UNIVERSITY OF CAPE COAST

EFFECT OF SUPPLIER RELATIONSHIP MANAGEMENT PRACTICES ON OPERATIONAL PERFORMANCE OF STAR-RATED HOTELS IN THE ACCRA METROPOLIS

RULLMANN TWI OWUSU

2020

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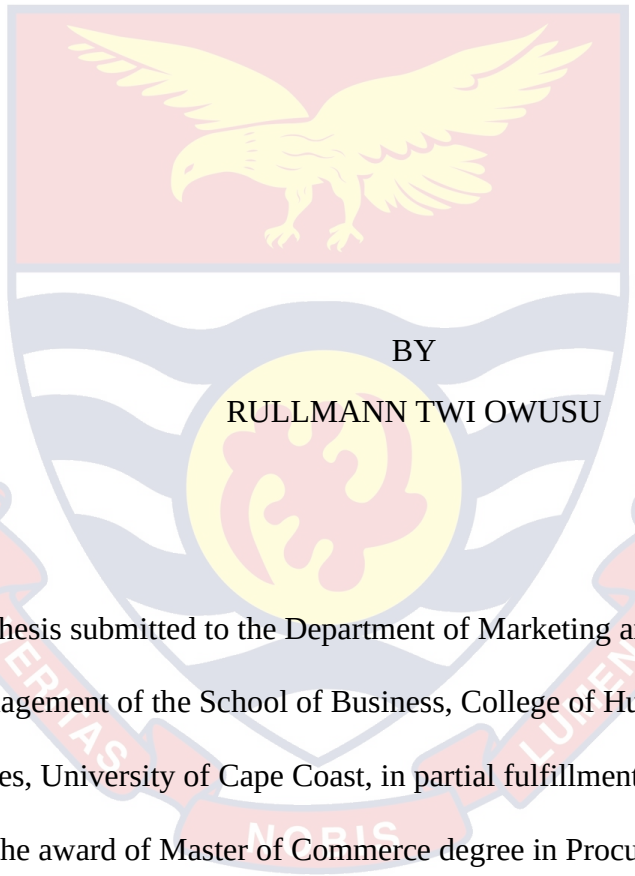

BY

RULLMANN TWI OWUSU

Thesis submitted to the Department of Marketing and Supply Chain Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfillment of the requirements for the award of Master of Commerce degree in Procurement and Supply Chain Management

OCTOBER 2020

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature…… Date……

Name: Rullmann Twi Owusu

Supervisor's Declaration

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Supervisor's Signature…… Date……

Name: Dr. Evelyn Yeboah Nyamah

ABSTRACT

Management of interactions with suppliers of focal firms has become critical towards cost cuts, increased quality, delivery and ultimately the competitive position of organisations. With the increasing levels of outsourcing by hotels towards better service outcomes, performance and competitiveness; supplier relationship management (SRM) enhances the timely access of supplies, cost cuts in transactions as well as decreases the risk of opportunism. Notwithstanding, empirical works in the hotel sector remain scanty. The Ghana hotel industry faces underdevelopment and incapability to meet client needs, high utility tariffs, competition among others. Against this background, the main purpose of this study was to examine the effect of SRM practices on hotel operational performance. Therefore, the study examined the extent of SRM practices adoption in star-rated hotels, the effect of information sharing on HOP and the effect of supplier development on HOP. The study employed descriptive and explanatory research designs using structured questionnaire to gather data from hoteliers and other top managers in a census of 164 star-rated hotels in the Accra Metropolis. 100 usable questionnaires were used for the analysis via PLS-SEM. Findings revealed the extent of SRM practices adoption in star-rated hotels. Also, there was a significant positive effect of SRM on operational performance of star-rated hotels in Accra Metropolis. SRM is thus key towards improving performance. Also, there was significant positive effect of supplier development on Hotel Operational Performance but the effect of information sharing was not statistically significant. It is recommended that star-rated hotels must focus on SDAs such as increase volume of outsourced work, effective communication and feedback systems among others.

KEY WORDS

Hotel Industry

Information Sharing

Operational Performance

Structural Equation Modeling

Supplier Development

Supplier Relationship Management

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DEDICATION

In loving memory of my father: Mr. Martin Kwasi Owusu.

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LIST OF ACRONYMS

AVE	Average Variance Extracted
HOP	Hotel Operational Performance
HTMT	Heterotrait-Monotrait
IBM	International Business Machine
IS	Information Sharing
ISP	Information Sharing Practice
IT	Information Technology
OP	Operational Performance
PLS	Partial Least Squares
PLS-SEM	Partial Least Squares Structural Equation Modeling
RET	Relational Exchange Theory
SD	Supplier Development
SDA	Supplier Development Activities
SEM	Structural Equation Modeling
SET	Social Exchange Theory
SPSS	Statistical Product and Service Solutions
SRM	Supplier Relationship Management

CHAPTER ONE

INTRODUCTION

Technological growth, globalized markets, innovation and the adoption of deregulation policies are some of the forces championing the call for relationship paradigm for creating a lasting connection between vendors and users (Muller, 2010). Supplier Relationship Management (SRM, hereafter) is critical to firms' performance given the instrumental role of suppliers towards the regulation of price, quality, reliability, delivery as well as the degree of access to products and services of firms (Amutabi, 2017). Thus, SRM has become increasingly vital owing to growth in outsourcing in supply chains globally (Bag, 2018; Tseng, 2014). Chapter one presented the background to the study, statement of the problem, the purpose of the study, research objectives, research question and hypotheses, significance of the study, delimitation, limitations, definition of terms and organisation of the study.

Background to the Study

Relationships between firms have been embraced in the service industry (Prasad & Shankar, 2018) such as the hotel business. Particularly, in light of the increasing outsourcing activities by hotels towards cost cuts, enhanced quality, flexibility and better service outcomes which result into performance improvement and ultimately competitive position (Wan & Su, 2010). Good relationship between hotels and their supply partners is paramount to the success of hotels (Appiah-Nimo, Ofori, Kwarteng & Chovancová, 2019). SRM plays a significant part in equipping organisations to adequately respond to changes and unstable dynamics in the business setting. Moreover, changing world-wide activities like global sourcing and reduced life cycles of products

have placed the management of relationship with suppliers as an asset of strategic importance (Tseng, 2014).

In recent times, the investment situation in the hotel sector in Ghana provides an indication of opportunities in the sector (Narteh, Agbemabiese, Kodua & Braimah, 2013). International hotel chains like Holiday Inn, Movenpick Ambassador, Best Western have all launched their presence in the Ghanaian hotel scene (Hinson, Abdul-Hamid & Osabutey, 2017). With the entrance by these foreign firms and top-class rated facilities, competition has been keen in the Ghana hotel industry (Narteh *et al.*, 2013). Hotels are in pursuit of mediums to advance relationships that are long term in nature towards improvement in sales by a collaborative effort with upstream partners (Ku, Wu & Lin, 2011). Such collaborative acts can aid the hotel sector towards maximization of returns and market segment via savings of cost, enhanced usage of resources, exchange of risk and to produce efficient and effective processes (Odoom, 2012).

Lambert and Schwieterman (2012) explain Supplier relationship management to be an organisational practice that specifies the form for the establishment and the maintenance of relations with suppliers. The link that exists between effective supplier relationship management and performance of organisations has been of essential interest in both the academic arena and industry practice in recent times (Kosgei & Gitau, 2016). Thus, SRM gives rise to chances of reducing disruptions from supply and exposure to risk, cost cuts in transactions as well as attainment of performance outcomes (Um & Kin, 2018; Jack & Raturi, 2002).

Research indicates that integrating operations with suppliers tends to enhance firm performance (Flynn, Huo & Zhao, 2010; Singh & Power, 2009; Swink, Narasimhan & Wang, 2007). SRM has become essential in the activities of buyers and suppliers due to the dynamics inbuilt in the supply chain situation globally (Zhang & Cao, 2018). For instance, in times of uncertain supply, creating and reinforcing association with suppliers generates outcomes like access to required supplies, lower cost of transactions, decreasing the risk of opportunistic behaviours associated with contract enforcing systems (Zhang & Cao, 2018; Yang, Zhao, Yeung & Liu, 2016).

The understanding of tactical associations with important suppliers is vital towards creating value and enhancing trust and commitment (O'Brien, 2018). SRM provides the means through which trading partners can tap into their respective talents and capabilities through forming alliances (Lii & Kuo, 2016; Liao, Hong & Rao, 2010). Also, SRM provides organisations with priceless resources and supplies, cost cuts, flexibility enhancements, improvement in quality, successful implementation of technology as well as improvement in supply chain outcome (Amoako-Gyampah, Boakye, Adaku & Famiyeh, 2018).

SRM has developed into an important process to the firm owing to competitive setting, achieving cost efficiency and competitiveness, as well as a requirement towards developing closer interactions with important suppliers who can offer the proficiency imperative to the growth of innovation, new product development and to effectively serve customers (Lambert & Schwieterman, 2012). Interestingly, critical service providers, hotels and restaurant in the hospitality sector engage with vendors in terms of acquiring

drinks, food, culinary supplies, linen for laundering activities as well as logistical inflow towards ensuring the efficiency of delivering day-to-day hospitality services (Fantazy, Kumar & Kumar, 2010; Pullman & Rogers, 2010; Smith & Xiao, 2008; Song, 2011). Thus, a complete comprehension by an enterprise towards buyer-supplier relations is critical towards their competitive position (Munyimi and Chari, 2018).

Furthermore, previous studies have shown that SRM has a significant effect on the performance of firms (Prajogo, Chowdbury, Yeung & Cheng, 2012; Akamp & Muller, 2013; Avery, Swafford & Prater, 2014; Maraka, Kibe & Iravo, 2015; Nyamasege & Biraori, 2015; Roushdy, Mohamed, Hesham, Elzarka & Hafez, 2015; Kosgei & Gitau, 2016; Mumelo, Selfano & Onditi, 2017; Kiarie, 2017). Important factors of SRM used by researchers include information sharing (IS) (Akamp & Muller, 2013; Avery *et al*., 2014) and supplier development (SD) (Al-Abdallah, Abdallah & Hamdan, 2014; Nyamesege & Biraori, 2015).

Therefore, this study focused on IS and SD in the hotel industry context. Information flow has been the critical factor distinguishing firms in the global markets (Efendigil, 2008) and as such enhancement of information sharing among partner firms in the chain has become a sufficient requirement towards an efficient supply chain and not just an optional activity (Kocoglu, Imamoğlu, Ince & Keskin. 2011). In addition, in order to sense trends and to accurately match strategies to the dynamics in the environment requires enhancement in the flow of information (Saeed, Malhotra & Grover, 2011; Robey, Im & Wareham, 2008).

Furthermore, supplier development is critical in times of aggressive competition towards the competitive position and survival of firms which leads to strategic outcomes such as firm performance (Routroy & Pradhan, 2014). The performance of buyers can be enhanced by way of a long-term relationship, partnering strategy and the effectiveness of communication systems with suppliers which are all activities related to supplier development (Li, Humphreys, Yeung & Cheng, 2012). As Wagner (2011) posit, the establishment of strategic buyer-supplier relations is essential towards the investment decision of the purchaser. Supplier development improves the vendor's performance and also facilitates competitive edge acquisition by the buyer in the market (Govindan, Kannan & Haq, 2010).

Firms have realized that integration and collaboration with their suppliers are paramount towards their competitiveness and serves as a necessary step to the excellence of their procurement activities (Hoek, 2013). They are continuously pressurized towards the delivery of enhanced value to their customers. This has resulted in a package of activities meant to coordinate, improve and reconfigure their valuable assets and resources. However, these credentials are mostly available outside the four walls of focal firms (van Echtelt, Wynstra, van Weele & Duysters, 2008). Owing to this, the development of strategic relationship with trading partners through supply chain management practices has become significant (Kiarie, 2017). The management of supply practices of hotels has a nexus with quality outcomes and eventually enhances the performance outcomes of hotels (Zhong, Ma, Tu & Li, 2016).

Performance measurement falls within the category of those geared towards results (outcomes such as competitiveness or financial performance)

and non-financial which looks at the causes of the results (quality, flexibility or operational performance) (Gordon, 2008; Kiarie, 2017). Operational performance (OP) is regarded as the most practical choice when firms want to evaluate the direct impact of their activities (Turkulainen & Ketokivi, 2013). OP is the evaluation of the efficiency and effectiveness of a firm towards the achievement of expected objectives (Amutabi, 2017). Additionally, Prajogo *et al*. (2012) posit that SRM enhances the operational performance of firms in terms of cost, quality, delivery and flexibility outcomes. SRM further enhances the performance of service business (Kosgei & Gitau, 2016; Oduro, Nyarku & Gbadeyan, 2020).

The service industry has a distinctive supply chain. For instance, in the rendition of accommodation by hotels, other supporting services complement the delivery process. Further, a significant aspect of the support services is executed by suppliers and some by the hotels themselves (Appiah-Nimo *et al*., 2019). Thus, hotels engage suppliers in the procurement of mattresses, linens, shampoo, produce and meat, beverages of all kinds (Véronneau, Roy & Beaulieu, 2015) as well as fresh foods, furniture, appliances, continuous supply of water and electric power for rendition of services to clients (Appiah-Nimo *et al*., 2019). Hotels can be at the receiving end of significant advantages from relationships and value chain approach which champion hotels to focus on primary activities and outsource others to upstream partners (Ahn, Lee & Hwang, 2010).

Hotel business is a multifaceted enterprise with a linked and complicated product and service parts (Ivankovič *et al*., 2010). It is a subindustry within the hospitality sector, which is a general name given to a

wide diversity of service industries including, hotels, restaurants, casinos among others. It is usually considered 'home away from home'(Bresciani,Thrassou & Vrontis, 2015). Furthermore, the industry is an important division in the tourism sector since it is central towards the delivery of all other tourism services; being the most elementary necessity of travellers upon reaching their terminus (Orfila-Sintes, Crespi-Cladera & Martinez-Ros, 2005).

The hotel's Accommodation Section is considered an absolute service. The Beverage Section comprises different kinds of bars and restaurant and includes service, retail option encompassing selling and managing stock. Food Section likewise comprises of service sector items, and besides managing stock, it consists of a production role, which involves acquisition plus transformation of fresh supplies into finished foods in a form of dishes and meals for guests (Harris, 2006). Also, the lodging sector is an exceptional tourist activity due to it being a *sine qua non* towards providing all the other tourism services, as it is the elementary necessity of the tourist at their terminus (Orfila-Sintes *et al*., 2005).

The characteristics of hotel enterprises in Ghana makes it susceptible to a broad category of outsourcing activities like housekeeping, training, security, car rental, information technology, laundry among others (Lamminmaki, 2011). Hotels engage the services of third-party firms in the rendering of services to guest in terms of the transformation of inputs to services outputs which makes the management of relationship a key component of their production structure. This has resulted in the task of hotel management transcending the production structure but to incorporate the management of relations with upstream partners (Espino-Rodríguez & Ramírez-Fierro, 2018).

