NEAR EAST UNIVERSITY

INSTITUTE OF GRADUATE STUDIES

TOURISM MANAGEMENT

THE ROLE OF LEADER EFFECTIVENESS IN THE RELATIONSHIP BETWEEN CRISIS MANAGEMENT AND SUSTAINABLE PERFORMANCE OF EMPLOYEES: A CASE OF NIGERIAN TOURISM SECTOR

M.Sc. THESIS

Ayodele Hammed GANIYU

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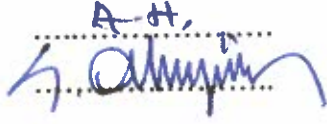
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We certify that we have read the thesis submitted by the thesis committee in Tourism and Hotel Management Program titled **"The Role of Leader Effectiveness in the Relationship Between Crisis Management and Sustainable Performance of Employees: A Case of Nigerian Tourism Sector"** and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Sciences.

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Declaration

I hereby declare that this thesis is entirely my own work, except where otherwise acknowledged and referenced. This research represents original contributions to the field of Tourism and Hotel Management, and all sources used in its preparation have been duly acknowledged. Also, I declare that all ethical guidelines and academic rules of the Institute of Graduate Studies of Near East University were strictly followed.

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31/01/2025

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Acknowledgement

I would like to express my deepest gratitude to everyone who contributed to the successful completion of this study. First and foremost, my sincere appreciation goes to my supervisor, Prof. Dr. Nesrin M. Bahçelerli, for their invaluable guidance, constructive feedback, and unwavering support throughout this research process.

I am also grateful to the participants from the Nigerian tourism sector who took the time to provide insightful responses and share their experiences, making this study possible. Special thanks to my colleagues and peers for their encouragement and helpful discussions that enriched this work.

I extend my heartfelt appreciation to my family and friends for their patience, motivation, and continuous support during this journey. Finally, I acknowledge the institutions and organizations that provided resources and data essential for this research. This study would not have been possible without your collective contributions.

Thank you all.

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Abstract

The Role of Leader Effectiveness in the Relationship Between Crisis Management and Sustainable Performance of Employees: A Case of Nigerian Tourism Sector

GANIYU, Ayodele Hammed
MSc, Tourism Management
January, 2025, 69 pages
Prof. Dr. Nesrin M. Bahçelerli

The Nigerian tourism industry which is reputed for its ability to catalyse economic growth and employment opportunities struggles with different crises such as natural disasters, health emergencies, political instability, and economic volatility. The relationship between these challenges and leadership strain is crucial towards the formulation of sound, crisis management policies that would not only maintain employees' performance during crisis but also support the continuous stability of tourism enterprises in Nigeria. Therefore, the goal of this study is to investigate how leader effectiveness mediates and modifies the relationship between crisis management and long-term employee performance in the Nigerian tourism industry. A quantitative and qualitative survey questionnaire that focuses on a particular sample of workers in the tourism industry as well as interviews with industry leaders serve as the primary source of empirical data for this study. The study highlights the importance of effective leadership during crises, demonstrating that it is pivotal for maintaining operational continuity and motivating employees. The findings suggest that while leadership effectiveness bridges crisis management and performance, external factors also significantly impact these dynamics. Recommendations include investing in leadership development, implementing structured crisis frameworks, fostering resilience, enhancing communication, and involving employees in crisis planning to improve overall performance and adaptability in the sector.

Key words: leader effectiveness, crisis management, sustainable employee performance

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CHAPTER I

Introduction

The tourism industry like other sectors in the Nigerian economy has also experienced many issues in recent years with more promulgation of economic fluctuations and the current COVID-19 outbreak globally (Zhang et al., 2023). Managing change challenges and sustaining employee performance have therefore called for efficient management of crises. Nevertheless, little has been done to exploring how leader effectiveness fits into this equation. Leadership plays a critical role in such scenarios generally with reference to short-term measures and adjustments as well as organizational and employee outcomes in the long run (Ritchie & Jiang, 2019). Various researchers have discovered that supportive leadership can foster an atmosphere that would enhance workers' performance during a crisis (Dagar & Sisodia, 2023).

The practice of preparing to counter dangers that could seriously impair staff performance and business operations is known as crisis management (Iqbal et al., 2024). Risk management for crisis includes the ability to recognize possible hazards, design backup options and guarantee fast and synchronized counteractions to minimize negative consequences. Thus, organisations need to have reliable communication lines, resources, and to make decisions within short periods (Mizrak, 2024). In tourism, crises may involve physical, biological, environmental, political or even economical vagaries in the society. Crisis management hence impacts sustainability in performance of employees because well managed crises help to reduce interruption, maintain morale and continuity of service. These expectations come in handy especially because especially during crises, leaders give direction, maintain the organization's integrity and ensure the organizational culture supports employees to perform under pressure (Meihua et al., 2024).

In the context of this research, leader effectiveness is best defined as the degree to which leaders can guide their teams within the company in order to achieve organisational goals, particularly during times of crisis (Galvin et al., 2024). People management is particularly important during crisis because leaders play a key role in enabling employees to overcome challenges within an organization through providing guidance, reassurance and stimulation.

They possess strategic thinking skills and problem-solving skills they possess that is why they do not lose their heads in troublesome times. There is also strong effective leadership that relate to trust and credibility for to build the employee's trust, this will help the team to becomes strong and more resistive. This complex capacity is vital for incremental and maintenance activities which make up bulk of organizational operations and also vital when it comes to organizational resiliency and sustainable when in adversity (Olugboyega et al., 2024).

Sustainable Performance of employees means have the capacity of the employees to maintain high standards of performance for long sometimes without compromising their performance due to challenges and disturbances (Mousa & Othman, 2020). Because of the significance of excellent service quality and customer happiness, Mandal and Modak stress that sustainable performance is the key to an organization's ongoing success and competitiveness. This is especially true for businesses in the tourism sector.

Through leader effectiveness, this study aims to investigate how organisational outcomes influence the relationship between crisis management and long-term employee performance in the Nigerian tourism industry. Prior research has established that leadership assumption in the crisis (Boin et al., 2016) but more research is required within sectors of the Nigerian tourism context. In this research, the Nigerian tourism sector was examined to enrich the knowledge on how leadership can improve crisis management and foster sustainable employee performances. It is assumed that the results will be informative for tourism managers and policymakers and help them develop more effective strategies for strengthening high-performance organizations in Nigeria and other countries in development.

