five -stars' hotels (Terrykim *et al*., 2013; Tang 2016; Konak and Secilmis 2018). An investigation of these phenomena among Two- stars' and Three -stars' hotels which constitute most of the hotels in Minna Metropolis is glaring absent. As a result, this study has addressed this sample imbalance by investigating the impact of social capital on performance of Two- stars' and Three -stars' hotels within hospitality industry in Minna metropolis, Niger State, Nigeria.

Thirdly, the geographical settings of the majority of the studies are foreign (Mahajan and Benson, 2013; Chamanifard *et al.,* 2015; Hallam *et al.,* 2018; Konak and Secilmis, 2018). Social capital as an important context has been studied all over the world. Although, the results are different in contexts globally. As such, different contexts have specific peculiarities. However, empirical tests from previous studies on social capital and performance revealed meagre literatures conducted in Africa. Hence, the present study will contribute to literatures in Africa and offer the current perspective of hotels services in Nigeria.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Description of the Study Area

The current study area is Minna-Niger State, Nigeria. Minna town was formerly identified as Gwari settlement on paida hill, a meagrely inhabited city with a population of around 304 113 thousand people making it the biggest city in Niger State. Minna-Niger State occupies a land area that is 923,768 square kilometres more than that of Suleja local, Minna is a commercial city with high proliferation of hotels across the Metropolis. This location was preferred as, it is the home to quite a number of governmental parastatals including the headquarters of National Examination Council (NECO). The city is viewed as the capital of the state which is inhabited by different ethnic groups, of which the three largest are: Nupe, Gwari and Hausa, which speak Hausa as the native language and are identified with a wide variety of cultures. Minna city is also constrained on the south by Kwara State; on the North by Sokoto State; on the East by Kaduna state the location where this research is conducted. Minna falls within latitude 9.62` and 6.55 longitude of the equator (World Population Review, 2021).

3.2 Research Design

This study adopted a quantitative research design as used in the studies of (Dai *et al* 2015; Swanson *et al.,* 2020) by employing an experimental research design. A cross sectional survey was utilized to elicit responses about social capital dimensions and performance of hotels within the hospitality industry in Minna, Niger State. This design was considered appropriate for this study because it brought out information on attitudes that would be difficult to measure using observational techniques. A structured questionnaire was administered to hotels employees within hospitality industry in the

study. In addition, the method was selected because it provides researcher with an accurate account of the characteristics of individual situation or group as well as provide gainful insights into the antecedents of social capital and performance of hospitality industry in Minna, Niger State.

3.3 Population of the Study

The target population of this study was sourced from Niger State Association of Hotels Minna, Niger State. According to this source, there were 58 registered hotels in Minna as at the time of visit in the year 2020. For this study, the population comprised of managers and receptionists of registered hotels in Minna metropolis. In light of this, the population was used to ascertain whether the dimensions of social capital conceptualized from the preceding chapters actually enhances responsiveness performance and customers' perspectives regarding the relationship outcomes of hotels employees.

3.4 Sample and Sampling Frame

The sampling frame for this study covers Two- stars and Three -stars hotels with administrative structures and amenities such as 1) manager, 2) Receptionist, 3) Recreational facilities 4) Restaurant, 5) Two and Three floor higher than the ground floor, 6) Conference Hall 7) Security, and 8) Cleaning service (Nigeria Tourism Development Corporation Act, 1992). Only 36 of the 58 hotels possessed the features of Two- stars' and Three -stars' hotels and thus served as the sample hotels for this study. Two key employees providing the administrative structural services (Manager and Receptionist) were surveyed for this study. In fulfilment of the research aim and objectives, self-administered structured questionnaires were employed to collect data from 72 employees of the 36 hotels in Minna.

3.5 Sampling Techniques and Sample Size

The sample techniques and sample size used to conduct the study are discussed in the following subsection

3.5.1 Multi – stage sampling techniques

The current study was conducted in two stages of sampling. In the first stage, purposive sampling technique was deemed appropriate as it was found predominant in studies of this nature (Li *et al*., 2013; David *et al.*, 2015; Chamanifard *et al.*, 2015). This is because it is based on the judgement of the researcher as to who is to be included in the sample. Based on this, the researcher selects the manner of obtaining information and from whom the information is obtained with sound judgement. Hence, all Two- stars and Three -stars hotels with certain amenities and structures as mentioned in 3.4 of this chapter were considered for the survey.

3.5.2 Census

In the second stage of sampling, the study adopted census - based method due to the small size of the sample by administering questionnaire to the entire sample frame in order to get a robust report that will have an improved consistency and less bias from the population mean thereby leading to a more reliable result.

3.6 Sources of Data

The study adopted primary source of data collection to gather relevant information by way of administering questionnaire to the Two- stars and Three-star hotels. As such, it offers the current study richer insights on the relationship between social capital and performance of hotels in Minna, Niger State. The questionnaire will be divided in to two main sections which includes; the demographic section and questions on the effect of social capital on the performance of hotels. The questionnaire adopted the seven-Likert scale method which allows respondent to offer their opinion without stress. These

include Strongly Disagree (SD), 2=Disagree (D), 3= Somewhat Disagree (SWD), 4=Undecided (U), 5=Somewhat Agree (SWA), 6=Agree (A), 7=Strongly Agree (SA). In all, the primary sources adopted was helpful in collecting data on the different forms of social capital and their effect on the performance of hospitality industry in Minna, Niger State.

3.7 Measurement of Variables

The study comprises of two variables that is the dependent and independent variable. The independent variable; social capital which has information sharing, trust, and shared vision as its typology (Li *et al.,* 2014; Dai *et al.,* 2015; Tata, 2015; Saha and Banerjee, 2015), while the dependent variable was measured based on responsiveness performance.

3.8 Development of Questionnaire

Questionnaires were developed to capture the dimensions of social capital influencing responsiveness performance. This can be achieved by scrutinized the draft questionnaires by 5 academic experts with Doctorate degrees to ensure that the manner in which the questions were formulated mirrors the objectives.

The questionnaires were framed to accommodate the demographic profile of respondents (hotel's employees). In this section, the age, gender, academic qualification and sex of the respondents were clearly stated in order to elicit responses from the respondents about these profiles. In Consistent with prior studies, the study adopted a seven -point Likert with 5, 7, 8 and 10 items each for the dimensions of social capital and variable of responsiveness performance respectively. In developing the questionnaire for the current study, the questions to be used were adopted from previous studies (Terrykim *et al*., 2013; Dai *et al*., 2015; Swanson *et al.,* 2020; Konak and

Secilmis, 2018; Akintimehin *et al.,* 2019).Altogether, the questionnaire has 5 sections: Demographic profile of respondents, information sharing, trust and shared vision methods and then responsiveness performance respectively.