Statement of the Problem

Over the years, Ghana has placed itself as the entrance to Africa (Amankwah-Amoah & Debrah, 2010; Amankwah-Amoah & Sarpong, 2016; Debrah, 2002) aimed at the attraction of foreign investors and tourist. However, the hotel industry remains comparatively undeveloped and incapable of meeting the needs of both foreign and local tourist. Thus, the industry in Ghana is incapable of competing with their colleagues in Southern Africa (such as South Africa) and East Africa (especially Kenya) (Amankwah-Amoah, Debrah, Honyenuga & Adzoyi, 2018). In addition, are issues of comparatively low performance in respect of GDP contribution from the sector from 2013 to September 2019 as 3.9%, 3.2%, 3.5%, 3.7%, 3.9%, 3.8% and 2.9% respectively (Ghana Statistical Service, 2019).

Furthermore, the industry is faced with significant challenges including high utility tariffs (25% -30% of revenue generated), exchange rate, high lending interest rates, high tax and levy regimes, inflation rates and heavy regulation of the bodies (Ghana Hotel Association, 2019). For instance, in October 2016, there was a decrease in the number of guest of hotels by 2.2% owing to elevated rates charged to absorb the increasing expenditures suffered by hotels (like the cost of fuel and utility bills) (PricewaterhouseCoopers LLP, 2018), given that the purchasing function of firms is critical and accounts for over 50% towards internal cost structure of organisations (Aissaoui, Haouari & Hassini, 2007; Mohammed, Setchi, Filip, Harris & Li, 2018).

Moreover, are problems in the industry pertaining to broken beds, poor lighting conditions, dearth of water, lack of heated water, electric power-offs, unstable network connectivity, bad dishes, misfunctioning showers and air

conditioning which negatively affect the rendition of service and ultimately lead to dissatisfaction of clients. Rendition of on-time and quality service outcomes to clients requires a coordinated effort and collaborative of relations between hotels and suppliers (Appiah-Nimo *et al*., 2019).

In addition, the hotel industry in Ghana has witnessed an influx of internationally branded facilities such as Ibis Styles, Marriott International, Kempinski, Mövenpick and Accor (Novotel) into the country (PricewaterhouseCoopers LLP, 2018). Such influx has led to intense competition in the hotel setting resulting from globalized supply chain setting and as such relationships are critical towards achieving competitive edge (Lii & Kuo, 2016). Also, strong supply chain relationship enhances the resilience of the entire chain as suppliers are likely to take the extra step (for instance, priority restocking) in a period of crisis to a buyer who has collaborated and championed a supportive relationship with the suppliers (Hobbs, 2020).

Empirical works on supplier relationship management (SRM) and firm performance linkage have focused on manufacturing (Nyarku & Oduro, 2019; Kiarie, 2017; Al-Abdallah, Abdallah & Hamdan, 2014), airlines (Kosgei & Gitau, 2016) and hospitals (Oduro *et al*., 2020). However, the hotel industry has fallen short in this regard and this serves as the impetus of this research. To address this shortage in literature, this research through the theoretical lenses of relational exchange and social exchange theories employs partial least squares structural equation modeling (PLS-SEM) to analyse the impact of SRM on operational performance in the hotel industry.

Purpose of the Study

This study analyses the effect of SRM practices on operational performance. Specifically, the study sought to:

1. examine the extent of SRM practices adoption in star-rated hotels.
2. analyse the effect of information sharing on operational performance of star-rated hotels.
3. analyse the effect of supplier development on operational performance of star-rated hotels.

Research Question

The following research question was formulated in line with the extent of SRM practices adoption.

1. What is the extent of SRM practices adoption in star-rated hotels?

Research Hypotheses

The following hypotheses were developed based on both the effects of information sharing and supplier development on hotel operational performance.

H_1: information sharing has significant effect on hotel operational performance.

H_2: supplier development has significant effect on hotel operational performance.

Significance of the study

Discoveries from the research are of much importance to parties in the hotel sector, for policy makers and government as well as the research community. This includes hoteliers, workers, suppliers, patrons and investors.

To hoteliers, this study provides a better understanding of best practices of supplier relationship management (SRM), effectiveness of SRM as well as to improve hotel operational outcome. To policy makers, the study informs the development and promotion of effective SRM practices and regulations so as to enhance the effectiveness of economic development in the hotel sector. To academia, this study provides relevant information to the research community in developing studies based on SRM practices. Specifically, it bridges the gap in literature by providing new data on an under-researched area of SRM and explains in specific context, the supplier-hotel performance linkage.

Delimitation

This study focused on supplier relationship management and performance. Specifically, on extent of adoption, information sharing and supplier development. Also, the current study was based on the star-rated hotel sector in the Accra Metropolis and excludes other parts of the country as well as other types of lodging operations such as lodges, guest houses and non-graded eating outlets.

Limitations

The current study was confronted with a number of limitations. The current study focused on Accra metropolis thereby affecting the generalizability of the findings to the entire country. Also, the current study focused on the hotel sector in Accra metropolis. In addition, the study was generally based on two independent variables of information sharing and supplier development, however, there are a number of dimensions that could explain SRM.

Definition of Terms

Supplier Relationship Management (SRM): SRM is here defined as the management of information sharing practices and supplier development activities.

Information Sharing: Information sharing is the exchange of relevant details between a focal firm (hotel) and suppliers or vendors of products and services.

Supplier Development: Supplier development looks at a joint activity executed between a focal firm (hotel) and its suppliers aimed at improving the capability and competences of the suppliers.

Hotel: hotels are defined as star-rated facilities based on the quality of service delivery, range of facilities, amenities among others.

Performance: performance looks at the operational performance measures such as cost, quality, delivery and flexibility.

Organisation of the study

This Thesis comes in five parts. The first chapter focused on the introduction comprising of: background to the study, statement of the problem, research objectives, research questions and hypotheses, significance of the study, delimitation among others. The next chapter captured literature review comprising of empirical review as well as the theoretical and conceptual underpinnings of the study. The methods for data collection, processing and analysis adopted for this study which included study area, research design, population, sampling procedure, research instruments and ethical issues were captured in Chapter Three. Chapter Four looked at the results from the field and

its discussions. The final chapter summarized the main headings, gives a conclusion, makes recommendations as well as suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This section covered a concise, systematic review of relevant literature and provides an empirical foundation for this research. Various studies, scholarly articles and other information sources were reviewed and summarized. Key themes that shaped this literature review included SRM Practices, Information Sharing, Supplier Development and Hotel Performance. Research explored by scholars from both developing and advanced economies were reviewed for the purpose of comparative analysis with the Ghanaian situation. Each objective was conceptualized as a variable and hence led to the development of the hypotheses as well as the identification of knowledge gaps.

Theoretical Framework

Managing the level of intervention in a buyer-supplier relation is central towards achieving a positive outcome in managing an organisation's supply chain (Harland, 1996; Ambrose, Marshall & Lynch, 2010). Specifically, the success of such relationships is contingent on both parties for-seeing some receipt of value from such arrangements (Narayandas & Rangan, 2004). Among the theories shaping the explanation of the dynamics of relations among firms are relational exchange and social exchange theories.

Relational Exchange Theory (RET)

This theory champions the view that collaborative entities perform certain acts based on norms as against obligatory contract arrangements (Granovetter, 1985; Joshi & Stump, 1999). RET underscores soft control

instruments to downgrade opportunistic acts (Larson, 1992). Under this theory, organisational exchange falls within the exchange bracket of transactional and vertical integration (Cannon & Perreault, 1999; Williamson, 1975). RET forecast that relations based on trust have a lower tendency to result in opportunistic acts from partners (Granovetter, 1985). The buying firm's perspective on development programs of suppliers is that of a supplier-specific one usually linked to the specific nature of relations (thus high asset specificity that is not easily transferable to other relationships) (Su, Chen & Kao, 2018).

Also, a relationship based on trust helps in resource dedication to relationship development and maintenance instead of the management of transactional pressures (Joshi & Stump, 1999). RET has contributed to the effectiveness of supply chain management in areas of improved responsiveness, quality enhancement, decreased inventory, and increased financial outcomes (Cannon, Achrol & Gundlach, 2000;Palmatier, Dant & Grewal, 2007; Davis-Sramek, Omar & Germain, 2019). The theory is of much relevance to the current study as suppliers in relationship with buying firms branded by extreme relational norms exhibit willingness to work and exchange competence towards the advantages of supplier development practices. Therefore, high relational norms in relationship enable buyers to achieve positive outcomes and enable supply firms to participate in the practice and eventually increase their performance (Su, Chen & Kao, 2018).

Social Exchange Theory (SET)

SET is of the perspective that the anticipation of some form of positive benefits and avoiding punishments and fines turn to influence individuals and groups in their interactive activities (Ambrose *et al.*,2010). Reciprocal conduct

is a central idea in relation to SET as behaviours and actions of one party will be met by similar corresponding action in the interaction (Griffith, Harvey & Lusch, 2006). In addition, SET claims that individuals or groups engage in interaction with others in view of expecting some reward (Yang, Wang, Wong & Lai, 2008). The theory assumes that the assessment of attitudes and behaviours can be measured based on the disparity between the reward and cost of such interaction (Prashant & Harbir, 2009; Wu, Chuang & Hsu, 2014).

Many scholars have applied this theory to supply chain relationship development and posit that, the formation and maintenance of social relationships between supply chain firms are based on the fact that firms in the chain offer reciprocal benefit to each other over the course of their arrangement (Kwon & Suh, 2005; Wei, Wong & Lai, 2012). Further, in the supply chain situation, the vendor or supplier contributes to the firm through policies relating to partnership and expects from the firm some sort of return of contribution at a future date (Narasimhan, Nair, Griffith, Arlbjorn, Bendoly, 2009). Such reciprocity enhances firm's information sharing decision making efforts in respect of the kind of information to share, the party to share with, the means of sharing and time for sharing such information which helps to avoid redundancy, cut sharing cost and enhance responses (Sun & Yen, 2005).

Conceptual Review

Supplier Relationship Management

Supplier relationship management (SRM) refers to the managerial activity of regulating the contact between a focal firm and its suppliers (Kroenke, 2012). In this context, SRM looks at businesses that engage in sale

of product and/or services to firms operating SRM practices. In supplier relations, channel members are involved in a relationship that has long term scope and exhibits a high level of commitment (Giannakis, Doran & Chen, 2012). Buying organisations and suppliers(vendors) who exchange resources enjoy the benefits of competitive edge and improved relations among them (Cheung, Myers & Mentzer, 2010). Fluctuating worldwide directions such as global sourcing and reduced life cycles of products have resulted in manging supplier relationships to be an asset of strategic importance (Tseng, 2014).

Information Sharing (IS)

Information is considered as an essential resource for organisations and as such, the efficiency in obtaining and processing important information is paramount towards sustaining competitive position (Li, Cui, Huo & Zhao, 2019). Many firms request for information relating to the market in terms of both downstream buyer preferences and needs or proprietary details revealed by the suppliers relating to new product development or quality enhancement and strengthening performance of relationship (Zhou & Benton, 2007; Cheung, Myers & Mentzer, 2010). IS can be seen as the relevant information exchange among systems, people and divisions of the organisation (Lotfi, Mukhtar, Sahran & Zadeh, 2013).

From the viewpoint of the supply chain, it has to do with the exchange of relevant information among partner firms in the chain (Zhou & Benton, 2007; Kumar & Pugazhendhi, 2012). From the suppliers' perspective, it is the degree of information exchange between a supplier and a specific buyer in the course of the relationship between them (Fang, 2008; Wu, 2008). The term 'exchange' from the definitions encompasses both the inflow (receival/acceptance/demand)

and outflow (giving/providing/distribution) phases of information sharing (Lee & Ha, 2018).

In theory, supply chain partners share goals and collaborative activities while pursuing the achievement of greater performance of the entire chain (Ha, Park & Cho, 2011). The situation, however, is quite different in practice as firms exist in specific business settings, are confronted with peculiar circumstances, have personal motives and tend to be self-centred (Nyaga, Whipple & Lynch, 2010). Put differently, firms' intentions and behaviours in collaborations in supply chain relationships regularly change due to their business settings and roles in the supply chain (Lee & Ha, 2018).

Therefore, to improve the outcomes of sharing information, firms must address the question of the kind of information to share, the party to share with, the medium of sharing and the time for sharing such information. Answers from such questioning enhance avoidance of redundancy, cost cuts of sharing and enhance responses (Sun & Yen, 2005). Information sharing can greatly enhance cost reduction for the supply chain by altering operations of the chain, like, enhancing the capacity of the supplier and cost of penalty to vendors while cutting down costs of ordering and penalty of a retailer that possess little demand variance (Gavirneni, 2002).

In addition, by enhancing the precision of information exchange relating to demand and performance, the firm is able to decrease product design and time associated with production planning such as obsolescence of inventory and hence leads to improvement in responding to demands of customers (Ye & Wang, 2013). Nevertheless, the principal advantage of sharing information is

the ‘‘bullwhip effect’’ reduction (Marshall, 2015); thus, through exchanging supply chain order information, accurate and timely information become available to the partners in terms of actual sales and demand (Sucky, 2009). The efficiency in exchanging inventory information helps organisations to alter their supply, based on actual demand of customers and hence lead to a reduction in the likelihood of oversupply or undersupply (Hung, Lin & Ho, 2014).

Factors Influencing Information Sharing

Relationship Factors

Strong supply chain relationships among firms is a significant feature that can help organisations towards the successful implementation of supply chain programs (Maskey, Fei & Nguyen, 2019). Trust and commitment are traits more pronounced in the literature to influence the dynamics of relationship (Ogulin, Selen, & Ashayeri, 2012) and willingness of supply chain partners towards information sharing (Li & Lin 2006; Cai, Jun, & Yang, 2010; Lee, Kim, Hong & Lee, 2010) as well as being fundamental towards the integration of supply chains (Chen, Yen, Rajkumar, & Tomochko, 2011).

Trust has to do with the extent that supply chain partners believe that members will act in good faith (Lee *et al*., 2010) as well as the mutual reliance among trading partners due to the confidence built among them (Abdallah, Diabat & Simchi-Levi, 2012). Partner firms are likely to share information holding the belief that their fellow partners will sacrifice opportunistic acts and use the exchanged information towards a mutually beneficial outcome (Lee *et al*., 2010). In addition, trust among trading partners helps boost confidence towards solving difficulties related to power, conflict and low productivity (Chen, Wang &Yen, 2013).