Statement of the Problem

The Nigerian tourism sector with its predisposition as one of the sectors with the capacity to drive economic development and provide employment for citizens has been severely constrained by crises which include natural disasters, health epidemics, political vices, and economic volatility (Ekeke & Olori, 2020). These crises can cause detrimental organizational damage on all fronts including operations, employee productivity and therefore calls for improved management strategies for organizational crises. However, the implementation of crisis management strategies depends on leaders because they have to manage during crisis, engage

employees for maintaining morale during the crisis, and guarantee the readiness of services. Although the importance of leadership in crisis circumstances is acknowledged, little emphasis appears to be paid to how exactly leader effectiveness affects the relationship between crisis management and long-term employee performance in Nigeria's tourism sector. The creation of focused interventions and tactics that could improve organisational resilience and worker performance in times of crisis is hampered by this gap in the literature. Thus, the following issue is what this study aims to solve: How does the relationship between crisis management techniques and the long-term performance of workers in Nigeria's tourism industry get mediated by the effectiveness of leaders? It is essential to comprehend this dynamic in order to create strong crisis management frameworks that use strong leadership to maintain good staff performance and guarantee the long-term survival of Nigerian tourism businesses.

Purpose of the Study

Investigating how leader effectiveness mediates and modifies the relationship between crisis management and employees' sustainable performance in Nigeria's tourism industry is the goal of this study. In times of crisis, our research aims to provide light on how strong leadership may improve employee sustainability and organisational resilience. The following aims will assist in accomplishing this study's goal:

1. To look into the effectiveness of leaders in the Nigerian tourist industry.

2. To assess workers' long-term performance in Nigeria's tourist industry.

3. To evaluate how well executives and staff in Nigeria's tourism industry handled the issue.

4. To investigate how good leadership functions as a mediator in the connection between crisis management and long-term employee performance.

Research Hypothesis

The underlying hypothesis for this research are highlighted below.

H1: Crisis management has a significant and positive effect on the sustainable performance of employees.
H2: Crisis management has a significant and positive effect on leader effectiveness.

H3: Leader effectiveness has a significant and positive effect on employees' sustainable performance.

H4: Leader effectiveness has a mediating role in the relationship between crisis management and sustainable performance of employees.

Significance of the Study

Establishing the connection between crisis management and leader effectiveness and the ensuing impact on worker performance in Nigeria's tourism industries is the aim of this study. That will combine leadership theories with the approaches to managing crisis to reveal fresh perspectives on mediating throughout leader efficacy. The results will be useful for practitioners in the sphere, which will demonstrate how leaders can help to implement the crisis management approach and support long-term high-performing employees. The research will also inform the thinking towards customising leadership development programmes and crisis response strategies that must enable tourism managers to harness strong teams that can effectively manage disruptions well. In order to better understand the function of leadership in crisis situations and to establish policies that support disaster preparedness and leadership, the case study will be of great use to stakeholders and policymakers. Strengthening crisis resilience and performance sustainability may be seen as having an impact, by the way only, on economic stability, growth, employment, and poverty alleviation in Nigeria. The findings can be useful to other geographic areas and sectors dealing with such issues in some way, thus, the applied value of this study is not unique to Nigeria.

Limitations

This study may have several limitations. First, it likely focuses on a specific sector, Nigerian tourism, which may limit the generalizability of its findings to other industries or countries. Second, external factors such as economic instability, government policies, or cultural differences might influence both crisis management and employee performance but may not be fully accounted for. Third, the study may rely on self-reported data, which can introduce bias. Lastly, it may not capture long-term effects, as sustainable performance requires a longitudinal approach rather than a cross-sectional analysis.

Definition of Terms

Leader Effectiveness: The ability of a leader to influence, guide, and support employees toward achieving organizational goals, especially during crises.

Crisis Management: The strategies and actions organizations implement to prevent, respond to, and recover from unexpected disruptions.

Sustainable Performance of Employees: The consistent ability of employees to maintain high productivity, well-being, and adaptability over time.

Nigerian Tourism Sector: The industry in Nigeria that includes travel, hospitality, and cultural attractions, contributing to the country's economy and employment.

CHAPTER II

Literature Review

The Nigerian tourism industry which is associated with cultural and natural resource endowments offers major prospects for economic growth and development. Yet, this sector has very many risks such as; political risk, economic risk and infrastructural risk. Therefore, under such circumstances, leadership is crucial in order to manage crises and guarantee sustainable performance of employees (Bhadmus et al., 2024). This literature study aims to explore the intricate relationships between crisis reactivity, leader outcome competence, and stable staff performance in Nigeria's tourist sector. The study starts by providing an understanding of leadership and the major theoretical frameworks that seek to explain who a leader is and what that person can do effectively. A detailed analysis of the actions of the leaders of the tourist industry with reference to the above factors is presented in the following section. In discussion on leader effectiveness, the concern is shifted to the abilities and approaches that leaders can use to deliver on the intended objectives; especially in conditions of emergencies. Crises are also defined and discussed as the processes and mechanisms through which organizations control and navigate through crises. The applicability of these strategies is discussed with special focus on leadership responsibilities for crisis management success.

In an attempt to develop sustainable employee performance and consequently performance and satisfaction with the job that should ensue, the last section explores the roles done by leadership involvement and proper and efficient crisis management. By integrating these streams of literature in this review, the present paper aims to afford a clear understanding of how this variable, namely leader effectiveness, can moderate the relationship between crisis management in Nigeria's travel and tourist industry. Thus, this examination will not only explain the subject matter of this research at various levels of analysis but also indicate the lacunae in the current theory and consequently, future empirical research.

Conceptual Framework

In this work, the framework of leader effectiveness, manifestation of crises, and the sustainability of workforce in Nigerian tourism sector is described. To the same context, this

framework combines use of theoretical framework and literature reviews to give an organized manner through which these constructs may be connected and act on each other.

Concept of Leadership

Leadership is a complex activity of directing, leading and inspiring people towards the desired objectives. In organizational settings, effective leadership is crucial for articulating a clear vision, inspiring trust, and fostering an environment conducive to high performance Faiza Javed. (2023). In a bid to facilitate the achievement of a vision or common goal, leaders and their sub-ordinates must be able to communicate in such a way that they elicit the right emotion from the latter (Costa et al., 2023). What this mean is while managers focus on processes and efficiency, leaders take groups beyond the status quo by instilling a sense of direction and commitment (Dimingu & Mogaji, 2023). Strong foundations for comprehending the various ways and styles that leaders may use to accomplish organisational success are offered by theories like servant leadership, situational leadership, and transformational leadership.