3.9 Psychometric Properties of Research Instrument

The validity and reliability of the research instruments used in study are discussed in the following subsections.

3.9.1 Validity of research instrument

Validity can be described as the extent to which an instrument actually measures what its intended to measure(Terrykim *et al*., 2013).The study adopted face and content in assessing the validity of the instruments by Doctorate degree holders from the Department of Entrepreneurship and Business Studies, Federal University of Technology, Minna, Niger State, Ibrahim Badamasi Babangida University, Lapai and Nigeria Defence Academy Kaduna in that they evaluated whether or not the questions raised in the questionnaires mirrors the constructs. After their assessment, results of prior questionnaire administration, modification and post-tests were all found valid for the study.

3.9.2 Reliability of research instrument

In order to maximize reliability of the instrument used for the research, the researcher ensures that questions are not ambiguously presented to respondents in a manner likely to communicate different meaning that could generate inaccurate and inconsistent responses. The study adopted test-retest reliability method in order to ensure the consistency of results given by the same questionnaires administered to hotel's employees in Minna, Niger State. To achieve this, the test-retest reliability was conducted at an interval of two weeks, the same questionnaires is used to take two separate measurements on the same hotel's employees at different times. Responses

were based on a 7-point Likert scale. To further ensure reliability of the instrument, Cronbach's Alpha test was conducted through administering of copies of the questionnaires to randomly selected hotels in Minna, Niger State. In conducting the test, psychometric test was calculated using Cronbach's coefficient Alpha for either even or uneven items based on the order of number arrangement of the questionnaire items. Data generated from the study was used to measure the internal consistency of the instrument using Cronbach's alpha test. Internal consistency is measured on a scale of 0 to 1, and considered satisfactory if the Cronbach's Alpha coefficient is at > 0.7. Therefore, the study obtained a Cronbach's Alpha value of 0.917 which was above the value of 0.70 as recommended by (Dai *et al*., 2015; Swanson *et al.,* 2020). Hence, the result demonstrates an excellent consistency.

3.10 Pilot Study

After, face and content validation by the research supervisor, and four doctorate degree holders from different university namely, Federal University of Technology, Minna, Niger State, Ibrahim Badamasi Babangida University, Lapai and Nigeria Defence Academy Kaduna. Therefore, a pilot study of respondents each from hotel's employees of the hospitality industry was conducted. According to Dai *et al.* (2015) 10% of the sample is suitable to be used for pilot study. Therefore, this study adopted 10% of the census population of hotel's employees in Minna, Niger State for pilot study. After retrieving the instrument from the respondents, academician's offered recommendations which were noted and duly effected in the second draft of the questionnaire which make it free from any ambiguity that may pose a constraint into eliciting appropriate responses from the employees.

3.11 Data Analysis Techniques

This section presents the data analysis techniques that was used for the quantitative aspects of the study. As such, the study will employ a multiple regression analysis to measure the impact of social capital typology or dimension (that is, information sharing, trust and shared vision) by determining the level of relationship between all the indicators earlier mentioned. Meanwhile, descriptive statistics will be used for analysing the demographic profile of hotel's employees in Minna, Niger State. However, the hypotheses raised in the study will be tested and analysed using multiple regression analysis as consistent in previous social capital studies (Terrykim *et al.,* 2013; Felıcio ; *et al.,* 2014; Chamanifard *et al.,* 2015; Dai *et al.,* 2015; Mani and Lakhal, 2015; Swanson *et al.,* 2020; Neneh, 2017; Konak and Secilmis, 2018; Akintimehin *et al.,* 2019). SPSS software package was utilized for analysing demographic profile of respondents and STATA software package was employed for analysing the independent and dependent variables.

3.12 Procedure for Data Administration and Collection

The structured questionnaire was administered by the researcher himself and employed the services of two research assistants that will facilitate in the administration. By so doing, each of the research assistant alongside the researcher simultaneously administered to employees and gives them a time frame of two weeks to fill the questions in order to allow the respondent give honest opinion since the researcher may not be present at the time filling the questions. More so, a total of 72 questionnaires were administered to employees in Minna, Niger State. In all, the questionnaire was collected back by the researcher and his two assistants. In coding and assessing the questionnaire, 4 of the 72 questionnaire were not filled by the respondent due to

personal reason known to them. Hence, the exclusion of 4 questionnaires from the analysis.

3.13 Model Specification

The study used one model: responsiveness performance (RP) as dependent variable and shared vision, trust and information sharing as independent variables. The model has the following assumptions:

i. Linearity: the relationship between the independent and dependent variables must be linear
ii. Multivariate normality: it assumes that the residuals (the difference between the observed value of the dependent variable and predicted value) are normally distributed.
iii. Multicollinearity: it assumes that there is no perfect linear relationship among the explanatory variable.
iv. Homoscedasticity: it assumes that, given the value of explanatory variable, variance of error term is the same for all observation.
v. Autocorrelation: there is no serial correlation among variables.
vi. Model specification: The model should be appropriately stated in the initial analyses carried out to make sure there is no violation of the above stated assumptions.

This Model is stated as follows:

$Y = f(X_1, X_2, \ldots\ldots\ldots\ldots X_n)$ (1)

$Y = \beta_0 + \beta_1 IS + \beta_2 T + \beta_3 SV$

$Y = \beta_0 + \beta_1 IS + \beta_2 T + \beta_3 SV + \acute{\varepsilon}$

Where Y = Dependent Variable of the study

$X_1 \ldots X_n$ = Independent variable of the study

ε =Error term

Substituting the variable of this current study into equation 1 above, we have:

RP = F (IS, T, SV) (2)

Where, RP = Responsiveness Performance

IS =Information Sharing

T = Trust

SV= Shared Vision

Transform into linear equation as:

$RP = \beta_0 + \beta_1 IS + \beta_2 T + \beta_3 SV$ (3)

Econometrically, the above model is further modified by introducing the error term. This is done to capture errors of miss-specification in the Model. Thus, the model can then be expressed econometrically as:

$RP = \beta_0 + \beta_1 IS + \beta_2 T + \beta_3 SV + \varepsilon$ (4)

β_1= change in RP due to change in IS

β_2= Change in RP due to change in T

β_3= Change in RP due to change in SV

3.14 *Apriori* Expectation

The *apriori* expectation of the relationship between the dependent variable and each of the independent variable is given as follows: the intercept (βo) is expected to be positive. This indicates that the value of the dependent variable is positive if all the independent variables remain unchanged; information sharing, trust and shared vision are expected to have positive sign. That is βo, β1, β_2, β_3 >0.