Commitment refers to the extent of sustenance and reinforcement of supply chain relationship among partners (Lee *et al.*, 2010). In addition, commitment entails constancy and foregone alternatives which fosters the establishment of social relations and enhance behaviours that are supportive among trading partners (Yang, Wang, Wong & Lai, 2008). Commitment is critical towards the maintenance of relationships in the supply chain (Xiao, Zheng, Pan & Xie, 2010). It is an arrangement in the supply network which is central to long-term relations success in the supply chain (Salam, 2011).

An organisation that possesses commitment has a higher probability of sharing information with partner firms in the chain (Yang *et al*., 2008). Hence, commitment is essential to information exchange (Yeh, 2005; Moshkdanian & Molahosseini, 2013) and collaborative activities among partners in the chain (Yeh, 2005). Also, it fosters investment extremely exclusive to the relationship. This investment puts the supply chain partners in a lock-in position, thereby making it more expensive to switch to other firms and for that matter serves as an incentive towards collaborative activities (Bensaou, 1997).

Intra-organisational Factors

Factors that are internal and exist between the various departments and sections of the firm are considered intra-organisational factors and as such the management of these factors is the firm's responsibility (Maskey, Fei & Nguyen, 2015; 2019). Organisational and management features can influence the firm's behaviour towards IS practice (Maskey *et al*., 2019). For instance, top management backing and IT infrastructure are paramount to the exchange, quality as well as the level of available information in the supply chain (SC). The effectiveness of information sharing (IS) implementation requires senior

managerial devotion of resources towards such practice (Boucher, Chapron, Burlat & Lebrun, 2011).

Furthermore, the vision of top management and value placed on supply chain management as an agenda of top priority as well as their participation in substantial operational and marketing activities of partnership and development of relationships between firms are critical factors towards implementing supply chain IS (Mentzer, Min & Zacharia, 2000).

Inter-organisational Factors

The factors under this category exist owing to relationship between two or more firms and require management of such factors by all the organisations involved (Maskey, Fei & Nguyen, 2019). Among these factors are IT, quality of information, business complexity, the extent of partnership arrangements, legal protection, configuration of supply networks, integration of the supply chain and routines of interaction (Samaddar, Nargundkar & Daley, 2006; Muller & Gaudig, 2011) and as such will require the involvement of supply chain partners towards enhancement of IS practice (Maskey, Fei & Nguyen, 2019).

Supplier Development (SD)

Currently, both buyers and vendors have identified the advantages associated with development of suppliers owing to unstable demand and aggressive competitive environment (Hales, Perrilliat & Bhardwaj, 2011; Sharma & Yu, 2013; Mohanty, Padmabati & Choudhury, 2014). The program is usually started by a buying organisation geared towards enhancement of performance outcomes or capability of the supplier to meet the long- and short-term buyer requirements (Asare, Brashear, Yang & Kang, 2013). Supplier

Development (SD) is a joint action involving a buyer and supplier towards continues progress in the performance and competence of supplier which lead to enhanced value as well as prompt delivery of product and services which are cost-effective (Dalvi & Kent, 2015).

In addition, supplier development looks at some cooperative activity involving a buying firm and a vendor towards continuous enhancement in the outcome of the supplier while strengthening the competitive landscape of the buyer (Vickery, Jayaram, Droge, Calantone, 2003; Wagner, 2011). Increasingly, purchasing firms are adopting SD activities and keeping high performance and capable supply base towards their competitive position (Dalvi & Kent, 2015). The development of suppliers has become critical due to the long-term and strategic advantages accrued to purchasing firms towards their survival and competitive edge in this age of aggressive competition (Routroy & Pradhan, 2014).

Similarly, SD offers buyers enhancement in the performance of vendors and achieving competitive edge in the market place (Govindan, Kanan & Haq, 2010). When a purchasing firm identifies the need to undertake improvement in the performance of the supplier or its competence, it may execute a broad range of activities that span from low-level events such as competitive pressure creations and periodic evaluation of the supplier to a high level one in terms of offering training programs and supplier engagement in the development of new products (Chen, Ellis, & Holsapple, 2015).

Hotel Performance

Performance concept is of huge importance as it is central to the strategy of the firm, influences the competitive landscape (Claver-Cortes, Molina-Azorin & Pereira-Moliner, 2006) and controls the lasting economic sustainability of organisation (Neves and Lourenco, 2009). Performance is normally expressed in relation to output or achieving quantitative outcomes (Amstrong, 2006). Hotel performance refers to the total of efforts of various departments comprising of both the front and back of the hotel (Hsieh & Lin, 2010). In addition, measurement of hotel performance is aimed at monitoring and controlling the execution of a pre-established task. Analysis of the firm is aimed at the efficient and effective enhancement of actions (Ćorluka, Mikinac & Peronja, 2017).

Firm's analysis helps to recognise the strength and limitations of the hotel and further provide information about likely crisis and instabilities. Timely discovery of these limitations is critical to business success (Ćorluka, Mikinac & Peronja, 2017). Information pertaining to individual variable contributions in the overall performance enhances firm's effectiveness and hence essential for the business to adopt measures which are both effective and strategic that can influence the achievement of established objectives (Onyango, Edwin, Ouma & Lucas, 2012).

Conventionally, performance measurement of firms has been based on yearly revenue or profit margins or financial indicators (Wadongo, Odhuno, Kambona & Othuon, 2010). Sami and Mohamed (2014) argued that the actions of management influences outcomes in respect to quality, innovation or customer satisfaction which all determine the firm's financial performance.

Research on financial performance in hotel has focused on measures such as Sales/Revenue and based on indicators such as Total revenue per available room (TREVPAR), Food and Beverage sales/revenue, Room sales/revenue, average daily rate(ADR), Revenue per bed-night, Restaurant/ Banquet Food and Beverage revenue per occupied room (Kim, Cho & Brymer, 2013; Ivanov & Zhechev,2012; Xiao, O'Neill & Mattila, 2012; Assaf & Barros, 2011; Wadongo *et al*., 2010).

Also, on the financial aspect is cost/expenses which are based on Total costs of hotel operations, food and beverage cost/expenses, cost/expenses of rooms, operating cost per available room among others (Assaf & Barros, 2011; Chen, Hsu & Tzeng, 2011; Wu, Tsai & Zhou, 2011; Wadongo *et al*., 2010). Also based on growth: sales/revenue growth, gain/growth in market share, wealth creation and growth in international sales (Han, 2012; Chen *et al*., 2011; Palacio -Marques, Ribeiro-Soriano & Gil-Pechuan, 2011; Kang, Lee & Huh, 2010; Wadongo *et al*., 2010). On financial liquidity and soundness based on financial liquidity, timely payment of suppliers and creditors, payback time and financial soundness (Han, 2012; Palacios-Marqués *et al*., 2011; Wu *et al*., 2011; Wadongo *et al*., 2010).

On non-financial dimension, research has focused on measures such as continues improvement and based on indicators: quantities of new products & services(given to clients in the hotel), number of innovations executed in the course of service production process, number of product and service innovated yearly and number of activities provided to customers in the hotel(Wadongo *et al*., 2010; Bolat & Yılmaz, 2009; Espino-Rodrıiguez & Padron-Robaina, 2005). In addition, is service quality based on indicators such as service quality/quality

offered to customers and standardization of service (Chen *et al*., 2011; Espino-Rodrıiguez & Padron-Robaina, 2005). Others include flexibility and delivery with indicators based on the ability to change to guest needs & wants, timely customer responsiveness, timely delivery of guest products & services (Wadongo *et al.,* 2010).

Measurement of hotel operations has mainly focused on the financial aspect but significance to the non-financial has ultimately surfaced (Sainaghi & Canali, 2011). As Onyango *et al*. (2012) argued, the multidimensional nature of performance requires the attention of both financial and non-financial aspects. In addition, even though a hotel is generally considered as a service enterprise, however, it comprises of three different industrial activities (room, beverage and food) that shows separate organisational orientations (Harris & Mongiello, 2001). Thus, the three orientations demand varied set of performance indicators (Wadongo *et al*., 2010). These arguments inspire that selection of parameters for performance for this study comprising of both financial and non-financial indicators as operational performance measures based on cost, quality, delivery and flexibility.

Empirical Review

This section captured a review of some scholarly contributions of supplier relationship management, information sharing, supplier development as well as their linkage with performance.

Supplier Relationship Management and Firm Performance

The development and maintenance of mutual relations have become essential towards the competitive position of organisations in the marketplace

which is particularly true for uncertain environments as the situation is, in third world markets (Zhang & Cao, 2018; Prajogo *et al*., 2012). With increasing competitiveness in the worldwide supply chain situation, such collaborations are critical towards achieving competitive edge (Lii & Kuo, 2016; Whipple, Wiedmer & Boyer, 2015; Tseng, 2014; Liao *et al*., 2010). Moreover, SRM is key towards cost cuts and enhancement of two-way mutually beneficial outcomes between partners (Oduro, Nyarku & Gbadeyan, 2020), increased efficient production, user value and market presence (Williams, 2006) and decreased cycle time, lower inventory and enhanced productive outcomes (Munyimi & Chari, 2018).

Prajogo, Chowdhury, Yeung and Cheng (2012) took a multifaceted view on the management of suppliers and performance of firms. The focus for the study was on a number of dimensions of supplier management such as strategic long-term association, assessing suppliers and integrating logistics, and on performance measurement indicators at the operational level: cost, delivery, quality and flexibility. Findings from this study indicated that the various supplier management indicators had a peculiar effect on the different performance indicators. Assessing suppliers showed a positive effect on performance expressed as quality criteria while strategic long-term relationship and integrating of logistics capacity had positive performance impact concerning cost, flexibility and delivery.

A study was conducted by Akamp and Muller (2013) on supplier management study in developing economies and how it affects performance of suppliers and satisfaction levels of buyers. Measures undertaken for the supplier management included monitoring, selection and evaluating, developing and

integrating of suppliers in the activities of the firm. Findings indicated that selecting and evaluating, developing and integrating of the activities of the suppliers had positive relationship with performance of suppliers with integration of suppliers showing strongest positive relationship with performance of supplier and satisfaction of buyers. Monitoring of suppliers had no direct impact on performance of suppliers but firms will benefit from utilizing information from monitoring activities for development purposes.

Focusing on manufacturers, Al-Abdallah, Abdallah and Hamdan (2014) researched on SRM and competitive performance. Five practices contextualize for SRM were; Quality improvement of suppliers, trust-based relationship with vendors, collaborative development activities of suppliers in new products, lead time cuts and supplier partnership/development. Competitive outcome was measured based on cost, delivery, flexibility, quality as well as on-time product launch. The study showed improvement in competitive performance of buyers by managing relations with their suppliers and that focusing on merely in-house competence was not enough to reach optimum performance outcome. The findings from the study indicated that vendor partnership/development and reductions of vendor lead time were significant and showed a positive effect on buyers' performance.

Avery, Swafford and Prater (2014) worked on a survey of SRM practices and how it affects firm performance of buying organisations in United States and China. The parameters for SRM included supplier evaluation, supplier development, information sharing, shared values, supplier dependence, buyer commitment and buyer dependence as well as performance expressed as flexibility, delivery, cost and quality. Findings from the study revealed that each

SRM practices had a specific effect on different dimensions of performance. Buyer commitment had a positive effect on performance in both countries. Shared value had positive effect in United States but not in China. Sharing of information, evaluating suppliers and dependence of suppliers had positive effect on performance of buyers, and developing suppliers was statistically significant and had a negative impact on firm performance in China.

Maraka, Kibe and Iravo (2015) conducted a survey study on SRM and sugar industry firm performance in western Kenya. The study focused on four SRM dimensions: structure of organisations, measuring value, collaborative practices and technology. The findings indicated that; sound organisational structure enhances the performance of organisations. In addition, value of money is created through value measurement which further enhances decision making. Also, common goals, objectives and understanding are generated through collaboration. Lastly, the findings indicated that, technology speed up the activities of the companies towards the attainment of its corporate vision which further boost up performance.

While focusing on Kenyan Public service, Nyamasege and Biraori (2015) looked at SRM and how it affects effective supply chain management (SCM). The study focused on collaborative activities of suppliers, development effort of suppliers, quality of goods and services and customer service. Findings indicated that SRM is significant towards the effectiveness of SCM practices. Most importantly, supplier collaboration and development enhance SCM in respect of the acquisition of goods and services. Also, SRM enables players within the supply chain to willingly share risks and rewards as well as maintain long term relationships.

Roushdy, Mohamed, Hesham, Elzarka and Hafez (2015) conducted an exploratory study on SRM and manufacturing firm performance in Egypt. The practices adopted for the study included; supplier involvement in early stages of manufacturing activities, implementation of communication software, evaluation of suppliers, training programs, rewards schemes, penalties and adoption of scorecards. The study findings revealed that firms that implement SRM practices enjoy: reduction of cost, risk and lead time as well as quality enhancement and innovation.

Kavale and Olendo (2016) worked on SRM and supply chain performance with unit of analysis being Kenyan cement manufacturing firms. SRM was proxied by the creation of value, competitive advantage, improving quality and minimization in lead time and their impact on the performance of cement manufacturing businesses. Findings indicated that value creation had effect on firms' supply chain performance in terms of growth in market share and competency. In terms of improvement in quality, it ensured that there is efficiency in production capacity as well as assurance of quality from suppliers. The study further revealed that the cost that accompanies inventory had reduced through the reduction in lead time and reduced the problems that affect the quality of holding buffer stock.

Kosgei and Gitau (2016) researched on a cross-sectional study on SRM and its effect on performance of organisations in the Kenyan Airways. Trust and commitment were two attributes of relations with suppliers considered for the study and how they influence performance outcomes. The study revealed that understanding of supplier relationships is a necessary requirement in the global market and enhances profitability as well. In addition, the study revealed that

there were great chances of improving performance through the proper use and implementation of SRM and hence organisations must show some commitment which will enhance survival in today's marketplace.

Njagi and Shalle (2016) focusing on Breweries in the Eastern part of Africa conducted a study on the influence of supplier relationship management (SRM) on manufacturing sector procurement performance. SRM for the study was proxied by integrating suppliers, policy of the firm, integrating ICT and lead time and how these practices affect performance outcomes expressed in terms of satisfaction level of patrons, profit margin and share of the market. The researchers employed correlational and regression analysis for the study via SPSS statistical tool. Findings indicated a significant positive impact of supplier relationship management on performance outcomes.

Amutabi (2017) focusing on the sugar manufacturing businesses at the Kenyan Kakamega County researched the impact of SRM on operational outcomes of these businesses. SRM for the study was proxied by appraisal, development, involvement of suppliers as well as the exchange of information with performance outcome expressed in respect of efficiency levels, on-time service delivery, cost cut and quality outcome. Correlational analysis was employed to determine the impact of SRM construct on operational outcome. Findings indicated a statistically significant impact of SRM practices on operational performance.