Each leadership style emphasizes distinct aspects of effective leadership, catering to varied organizational needs and challenges. Any leaders who motivate and urge all the subordinates to work towards the achievement of one common vision are epitome of transformational leadership. Li et al. (2018) have argued that transformational leaders possess the capacity to transform their followers from being egoistically motivated to citizens who are extraordinarily passionate, dedicated and goal congruent with that of the group's. Bass (1985) noted that transformational leaders focus on having a vision and providing followers with ways of making productive personal gains by helping them to achieve their career aspirations. In addition to basic requirements of the positions, transformational leadership foster the visionary, self-initiated, and motivated employees (Liao et al., 2017). Situational leaders, in contrast, choose their behaviors depending on the nature of the actual situations, being effective and prompt in identifying what a team and an organization requires, and what environment they operate in. This versatility help them to work with divergent teams and to handle complicated situations (Jerab, 2023). Servant leaders keep the interest of their subordinates and other parties involved with a focus on employees'/customers' well-being and choosing the higher ground. Thus, there is an increased engagement of employees since servant leaders always create more conducive working environments.

Nigeria's tourism industry therefore requires choices of right leadership techniques in confronting challenges such as socio-economic volatilities, resource constraints and infrastructural drawbacks. It is evidenced that leadership can act transformational in these difficulties and enable progress and creativity. In the same respect, situational leadership affords proper management of teams through addressing the sector's demand variety. Mixing these leadership styles ensures that effective and sustainable employee performance is achieved hence the development of the sector outcompeting its challenges.

Leader

A leadership is a person who has formal or informal authority over others and is expected to guide others in their activity. Stakeholders managing tourism in Nigeria have to operate within systems that experience socio-political instability, economic setbacks and inadequate infrastructural development. Best leaders in this case are those who understand those peculiarities and can motivate people to provide sustainable performance.

This indicates that leading creative projects entails certain forms of sociotechnical approaches of leadership that are incongruent with the normal process of operations of organisations and regular management principles (Azzahra et al., 2019). However, creative leadership has never been needed before for civilisation's advancement (Hidayati et al., 2019). Such conditions include the situation that cannot be reached at the current moment but might become possible in the future; invention of integrated and harmonious processes are critical for leadership.

Khamra and Bahaz (2021) with support indicated that protection of innovative strong executives inside organizations they provide least concern on controlling and using rules on fixated issues as contrasted to being concerned on shaping up for the future. These leaders are able to foster innovation inside the organisation and among their team members in addition to promoting their own creative endeavours since they have a clear vision and inventive skills.

Leader Effectiveness

Leader effectiveness refers to the extent to which a leader is successful in obtaining desired objectives through their influence and activities (Adeleke, 2021). It involves a multifaceted array of competencies, including decision-making, communication, emotional

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intelligence, and strategic thinking. A leader who inspires and empowers their team to accomplish organisational goals is more than just someone who handles chores. The ability to adapt leadership styles to fit specific situations is a hallmark of effective leadership. This adaptability is especially crucial in times of crisis when resilience and long-term strategic focus are necessary. For instance, effective management of the various and complex challenges that impinge on worker productivity, client satisfaction, and organisational sustainability in Nigeria's tourist industry requires effective leaders (Adeleke, 2021).

Core Attributes of Effective Leadership

Effective leadership encompasses several competencies that enable leaders to align their teams toward achieving organizational goals. Decision-making is a foundational element; leaders must be adept at evaluating available data, weighing potential outcomes, and making timely, informed decisions Selart (2010). Communication is equally vital an effective leader articulates visions, goals, and expectations clearly, fostering transparency and trust within the team. Another essential quality is emotional intelligence, which is the capacity to comprehend, control, and empathise with one's own feelings. Leaders that possess strong emotional intelligence inspire their people, settle disputes amicably, and foster a positive work atmosphere. Lastly, strategic thinking helps leaders to foresee future obstacles, spot opportunities, and coordinate organisational resources in order to attain sustained success (Dooshima, 2024).

Creative Leadership and Innovation

Creative Leadership (CL), as described by Sen and Eren (2012), involves a unique combination of abilities, values, and competencies that are critical for fostering innovation. This style of leadership emphasizes the importance of creativity in solving problems, driving change, and achieving competitive advantages. Leaders who adopt creative leadership strategies are distinguished by their ability to assess situations critically, forecast future trends, and implement innovative solutions. These leaders are often seen as trailblazers who inspire teams to think outside the box and take calculated risks.

The capacity to cultivate an atmosphere that promotes experimentation and creativity is a crucial component of creative leadership. This necessitates creating a psychologically safe

environment where team members can freely exchange ideas without worrying about backlash. By promoting intellectual stimulation and empowering team members to challenge conventional thinking, creative leaders contribute significantly to organizational growth and sustainability. While some aspects of creative leadership may be innate, many are developed through continuous learning, practical experience, and consistent practice starting from an early age (Sen & Eren, 2012).

Leadership Styles

Different leadership styles play unique roles in determining leader effectiveness. For example, transformational leadership is distinguished by its capacity to encourage and inspire staff members by cultivating a feeling of direction and a common goal. Transformational leaders encourage innovation by promoting intellectual stimulation and providing opportunities for professional development. In contrast, transactional leadership focuses on maintaining stability through structure, rewards, and adherence to established processes. While this style is effective in ensuring performance and operational efficiency, its influence on fostering innovation is limited unless complemented by more adaptive leadership approaches (Susilo, 2018).

Participative leadership, another effective style, emphasizes collaborative decision-making and inclusivity. Incorporating team members into the decision-making process fosters a sense of accountability and ownership among workers under participative leadership. Through group problem-solving, this strategy not only increases employee engagement but also stimulates innovation. In a similar way charismatic leadership has effects on the organizational result in regard of ideas and motivation of the workers. Transformational leaders tap in the inspirational appeal they possess and their ability of making their followers think of the ideas, and this improves on team integration and productivity (Wang et al., 2022).

Leadership and Management: Complementary Disciplines

Management and leadership are known to be foundational but intertwined concepts. Leadership supplements management by containing direction, vision and energy, which are lacking in the formal process of organising and executing an organisational activity. Altogether it demonstrates how these disciplines guarantee objective accomplishment in organizations. For

instance, where a manager develops structures that proactively address those concerns it is the leader who challenges the team to work effectively within the structure. This synergy is crucial if organisations are to develop the capabilities needed to sustain and grow in volatile environments present in today's world (Wale et al., 2023).

Crisis Management

The methods and procedures that organisations employ to anticipate, address, and recover from major adverse occurrences are referred to as crisis management (Gössling et al., 2020). Effective crisis management requires a well-prepared plan, swift decision-making, and clear communication with all stakeholders. In the tourism sector, crises can range from natural disasters to socio-political unrest, all of which can severely impact operations and employee morale. Effective crisis management is essential to preserving stability and guaranteeing workers' continuous performance.