CHAPTER FOUR

4.0 RESULTS AND DISCUSSION

4.1 Descriptive Statistics

4.1.1 Functional responsibility

Table 4.1 presents the functional responsibility of Two-star and Three-star hotels respondents in Minna Metropolis.

Table 4.1 Functional Responsibility of Respondents

	Two-Stars Hotels			Three-Stars Hotels			Pooled Data		
	F	(%)	Mean	F	(%)	Mean	F	(%)	Mean
Manager	17	50	50	17	50	50	34	50	50
Receptionist	17	50		17	50		34	50	

Source: Author's Field Survey (2021)

Two- stars hotels revealed that 50%, representing 17 respondents were managers, and 50%, representing 17 respondents were receptionists. Moreover, Three- stars hotels also revealed that 50 %, representing 17 respondents were managers, and 50%, representing 17 respondents were receptionists.

4.1.2 Gender distribution

Table 4.2 presents the gender distribution of Two-stars and Three –stars hotels respondents in Minna Metropolis.

Table 4.2 Gender Distribution of Respondents

	Two-Stars Hotels			Three-Stars Hotels			Pooled Data		
	F	(%)	Mean	F	(%)	Mean	F	(%)	Mean
Male	22	64.7	65	18	53	53	40	58.8	59
Female	12	35.3		16	47		28	41.2	

Source: Author's Field Survey (2021)

Two- stars hotels revealed that 64.7%, representing 22 respondents were male, and 35.3%, representing 12 respondents were female. Three- stars hotels also revealed that 52.7% representing 18 respondents were male, and 47.1 %, representing 16 respondents were female. This might be from the fact that most of the women that are working in hotels in northern part of country are being bad mouth as indecent women and thus abate their participation in hospitality industry services. The findings also corroborate with the result of Konak and Secilmis (2018) which indicate that majority of respondents, are 61% male and 39% female.

4.1.3 Age distribution

Table 4.3 presents the demographic feature of Two- star and Three- stars hotels survey respondents according to their various age groups.

Table 4.3 Age Distribution of Respondents

	Two-Stars Hotels			Three-Stars Hotels			Pooled Data		
	F	(%)	Mean	F	(%)	Mean	F	(%)	Mean
Age (years)									33
Below 21years	0	0	34	0	0	32			
21-25 years	0	0		0	0				
26-30 years	3	8.8		10	29.4		13	19.1	
31-35 years	22	64.7		19	55.9		41	60.3	
36-40 years	7	20.5		5	14.7		12	17.6	
41 Above	2	5.9		0	0		2	5.9	

Source: Author's Field Survey (2021)

Two- stars hotels revealed the followings, that 8.8%, representing 3 survey respondents had their age between 26 and 30 years respectively. More so, 64.7%, representing 22 respondent had their age between 31 and 35 respectively. Furthermore, 20.6%, representing 7 respondents had their age between 36 and 40 years. Finally, 5.9% which represents 2 respondents had their age above 41years. The findings depict that age distribution of respondents among Two- stars hotels is largely between 31 and 35 years. Three-star hotels revealed the followings, 29.4%, representing 10 survey respondent had their age between 26 and 30 years respectively, as well as 55.9%, representing 19 respondents fall between the age 31 and 35. Moreover, 14.7%, representing 5 respondents had their age between 36 and 40. The findings also depict that age distribution of respondents among Three- stars hotels is largely between 31 and 35 years. However, the average age of the respondents is 34 and 32 years for Two- stars and Three- stars hotels respectively.

More so, the findings indicates that the respondents are still young, active and in their productive years where they could actively participate in social capital scheme. The relatively young age of the respondents also increases the tendency for them to engage in social interaction due to their innovativeness and willingness to engage in new ideas that could enhance their performance on hospitality industry hence influence participating in social capital scheme. This result agrees with the findings of Konak and Secilmis (2018) who observed that 39.3% of the respondents are between the age of 32 and 37years and younger people have a higher capacity of social relationship than older people.

4.1.4 Educational qualifications

Table 4 presents the educational qualifications of Two-stars and Three- stars survey respondents and accompanying percentages for clarity.

Table 4. 4 Educational Qualifications of Respondents

	Two-Stars Hotels			Three-Stars Hotels			Pooled Data		
	F	(%)	Mean	F	(%)	Mean	F	(%)	Mean
SSCE	2	5.9	3	1	2.9	3	3	4.4	3
ND/NCE	8	23.5		6	17.6		14	20.6	
HND/DEGREE	17	50		19	55.9		36	52.9	
MASTERS	7	20.6		8	23.5		15	22.1	

Source: Author's Field Survey (2021)

Table 4.4 divulge Two-star hotels respondents educational qualifications as follows, 5.9%, representing 2 survey respondents had Secondary School Certificate Examination (SSCE) as their qualification or education level, 23.5% representing 8 survey respondents had their age had their education level as National Diploma/NCE. 50%, representing 17 survey respondents had their education level as Higher National Diploma (HND)/Bachelor Degree and 20.6%, representing 7 had their education level as Master Degree. From the results, majority of the survey respondents had Higher National Diploma (HND)/Bachelor Degree certificate with a 50% rating. Three-star hotels revealed the followings, 2.9%, representing 1 survey had Secondary School Certificate Examination (SSCE) as his qualification or education level, 17.6%, representing 6 survey respondents had their education level as National Diploma/NCE, 55.9%, representing 19 survey respondents had their education level as Higher National Diploma (HND)/Bachelor Degree and 23.5%, representing 8 survey respondents had their education level as Master Degree. It can be observed that the average educational qualifications of the managers and receptionist of Two-stars and Three- stars hotel respondents is Higher National Diploma (HND)/Bachelor Degree indicating that for an

employee that want to become a manager/receptionist in hotels, must possessed Higher National Diploma (HND)/Bachelor Degree as a bases for recruitment for employment. This result corroborates with the findings of Dai et *al.* (2015) who stated that the involvement of Bachelor Degree holders in managing the affairs of hotels enhance hotel employees social relationship and ability to understand client need as well as services requirement than those of direct competitors.

4.1.5 Working experience

Table 4 presents the working experience distribution of Two-stars and Three- stars survey respondents and accompanying percentages for clarity.