Kiarie (2017) conducted a survey while employing a correlational design on SRM and manufacturing firm operational performance in Kenya. The parameters used for SRM included selecting, evaluating, segmentation and

development of suppliers as well as a moderated analysis of supply chain attributes: trust, commitment, exchange of information, similar corporate culture and motivation to meet responsibilities. Findings indicated a statistically significant positive association between SRM and the firms' operational outcome. The overall performance of the firms was influenced by how firms conduct their interaction with their suppliers and that traits such as commitment and trust were principal toward relationship efforts of firms with their suppliers without which, such associations cannot be built.

Mumelo, Selfano and Onditi (2017) worked on SRM and Small-Scale Enterprises performance in Bungoma Town, Kenya. Information exchange and lead time were used as proxies for SRM and how it influences performance of Small-Scale Enterprises. The study findings indicated that exchange of information had a substantial effect on the performance of organisations with slight reservations on the part of some owners in terms of cost implications and inadequate technological know-how. Also, lead time had impact on organisational performance but most firms had not adopted Just-In-Time systems.

Geoffery and Anaya (2019) employing regression and correlational analysis conducted a study on supplier relationship management (SRM) impact on procurement performance in Kenyan public enterprises with specific focus on Geothermal development business. SRM was proxied by collaborative activities of suppliers, trust, evaluating suppliers and development activities. Performance outcome was proxied by efficient criteria, effective criteria and quality enhancement. Findings indicated a statistically significant positive impact of development activities, collaboration, evaluating of suppliers and

trust on performance outcome. Thus, indicating a statistically positive impact of SRM on performance outcomes.

Komora and Kavale (2020) focused on the Service Board of Coast Water and how SRM impact the performance outcome of the board. SRM for the study was proxied by collaborative activities, commitment, feedback and lead time of suppliers and the impact of these practices on performance outcomes expressed in terms of cost cuts, lead time decrement, on-time delivery and product quality. Multiple regression and Pearson correlation were employed for analysis purpose. Findings indicated that collaborative activities, commitment, feedback and lead times of suppliers were strongly and significantly related to performance outcome of procurement in the organisation.

Oduro, Nyarku and Gbadeyan (2020) took a comparative approach on SRM and performance of organisations in the hospital sector from an emerging economy based on private and public facilities. Partial least square structural equation modelling (PLS-SEM) was used to test the postulations in that study. SRM was proxied by communication, cooperation, trust, adaptation and atmosphere, and how these practices affect the performance of organisations. Findings indicated that the five SRM practices significantly and positively affected the performance outcomes of private facilities. In addition, trust and communication showed a significant and positive effect on the performance of public facilities. However, adaptation, cooperation and atmosphere exhibited no significant positive effect on performance outcome of public facilities.

Opaleye, Ojelade and Aremu (2020) conducted a study on impact of SRM practices on performance of quoted food and beverage organisations in

the Nigerian setting while testing postulations via linear and multiple regression. SRM in that study was proxied by appraisal, development and involvement of suppliers and how these practices affect performance outcomes based on organisational survival, efficiency of the business and competitive edge. The findings indicated a positive and significant impact of appraisal, involvement and development of suppliers on the performance of organisations. Furthermore, the combined impact of these practices on performance was revealed as significant and positive.

The extant literature on supplier relationship and firm performance linkage has largely focused on manufacturing (Prajogo *et al*., 2012; Akamp & Muller, 2013; Al-Abdallah *et al*., 2014; Maraka *et al*., 2015; Roushdy *et al*., 2015; Kavale & Olendo, 2016; Njagi & Shalle, 2016; Amutabi, 2017; Kiarie, 2017; Mumelo *et al*., 2017; Geoffrey & Anaya, 2019; Opaleye *et al*., 2020) and service firms (Nyamasege & Biraori, 2015; Kosgei & Gitau, 2016; Komora & Kavale, 2020; Oduro *et al*., 2020) with inadequate literature coverage in the hotel sector of Ghana. Important dimensions identified from the review included information sharing (Avery *et al*., 2014; Amutabi, 2017; Mumelo *et al*., 2017), supplier development (Akamp & Muller, 2013; Al-Abdallah *et al*., 2014; Amutabi, 2017, Kiarie, 2017; Geoffrey & Anaya, 2019; Opaleye *et al*., 2020). This study thus focuses on these dimensions in the hotel sector.

Information Sharing and Firm Performance

By establishing relationship culture, channel members can work cooperatively and champion open communication. This result in exchange of information towards the improvement of supply chain visibility and uncertainty minimization (Christopher & Lee 2004). Partner firms are able to exchange

knowledge and competence initiatives like joint problem solving and production of new products to flatten the operational sequence as well as improve their competitive position (Chen, Sohal & Prajogo, 2013). Information sharing leads to a decrease in inventory cost, enhancement in the relationship among trading partners as well as the processing of orders (Ding, Guo & Liu, 2011). Exchanging information between channel members result in cost cuts (Mourtzis, 2011; Kim, 2013), enhances productivity, firm efficiency and service outcomes (Yang & Maxwell, 2011; Mourtzis, 2011).

Information sharing has received a number of empirical contributions in the literature (Zhang & Dhaliwal, 2009). Rashed, Azeem and Halim (2010) took a survey approach on the impact that the exchange of information and knowledge has on the performance outcome of the supply chain in the clothing sector. Findings from the study revealed that information sharing had a negative relationship with performance with the researchers arguing that such results were owed to the fact that few firms comprehend the means of capitalizing on the exchange of operational information as a competitive tool.

Hall and Saygin (2012) through simulation, conducted an experimental study on impact that IS has on SC performance. The experimental factors for the study were capacity tightness, resource dependability and information exchange modes (inventory level exchange, demand of customers and information about reliability). Performance outcomes of the SC were expressed in terms of the rate of timely delivery and total cost. Findings indicated that information exchange modes, capacity tightness and dependability were statistically significant elements that affect SC outcomes.

Baihaqi and Sohal (2013) conducted an empirical study on the effect of IS in supply chains on organisational performance while conceptualizing some factors that affect the extent of supply chain IS such as; integrating information technologies, internal integration, quality of information and cost-savings. Findings from the study, however, indicated that, IS has no direct influence on the organisational outcome and that there was mediation by collaborative activities with supply chain partners. Thus, indicating IS as essential but insufficient to cause substantial performance enhancement.

Ye and Wang (2013) conducted a survey on the effect that information technology (IT) alignment and IS has on SC operational outcomes with unit of analysis being manufacturing firms. The operational outcomes of the SC were cost efficiency and customer responsiveness. Findings showed that aligning IT infrastructure and IS influence efficient cost outcome and customer responsiveness but more specifically, information sharing is more beneficial when it comes to cost-efficiency. Hence, exchanging diverse information among SC partners is more of an efficiency-focused mechanism.

Avery, Swafford and Prater (2014) conducted a survey on SRM and how it affects buying firms' performance in United States and China. Findings showed that IS had positive effect on buying organisations' performance expressed as a composite of flexibility, delivery, cost and quality. In their work on social capital, information sharing and performance of Chinese based firms, Li, Ye and Sheu (2014) focused on how information sharing influences efficient and responsive performance outcomes of manufacturers. The study outcome revealed a positive link between the exchange of information, and efficient and

responsive performance thus indicating a positive impact of information sharing on the performance of organisations.

Şahin and Topel (2018) using a structural equation modelling examined how IS affects supply chain firm performance. The study laid emphasis on how information exchange in the processes in the SC affects financial, business and cost outcomes. Findings indicated that exchanging information showed no link with cost outcome of the firm performance measurement but had positive effect on financial performance. In their study on the exchange of information, capabilities of operational activities, responsiveness of market intelligence and how they affect firm performance, Song and Liao (2018) focused on exchange of information between the manufacturing enterprise and suppliers on one hand and manufacturing firms and buyers on the other hand. Findings indicated that exchange of information between upstream and downstream partners had positive link with operational capabilities and performance of the organisation.

Focusing on fashion business, Chen, Gu, Cai and Yang (2019) looked at how information exchange in the supply chain affects the performance of such business using structural equation modeling (SEM) for analysis purpose. Performance for the study was expressed as operational performance (OP) and business performance (BP). Findings revealed a direct positive influence of IS on OP but IS in the supply chain had no direct positive influence on BP.

The review of the extant literature has revealed that information sharing and firm performance linkage has largely focused on manufacturing (Hall & Saygin, 2012; Ye & Wang, 2013; Li *et al*., 2014; Şahin & Topel, 2018; Song & Liao, 2018), Fashion (Chen *et al*., 2019) and clothing (Rasheed *et al*. 2010).

However, the information sharing hotel performance linkage remains limited most especially in the Ghanaian context. Also, studies that employed robust statistical tools have not focused on service businesses (Li *et al*., 2014; Şahin & Topel, 2018; Chen *et al*., 2019). Therefore, the current study employs partial least square structural equation modelling (PLS-SEM) to postulate that information sharing has a significant effect on hotel operational performance.

Supplier Development and Firm Performance

There has been a consensus of excellence in the extant literature between the academia and business world of supplier development (SD) activities resulting in efficient supply chain outcomes in respect of improve quality, client service and channel outcomes (Dalvi & Kant, 2015). SD provides firms with significant outcomes such as enhancement in timely delivery, cost cuts and quality improvement (Goffin, Lemke & Szwejczewski, 2006; Wagner, 2006). As emphasized by Krause, Handfield and Tyler (2007), SD leads to cost cuts, enhances quality, delivery outcomes and profit margins which expands the market position as well as broaden the competitive landscape of buyers. SD outcomes further include enhancement in productivity, lead time and inventory cuts (Li, Humphreys, Yeung & Cheng, 2012). There is significant enhancement in the quality outcome of products and a decrease in part per million owing to successful SD activities execution (Shokri, Nabhani & Hodgson, 2010).

In terms of empirical contributions, Li, Humphreys, Yeung and Cheng (2012) adopted an exploratory study through a path analytic model to investigate how practices related to SD affects buyer-supplier outcomes. Factors adopted for SD were support of top executive, long term commitment, strategic goals, trust, communicating effectively, evaluating of suppliers and strategic

nature of the supplier's objectives. Performance was based on improvement in supplier performance, improvement in the relationship of buyer-supplier and the improvement of the competitive edge of the buyer.

Findings indicated that, support from top management was essential to influencing factors as well as transaction-specific supplier development and that SD is a peculiar function that cut across the whole firm for the success of any development efforts. In addition, evaluating suppliers and strategic objectives of the suppliers had direct and significant impact on transaction-specific SD. Moreover, buyers can enhance their competitive landscape by way of closer collaboration with suppliers.

Nagati and Rebolledo (2013) worked on SD efforts focusing on the suppliers' perspective. Supplier development was based on trust, customer status preference and dynamics of the environment, and how these influence improvements in the performance of suppliers. Findings from the study indicated that SD activities improve on the operational capability of the suppliers in terms of quality of the product, cost cuts, reduced lead time and higher flexibility. The engagement of the supplier in the customers' supplier development activities improves upon the competencies and capability of the supplier.

Focusing on power and lighting enterprise in the Kenyan setting, Lubale and Kioko (2016) worked on supplier development (SD) and its impact on business performance with multiple regression analysis employed for analysis of the association among the variables. SD was proxied by evaluation, incentives and partnering of suppliers and how they impact performance.

Findings indicated a statistically significant positive impact of the three practices on performance, thus indicating a positive impact of SD on performance of power and lighting enterprises.

Li, Kang and Haney (2017) looked at supplier development (SD) impact on outsourcing performance of manufacturing firms in China while employing structural equation modelling (SEM) for analysis purpose. The study focused on SD and how opportunistic risk and flexible outsourcing activities mediate its relationship with performance proxied by cost, reliability, responsiveness and quality. Findings indicated that SD strongly and positively has direct effect on outsourcing performance. In addition, SD improves outsourcing performance by decreasing opportunistic risk of outsourcing and enhancing flexible outsourcing activities.

Dalvi and Kant (2018) conducted an exploratory study on SD activities and performance outcomes. The researchers focused on SD dimensions such as; strategic efforts, information and knowledge exchange. Performance outcomes were based on enhancement of relationship between buyer-supplier, supplier performance improvement and competitive position enhancement of the buyer. Findings indicated a positive association between sharing of knowledge and information and buyer-supplier relationship enhancement, supplier performance improvement as well as improvement in the buyer's competitive improvement. In addition, performance of suppliers was significantly influenced by strategic efforts, working together with suppliers and involving both buyers and suppliers.

Finally, involving both buyers and suppliers had a significant positive association with supplier performance enhancement and buyer-supplier relationship improvement. However, Derakhshan, Ong and Marthandan (2019) employed SEM in their study on activities of SD and how it impacts buyer's performance in the Iranian manufacturing sector. SD for the study was proxied by the exchange of information, systems of communication, senior managerial backing and trust between partner firms and how these practices influence performance in terms of management of inventory, product quality enhancement and financial outcomes. Findings indicated a significant impact of SD activities on performance outcomes expressed as management of inventory, product quality enhancement and financial outcomes.

Prahinski, Benton and Fan (2020) using structural equation modeling researched on how supplier development programs (SDPs) impact the performance outcome of suppliers in the North American automobile sector. SD for that study was proxied by practices of incentives, direct involvement as well as competitive pressures and how they influence the performance of suppliers with a mediated effect of communication, commitment and cooperation. Findings indicated that SDPs had no direct impact on performance of suppliers and to be specific, competitive pressures, involving suppliers directly and incentives statistically do not affect supplier performance. In addition, the presence of the mediated effect of communication, commitment and cooperation cause supplier performance improvement.

The review of the extant literature has revealed that works on supplier development and firm performance have mainly focused on manufacturing (Li *et al*., 2017; Dalvi & Kant, 2018; Derakhshan *et al*., 2019), power and lighting

(Lubale & Kioko, 2016), automobile (Prahinski *et al*., 2020) with limited empirical works on supplier development and performance linkage in the hotel sector. Also, few studies employed robust statistical tools in their analysis mainly in the manufacturing sector (Li *et al*., 2017; Derakhshan *et al*., 2019) with service contributions remaining limited. The current study thus employs PLS-SEM to postulate that supplier development has significant effect on hotel operational performance.

Operational Performance

Operational performance (OP) is regarded as the most practical choice when firms want to evaluate the direct impact of their activities (Turkulainen & Ketokivi, 2013). OP is the evaluation of the efficiency and effectiveness of a firm towards achievement of expected objectives (Amutabi, 2017). Indicators of OP includes efficient production, decrement in waste, enhanced quality, reduced production defects, reduced production cost (Kiarie, 2017). Also, OP in the extant literature have mainly focused on cost, quality, delivery and flexibility (Prajogo *et al*., 2012; Al-Abdallah *et al*., 2014; Avery *et al*., 2014; Komora & Kavale, 2020) Furthermore, Tamayo-Torres, Roehrich and Lewis (2017) argued that operations capability is the ability of a firm to concurrently excel in respect of cost, quality, delivery and flexibility. SRM is argued to enhance firms' operational performance (Prajogo *et al*., 2012; Avery *et al*., 2014; Komora & Kavale, 2020).