Hamdy et al. (2018) have proposed four distinct categories for classifying crises: basic crises, intractable crises, unanticipated crises, and conventional crises. anticipated outcomes. The possibility of certain factors occurring and the precautions to avoid them are well-established since they are commonly acknowledged to have an effect on other variables. Because unanticipated catastrophes are rare, there may be limitations on the degree of readiness for them.

It is possible to foresee unmanageable situations; yet, handling them might result in clashing interests and lasting harm. Organisations should thus give examining the impacted system first priority and take proactive measures to foresee such issues. Fundamental crises are among the riskiest because to their unpredictability and absence of preparatory measures. One example of such a situation is what happened on September 11, 2001.

The goal of Anwar (2017) investigation was to gauge the degree of crisis management in the oil corporations of Libya. In this case study-style research project, the questionnaire was used as a technique to collect data. 77 middle managers from the Arabian Gulf Oil Company in Benghazi made up the study sample, which represented 62% of the company under investigation. The results showed no significant differences between the factors of years of service, education level, age, and gender.

Effectiveness in Crisis Management

Crisis management effectiveness means the ability of an organization to minimize the negative impact of a crisis, enable a fast recovery, and sustain normal operations during and after the crisis. This effectiveness depends on the extent to which an organization is ready and available to efficiently put into practice sound formulated crisis management strategies. Coherent concepts are the first line of defense: They offer specific preventive and contingency measures as well as immediate and long-term crisis responses. However, their successful implementation presupposes the competencies of the leaders who need to know and be capable to respond to the crisis situation (Hosen et al., 2024).

Crisis management is especially important in the Nigerian context due to the issues, affecting the sphere of tourism, which is rather sensitive to various crises This is due to the fact that the sphere of tourism in Nigeria can easily become vulnerable to a number of threats, such as economic fluctuations in the region, the outbreak of diseases or other epidemics, civil conflicts, as well as natural disasters, and the already mentioned evaluation of the thrust area proves this statement These crises can hugely distort production and services, compromise staff health and erode customer confidence, putting the sustainability of the sector at risk. Crisis management in this regard thus means efforts to maintain the continuity of business in the face of a disaster while at the same time seeking to avoid loss of lives of the employees, guests and other stakeholders. This a process that needs to be taken with the consideration of risk assessment, budgeting for the resources to be used, as well as consideration of those to be informed about the existence and dangers posed by the vices.

It also determines how successful the crisis management will be with leadership being a crucial component of any crisis management coat. Leadership is therefore best characterized by a capacity to stay cool, make proper decisions during crisis, times and ensure that others also have the same beliefs as them. For example, it is possible to, during a crisis, fail to disseminate pertinent information to employees, customers, or partners, and not be able to maintain required credibility levels to make them trust the leader of the company. Emotional intelligence also becomes crucial, as it enables leaders to empathize with affected individuals while fostering a

resilient organizational culture that encourages collaboration and problem-solving (Chiwisa, 2024).

In addition to leadership, organizational adaptability is a cornerstone of crisis management effectiveness. Tourism organizations in Nigeria must be capable of quickly reconfiguring their operations to address emerging challenges, whether by leveraging digital tools to sustain customer engagement or by diversifying their service offerings to mitigate financial losses. Training programs for staff and leaders alike are essential to building these adaptive capacities, equipping them with the knowledge and skills to respond effectively in future crises (Ajani & Kalu, 2017).

Ultimately, effective crisis management contributes to the sustainability of the Nigerian tourism sector by minimizing disruptions, safeguarding employee welfare, and maintaining customer trust. A proactive approach, supported by skilled leadership and organizational resilience, is essential for navigating the uncertainties inherent in the sector.

Sustainable Performance of Employees

The ability of individuals to continuously produce high-quality work over an extended period of time is referred to as sustainable performance, and it supports the resilience and success of the organisation. Unlike short-term performance, sustainable performance emphasizes maintaining engagement, motivation, and well-being while achieving organizational goals. This means that people stay more efficient at work and not sick due to burnout leading to low turnover rate and increased morale in the organization (Gössling, 2022).

Sustainable performance concept is becoming very important in the Nigerian tourism sector because the industry is highly sensitive to change factors which include fluctuation in the global economy, health disruptive factors, and political intensions at the international and within the domestic policy setting. Such disruption can create enormous pressure on employees, which means it is essential for organizations to build policies that enhance the ability to handle unavoidable disruptions in the long run. Effective employee performance becomes a key strategy used in delivering quality services to customers as well as establishing organizational resilience in the face of unfavourable circumstances (Ebiegberi, 2022).

Strong crisis management and effective leadership are essential for creating an atmosphere that supports long-term success. In times of crisis, leaders who exhibit emotional intelligence, flexibility, and effective communication can boost staff morale and give them the steadiness they need to stay concentrated and productive. Furthermore, well-structured crisis management frameworks safeguard employee well-being by minimizing disruptions, offering support systems, and ensuring operational continuity (Sharma, 2024).

The conceptual framework created in this context examines the complex interrelationships among crisis management, sustainable employee performance, and leader effectiveness in the Nigerian tourism industry. It posits that effective leaders serve as the crucial link, enabling organizations to navigate crises while maintaining employee well-being and productivity. By aligning leadership strategies with crisis management practices, organizations can enhance their resilience and foster a sustainable performance culture. It underscores not only the importance of leadership but also provides a foundation for empirical research, guiding investigations into how leadership effectiveness can bolster employee well-being and organizational success in the face of challenges (Amawhe et al., 2024).

Relationship Between Crisis Management and Leader Effectiveness

Crisis management refers to an organization's ability to respond effectively to unforeseen and challenging events, minimizing disruptions and ensuring operational continuity. The effectiveness of leadership during crisis situations is vital, as leaders have the responsibility to guide, motivate, and support employees to maintain morale and performance under pressure. Effective leaders utilize decision-making, motivation, and communication skills to reduce uncertainty, provide reassurance, and maintain employee confidence during periods of instability (Zakiri, 2020).

Clear and transparent communication during crises fosters an environment of trust, enabling employees to manage stress more effectively and sustain their performance levels. Moreover, empathy and transparency displayed by leaders strengthen team cohesion, reduce anxiety, and enhance collective problem-solving. Such leadership behaviors build employee resilience, ensuring that individuals remain engaged, motivated, and focused on achieving organizational goals despite challenges (Hadziahmetovic & Salihovic, 2022).