Table 4.5 Working Experience of Respondents

	Two-Stars Hotels			Three-Stars Hotels			Pooled Data		
	F	(%)	Mean	F	(%)	Mean	F	(%)	Mean
Less than 5 years	15	44.1	2	19	55.9	2	34	50	2
6-10 years	15	44.1		11	32.4		26	38.2	
11-15 years	3	8.8		4	11.8		7	10.3	
Above 15 years	1	2.9		0	0		1	2.9	

Source: Author's Field Survey (2021)

In regard to the working experience of Two-star hotels in this study, it can be observed that 44.1%, representing 15 survey respondents had their experience between 0-5 years and 6-10 years, in addition 8.8%, representing 3 survey respondents fall between 11-15 years, furthermore, 2.9%, representing 1 survey respondent also fall between 15 years and above. Three- stars hotels revealed that 55.9%, representing 19 survey respondents had their experience between 0-5years, more so 32.4 %, representing 11 survey respondents had their experience between 6-10years, furthermore, 11.8 %, representing 4 survey respondents fall between 11-15years. In view of this, it evidently to shows that

majority of hotels employees have worked for a period 5years and below as well as between 6- 10 years for Two-stars hotels and 0- 5 years for Three- stars hotels The average working experience for the Two-star hotels and Three- stars hotels employees is 2years. This finding indicates that the respondents hardly work for a very long period in hospitality industry due to intangibility of the services and dynamic nature of the business. This result collaborates with the findings of Akintimehin et *al.* (2019) who stated that vast majority of hotels employees had working experiences between 2-4 years and number of years one spends in a particular hotel largely depend on good corporate governance of the enterprise which could enhance effective and efficient social capital.

4.2 Discussion of Regression Analysis Results

This study employed multiple regression analysis to determine the impact of social capital on performance of hospitality industry in the study area. The result from Table 4.2 showed R^2 of 0.7179, 0.46270 and 0.5733, implying that about 71.8%, 46.3 % and 57.3% of variations that occur in performance were explained by the independent variables included in the models of Two- Stars Hotels, Three- Stars Hotels and pooled respectively. While the remaining 28.2%, 53.7% and 42.7% were due to other extraneous variables not included in the model and error in measurement of some variables. The F- value of 9.45, 3.20 and 4.99 was significant at $p < 0.05$ across the hotels, respectively. Thus, indicating that the model for the study has a good fit.

Table 4.6 Presents the Regression Analysis of Two-Star, Three-Star Hotels and Pooled Respondents in Minna Metropolis

	Two- Stars Hotels			Three- Stars Hotels			POOLED		
Explanatory variables	Coefficient	Standard error	P>|t|	Coefficient	Standard error	P>|t|	Coefficient	Standard error	P>|t|
Information sharing	0.1811366	116856	0.013**	0.4732752	1965302	0.023**	0.4217547	2291998	0.036**
Trust	0.6963671	119584	0.000***	0.1524296	134932	0.269	0.5014252	1793544	0.010***
Shared vision	-0.1885351	1699202	0.277	0.5067978	2159578	0.027**	-0.2397931	2161174	0.297
Constant	28.65913	13.88477	0.049**	5.112301	13.65019	0.711	27.75569	1599218	0.094
F	9.45			3.20			4.99		
Prob>F	0.0000***			0.0140**			0.0011***		
R-square	0.7179			0.4627			0.5733		
Adj R-square	0.6420			0.3186			0.4584		

$p < 0.05$

Source: Author's Field Survey (2021)

In order to achieve the objective of this study, quantitative means of collecting data was employed. Based on this, the hypotheses raised in chapter one of the current study was tested in order to fulfil the objectives.

4.2.1 Information sharing and performance

H_1: Information sharing among network members has no impact on hotels performance in the study area.

Table 4.2 revealed that, Two- stars hotels regression coefficient of 0.1811366 shows a positive relationship between information sharing and performance of hotels, hence, an increase in information sharing by one unit will lead to an increase of 18.11% units in performance. This result is shown to be statistically significant with a p-value of 0.013 at < 0.05. Based on this result, this study reject the null hypothesis which states that, information sharing among network members has no significant impact on hotels performance in the study area. In Three- stars hotels, the regression coefficient of 0.4732752 indicates a positive relationship between information sharing and performance, hence, an increase in information sharing by one unit will lead to an increase of 47.33% units in performance. This result is shown to be statistically significant with a p-value of 0.023** at < 0.05. In the light of this, the study reject the null hypothesis which states that, information sharing among network members has no significant impact on hotels performance in the study area.

The pooled data revealed a regression coefficient of 0.4217547 which shows positive relationship between information sharing and performance, thus, an increase in information sharing by one unit will lead to an increase of 42.18% units in performance. This result is shown to be statistically significant with a p-value of 0.036** at < 0.05. Based on this result, this study reject the null hypothesis which states that; information sharing among network members has no significant impact on hotels performance in the

study area. The result of this study, is in line with the submission of Dai *et al.* (2015) that information sharing has a positive and significant effect on business performance in Chinese hotels. This implies that content, frequency and quality of shared information among employees are important in improving business organization performance.

Akintimehin *et al.* (2019) also established that information sharing has a positive and significant effect on non- performance of Nigeria informal sector. This implies that Nigeria informal entrepreneurs possess stronger connections with internal social network members they share the same values, norms and belief validated by trustworthiness. The result is in line with *apriori* expectation that the relationship between information sharing and performance is positive and significant. The finding also agree with social capital theory that advocate that hotels rely on the concept of information sharing among employees to effectively work together in pursuit of business objectives The reason might due to the fact exchanging valuable information about customer preference among employees enhance the performance of hotels..

4.2.2 Trust and performance

$H_{2:}$ Trust among network members has no impact on hotels performance in the study area.

Table 4.2 indicates that, Two- stars hotels regression coefficient of 0.6963671 shows a positive relationship between trust and performance. Therefore, a unit increase in trust will yield 69.37% units increase in performance. The result is statistically significant with a p-value of 0.000*** at < 0.05. For this reason, this study reject the null hypothesis which states that, trust among network members has no significant impact on performance of hotels in the study area. This findings is in consonance with the studies of Konak and Secilmis (2018) who posit that trust as a dimension of social capital has a positive and significant effect on performance of Five-star hotels in two cities in turkey.

The result is in line with *apriori expectation* that the relationship between trust and performance of hotels is positive and significant. The findings also agree with social capital theory that postulate that confidence among employees of hotels influence their ability to obtain valuable resources from each other's, which in turn enhance performance. The reason might be due to the fact relationship build based on trust is a necessity for business success and a critical factor for establishing viable and sustainable hotel business.