Conceptual Framework

This framework shows the visual link between, on one hand, the independent variables and the dependent variable on the other. The latter is the

hotel operational performance while the former has to do with parameters for SRM. The independent variables are supplier relationship management practices proxied by information sharing (Avery *et al*., 2014; Amutabi, 2017; Mumelo *et al*., 2017) and supplier development (Akamp & Muller, 2013; Al-Abdallah *et al*., 2014; Amutabi, 2017, Kiarie, 2017; Geoffrey & Anaya, 2019; Opaleye *et al*., 2020). The dependent variable is hotel operational performance been proxied by cost, quality, delivery and flexibility (Prajogo *et al*., 2012; Avery *et al*., 2014; Komora & Kavale, 2020). A significant effect of SRM on hotel operational performance is been argued. As shown below, this study focused on SRM and how such practice influences the operational performance of hotels.

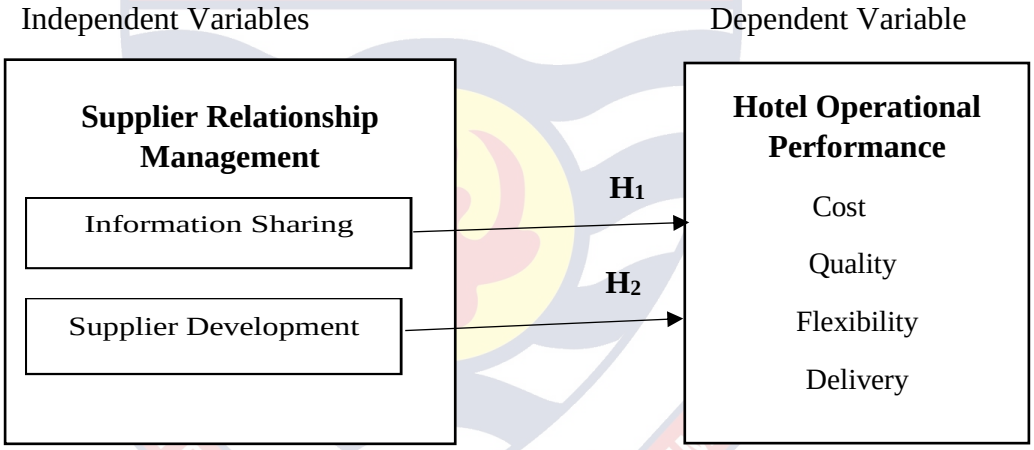

Figure 1: Conceptual Framework

Source: Author's own construct (2020)

Lessons Learnt from Literature Review

Prior studies on SRM have indicated both positive and negative association with different performance dimensions on a number of industrial settings like manufacturing, automobile, power and lighting, airways, hospitals among others. Such studies have also shown the benefits associated with SRM and challenges that undermine the implementation of such practices. However,

to the best of the researcher's empirical review of the extant literature, there are limited studies in the hotel industry in terms of SRM, most especially among Star-rated hotels and this serves as the impetus for this study. Moreover, there is limited coverage in the literature concerning information sharing and supplier development as SRM proxies and their linkage with the operational outcome of organisations.

Summary of Literature Review

This chapter has highlighted relevant details on the literature review of the current study. The theoretical framework providing the theories underpinning the current study, conceptual review of key concepts, empirical review of the various constructs comprising supplier relationship management, information sharing, supplier development and operational performance have all been presented. Also, the conceptual review has been presented to provide a visual link of the relationship between the variables.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter captured the research method employed to study the effect that SRM practices have on operational outcomes placing emphasis on star-rated hotels in Accra Metropolis in Ghana. The section presented the procedures in respect of the research philosophy, design, approach, the population, sample size, sampling procedure and technique. The section further highlighted the data collection instruments, data collection procedure as well as the processing and analysis of the data.

Research Philosophy

This refers to the range of beliefs and postulations underlying the advancement of knowledge (Saunders, Lewis & Thornhill, 2016). Consideration must be made by researchers on the philosophical view of the study, the design, as well as the particular methods for the research approach. Among such are social constructivists, pragmatism and positivist paradigms. The current study employed a positivist paradigm or philosophy. Positivist paradigm looks at cause and effect relationship and decreasing ideas into a small set of tests like variables containing hypotheses and research questions. Here, there are universal laws that have to be tested to provide a better understanding of the world. It involves the collection of data on questionnaires based on measures completed by participants. These particular features of such a paradigm make it appropriate for the current study of the effect of SRM practices on operational performance of star-rated hotels (Creswell, 2014).

Research Approach

This research through a survey employed a quantitative approach associated with the positivist paradigm. Quantitative studies involve the test of theories which are objective by way of probing the association between variables where these variables can be measured on instruments giving rise to numeric data which in turn can be analysed based on statistical procedures. Such studies involve formulation of research question and/or hypotheses. Also, studies employing quantitative approach involves the collection of data from a sample through a survey and generalizing the results/findings to the entire population (Creswell, 2014).

Research Design

Choosing a research design is very critical to any research study as it allows the researcher to make valid causal inferences (Kumar, 2019) and creates the outline for collecting, measuring and analysing data (Cooper & Schindler, 2013). The choice of such a strategy in practice is primarily linked to the nature of the research questions asked (Adams, Khan, Raeside & White, 2007). As a result, this study employed both descriptive and explanatory research designs. A descriptive design has been argued to be appropriate for research on the proportion of the population with some particular characteristics which is related to the adoption of supplier relationship management in star-rated hotels (Kumar, 2019). Furthermore, the study made use of explanatory design which has been recommended for studying relationships among variables and thus in line with both effects of information sharing and SD activities on HOP.

Study Area

The location for this study was star-rated hotels in Accra Metropolis. Accra is the Greater Accra Regional capital and serves as well as the capital and seat of Ghana government. The Metropolis is home to all diplomatic missions in the country and the headquarters of many firms and enterprises in Ghana. This puts the metropolis at the receiving end of top-class commercial accommodation (Acheampong, 2007). Accra is the most densely populated city in Ghana. The main business vicinity of the city houses the city's main banks and department stores as well as Ministries containing administration of Ghana government. Economic activities in the city include financial and commercial sectors, fishing plus the manufacture of processed food, lumber, textiles among others.

The sectors of Accra's economy include primary, secondary (manufacturing, electricity, water among others) and tertiary sectors (supermarkets, shopping malls, hotels, restaurant, transportation among others). The tertiary service sector is the city's largest, employing about 531,670 individuals. In recent times, the Metropolis has seen the influx of businesses rendering services such as security management, catering, information technology and laundry to service businesses such as hotels (Hiamey, 2012). Given the instrumental role of these support services to hotel operations, the Metropolis was thus considered appropriate for the study. Also, the Metropolis was selected because a significant proportion (approximately 50%) of star-rated hotels in Ghana are located in the metropolis (Ghana Tourism Authority, 2019).

Population

Respondents included Hoteliers and/or other managers in the top hierarchy of graded/star-rated hotels in Accra Metropolis. Such respondents were selected owing to their wealth of experience and considered more knowledgeable about the purchasing function as well as high in the hierarchy of the firm to be familiar with such strategic activities like supplier relationship management and performance measures of the hotels (Famiyeh & Kwarteng, 2018; Dalvi & Kant, 2018). There are 164 star-rated hotels in the Accra Metropolis comprising of 3 (five-star), 8 (four-star), 6 (three-star), 59 (two-star), and 88 (one-star) (Ghana Tourism Authority, 2019), and this constituted the population for the study.

Sampling Procedure

The current study was a census study because the population was well defined in terms of availability of complete sampling frame and relatively small size. A census study provides detailed information on all or significant aspect of the population of interest. All star-rated hotel facilities in Accra Metropolis were included in this study with reference to the hotels available as well as the added benefit of capturing a significant proportion of respondents for the survey. The census helps to gather accurate information on all units or subdivisions in the population, the case here been the various hotel star-rating category. Thus, a census was considered appropriate for this study.

Table 1: Population Composition

Star-rated Hotel Category	Population
Five	3
Four	8
Three	6
Two	59
One	88
Total	**164**

Source: Field survey (2020)

Data Collection Instrument

A validated structured questionnaire was used for the collection of quantitative primary data through field survey. The structured questionnaire was developed based on studies by Zhou and Benton (2007); Lee and Ha (2018) for information sharing, Dalvi and Kant (2018) for supplier development (SD) and Prajogo, Chowdbury, Yeung and Cheng (2012); Naor, Goldstein, Linderman and Schroeder (2008) for operational performance. The questionnaire was structured into two parts: Section A captured the demographics of the respondents and the hotel (position of respondent, gender, educational qualification, years of experience, age, grade of the hotel, ownership structure and duration of operations).

While section B captured items on information sharing (production capacity, order status, product and material, delivery schedule, product and service planning information, future-demand forecasting information and product design specification), SD (top management support, outsource work,

large purchases, relational norms, supplier site visit, joint problem solving, regular evaluation and effective communication and feedback) and operational performance of the hotel(customer specification, product quality, on-time delivery, full delivery, operating system changes, product variety, operational cost and lower pricing).

Informants were asked to evaluate each question on a five-point Likert scale with endpoints of ‘‘Strongly disagree’’ (Sd) and ‘‘Strongly agree’’(Sa) for information sharing and SD and on hotel’s operational performance, a Likert scale of seven points having endpoints of ‘‘Sd’’ and ‘‘Sa’’ was used. Prior studies that utilized this scale reported higher values of Cronbach alpha of 0.7 or higher. The questionnaire was subjected to expert review and panel discussions to ensure the validity of the items before data collection exercise. A pilot study was conducted to test the reliability and validity of the instrument.

Data Collection Procedures

The collection of data involved the use of questionnaire and was self-administered by the researcher spanning for two (2) months. In all, 164 star-rated hotels in Accra Metropolis were included in this study. To get access to hoteliers and other top executives, hotels were used as proxies towards getting access to one key personnel at each hotel (Adam & Amuquandoh, 2014). At the hotels, contact was made at the security post to get entrance to the facility and the reception. After which permission was sought by the researcher to establish contact with hoteliers or other managers in the top hierarchy and in best capacity to address the survey questionnaire. The questionnaires were then administered by the researcher and completed by the respondent upon granting consent to the

researcher to undertake the survey. The completed questionnaires were then retrieved by the researcher during the two months of data collection.

Pre-Test

A pre-test was done over a two (2) week period with 30 of these facilities based on recommendations for selecting population size for a pilot study (Hill, 1998) towards improving the content, shaping the wording and reducing the ambiguity of the questionnaire before the main survey was carried out (Dalvi & Kant, 2018). After collecting the pilot questionnaire, reliability and validity checks were conducted using Cronbach alpha, Composite reliability, rho_A, AVE and HTMT ratio and upon meeting standard acceptable ranges and effecting the necessary modifications, the instrument was then finalized for the main survey (Dalvi & Kant, 2018). The next six (6) weeks was used for the main survey.

Pilot Study Results

Table 2: Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Hotel Operational Performance	0.922	0.945	0.940	0.671
Information Sharing	0.935	0.942	0.947	0.692
Supplier Development	0.866	0.883	0.894	0.516

Source: Field survey (2020)

Table 2 shows the reliability and validity checks from the pilot study of 30 respondents. The Cronbach's alpha, rho_A and Composite reliability of Hotel operational performance had values of 0.922, 0.945 and 0.940 respectively. That of Information sharing was 0.935, 0.942 and 0.947 respectively while supplier development had values of 0.866, 0.883 and 0.894 respectively. The internal consistency reliability of all the constructs was satisfactory as the Cronbach's alpha, rho_A and Composite reliability were above the acceptable threshold of 0.7 or more (Nunnally, 1978; Hair, Risher, Sarstedt & Ringle, 2019). Also, the AVE of all constructs was in the range of 0.5 or higher indicating the acceptable extent of convergent validity (Bagozzi & Yi, 1988).

Table 3: Discriminant Validity Heterotrait-Monotrait Ratio (HTMT)

	Hotel Operational Performance	Information Sharing	Supplier Development
Hotel Operational Performance			
Information Sharing	0.796		
Supplier Development	0.896	0.925	

Source: Field survey (2020)

The HTMT ratio was used as a metric to evaluate the discriminant validity of the pilot study. The threshold value for HTMT was established as less than the value of 0.950 (Hair, Hult, Ringle & Sarstedt, 2016). From the results, it can be seen that all the constructs had HTMT values below 0.950 and can be considered sufficiently and empirically distinct from each other.

Data Processing and Analysis

Upon successful data collection, questionnaires were coded and entry was made and compiled into a database using Statistical Product and Service Solutions formerly Statistical Package for the Social Sciences (SPSS), the 24th version which enhances the accuracy and efficiency of the data towards further inferential statistical analysis. Partial Least Square Structural Equation Modelling (PLS-SEM) was employed for statistical analysis of this study. Structural Equation Modelling (SEM) is a multivariate analytical approach used concurrently for testing and estimation of complex causal relationships among variables, amidst even the hypothetical nature of such relationships (Williams, Vandenberg, Jeffrey & Edwards, 2009).

For analysis of the cause-effect relationship between latent constructs, SEM has become the standard method (Hair, Ringle & Sarstedt, 2011). Owing to this, SEM served as a useful tool for effect analysis of both information sharing and SD on hotel operational performance. The success enjoyed by SEM can be linked to the method's capability towards evaluation of latent variable measurements and the test of relationship among such variables (Babin, Hair & Boles, 2008). The technique is of two main categories, a Covariance-Based approach (CB-SEM) and a Variance-Based Partial Least Square approach (PLS-SEM) (Henseler, Ringle & Sinkovics, 2009; Hair Jr *et al*., 2014).

The former is concerned with the reproduction of theoretical covariance matrix with no focus on the explained variance whiles the latter looks at the maximization of explained variance of the endogenous latent constructs by estimation of partial model association via composites in an iterative series of ordinary least squares regressions (Hair *et al*., 2011). PLS-SEM has become more pronounced in recent times over CB-SEM due to the method's complex model estimation of many constructs, indicator variables and structural paths without enforcing distributional postulation on the data (Hair *et al*., 2019).

To conduct statistical analysis on the measurement and structural models, Smart PLS software was employed as SEM technique (Ringle, Wende & Will, 2005; Hair, Risher, Sarstedt & Ringle, 2019). In this respect, the measurement model looks at the linkage between the latent variables and the manifest variables of the latent variables. On the other hand, the structural model represents the hypothesized causal association among the constructs of the research (Chin & Newsted, 1999).

Research Instrument on information sharing and supplier development served as input towards computing descriptive statistics measures of mean and standard deviation to examine the extent of supplier relationship management adoption in hotels. Also, information sharing, supplier development and operational performance instruments served as inputs towards determining the beta coefficient, f^2 (effect size), Q^2 (predictive relevance or accuracy) and R^2 (coefficient of determination) towards analysing both the effect of information sharing on hotel operational performance and effect of supplier development on hotel operational performance.