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Leader effectiveness serves as a critical link that connects successful crisis management to employees' sustainable performance. By demonstrating strong leadership qualities, such as adaptability, strategic thinking, and emotional intelligence, leaders help organizations navigate crises while ensuring the well-being of their workforce. As a result, the leadership style used in emergency situations has a direct impact on workers' capacity to sustain performance and support the organization's long-term success (Chiwisa, 2024).

Theoretical Framework

The research's theoretical framework provides a structured approach to analysis that will help comprehend the intricate relationships between different facets of crisis management and leader effectiveness and the long-term performance of Nigerian tourism workers. Here, the authors offer a cogent theoretical understanding of the dynamics at play by drawing on established ideas in performance, crisis management, and leadership.

Transformational Leadership Theory

According to transformational leadership theory, leaders persuade their followers to go above and beyond their own interests in order to advance the organisation. This paper defines transformational leaders based on the degree to which they are capable of leading positive organizational change using vision and inspiration, and by creating an environment that is conducive to participation, among other attributes. Applying the concept of transformational leadership, it becomes particularly meaningful for the Nigerian tourism sector as this concept explains how to act in conditions of a crisis, encouraging employees, increasing their resistance, and achieving sustainable results. Key components of transformational leadership include:

Idealized Influence: Leaders are always on standby as examples to emulate by subordinates, hence they find favor with them.

Inspirational Motivation: Managers always can explain a clear strategy and set up practical goals that people want to achieve.

Intellectual Stimulation: Leaders promote creativity since they force people to think through different opportunities and ideas.

Individualized Consideration: The people focused on the employee's needs and motivate employees.

The studies conducted in the last two years, have revealed that transformational leadership can improve organizational outcomes and organizational performance and work capability during a crisis (Nguyen and Shrewsberry, 2023).

Situational Leadership Theory

According to the situational leadership theory put forth by Hersey and Blanchard, leadership is contingent upon the circumstances that exist within the organisation. This is because leaders have to adapt their behaviour to the followers' level of maturity and competence as well as the demands of the circumstance. This theory will best be applied for crisis management in Nigerian Tourism sector where the heads are expected to be versatile to the prevailing conditions. The situational leadership model includes:

Directing: For employees who need precise instructions, the second set of HRM practice descriptors—high directive and low supporting behavior—is suitable.

Coaching: High directive and high supporting behaviour is employed when employees require guidance and encouragement.

Supporting: Low in directing subordinates and high in encouraging them suitable for workers who are knowledgeable but inexperienced.

Delegating: Low supporting and low directive behaviour: This works well for companies with skilled and driven employees.

Crisis Management Theory

The philosophy of crisis management describes how a company plans for, handles, and recovers from a crisis. In order to enhance how a future crisis may be handled, this idea emphasises the need of having solid crisis management strategies, using effective communication techniques, and learning from past crises. In the tourist industry, where crises may range from natural catastrophes to political unrest, efficient crisis management is essential for both company continuity and staff morale. Crisis management theory looks at how institutions work in crisis management. Crucial components of crisis management theory include the following:

Pre-crisis Planning: Creating strategies for crisis mitigation and related trigger procedures.

Crisis Response: Putting plans into action quickly and efficiently in an emergency.

Post-Crisis Recuperation: Takeaways and how successfully to handle the first crisis.

Recent study indicates that proactive crisis management greatly reduces the detrimental effects of crises on organisational stability and staff performance (Henderson, 2023).

Resource-Based View (RBV) of the Firm

RBV posits that a firm's capacity to understand its own resources and capabilities is critical in the formulation and sustenance of competitive advantage. Thus, crisis management skills and effective leadership were viewed as resources that could potentially benefit the workers in the long term within this research. Therefore, these abilities will help Nigerian tourism businesses sustain high levels of worker productivity and motivation in addition to better adaptability to outside influences (Barney, 1991).

Sustainable Performance Theory

For this purpose, there is something called sustainable performance theory that aids in charting a course for future organizational success as a strategy that aims at achieving both the efficient use of resources and social and environmental goals. These ideas stress the importance of long-term plans, organisational culture and employee satisfaction in ensuring future survival. With this in mind, ensuring sustainable and viable tourist sector remains a vital strategy Nigeria is crucial for constructing a sector capable of handling a variety of external issues (Elkington, 1997).

The study's theoretical framework offers a solid foundation for comprehending how, in the context of Nigeria's tourism industry, a leader's efficacy acts as a moderator in the relationship between crisis management and long-term employee performance. This concept shows how leaders can enhance the leadership and crisis management skills of individual medical practitioners in this dynamic field and offers a road map for the empirical inquiry.

Related Research

Based on the quantitative study conducted by Dinc et al. (2016), it was evident that workers' perceived leader communication authenticity and work engagement could be predicted by leader integrity and ethicality. Given the discussion above, the study investigates the following hypothesis: The following are the hypotheses: (i) followers' work engagement is increased by trust in the leader; (ii) followers' work engagement is increased by ethical leadership; (iii) followers' work engagement and ethical leadership are significantly correlated; (iv) followers' integrity is impacted by trust in the leader; and (v) leaders' integrity is impacted by ethical leadership. An automated web-based questionnaire was utilised to collect data from 204 employees of various South African companies. The data was analysed using confirmatory factor analysis and item analysis within the framework of structural equation modelling. The data analysis's conclusions supported the hypothesis because there was a positive correlation between the relevant independent and dependent variables.

Khalid and Bano (2015) investigated how employees' perceptions of moral leadership in manufacturing firms are influenced. The study's hypothesis was (i) that ethical leadership affects overall job satisfaction, which in turn affects normative and continuing commitment; and (ii) that ethical leadership effects overall work satisfaction. Using survey questionnaires, data was obtained on thirty employees from ten (10) industrial businesses in Sarajevo, Bosnia and Herzegovina's city. Exploratory factor analysis, regression analysis, and Pearson correlation were used to analyse the data. The findings of the study depicted that ethical leadership was positively connected with normative commitment.

According to Weng (2014), employees' performance has been favourably correlated with moral leadership as a mediator of organisational ideals. According to the study's assumptions, (i) moral leadership improves worker performance, and (ii) organisational values have a moderating influence that might bolster the positive correlation between moral leadership and performance. Using a stratified random selection approach, 265 employees were chosen from six institutions in Pakistan to make up the study's sample. The tool utilised to collect the data was a questionnaire. The results of the research showed that moral leadership improves employee performance and ethical leadership preserves organisational value as mediators of employee performance and ethical leadership, respectively.