In Three- stars hotels, the regression coefficient of 0.1524296 shows a positive relationship between trust and performance. Therefore, a unit increase in the trust will yield 15.24% units increase in performance. The result is statistically insignificant with a p-value of 0.269 at < 0.05. Based on this result, this study fails to reject the null hypothesis which states that, trust among network members has no significant impact on hotels performance in the study area. The finding is contrary to the studies of Akintimehin *et al.* (2019) who revealed that trust has a positive but significant effect on non- performance of Nigeria informal sector. The findings is also contrary to the study *apriori* expectation that the relationship between trust and performance of hotels is positive and significant. The findings also went contrary to social capital theory that postulate that confidence among employees of hotels influence their ability to obtain valuable resources from each other's, which in turn enhance performance. The reason can be attribute to fact that trust take time to build and the average working experience of respondents based on demographic characteristics is two years. These justify that confidence among employees is weak because they have not stay with each other's for years to build it.

For pooled data, a regression coefficient of 0.5014252 which shows positive relationship between trust and performance, thus, an increase in trust by one unit will

lead to an increase of 50.14% units in performance. This result is shown to be statistically significant with a p-value of 0.010*** at < 0.05. Based on this result, this study rejects the null hypothesis which states that; trust among network members has no significant impact on hotels performance in the study area. The findings is also in agreement with the studies of Dai *et al.* (2015) which revealed that trust among Chinese hotels employees has positive and significant effect on financial performance . The results is in line with *apriori* expectations that the relationship between trust and performance is positive and significant. The finding also agree with social capital theory that postulate that confidence among employees of hotels influence their ability to obtain valuable resources from each other's, which in turn enhance performance. The reason might be due to the fact relationship build based on trust is a necessity for business success and a critical factor for establishing viable and sustainable hotel business.

4.2.3 Shared vision and performance

$H_{3:}$ Shared vision among network members has no impact on hotels performance in the study area.

Table 4.2 indicates that, Two- stars hotels regression coefficient of -0.1885351 shows a negative relationship between shared vision and performance. This implies that a unit increase in shared vision will bring about 18.85% units decrease in performance. The result is therefore, statistically insignificant with a p-value of 0.277 at < 0.05. Based on this result, the study fail to reject the null hypothesis which states that; shared vision among network members has no significant impact on performance hotels in the study area. This findings contradict the results of Terrykim *et al.* (2013) and Swanson *et al.* (2020) who affirm that relationship build based on shared values and norms has strongest effect on employees knowledge sharing, knowledge collection, knowledge

donating and SMEs performance. The findings went contrary to *apriori* expectations that the relationship between shared vision and performance is positive and significant. The findings also went contrary to social capital theory that postulate that hotel employees pursuing a common strategic goals and vision, will foster collective and integrative responsibility among them which in turn influence effective and efficient service delivery. The reason for the contradiction can be attributed to the fact that most of the hotels employees are not satisfied with their working environment and thus, do not focus on the vision and mission of the hotels.

In Three- stars hotels, the regression coefficient of 0.5067978 shows a positive relationship between shared vision and performance. This infers that a unit increase in shared vision will lead to 50.68% units increase in performance. The result is therefore, statistically significant with a p-value of 0.027 at < 0.05 For this reason, the null hypothesis, which states that; shared vision among network members has no significant impact on hotels performance in the study area is rejected. . This findings is in consonance with the studies of Dai *et al.* (2015) which revealed that shared vision among Chinese hotels employees has positive and significant effect on financial performance. The result is in line with *apriori* expectation that the relationship between shared vision and performance of hotels is positive and significant. The finding is also in line with social capital theory that advocate that employees of hotels pursuing a common strategic goals and vision, will foster collective and integrative responsibility among them which in turn influence effective and efficient service delivery. This infer that organizational performance is strongly influence by human capital through shared vision ability to purse the overall business aim.

For the pooled data, a regression coefficient of -0.2397931 which shows a negative relationship between shared vision and performance, thus, an increase in shared vision by one unit will lead to a decrease of 23.98% units in performance. This result is shown to be statistically insignificant with a p-value of 0.297 at < 0.05. Based on this result, the study fail to reject the null hypothesis which states that; shared vision among network members has no significant impact on hotels performance in the study area. This findings contradict the results of Terrykim *et al.* (2013) who affirm that relationship build based on shared values and norms has strongest effect on employees knowledge sharing as well as enhance team effectiveness. The results also went contrary to *apriori* expectation of the study that the relationship between shared vision and performance is positive and significant. The findings also went contrary to social capital theory that postulate that hotel employees pursuing a common strategic goals and vision, will foster collective and integrative responsibility among them which in turn influence effective and efficient service delivery. The reason for the contradiction can be attributed to the fact that most of the hotels employees are not satisfied with their working environment and thus, do not focus on the vision and mission of the hotels.

CHAPTER FIVE

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The overall aim of this study is to examine the impact of social capital on performance of hospitality industry in Minna, Metropolis, Niger state, Nigeria. To achieve this ultimate aim, the outcomes of social capital dimensions were developed through quantitative means (questionnaire). More so, quantitative means was utilized to fulfil the research questions raised in the study by eliciting responses from hotels in Minna, Metropolis. Three research questions were developed to achieve these aims. The responses from the hotels were classified based on Two-stars, Three-star hotels and pooled in the study area.

1. Does information sharing among network members have any impact on hotels performance in the study area?" The answer to this research question based on the findings of the study revealed that information sharing has a positive and significant impact on performance of Two- stars, Three- stars hotels and pooled in the study area.
2. What is the relationship between trust among network members and performance of hotels in the study area?" The findings revealed that trust has a positive and significant impact on performance of Two- Stars hotels and Pooled data. While, in Three- stars hotels, the findings revealed that trust has positive and insignificant impact on performance.
3. What is the relationship between shared visions among network members performance of hotels in the study area?" the findings divulged that shared vision has a negative and insignificant impact on performance of Two- Stars

hotels and pooled data. In Three- stars hotels, the findings show a positive and significant impact on performance.

5.2 Recommendations

In line with the research findings, the following recommendations were made to hotels, policy maker and contribution to knowledge.