Ethical Considerations

The researcher sought ethical clearance from the Institutional Review Board (IRB) of the University of Cape Coast. Also, protocols surrounding plagiarism were adhered to and anonymity of respondents was ensured by disassociating their names from responses in respect of coding and recording of data. Furthermore, the data collected was used exclusively for this study. Respondents were not involved in any coercion and/ or placed under physical or mental anxiety to engage in the study and to avoid any form of coercion or physical/mental anxiety, the researcher obtained the participants informed consent, protected the anonymity and confidentiality of the participants as well as ensured their right to withdraw from the study at any point in time.

Field Survey Challenges

The primary challenge encountered during data collection was that a number of the hotels were not in a full operating mode as a result of the covid-

19 pandemic which further translated into a relatively lower response rate during data collection.

Response Rate

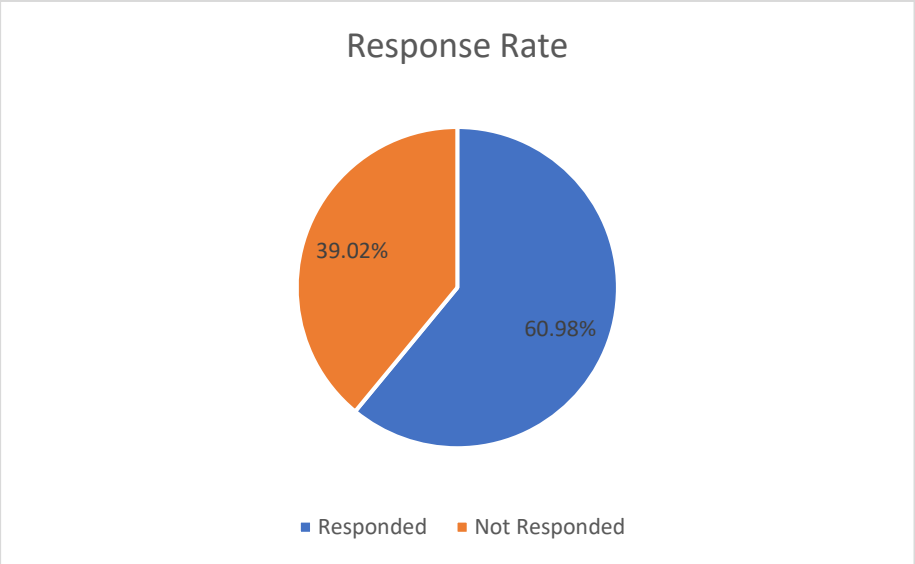

Figure 2: Response rate of the respondents

Source: Field survey (2020)

Figure 2 showed the response rate of hotels considered for this study. All 164 star-rated hotel facilities in Accra metropolis were considered for the survey with a sampling frame capturing five classifications (1-5 stars) of such facilities based on data from Ghana Tourism Authority (2019). The researcher took a census approach in view of data collection. A total of 164 questionnaires were administered but 100 were completed and returned with 64 not responded to. The actual respondents thus were 100 out of the entire 164. This puts the total response rate at 60.98% which is classified as a good response rate (Mugenda and Mugenda (2003), with 50% been sufficient, 60% considered good and deemed excellent if the response rate is over 70%. Such a good response rate makes it appropriate for data analysis.

Chapter Summary

This section has provided relevant details on descriptive and explanatory research designs as well as the quantitative approach employed for the current study. Accra Metropolis was chosen as a study area, with a population covering star-rated hotels in the Metropolis. Furthermore, a census approach was chosen for this research covering 164 star-rated hotels with a primary data collection instrument been a questionnaire. Statistical Product and Service Solutions formerly Statistical Package for the Social Sciences (SPSS) was used for data processing and Partial Least Square Structural Equation Modeling (PLS-SEM) was employed for analysis. Protocols surrounding ethical issues were well addressed in the current study.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presented the results and discussion on the data as postulated in the research methods section. This study was geared towards the outcome of the effect of supplier relationship management (SRM) practices on hotel operational performance in Accra metropolis. Primary data collection instrument was employed from data gathered from a self-administered questionnaire with partial least square-structural equation modelling (PLS-SEM) used for analysis. The respondents and firm characteristics, SRM adoption, information sharing (IS), supplier development (SD), hotel operational performance (HOP) and the effect relationship among the variables are presented.

Table 4: Firm Characteristics

Variable	Options	Frequency	Percentage (%)
Hotel Classification (Star-rated)	Five (5)	3	3%
	Four (4)	7	7%
	Three (3)	6	6%
	Two (2)	44	44%
	One (1)	40	40%
Ownership	Public	4	4%
	Private	93	93%

Table 4:Cont'D

	Public-Private Partnership	3	3%
Duration of Operation	Less than 2 years	2	2%
	2-5 years	23	23%
	6 years and above	75	75%
Years of Experience	Less than 5 years	24	24%
	5-10 years	39	39%
	11-14 years	16	16%
	15 years or more	21	21%
Gender	Male	72	72%
	Female	28	28%
Educational Qualification	Diploma	9	9%
	Bachelors	37	37%
	Master's degree or higher	54	54%
Position	Administrative level	29	29%
	Executive level	38	38%
	Operational level	33	33%
Age group	18-28	14	14%
	29-39	37	37%
	40-50	28	28%
	51 or more	21	21%

Source: Field survey (2020)

Table 4 represented the classification within which these hotels operate. As captured from Table 4, 3% of the hotels were in the 5-star category, 7% in

the 4-star category, 6% in the 3-star category, 44% in the 2-star category and 40% in the 1-star category. This signifies that a greater proportion of these hotels were in the medium to low star category with reference to the amenities, property size and quality of service delivery (PricewaterhouseCoopers LLP, 2018). Table 4 further presented findings on the ownership structure of the hotels with 4% of the hotels been publicly owned, the majority (93%) been privately owned and public-private partnership representing 3%. Also, the table captures findings on the duration of operations of the hotels. A greater proportion (75%) of the hotels have been in operations for 6 years and above, 23% have being in operation between 2-5 years with 2% being in operation for less than 2 years. The duration of operation signifies the timeline of the interaction of these hotels with their suppliers as well as service delivery over the years.

In addition, Table 4 indicated the years of experience of respondents in the hotel industry for the study. 24% had experience of less than 5 years, 39% represented respondents with 5-10 years of experience, 16% had 11-14 years of experience and 21% had experience of 15 years or more. The 5-10 years (39%), 11-14 years (16%) and 15 or more (21%) reflects the depth of knowledge of the respondents with their suppliers plus the relationship they have been able to accumulate over the years. From Table 4, 72% of respondents were males with 28% representing females. As indicated from the table, 9% of the respondents had diploma background, 37% had bachelor's degree with the majority (54%) having master's degree or higher.

In terms of position of respondents, 29% represented the administrative level (Director/Head of the Management, Hotel Manager), 38% the executive

level (Assistant to Hotel Manager, Human Resource Manager, Procurement Manager) and 33% the operational level (Customer Representative, Chefs, Hotel's Supporting Staff) of the hotels. The 29% (Administrative level) and 38% (executive level) reveal that majority of the respondents were in the top hierarchy of the hotel to be familiar with such strategic decisions as pertains to supplier relationship management. Furthermore, the findings showed that 14% of respondents were within the age group of 18-28 years, 37% within 29-39 years, 28% within 40-50 years and 21% representing 51 years or above.

The extent of SRM adoption in star-rated hotels

As part of the research objectives, the study ascertained the extent of SRM practices adoption by star-rated hotels in Accra Metropolis. To fulfil this objective, respondents were asked questions on both information sharing and supplier development as proxies of SRM on a 5-point Likert scale with end points of strongly disagree (1) to strongly agree (5).

Table 5: Extent of adoption of supplier relationship management in Star-rated Hotels

Items	N	Mean	Std. Dev	Rank
Effective communication and feedback systems	100	4.77	0.53	1
Top Management Support	100	4.74	0.70	2
Development of relational norms for smooth working	100	4.55	0.59	3
Increase in volume of outsourced work	100	4.51	0.59	4

Table 5:Cont'D

Share of product design specifications with suppliers	100	4.41	0.81	5
Share of knowledge of product and materials with suppliers	100	4.40	0.92	6
Share of product and service planning information with suppliers	100	4.39	0.84	7
Regular evaluation of suppliers	100	4.35	0.73	8
Suppliers share changes in delivery schedule	100	4.34	0.91	9
Purchase of large p% of supplier products	100	4.33	0.63	10
Share of future demand forecasting information with suppliers	100	4.31	0.72	11
Frequent visit to supplier site	100	4.19	0.67	12
Suppliers share knowledge about product and material	100	4.15	0.90	13
Suppliers share production capacity information	100	4.15	0.80	14
Average mean		**4.40**		

Source: Field survey (2020)

Table 5 captured the findings from the study concerning the extent of adoption of SRM in star-rated hotels in Accra Metropolis. Hotels having effective communication and feedback systems recorded the highest mean of 4.77, followed by top management support of supplier development activities which recorded a mean of 4.74 and with mean of 4.55, the development of

relational norms for smooth working was next. In addition, was increase in volume of outsourced work (4.51), hotels sharing of product design specifications with their key suppliers recorded a mean of 4.41, whether the hotels share their knowledge of product and materials with suppliers which had a mean of 4.40 and with a mean of 4.39, was the firms sharing of product and service planning information with suppliers.

Table 5 further revealed that, whether the hotels regularly evaluate their suppliers recorded a mean of 4.35 and with a mean of 4.34 was whether the suppliers share changes in delivery schedule with the hotels. In addition, was if the hotels purchase large percentage of supplier products with a mean of 4.33. The rest were whether hotels share future demand forecasting information with key suppliers, whether there was frequent visit to supplier site, as to if suppliers share their knowledge about product and material with the hotels and if suppliers share production capacity information with the hotels recording mean of 4.31, 4.19, 4.15 and 4.15 respectively.

Table 6: Descriptive on Hotel Operational Performance

Items	N	Mean	Std. Dev	Rank
Operational cost	100	6.19	1.195	1
Orders delivered in full	100	6.17	.888	2
Product qlty	100	6.15	1.203	3
Ontime delivery	100	6.12	1.409	4
Changing Operating system	100	5.87	1.079	5
Degree of Product variety	100	5.83	1.129	6
Conf to customer specs	100	5.76	1.036	7

Source: Field survey (2020)

From Table 6, in respect of the performance of hotels in terms of their operations. The best operational performance came from hotels ensuring that their operational cost is minimized which recorded the highest mean of 6.19, followed by the firm ensuring an increase in orders delivered in full recording a mean of 6.17. Next was the firm ensuring product quality performance with a mean value of 6.15. Other operational performance dimensions included on-time delivery to customers by the hotels which recorded a mean of 6.12, the firm's ability to change operating systems without wasting resources which had a mean of 5.87. The rest were hotel's ensuring degree of product variety with a mean of 5.83 and hotel's conformance to customer specification with a mean of 5.76.

Structural Equation Modeling (SEM) Results

Measurement Model Assessment (Quality Criteria Assessment)

This assessment looks at the evaluation of the internal consistency reliability, convergent validity, discriminant validity, indicator loadings as well as issues of multicollinearity.

Table 7: Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Hotel Operational Performance	0.894	0.901	0.919	0.656
Information Sharing	0.908	0.915	0.927	0.646
Supplier Development	0.903	0.911	0.923	0.633

Source: Field survey (2020)

From Table 7, The Cronbach's alpha, rho_A and Composite reliability of Hotel operational performance had values of 0.894, 0.901 and 0.919 respectively. That of Information sharing was 0.908, 0.915 and 0.927 respectively while supplier development had values of 0.903, 0.911 and 0.923 respectively. The internal consistency of all the constructs can be seen as satisfactory as determined by the Cronbach's alpha, rho_A and Composite reliability which were all above the acceptable threshold of 0.7 or more (Nunnally, 1978; Hair *et al*., 2019). In addition, the AVE of all constructs was in the range of 0.5 or higher indicating acceptable extent of convergent validity (Bagozzi & Yi, 1988).

Table 8: Discriminant Validity using Heterotrait-Monotrait (HTMT) Ratio

	Hotel Operational Performance	Information Sharing	Supplier Development
Hotel Operational Performance			
Information Sharing	0.774		
Supplier Development	0.887	0.920	

Source: Field survey (2020)

The HTMT ratio was used as a metric to evaluate the discriminant validity of the data. This evaluation measure was a preferred criterion over Fornell-Larcker criterion owing to the fact that the Fornell-Larcker criterion underperforms especially when indicator loadings are within 0.65 and 0.85 bracket (Henseler, Ringle & Sarstedt, 2015). The threshold value for HTMT was established as less than the value of 0.950 (Hair, Hult, Ringle & Sarstedt, 2016). From the results presented in Table 8, it is evidenced that all the constructs had HTMT values below 0.950 and can be considered as empirically

distinct from other constructs in the structural model (Hair, Black, Babin & Anderson, 2010).

Structural Model Assessment Results

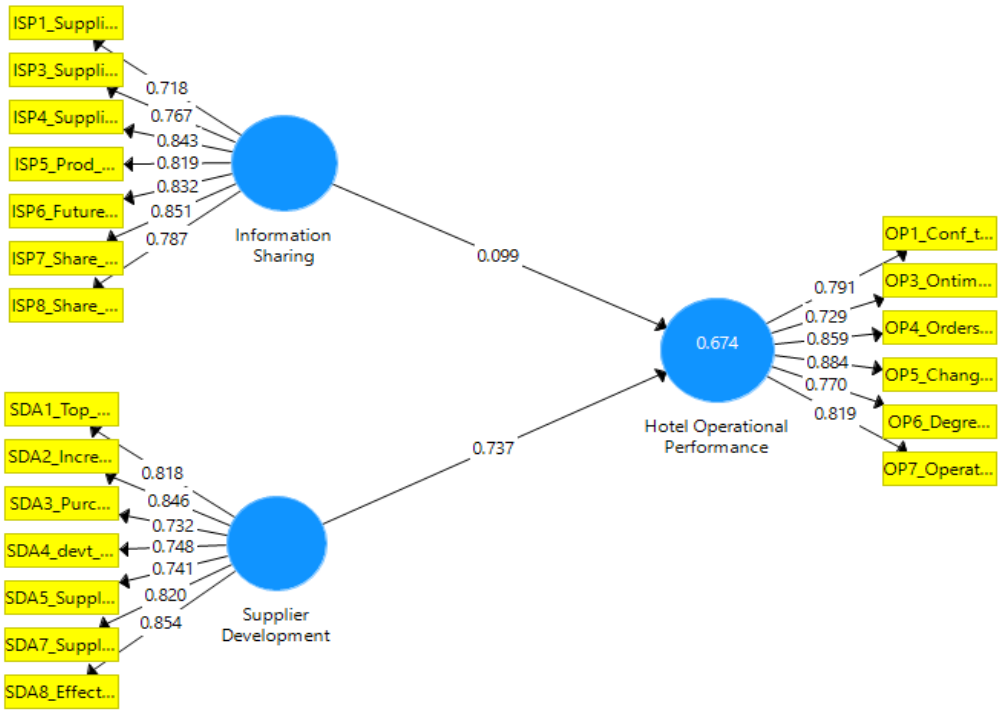

Figure 3: PLS Path Model Estimation of the Research Model

Note: ISP=Information Sharing Practice, SDA=Supplier Development Activities, OP=Operational Performance

Source: Author's own construct (2020)

Figure 3 presents the path model for the current study. In the early setup stage, four (4) out of the 24 reflective indicators having outer loadings below the acceptable threshold of 0.7 were dropped. The high correlation of the indicating variables of the reflective construct resulted into instability of the model and for that matter the indicating variables of the constructs IS, SD and HOP were reviewed based on their loadings and dropped systematically towards the stability of the structural model (Hair *et al.*, 2016). One item each from IS and SD, and two items from HOP constructs were dropped.