The study by Al-Sheik (2020) focused on non-governmental organisations in the area of health. The findings indicate how imperative knowledge management strategies are to managing crises. A questionnaire was utilised to gather data for the research, which used a descriptive analytical technique to examine how knowledge management strategies affect crisis management. According to the sample data, 71.3% of the 268 workers that made up the sample research were employed by non-governmental public health groups in the Gaza Strip and used crisis management. Variations were seen in terms of years of service, job title, governorate, and degree of education. The situations of graduate degree, management job, fewer than five years, and the cities of Jan Younis and Rafah are where these variances are most noticeable. However, there are no variations in the variable that are statistically significant: gender.

Mogaji and Dimingu (2024) assert that the leadership styles employed in an organisation influence its creative culture. The study employed a conceptual and descriptive analytical method to investigate the ways in which leadership styles, including transformational, entrepreneurial, transactional, participative, and charismatic, impact organisational innovation. According to the findings, transformational leadership encourages creativity by stimulating workers' minds and giving them the confidence and motivation to make changes. A more participatory leadership style that promotes team decision-making and increased employee involvement, as well as a more entrepreneurial leadership style that can share his or her risk-taking and visionary insight, may both foster innovations. Contrarily, transactional leadership provides discipline and incentivises performance; it has less effect on creativity unless combined with risk-taking tactics. Similarly, charismatic leadership encourages creativity by motivating staff members and creating a feeling of shared vision. These influenced the results of innovation and were regulated by organisational setting, personnel credentials, years of service, and diversity in leadership. This research demonstrates the need of cultivating both viewpoints in order for organisations to advance via modernisation, flexibility, and continuous learning.

Javed (2023) supports the opinion that the type of leadership is one of the most significant factors that might influence the organization's performance. The impact of various leadership theories including transformational, transactional, democratic, autocratic, and laissez-faire leadership is also discussed in this part, with reference to the findings of empirical research as well as from the literature review. Findings show that transformational leadership uses

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adaptive change and employee engagement to boost motivation and output. Transactional leadership only draws on low- and moderate-risk leadership behavior, but it also provides structure and rewards for excellent performance. Depending on the context or setting inside the company, autocratic and laissez-faire leadership styles may have the opposite effect, whereas democratic leadership encourages staff involvement in problem-solving and decision-making. This study highlights how crucial it is to embrace successful leadership philosophies in order to match organizational objectives with employee demands and market constraints.

The research gap in Nigeria's tourist industry is the dearth of studies that just look at how effectively leaders handle crises and how long-term employee performance is affected. Despite rising concerns about green tourism, the research that has already been written has been focused on circumstances in developed countries, neglecting the unique cultural and other issues that the Nigerian tourist industry faces. Research that identifies crisis leadership behaviours, addresses the mediating role of leader effectiveness, and looks at the long-term impacts of crisis management on employee engagement, health, and organizational sustainability is needed**.**

CHAPTER III

Methodology

Research Design

Using a quantitative research methodology, this study thoroughly demonstrated how crisis management affects workers' long-term performance, which is dependent on how well leaders in Nigeria's tourist sector perform there. Because it combines the specific study conducted by qualitative methods with the wide and general view obtained by quantitative methods, this approach is justified by the need to build a more comprehensive knowledge of the phenomenon.

The selection of this research design facilitates the statistical analysis of the relationship among effective staff performance, emergency response, and leader efficiency. For this investigation, a cross-sectional survey design will be employed.

Conceptual Model

This conceptual model (Figure 1) offers an organised method for comprehending how the relationship between crisis management and long-term employee performance in Nigeria's tourist industry might be mediated by the effectiveness of leaders. By emphasizing the roles of preparedness, response, recovery, decision-making, communication, empathy, and adaptability, the model highlights the critical factors that contribute to resilient and high-performing teams during crises.

Figure 1:

Research Model
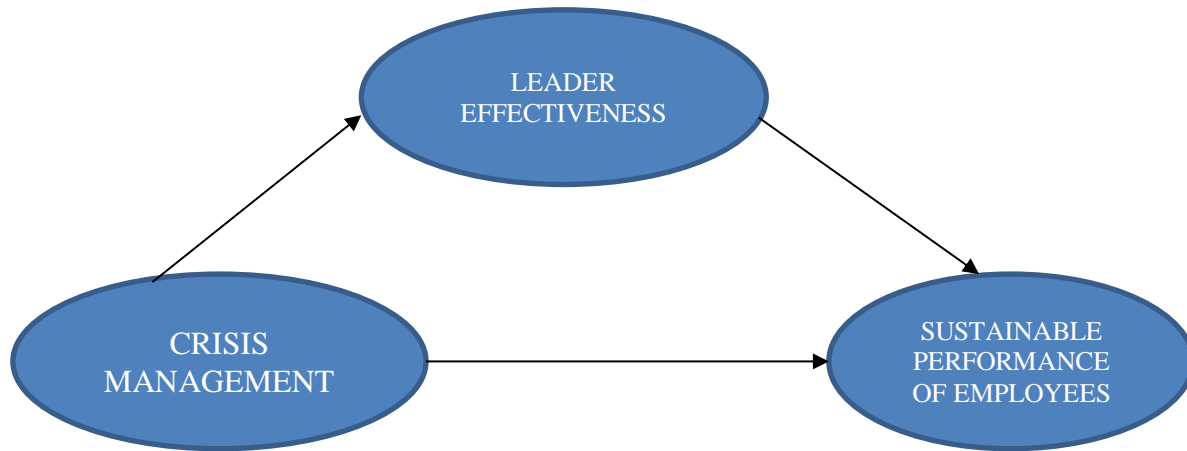
Participants/Study Group

In this study, 300 hotel employees, including managers from ten five-star establishments throughout Nigeria, made up the population. To guarantee representation across various organizational levels and geographical areas, a stratified random selection technique was employed. 135 replies were collected from the 300 that were circulated.

Data Collection Tools/Materials

Only primary data, which was gathered directly from participants, was used in this study. Structured techniques like surveys and interviews are used to collect primary data, guaranteeing that the personal information of respondents is kept private and utilized only for research.

A structured questionnaire was developed to measure leader effectiveness, crisis management, and sustainable employee performance. The questionnaire utilized a 5-point Likert scale (Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2, Strongly Disagree = 1), alongside demographic questions and open-ended items for additional comments. The survey, which used a cross-sectional approach to collect data at a single point in time, was given to workers in specific sectors of the Nigerian tourism business.