5.2.1 Recommendations to Hotels

1. The study was able to establish the fact that information sharing has a positive and significant impact on performance of hotels in Two- Stars, Three- Stars and Pooled data in the study area. Therefore, hotels employees need to infuse the culture of sharing their work related experience and knowledge of customer's preferences in order to capture, create and deliver value to stakeholders. Employees of hotel industry should explore social relationship as means of disseminating information that may enhance inter-firm collaboration among members as well as influence achievement sustained performance in terms of customer satisfaction.
2. In order to achieve a sustainable growth in hospitality industry, managers of hotels should imbibe the culture of trust as catalyst that influence employee's behaviour and help them obtain valuable resources from each other's in Two-Stars hotels and Pooled data. A resource generated through trust is a necessity for business success and a critical factor for establishing viable and sustainable hotels business. While, In Three-star hotels manager need to build confidence among employees in order to promote cooperative and collaborative action within the hotels, which in turn increase organisational performance.
3. It also recommends that management of hotels should develop a shared vision and mission culture that will enable employees to hold a common goal about

what should achieved, what economic values is expected and what is required from actors in Two- Stars hotels, and Pooled data. For Three- stars hotels managers should focus on pursuing a common strategic goals and vision that foster collective and integrative responsibility among employees which in turn influence effective and efficient service delivery.

To this end, manager of hotels should focus more on developing strong relationship among employees in order to promote resources sharing, ideas transfer, and teamwork and achieved sustained competitive advantage.

5.2.2 Recommendations to the policy maker

The empirical evidences from this study would be of importance to the policymakers within the hospitality industry in the formulation of regulatory framework or policy documents that will guide the activities of indigenous hotels such that constant social relationship among network members in services industry would be evenly practiced across the industry in order to guide against oligopolistic markets. Therefore, social interaction and knowledge sharing among network member must be rudimentary for relevant stakeholders. This will ensure that, cooperation and trust among network members within the hotels provides unique and international practice services with their counterparts from other countries. The study provide insight to institutional bodies such as National Tourism Development Council (NTDC) on the outcome of social relationship on the performance of hotels industry amongst other services that would positively facilitate the upward moving of the country tourist to that of their partners in other countries.

It is recommended that government should ensure strict implementation and compliance of social capital dimensions in developing the local content policies by institutional

bodies in order to ensure effective and efficient services delivery as well as enhance Nigeria economic growth.

5.2.3 Contribution to knowledge

The study is credited as the first to investigate the performance of Two- Stars and Three- Stars hotels which constitute most of the hotels in Minna Metropolis and social capital. In order to improve the performance of hotels in Minna, the internal dimensions of social capital served as the driver that was used to eliminate negative performance of hotels which is contrast with other studies of (Mahajan and Benson, 2013; Chamanifard *et al.,* 2015; Hallam *et al.,* 2018) of social capital who used external dimensions. The output of the study has form a strong bases for establishing viable and sustainable hotels business. This study sought to empirically test the practicality of social capital theory (SCT) in explaining the relationship between internal social capital (information sharing, trust and shared vision) and performance of hotels (measured in terms of responsiveness) in Minna, Metropolis, Niger State. Based on this theory, it was expected that hospitality industry would constantly attempt to anticipate and meet ever-changing customer needs through network of relationship which served as soft infrastructure for enhancing hospitality industry performance. The SCT is thus a viable theoretical framework to utilize in the Nigeria context when seeking to understand the relationship between social capital and responsiveness performance.

5.3 Suggestions for Further Studies

The findings of this research, suggests the following areas for further study:

1. Since the study was based on the internal dimensions of social capital, further studies should be carried out on external dimensions of social capital and its effect on performance

2. Further studies should be conducted by using the entire hotels in Niger east senatorial zones of the state.
3. Similar studies should be carried out on Four- stars and Five- stars hotels in the country.
4. Finally, a mixed researched method should be conducted in order to overcome the biases and shortcomings structured questionnaires.

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APPENDIX A

QUESTIONNAIRE

Dear Research Respondents,

In fulfilment of the requirements for the award of Masters of Technology (M. TECH) in Entrepreneurship and Business Studies, Federal University of Technology, Minna. I am currently conducting a research study titled: Impact of Social Capital and Performance of Hospitality industry in Minna, Niger State. The research is being conducted to examine the relationship between specific social capital dimensions and responsiveness performance within the hotels in Nigeria. In line with this aim, you are kindly requested to respond to a 35-item survey which will take about 6 minutes to complete. Your anonymity is guaranteed. I therefore seek your sincere response in answering the questions provided in the questionnaire.

Thanks for your anticipated co-operation.

.....
UMAR, Ja'afaru

SECTION A: DEMOGRAPHIC PROFILE OF RESPONDENTS: Instruction: Please tick in the appropriate box. You are requested to kindly complete this questionnaire as objectively as possible.

a. Gender: Male [ ] Female [ ]
b. Age : Less than 21 [ ] 21-25 [ ] 26-30 [ ] 31-35 [ ] 36-40[ ] 41 and above [ ]
c. Education Level SSCE [ ] National Diploma [ ] Higher National Diploma [ ] Bachelor Degree[ ] Master's Degree [ ] Ph.D [ ]
d. How long have you worked within hotel: Less than 10 years [ ] 10-19 years [ ] More than 20 years [ ]?

e. What functional responsibilities are you involve in? Manager [ ] Deputy Manager [ ] Receptionist [ ] Chef [ ]

SECTION B: INFORMATION SHARING: In a scale of 1-7, where 1= Strongly Disagree (S

D), 2=Disagree (D), 3= Somewhat Disagree (SWD), 4= Neither Agree nor Disagree (NAND), 5=Somewhat Agree (SWA), 6=Agree (A), 7=Strongly Agree (SA). (Konak and Secilmis, 2018; Akintimehin *et al.,* 2019)

/N	Statements	SD	D	SWD	NAND	SWA	A	SA
1	My colleagues in various units at our hotel regularly exchange knowledge through informal conversation.							
2	My colleagues in our hotel frequently exchange important information (such as customers demand and safety)							
3	I share my experience about customer behaviour with my colleagues in our hotel							
4	I often obtain valuable information through relationship with my colleagues in the hotel							

5	I share my new skills with my colleagues when they ask for it							
6	Colleagues in my hotels share their new skills with me when I ask them to do							
7	Knowledge sharing among colleagues is considered normal in my hotel							

SECTION C: TRUST: In a scale of 1-7, where 1= Strongly Disagree (SD), 2=Disagree (D), 3= Somewhat Disagree (SWD), 4= Neither Agree nor Disagree (NAND), 5=Somewhat Agree (SWA), 6=Agree (A), 7=Strongly Agree (SA). (Konak and Secilmis, 2018; Akintimehin *et al.,* 2019).