From Figure 3, the indicator loadings from the constructs were within acceptable threshold of 0.7 or more. Loadings of 0.70 or more are recommended signifying that the constructs explain over 50 percent of indicator's variance and hence gives acceptable indicator reliability (Hair *et al*., 2016; Hair *et al*., 2019).

Table 9: Path Coefficients

	Beta	Q^2	F^2	T Statistics (|O/STDEV|)	P-Values
Information Sharing -> Hotel Operational Performance	0.099	0.0017	0.009	1.174	0.120
Supplier Development -> Hotel Operational Performance	0.737	0.1878	0.514	9.015	0.000

Note: $p<0.05$
Source: Field survey (2020)

Discussion

Information Sharing and Hotel Operational Performance

Table 9 presented the path coefficient of the inner model to determine its significance as expressed in terms of the T-statistics value. At 5% significance level, the path coefficient is considered significant if the T-statistics is more than 1.96 and the P-value is less than 0.05 (Hair, *et al*., 2016). From Table 9, the link between information sharing and hotel operational performance showed as not statistically significant (1.174). In addition, Table 9 presented the results of the Q^2 value using the blindfolding procedure to evaluate the predictive accuracy of the PLS path model. Standard evaluating criteria was established as $0.02 \leq Q^2 < 0.15$ signifying a weak effect, $0.15 \leq Q^2 < 0.35$ a moderate effect and where $Q^2 \geq 0.35$ shows a strong effect. It is evidenced that information sharing had a very weak predictive accuracy or relevance.

From Table 9, the f^2 represents the effect size of the exogenous latent variable (information sharing) on the endogenous latent variable (hotel operational performance). The standard measure for assessment of f^2 values is 0.02, 0.15 and 0.35 representing small, medium and large effects respectively (Cohen, 1988). From Table 9, Information sharing had value of 0.009 representing small effect of information sharing on hotel operational performance.

Supplier Development and Hotel Operational Performance

Table 9 presented the path coefficient of the inner model to determine its significance as expressed in terms of the T-statistics value. At 5% significance level, the path coefficient is considered significant if the T-statistics is more than 1.96 and the P-value is less than 0.05 (Hair, *et al*., 2016). From Table 9, supplier development and hotel operational performance linkage was significant (9.015). In addition, Table 9 presented the results of the Q^2 value using the blindfolding procedure to evaluate the predictive accuracy of the PLS path model. Standard evaluating criteria was established as, $0.02 \leq Q^2 < 0.15$ signifying a weak effect, $0.15 \leq Q^2 < 0.35$ represents a moderate effect and where $Q^2 \geq 0.35$ shows a strong effect. It is evidenced that supplier development had a moderate predictive accuracy.

From Table 9, the f^2 represents the effect size of the exogenous latent variable (supplier development) on the endogenous latent variable (hotel operational performance). The standard measure for assessment of f^2 values is 0.02, 0.15 and 0.35 representing small, medium and large effects respectively (Cohen, 1988). From Table 9, supplier development had a value of 0.514

representing a large effect of supplier development on hotel operational performance.

Table 10: Coefficient of Determination (R^2)

	R Square	R Square Adjusted
Hotel Operational Performance	0.674	0.667

Source: Field survey (2020)

From Table 10, the coefficient of determination (R^2) was 0.674 for the Hotel Operational Performance endogenous latent variable. This signifies that, the two latent variables (Information Sharing and Supplier Development) moderately explain 67.4% in the case of the r-square or 66.7% as in the case of the r-square as adjusted of the variance in Hotel Operational Performance. The difference of 32.6% is accounted for by factors other than information sharing and supplier development.

This study was geared towards analysing the effect that supplier relationship management (SRM) practices have on hotel operational performance focusing on the extent of adoption of SRM and using information sharing and supplier development as proxies for SRM. This study makes significant contribution to the research stream on SRM by undertaking a quantitative study in the hotel sector. To undertake this study, two hypotheses were postulated. In an effort to test these postulations, data were gathered from star-rated hotels in Accra Metropolis.

The Extent of Supplier Relationship Management (SRM) Practices Adoption

To determine the adoption of supplier relationship management (SRM) practices in star-rated hotels, the mean values of the items measuring

information sharing and supplier development were used to estimate the extent at which hotels have appreciated supplier relationship management practices as proxied by information sharing and supplier development. Findings revealed that star-rated hotels have embraced SRM to an extent with an average mean of 4.40 (signifying agreement) and indicating the extent of adoption of SRM in star-rated hotels in Accra metropolis.

Information Sharing Factors

In an effort to evaluate information sharing practice (ISP) construct, eight items were adopted from relevant literature (Zhou & Benton, 2007; Lee & Ha, 2018) to help explain the ISP. All but one of the indicator loadings of the items on the ISP construct sufficiently measured the construct. More specifically, hotels sharing their knowledge about product and materials with the key suppliers that they work with recorded the highest loading (0.851) which indicated that such item most sufficiently explained the ISP construct. The next in line was the likelihood of key suppliers of these hotel facilities to share changes in their delivery schedule with the hotels which recorded a loading of (0.843). The hotels sharing of their future-demand forecasting information with their key suppliers came third with an indicated loading of 0.832.

The rest included key suppliers' decision to share product and service planning information with the hotels (0.819), hotels sharing product design specifications with the key suppliers they work with (0.787), key suppliers of the hotels sharing their knowledge concerning products and materials with the hotels (0.767) and key suppliers sharing their production capacity information with the hotels (0.718). However, key suppliers sharing their order status information with the hotels was dropped in light of its failure to meet standard

acceptable range of at least (0.7) or more to signify sufficient indicator reliability.

Information Sharing has Significant Effect on HOP (H_1)

The beta coefficient representing the information sharing and hotel operational performance linkage was recorded as (0.099) signifying a weak but positive influence of information sharing on the hotel operational performance endogenous construct. Therefore, it is not managerially prudent for hotels to rely on information sharing as measured in the context of this study if their ultimate goal is to improve operational performance because the contribution of information sharing to causing a change in operational performance could be as a result of chance and not the scientific interaction among the elements in the model.

This finding is parallel and lends supports for previous studies (Hall & Saygin, 2012; Ye & Wang, 2013; Avery *et al*., 2014; Li *et al*., 2014; Song & Liao, 2018; Chen *et al*., 2019). For instance, Hall and Saygin (2012) found that exchange of information, capacity tightness and dependability significantly affect supply chain outcomes. Also, Ye and Wang (2013) found that information sharing significantly affects the cost efficiency of manufacturing firms. Information sharing was found to have positive effect on buying organisation's performance in terms of flexibility, delivery, cost and quality (Avery *et al*., 2014). Li *et al*. (2014) found a positive impact of information sharing on efficient and responsive performance outcomes. The work of Song and Liao (2018) found that information sharing had positive link with operational capabilities and performance of organisations.

In contrast to these findings, Baihaqi and Sohal (2013) revealed that information sharing had no direct influence on organisational outcome with the work of Sahin and Topel (2018) indicating no link between information sharing and cost outcome but positive effect on financial performance. In another study, a negative relationship was discovered between information sharing and performance of firms (Rashed, Azeem &, Halim, 2010).

Supplier Development Factors

In respect of supplier development (SD) activities construct in hotels, eight (8) items were adopted from the works of (Dalvi & Kant, 2018) to help explain the construct. Similar to the ISP construct, all but one of the items measuring supplier development construct sufficiently explained the construct indicating adequate indicator reliability. Most importantly, the effectiveness of communication and feedback system between the hotels and their suppliers had the highest loading of (0.854). This was followed by increase in the volume of outsourced work of the hotels (0.846), with regular evaluation of the suppliers by the hotels recording loading of (0.820).

The rest included top management support of supplier development activities in the hotels (0.818), the development of relational norms for smooth working between the parties (0.748), frequent visit of the hotels to supplier sites (0.741) and whether the hotels purchase large percentage when it comes to supplier products (0.732). It is worth noting that, whether there is a joint problem-solving approach between the parties when it comes to SD activities was dropped due to failure of the item to meet acceptable range of indicator reliability in terms of supplier development.

Supplier Development has Significant Effect on HOP (H_2)

The beta coefficient representing the SD and HOP linkage was recorded as (0.737) representing a strong and significant positive impact of supplier development on hotel operational performance. This implies that, a unit increase in SD result in (0.737) significant increase in the operational performance of hotels and a unit reduction in SD causes (0.737) significant reduction in operational performance. Therefore, it is managerially prudent for hotels to rely on SD in this study context if their aim is to improve their operational performance because SD has significant contribution towards operational performance improvement.

The finding from this study is parallel and lends support for previous studies that SD has positive impact on performance (Li *et al*., 2012; Nagati & Rebolledo, 2013; Lubale & Kioko, 2016; Li *et al*., 2017; Dalvi & Kant, 2018; Derakhshan *et al*., 2019). For instance, Li *et al.* (2012) and Dalvi & Kant (2018) found that the various dimensions of SD such as support from top management, evaluating suppliers, strategic objectives had positive effect on performance and competitiveness. Nagati and Rebolledo, (2013) found that SD activities significantly improve the operational performance of suppliers.

Moreover, SD was found to have a positive impact on performance of power and lighting enterprises (Lubale & Kioko, 2016). Li *et al*. (2017) found that SD had positive and direct effect on outsourcing performance. Derakhshan *et al*. (2019) found a significant impact of SD on performance in terms of inventory, quality and financial aspect. Contrasting the findings from this study, Prahinski, Benton and Fan (2020) found no direct impact of supplier

development on performance outcomes of suppliers in the North American automobile sector.

Hotel Operational Performance Factors

In terms of hotel operational performance (HOP), eight (8) items were adopted from relevant literature (Naor, Goldstein, Linderman & Schroeder,2008; Prajogo *et al*., 2012) to help explain the construct. All but two items sufficiently explained and influenced HOP based on their indicator loadings in the current study. Specifically, hotels ability to quickly change their operating systems without wasting resources most sufficiently influenced HOP with a loading of (0.884). Next was the increment in the delivery of orders in full of the hotels with a loading of (0.859).

In addition, the hotels ensuring minimization of overall operational cost was third with a loading of (0.819). The rest included the conformance of the hotels to customer specification with loading of (0.791), the degree of product variety ensured by the hotels (0.770) and the on-time delivery of the hotels to their customers (0.729). However, hotels ensuring product quality performance and the offering of lower prices by the hotels than their competitors failed to meet acceptable indicator reliability and were dropped from the model.

Effect of Supplier Relationship Management on Hotel Operational Performance

The coefficient of determination was recorded as (0.674) indicating a 67.4% moderate influence of both information sharing and supplier development as practices of SRM on the hotel operational performance. The difference of 32.6% in hotel operational performance is explained by practices

other than information sharing and supplier development. This finding signifies a significant positive effect of SRM on operational performance of hotels. The finding from this study is parallel and concurs with the extant literature that supplier relationship management practices have positive impact on firm performance (Prajogo *et al*., 2012; Akamp & Muller, 2013; Al-Abdallah *et al*., 2014; Maraka *et al*., 2015; Kavale & Olendo, 2016; Njagi & Shalle, 2016; Kiarie, 2017; Komora & Kavale, 2020; Oduro *et al*., 2020; Opaleye *et al*., 2020).

For instance, Prajogo et al. (2012) found a positive impact of management of suppliers on performance of firms. A positive relationship was also found between SRM and performance of suppliers (Akamp & Muller, 2013). Al-Abdallah *et al*. (2014) and Kiarie (2017) found that SRM had significant effect on buyers' performance in manufacturing setting. Also, SRM was found to significantly boost firm performance in the Kenyan sugar sector (Maraka *et al*., 2015) and supply chain performance in Kenyan cement manufacturing sector (Kavale & Olendo, 2016). Njagi and Shalle (2016) found a significant positive impact of SRM on performance of manufacturing firms in Eastern Africa breweries sector. SRM was found to be significantly linked to performance of service boards (Komora & Kavale, 2020), hospitals (Oduro *et al*., 2020) and quoted food and beverage organisations (Opaleye *et al*., 2020).

Table 11: Direct Effect

Hypothesis	Structural Path	Beta	t-value	p-value	Results
H_1	IS ➟ HOP	0.099	1.174	0.120	Unsupported
H_2	SD➟ HOP	0.737	9.015	0.000	Supported

Source: Field survey (2020)

Note: p<0.05, IS=Information sharing, SD=Supplier Development, HOP=Hotel Operational Performance

Table 11 provides analysis of the direct relationship between the exogenous variables and the endogenous variable**.** It is evidenced that the hypothesized relationship of H_1 **(**β=0.099, *P*=0.120) is unsupported and thus indicating that information sharing did not have a statistically significant impact on hotel operational performance. However, the hypothesized relationship of H_2(β=0.737, *P*=0.000) is supported and thus indicating a statistically significant impact of supplier development on hotel operational performance.

Chapter Summary

This chapter has highlighted the demographic features of the respondent and their hotels in the current study context. Also, the reliability and validity checks of the research instrument have been presented. In addition, the extent of adoption of SRM in star-rated hotels has been addressed to provide an overview of the extent of appreciation of both information sharing and supplier development in the star-rated facilities. Furthermore, the current study revealed a significant positive effect of SRM on hotel operational performance. More specifically, there was positive effect of both information sharing and supplier development as proxies of SRM on star-rated hotel operational performance.

Notably too, supplier development used as one of the proxies of SRM had a stronger positive effect on hotel operational performance but the effect of information sharing on hotel operational performance was not statistically significant in the current study context.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter highlighted the summary of the findings, conclusions, recommendations for the current study as well as suggested areas for further research.