The questionnaire integrated scales validated in prior research:

- Leader Effectiveness: Measured using the works of Al-Halmi, A. (2023) in "*The role of creative leadership effectiveness in crisis management in multinational firms: A field study in Istanbul*" comprising 5 items.
- Crisis Management: Measured suing the works of Chen and Tjosvold (2005) *"Cross-cultural leadership: Goal interdependence and leader–member relations in foreign ventures in China,"* comprising 14 items.
- Sustainable Employee Performance: Measured using the "*Employee sustainable performance (E-SuPer): Theoretical conceptualization, scale development, and psychometric properties"* by Ji et al. (2021) comprising 10 items.

To address the research objectives comprehensively, the questionnaire will be organized into four sections:

- Section A: Socioeconomic characteristics of respondents (e.g., age, gender, job role, years of experience) — 5 items.
- Section B: Evaluation of leader effectiveness in the Nigerian tourism sector — 10 items.
- Section C: Assessment of sustainable employee performance in the Nigerian tourism sector — 12 items.
- Section D: Assessment of crisis management by leaders and employees in the Nigerian tourism sector — 15 items.

This structure results in a total of 42 items, providing a thorough yet concise instrument for capturing relevant data.

Data Collection Procedures

The survey was administered online were distributed via email and collection using Google Form. Participants received clear instructions, and a pilot test with a small sample was conducted to ensure the instrument's clarity and reliability.

Data Analysis Plan

For the research, firstly frequency analysis (to determine the characteristics of the participants), then normality test to determine the test type and reliability analysis to determine the Cronbach Alpha values of the scales were conducted. Then correlation analysis to determine the relationships between variables, regression analysis to test hypotheses, and hierarchical regression analysis to determine mediating and moderating effects was analysed. Additionally, the mediation effect was tested using the structural equation modeling analysis method.

CHAPTER IV

Findings and Comments

Demographic Analysis

Table 1 reveals the demographic analysis of the respondents. The sample consists of 57 males (42.2%) and 78 females (57.8%). This indicates that females are the majority of the respondents. Most of the respondents (63.0%) fall within the 25-34 years age group. 25.9% are 18-24 years old. Only 9.6% are 35 years or older, with very few respondents aged 45-54 years (1.5%). This implies that the sample is dominated by younger professionals, with minimal representation from older employees. The highest qualification level among respondents is a Bachelor's degree (74.8%), indicating that most participants have completed undergraduate education. 13.3% hold a Master's degree, showing a significant number have pursued postgraduate studies. Only 2.2% have a Doctoral degree, implying that PhD holders are rare in this sample. A small proportion (7.4%) reported "Other" education, which may include diplomas, professional certifications, or vocational training. Only 2.2% completed secondary school, suggesting that most respondents have higher education qualifications.

Table 1

Demographic Analysis of the Respondents

Variable	Group	Frequency	Percent (%)
Gender	Male	57	42.2
	Female	78	57.8
	Total	**135**	**100.0**
Age (Years)	18-24	35	25.9
	25-34	85	63.0
	35-44	13	9.6
	45-54	2	1.5
	Total	**135**	**100.0**
Educational Background	Secondary School	3	2.2
	Bachelor's Degree	101	74.8
	Master's Degree	18	13.3
	Doctoral Degree	3	2.2
	Other	10	7.4
	Total	**135**	**100.00**

Normality Testing

Table 2 indicates the normality testing of the variables. The Crisis Management has a mean of 4.18, suggesting a high average rating. This means that respondents generally agree or strongly agree with crisis management effectiveness. The standard deviation (0.473) shows low variability, meaning responses are relatively consistent. The skewness (-0.34) is slightly left-skewed, but within the acceptable range (-1 to +1), which implies the data is close to normal. Kurtosis (0.54) is slightly higher than 0, meaning the distribution has slightly heavier tails than normal. Hence, the crisis management variable follows an approximately normal distribution with slight left skewness and moderate kurtosis.

The Employees' Sustainability Performance has a mean (4.06), meaning a high level of agreement on employees' sustainability performance. The standard deviation (0.496) is slightly higher than crisis management, but still shows low variability. The skewness (-0.15) is very close to 0, indicating a nearly symmetrical distribution. The kurtosis (0.05) is almost 0, showing a normal-tailed distribution. Therefore, the employees' sustainability performance variable follows a normal distribution as both skewness and kurtosis are very close to 0.

The mean of the Leader Effectiveness is 4.25 and the highest among the three variables, showing a strong positive perception of Leader Effectiveness. The standard deviation (0.445), though the lowest yet indicating very consistent responses among participants. The skewness (-0.51) shows that the Leader Effectiveness is more left-skewed than the other variables, but still within the normality threshold. The kurtosis (0.55) reveals a slightly leptokurtic distribution (heavier tails than normal). By implication, the Leader Effectiveness variable is slightly left-skewed but still within an acceptable normal range.

Table 2
Normality Testing

Variable	Average	Standard Deviation	Distortion	Kurtosis
Crisis Management	4.18	0.473	-0.34	0.54
Employees' Sustainability Performance	4.06	0.496	-0.15	0.05
Leader Effectiveness	4.25	0.445	-0.51	0.55

4.3. Item Loadings

Table 3 presents item loadings for three constructs: Leader Effectiveness (LE), Crisis Management (CM), Employees' Sustainable Performance (ESP). Each indicator (ESP1 to ESP10, LE1 to LE5, CM1 to CM14) has a corresponding loading value, indicating how strongly the item is associated with its respective construct. Higher absolute values (closer to 1) suggest stronger relationships, while lower values (closer to 0) suggest weaker associations. Most ESP indicators have moderate to strong loadings (e.g., ESP6 = 0.734, ESP9 = 0.730), while ESP2 (-0.037) and ESP5 (-0.006) have very weak or near-zero loadings, indicating these items may not effectively measure the construct. All indicators for the Leader Effectiveness have strong loadings (ranging from 0.682 to 0.784), suggesting good measurement validity. Loadings for the Crisis Management range from 0.577 to 0.757, showing an overall moderate to strong relationship.