S/N	**Statements**	**SD**	**D**	**SWD**	**NAND**	**SWA**	**A**	**SA**
1	I feel connected to my colleague's in our hotel							
2	I know my colleague's will always try and help me out if I get into difficulties							
3	I can trust my colleagues to lend me a hand if I need it							
4	I can rely on my colleagues when I need support in my work							
5	Colleague's in various departments							

	at our hotel maintain close relationship with each other							
6	Every department in our hotel tries it best to avoid harming others department interest							
7	There is intimacy among various departments within our hotel. Even if one department has the opportunity to take advantage of the other, it will not do so							
8	My colleagues are trustworthy in performing their duties.							

SECTION C: SHARED VISION: In a scale of 1-7, where 1= Strongly Disagree (SD), 2=Disagree (D), 3= Somewhat Disagree (SWD), 4= Neither Agree nor Disagree (NAND), 5=Somewhat Agree (SWA), 6=Agree (A), 7=Strongly Agree (SA). (Konak and Secilmis, 2018; Akintimehin *et al.,* 2019)

S/N	**Statements**	**SD**	**D**	**SWD**	**NAND**	**SWA**	**A**	**SA**
1	All of our colleagues at the hotel have a common goal and vision							
2	My colleagues, and I always agree on what is important at work in our hotel							
3	My colleagues, and I always share the same ambition and vision at work in our hotel							

4	My colleagues, and I are always keen about pursuing the collective goals and mission of the whole hotel							
5	I always agree with my colleagues on what is important for the development of our hotel							

SECTION D: RESPONSIVENESS PERFORMANCE ON: In a scale of 1-7, where 1= Strongly Disagree (SD), 2=Disagree (D), 3= Somewhat Disagree (SWD), 4=Neither Agree nor Disagree (ND), 5=Somewhat Agree (SWA), 6=Agree (A), 7=Strongly Agree (SA). (Konak and Secilmis, 2018; Akintimehin *et al.*, 2019)

S/N	**Statements**	**SD**	**D**	**SWD**	**NAND**	**SWA**	**A**	**SA**
1	My hotel has made a greater effort to attract customer attention by offering unique services at least cost							
2	My colleagues in our hotel have higher productivity than those of our direct competitors							
3	Our hotel's employees quickly understand our hotel client need and service requirement than those of our direct competitors							

4	We can quickly respond to the change of market demand than those of our direct competitors							
5	My colleagues have a good on-time delivery ability to our customers demand than our competitors.							
6	My colleagues show empathy to our hotel service users.							
7	I am satisfied with the level of service quality offered by my hotel than our competitors							
8	I will recommend my hotel services to my friends							
9	Our hotel's employees have higher productivity than those of our direct competitors.							
10	Our hotel's employees have accurate delivery record to our customers than our direct competitors.							

Thank you so much for your time in filling this questionnaire. Once again, your anonymity is guaranteed.

APPENDIX B

2X HOTEL

	Post/respnsblty= Mng=1,Rcp=2	Gender = M=1,F=2	Age	Eductional status=ssce=1,ND=2,HND=3,Bsc=4,Msc=5,Phd=6	Range work exp=<10yrs=1, 10-19=2,>19yrs=3
N Valid	34	34	34	34	34
Missing	0	0	0	0	0
Mean	.50	.6471	33.59	3.00	1.71
Std. Deviation	.508	.508	3.569	.739	.760

Post/respnsblty=Mng=1,Rcp=0

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Receptionist	17	50.0	50.0	50.0
	Manager	17	50.0	50.0	100.0
	Total	34	100.0	100.0	

Gender = M=1,F=0

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	12	35.3	35.3	35.3
	Male	22	64.7	64.7	100.0
	Total	34	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26	2	5.9	5.9	5.9
	28	1	2.9	2.9	8.8
	31	6	17.6	17.6	26.5
	32	5	14.7	14.7	41.2
	33	4	11.8	11.8	52.9
	34	4	11.8	11.8	64.7
	35	3	8.8	8.8	73.5
	36	2	5.9	5.9	79.4
	37	2	5.9	5.9	85.3
	38	2	5.9	5.9	91.2
	39	1	2.9	2.9	94.1
	41	2	5.9	5.9	100.0
	Total	34	100.0	100.0	

Educational status=ssce=1,ND=2,HND=3,Bsc=4,Msc=5,Phd=6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE	1	2.9	2.9	2.9
	ND	6	17.6	17.6	20.6
	HND/ BACHELOR DEGREE	19	55.9	55.9	76.5
	MASTERS	8	23.5	23.5	100.0
	Total	34	100.0	100.0	

Range work exp=<10yrs=1,10-19=2,>19yrs=3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5yrs and Below	15	44.1	44.1	44.1
	6-10yrs	15	44.1	44.1	88.2
	11-15yrs	3	8.8	8.8	97.1
	Above 15yrs	1	2.9	2.9	100.0
	Total	34	100.0	100.0	

3X HOTELS

STATISTICS

		Post/respnsblty= Mng=1,Rcp=2	Gender = M=1,F=2	Age	Educational status=ssce=1,ND=2,HND=3,Bsc=4,Msc=5,Phd=6	Range work exp=<10yrs=1, 10-19=2,>19yrs=3
N	Valid	34	34	34	34	34
	Missing	0	0	0	0	0
Mean		.47	.53	31.88	2.85	1.56
Std. Deviation		.507	.507	3.531	.821	.705

Post/responsibility=Mng=1, Rcp=0

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Receptionist	17	50	50	50
	Manager	17	50	50	100.0
	Total	34	100.0	100.0	

Gender = M=1,F=0

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	16	47.1	47.1	47.1
	Male	18	52.9	52.9	100.0
	Total	34	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	27	5	14.7	14.7	14.7
	28	4	11.8	11.8	26.5
	29	1	2.9	2.9	29.4
	31	5	14.7	14.7	44.1
	32	5	14.7	14.7	58.8
	33	4	11.8	11.8	70.6
	34	2	5.9	5.9	76.5
	35	3	8.8	8.8	85.3
	36	2	5.9	5.9	91.2
	37	1	2.9	2.9	94.1
	39	1	2.9	2.9	97.1
	40	1	2.9	2.9	100.0
	Total	34	100.0	100.0	

Eductional status=ssce=1,ND=2,HND=3,Bsc=4,Msc=5,Phd=6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE	2	5.9	5.9	5.9
	ND	8	23.5	23.5	29.4
	HND/DEGRE	17	50.0	50.0	79.4
	MASTERS	7	20.6	20.6	100.0
	Total	34	100.0	100.0	