Summary

The main purpose of the study was to analyse the effect of supplier relationship management (SRM) practices on operational performance of star-rated hotels in Accra metropolis. To achieve this, the study looked at the extent of SRM adoption in star-rated hotels, the effect of information sharing on operational performance and the effect of supplier development on operational performance. Descriptive and explanatory research designs were employed for the current study. Through a census survey, primary data was gathered from a valid 100 star-rated hotels out of a population of 164 star-rated hotels in Accra metropolis. Data was processed using IBM SPSS v24. A pilot study was conducted to established the reliability and validity of the instrument. Partial Least Square Structural Equation Modeling (PLS-SEM) was used for data analysis with Smart PLS employed as a SEM technique.

In terms of the extent of supplier relationship management adoption based on information sharing and supplier development practices, the findings revealed that star-rated hotels in Accra metropolis have adopted supplier relationship management (SRM) in their hotel facilities. Specifically, factors of supplier development and information sharing used as proxies for SRM

recorded an average mean of 4.40 signifying agreement and thus indicated the extent of SRM practices adoption in the star-rated hotels.

More specifically and based on the mean values were factors such as whether there was effective communication and feedback system which recorded the highest mean (4.77), followed with mean of (4.74) was whether there was top management support for supplier development activities and whether there was development of relational norms for smooth working (4.55). In addition, was increase in volume of outsourced work (4.51), whether the hotels share product design specifications with their key suppliers (4.41), with mean of 4.40 was whether hotels share their knowledge of product and materials with suppliers and with a mean of 4.39, hotels sharing product and service planning information with suppliers was next.

Findings further revealed whether the hotels regularly evaluate their suppliers (4.35), whether suppliers share changes in delivery schedule with hotels (4.34), whether hotels purchase large percentage of supplier products (4.33). The rest were whether hotels share future demand forecasting information with key suppliers (4.31), whether there was frequent visit by the hotels to supplier site (4.19), if suppliers share their knowledge about product and material with hotels (4.15) and whether suppliers share production capacity information with the hotels (4.15).

In respect of information sharing practices in the hotels, findings revealed that factors that sufficiently influenced the practice based on their indicator loadings included the hotels sharing their knowledge about product and materials with key suppliers (0.851), followed by suppliers sharing changes

in delivery schedule with hotels (0.843) and then hotels sharing of future demand forecasting information with key suppliers (0.832). The rest were sharing of product and service planning information with key suppliers (0.819), hotels sharing of product design specification (0.787), suppliers sharing of their knowledge about product and materials with the hotel (0.767) and key suppliers sharing their production capacity information (0.718).

In term of supplier development activities, findings revealed the following as sufficiently influencing the activity. Decisions on effective communication and feedback system (0.854), increase in volume of outsourced work (0.846), regular evaluation of suppliers (0.820), top management support of supplier development activities (0.818). Findings further revealed development of relational norms for smooth working (0.748), frequent visit to supplier site (0.741) as well as the firm's purchase of large percentage of supplier's products as key factors influencing supplier development activities in the current study context.

To analyse the effect of supplier relationship management on hotel operational performance in Accra metropolis, PLS-SEM was employed in the current study based on the independent variables of information sharing and supplier development. Findings revealed that an increase in information sharing causes a 0.099 increase in hotel operational performance. In terms of supplier development, an increase in supplier development activities causes a 0.737 increase in hotel operational performance in Accra metropolis. Also, the findings revealed a significant positive effect of supplier relationship

management practices on operational performance of star-rated hotels in the metropolis (0.674).

Conclusions

This study focused on effect of supplier relationship management (SRM) practices and operational performance of star-rated hotels in Accra metropolis with specific focus on extent of SRM adoption, effects of information sharing and supplier development as SRM practices on hotel operational performance. From the findings in respect of extent of SRM adoption it can be concluded that star-rated hotels have adopted SRM practices. More specifically, practices such as supplier development and information sharing have been adopted as SRM practices in star-rated hotels in Accra metropolis. In addition, it can be concluded that information sharing and supplier development used as proxies for SRM all had positive impact on the operational performance of star-rated hotels in Accra metropolis.

It is worth noting that supplier development had a stronger positive effect on hotel operational performance than did information sharing. Contrary to the stated hypothesis, information sharing was not statistically significant in causing hotel operational performance improvement but supplier development was statistically significant in that regard. Notably too, the link between SRM and hotel operational performance was robust. Thus, implying that SRM is critical towards hotel operational performance improvement. There was no negative linkage recorded among the variables in the study. The study has thus revealed that for hotels to address issues of operational efficiencies such as cost, delivery, quality and flexibility, they must implement adequate supplier

relationship management practices such as information sharing and supplier development.

The findings of the current study make contribution to the position of relational exchange theory on supplier development activities and performance linkage as relationship between partner firms branded by extreme relational norms champions the exchange of competence between focal firm and suppliers towards performance improvement of both parties. Thus, the findings confirm that the application of supplier development activities result into hotel operational performance improvement in areas of quality, cost, delivery and flexibility when there are high relational norms in supplier development activities with suppliers.

Recommendations

The study has shown that supplier relationship management (SRM) has significant positive effect on the operational performance of hotels. It is recommended that hoteliers and other managers in the hotel sector must make conscious efforts towards establishing working atmosphere that fosters the advancement of SRM with their upstream supply partners. It is also recommended that for hotels to improve upon their operational performance, emphasis should be placed on undertaking effective SRM practices such as information sharing and supplier development as they are key towards operational performance improvement of star-rated hotels.

More importantly, hotels should undertake adequate supplier development activities such as effective communication and feedback systems, increase the volume of outsourced work, conduct regular evaluation of their

suppliers, top management must support supplier development activities, they should develop relational norms for smooth working, embark on frequent visit to supplier sites as well as engage in purchase of large percentage of supplier products as these are key towards improving operational performance of hotels. In addition, hotels should work towards improving the conditions of information sharing factors as they might help improve operational performance of hotels.

Suggestions for Further Research

The current study was confronted with a number of limitations of which further research can address. First, the current study focused exclusively on the hotel sector thereby making inter industry comparison impossible. Further research can thus include other industries to this study to enhance inter-sector analysis. Also, the present study focused on only Accra metropolis in the hotel sector. Further research can capture other parts of the country to provide comprehensive national picture of SRM in the hotel industry. In addition, the current study focused on information sharing and supplier development as proxies of SRM and exclude other dimensions of SRM. Further research could examine other dimensions not captured in the current study and their impact on hotel operational performance.

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APPENDICES

RESEARCH INSTRUMENT

UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES
SCHOOL OF BUSINESS
DEPARTMENT OF MARKETING AND SUPPLY CHAIN MANAGEMENT

SURVEY ON SUPPLIER RELATIONSHIP MANAGEMENT AND HOTEL OPERATIONAL PERFORMANCE

This study is being conducted to analyse the effect of supplier relationship management practices on operational performance of hotels in Accra Metropolis. It is being conducted by a postgraduate student of University of Cape Coast offering Master of Commerce in Procurement and Supply Chain Management. It is meant for academic purpose only. Your candid opinion on the items on this questionnaire in respect of providing factual responses will make this study a success. Thank you.

SECTION A: GENERAL

Please indicate (√) your Personal Information

Position:

Administrative level [ ] Executive level [ ] Operational level [ ]

Gender:

Male [ ] Female [ ]

Educational Qualification:

Certificate [ ] Diploma [ ] Bachelor's degree [ ] Master's degree or higher [ ]

Years of Experience in the Hotel Industry:

Less than 5 years [ ] 5 to 10 years [ ] 11 to 14 years [ ] 15 years or more [ ]

Age group:

18-28 [ ] 29-39 [ ] 40-50 [ ] 51 or more [ ]

Please indicate (√) your Organisational Information

What is the grade of your hotel?

Five-Star [ ] Four-Star [ ] Three-star [ ] Two-star [ ] One-Star[ ]

What is the ownership structure of your hotel?

Public [ ] Private [ ] Public-Private Partnership [ ]

Duration the hotel has been in operation?

Less than 2 years [ ] 2-5 years [ ] 6 years and above [ ]

SECTION B

Supplier Relationship Management

*With regard to supplier relationship management, please indicate your level of agreement with each of the statements by **ticking** the appropriate box. **Where 1 = Strongly disagree and 5 =Strongly agree**.*

	Statements	1	2	3	4	5
	Information Sharing Practices					
1.	Our key suppliers share their production capacity information with us					
2.	Our key suppliers share their order status information with us					
3.	Our key suppliers share their knowledge about product and materials with us					
4.	Our key suppliers share changes in delivery schedule with us					
5.	We share our product and service planning information with our key suppliers					
6.	We share our future-demand forecasting information with our key suppliers					
7.	We share our knowledge about product and materials with our key suppliers					
8.	We share our product design specifications with our key suppliers					
Supplier Development Activities (SDAs)						
1.	There is top management support					
2.	There is increase in volume of outsource work					

3. The firm purchases large percentage of supplier products						
4. There is development of relational norms for smooth working						
5. There is frequent visit to supplier site						
6. There is joint problem-solving approach						
7. There is regular evaluation of suppliers						
8. There is effective communication and feedback system						

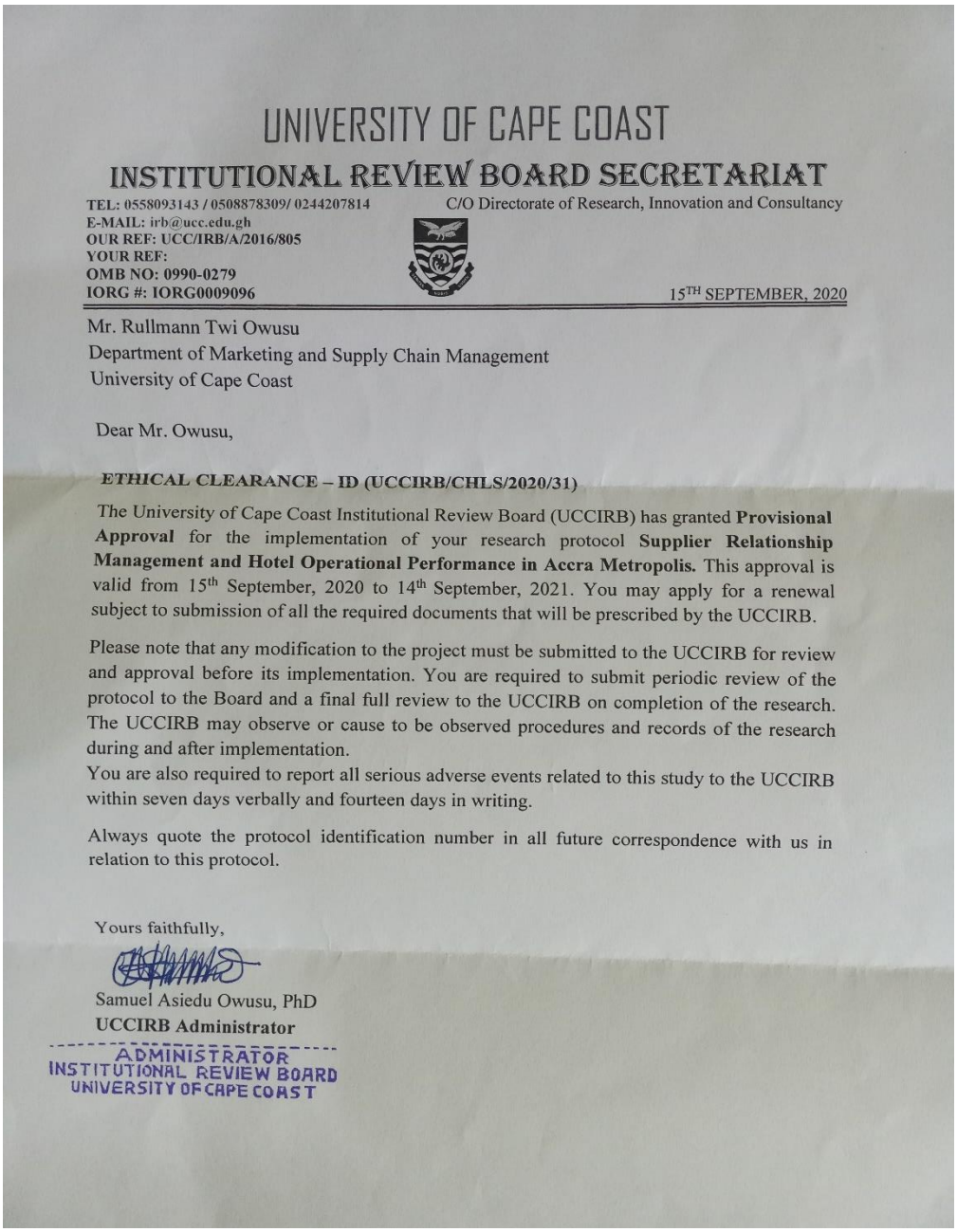
Operational Performance

Please indicate below the effect of Supplier Relationship Management on the operational efficiency of your hotel ***(Strongly disagree (1)–Strongly agree (7)):***

	1	2	3	4	5	6	7
1. The firm conforms to customer specification							
2. The firm ensures product quality performance							
3. The firm ensures on-time delivery to its customers							
4. The number of orders delivered in full has increased							
5. The firm is able to quickly change operating systems without wasting resources							
6. The firm ensures degree of product variety							
7. The firm ensures that its overall operational costs is minimised							

Thank you for your participation

ETHICAL CLEARANCE LETTER



UNIVERSITY OF CAPE COAST

INSTITUTIONAL REVIEW BOARD SECRETARIAT

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OMB NO: 0990-0279
IORG #: IORG0009096

C/O Directorate of Research, Innovation and Consultancy

15TH SEPTEMBER, 2020

Mr. Rullmann Twi Owusu
Department of Marketing and Supply Chain Management
University of Cape Coast

Dear Mr. Owusu,

ETHICAL CLEARANCE – ID (UCCIRB/CHLS/2020/31)

The University of Cape Coast Institutional Review Board (UCCIRB) has granted **Provisional Approval** for the implementation of your research protocol **Supplier Relationship Management and Hotel Operational Performance in Accra Metropolis.** This approval is valid from 15th September, 2020 to 14th September, 2021. You may apply for a renewal subject to submission of all the required documents that will be prescribed by the UCCIRB.

Please note that any modification to the project must be submitted to the UCCIRB for review and approval before its implementation. You are required to submit periodic review of the protocol to the Board and a final full review to the UCCIRB on completion of the research. The UCCIRB may observe or cause to be observed procedures and records of the research during and after implementation.
You are also required to report all serious adverse events related to this study to the UCCIRB within seven days verbally and fourteen days in writing.

Always quote the protocol identification number in all future correspondence with us in relation to this protocol.

Yours faithfully,

Samuel Asiedu Owusu, PhD
UCCIRB Administrator

ADMINISTRATOR
INSTITUTIONAL REVIEW BOARD
UNIVERSITY OF CAPE COAST