Range work exp=<10yrs=1,10-19=2,>19yrs=3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 And below	19	55.9	55.9	55.9
	6-10	11	32.4	32.4	88.2
	11-15	4	11.8	11.8	100.0
	Total	34	100.0	100.0	

2X AND 3X

Statistics

		Post/respnsblty=Mng=1,Rcp=2	Gender = M=1,F=2	Age	Eductional status=ssce=1, ND=2,HND=3, Bsc=4,Msc=5,Phd=6	Range work exp=<10yrs=1,10-19=2,>19yrs=3
N	Valid	68	68	68	68	68
	Missing	0	0	0	0	0
Mean		.5882	.51	32.74	2.93	1.63
Std. Deviation		.503	.503	3.627	.779	.731

Post/respnsblty=Mng=1,Rcp=0

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RECEPTIONIST	34	50	50	50
	MANAGER	34	50	50	100.0
	Total	68	100.0	100.0	

Gender = M=1,F=0

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FEMALE	28	41.2	41.2	48.5
	MALE	40	58.8	58.8	100.0
	Total	68	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26	2	2.9	2.9	2.9
	27	5	7.4	7.4	10.3
	28	5	7.4	7.4	17.6
	29	1	1.5	1.5	19.1
	31	11	16.2	16.2	35.3
	32	10	14.7	14.7	50.0
	33	8	11.8	11.8	61.8
	34	6	8.8	8.8	70.6
	35	6	8.8	8.8	79.4
	36	4	5.9	5.9	85.3
	37	3	4.4	4.4	89.7
	38	2	2.9	2.9	92.6
	39	2	2.9	2.9	95.6
	40	1	1.5	1.5	97.1
	41	2	2.9	2.9	100.0
	Total	68	100.0	100.0	

Eductional status=ssce=1,ND=2,HND=3,Bsc=4,Msc=5,Phd=6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE	3	4.4	4.4	4.4
	ND	14	20.6	20.6	25.0
	HND/DEGREE	36	52.9	52.9	77.9
	MASTER DEGREE	15	22.1	22.1	100.0
	Total	68	100.0	100.0	

Range work exp=<10yrs=1,10-19=2,>19yrs=3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 AND BELOW	34	50.0	50.0	50.0
	6-10	26	38.2	38.2	88.2
	11- 15	7	10.3	10.3	98.5
	15 AND ABOVE	1	2.9	2.9	100.0
	Total	68	100.0	100.0	

3x Hotels

Statistics

		Post/respnsblty=Mng=1,Rcp=2	Gender = M=1,F=2	Age	Eductional status=ssce=1,ND=2,HND=3,Bsc=4,Msc=5,Phd=6	Range work exp=<10yrs=1,10-19=2,>19yrs=3
N	Valid	34	34	34	34	34
	Missing	0	0	0	0	0
Mean		.47	.53	31.88	2.85	1.56
Std. Deviation		.507	.507	3.531	.821	.705

Post/respnsblty=Mng=1,Rcp=2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Receptionist	17	50	50	50
	Manager	17	50	50	100.0
	Total	34	100.0	100.0	

Gender = M=1,F=2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	16	47.1	47.1	47.1
	Male	18	52.9	52.9	100.0
	Total	34	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	27	5	14.7	14.7	14.7
	28	4	11.8	11.8	26.5
	29	1	2.9	2.9	29.4
	31	5	14.7	14.7	44.1
	32	5	14.7	14.7	58.8
	33	4	11.8	11.8	70.6
	34	2	5.9	5.9	76.5
	35	3	8.8	8.8	85.3
	36	2	5.9	5.9	91.2
	37	1	2.9	2.9	94.1
	39	1	2.9	2.9	97.1
	40	1	2.9	2.9	100.0
	Total	34	100.0	100.0	

Educational status=ssce=1,ND=2,HND=3,Bsc=4,Msc=5,Phd=6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE	2	5.9	5.9	5.9
	ND	8	23.5	23.5	29.4
	HND/DEGRE	17	50.0	50.0	79.4
	MASTERS	7	20.6	20.6	100.0
	Total	34	100.0	100.0	

Range work exp=<10yrs=1,10-19=2,>19yrs=3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 And below	19	55.9	55.9	55.9
	6-10	11	32.4	32.4	88.2
	11-15	4	11.8	11.8	100.0
	Total	34	100.0	100.0	

Statistics

		Post/respnsblty=Mng=1,Rcp=2	Gender = M=1,F=2	Age	Eductional status=ssce=1,ND=2,HND=3,Bsc=4,Msc=5,Phd=6	Range work exp=<10yrs=1,10-19=2,>19yrs=3
N	Valid	68	68	68	68	68
	Missing	0	0	0	0	0
Mean		.5882	.51	32.74	2.93	1.63
Std. Deviation		.503	.503	3.627	.779	.731

Post/respnsblty=Mng=1,Rcp=0

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RECEPTIONIST	34	50	50	50
	MANAGER	34	50	50	100.0
	Total	68	100.0	100.0	

Gender = M=1,F=0

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FEMALE	33	41.2	41.2	48.5
	MALE	40	58.8	58.8	100.0
	Total	68	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26	2	2.9	2.9	2.9
	27	5	7.4	7.4	10.3
	28	5	7.4	7.4	17.6
	29	1	1.5	1.5	19.1
	31	11	16.2	16.2	35.3
	32	10	14.7	14.7	50.0
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	34	6	8.8	8.8	70.6
	35	6	8.8	8.8	79.4
	36	4	5.9	5.9	85.3
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	39	2	2.9	2.9	95.6
	40	1	1.5	1.5	97.1
	41	2	2.9	2.9	100.0
	Total	68	100.0	100.0	

Educational status=ssce=1,ND=2,HND=3,Bsc=4,Msc=5,Phd=6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE	3	4.4	4.4	4.4
	ND	14	20.6	20.6	25.0
	HND/DEGREE	36	52.9	52.9	77.9
	MASTER DEGREE	15	22.1	22.1	100.0
	Total	68	100.0	100.0	

Range work exp=<10yrs=1,10-19=2,>19yrs=3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 AND BELOW	34	50.0	50.0	50.0
	6-10	26	38.2	38.2	88.2
	11- 15	7	10.3	10.3	98.5
	15 AND ABOVE	1	1.5	1.5	100.0
	Total	68	100.0	100.0	