Table 3
Item Loadings

Indicators	Statement	Leader Effectiveness	Crisis Management	Employees' Sustainable Performance
ESP1	During My Entire Career, I Will Be Able to continuously achieve the objectives of my job.			0.606276
ESP2	During My Entire Career, I Will Be Able to permanently meet the criteria for my job performance.			0.037833
ESP3	During My Entire Career, I Will Be Able to continuously demonstrate expertise in all job related tasks.			0.668065
ESP4	During My Entire Career, I Will Be Able to persistently perform well in the overall job by carrying out tasks as expected.			0.70817
ESP5	During My Entire Career, I Will Be Able to continuously fulfill all the requirements of my job.			-0.00672
ESP6	During My Entire Career, I Will Be Able to permanently be			0.734047

	competent in all areas of my job.			
ESP7	During My Entire Career, I Will Be Able to persistently manage more responsibility than typically assigned			0.718031
ESP8	During My Entire Career, I Will Be Able to organize and plan well to achieve objectives of my work in a sustainable way.			0.092691
ESP9	During My Entire Career, I Will Be Able to organize and plan well to meet deadlines of my work in a sustainable way.			0.730835
ESP10	During My Entire Career, I Will Be Able to permanently be suitable for my job.			0.725655
LE1	My manager performs his leader roles appropriately	0.779703		
LE2	My manager exercises his responsibilities well as a leader	0.760113		
LE3	I am satisfied with my manager's overall effectiveness as a leader.	0.784464		
LE4	The way my manager manages the work inspires me to a better job performance.	0.682798		
LE5	I can work effectively under the leadership of my manager	0.736007		
CM1	You can identify the sources of crises before they occur.		0.577549	
CM2	Give training courses in crisis management.		0.684078	
CM3	Develop solutions, alternatives, and proposals to cope with crises		0.650359	
CM4	Provide detailed information about crises and their causes.		0.625318	
CM5	Holding regular meetings with the leaders to discuss how to cope with the crisis		0.687546	
CM6	Attention to the factor of speed (time) and accuracy in dealing with the crisis		0.71732	
CM7	Task distribution and delegation to deal with the crisis as it arises		0.671395	
CM8	There is enough speed and ability to gather and move the material		0.635989	

	and human resources that are needed to stop the crisis.			
CM9	Determine what needs to be done at crisisaffected locations and offer assistance so that normal activity can resume again.		0.688968	
CM10	Allocate a crisis management operations room that is fully equipped to handle the causes of the crisis and the damage caused by its occurrence.		0.757308	
CM11	Using the experience and capacities of other organizations to develop effective crisis Solutions		0.737721	
CM12	The organization uses the lessons learned from previous crises to better prepare for future disasters.		0.638345	
CM13	Accurate and objective evaluation of the crisis, as well as comparison with prior crises in similar institutions		0.696558	
CM14	Learn wisely in the absence of information and contact, as well as in unusual circumstances.		0.63676	

Construct Reliability and Validity

Table 4 shows the reliability analysis performed on the variables. Crisis Management has an excellent reliability of $\alpha = 0.907$, which indicates very high internal consistency. This means that all items strongly correlate with each other, making the scale highly reliable. By implication, the Crisis Management scale effectively measures the intended construct with minimal measurement error. Hence, no need for modifications as the reliability is excellent. The Employees' Sustainability Performance has an acceptable reliability of $\alpha = 0.737$. Though the reliability is not as high as Crisis Management, it is still sufficient for research purposes. Therefore, the scale is consistent but could be improved by revising or eliminating weak items. The Leader Effectiveness has a good reliability of $\alpha = 0.805$. This implies that the scale measures Leader

Effectiveness consistently across different respondents. Therefore, the scale is reliable and does not need major modifications.
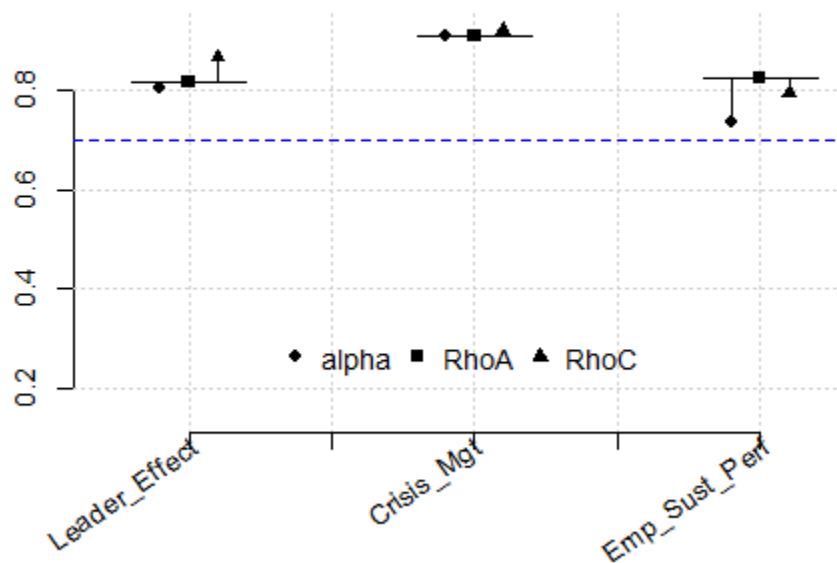
Table 4
Reliability Analysis

Scales	No of Emoticons	Cronbach Alpha
Crisis Management	14	0.907
Employees' Sustainability Performance	10	0.737
Leader Effectiveness	5	0.805

Reliability Plot

The plot visualizes the reliability metrics (Cronbach's Alpha, RhoA, and RhoC) for the three constructs: Leader Effectiveness (LE), Crisis Management (CM), and Employees' Sustainable Performance (ESP). The reliability values of the three constructs are well above 0.7, indicating a good reliability.

Figure 2: Reliability Plot

Reliability and Validity of the construct

Reliability and Validity table indicates the internal consistency of the constructs. Leader Effectiveness is 0.805 which is acceptable and above the threshold of 0.7, Crisis Management is 0.907, also a Very high reliability, and Employees' Sustainable Performance is 0.737.

The Average Variance Extracted (AVE) shows that Leader Effectiveness is 0.562, indicating a good convergent validity, Crisis Management is 0.453, Employees' Sustainable Performance (0.344). Crisis Management and Employees' Sustainable Performance have strong and poor convergent validity respectively.

Table 5
Reliability and Validity of the Construct

	Alpha	rhoC	AVE	rhoA
Leader Effectiveness	0.805344	0.864768	0.561803	0.81518
Crisis Management	0.906804	0.920389	0.453472	0.90993
Employees' Sustainability Performance	0.737226	0.793133	0.344054	0.825079

Discriminant Validity – HTMT

Table 6 shows the Discriminant Validity of the constructs. LE to CM is 0.642, which signifies good discriminant validity. LE to ESP (0.719) and CM to ESP (0.819) have acceptable discriminant validity.

Table 6
Discriminant Validity – HTMT

	Leader Effectiveness	Crisis Management	Employees' Sustainable Performance
Leader Effectiveness			
Leader Effectiveness	0.642		
Leader Effectiveness	0.719	0.819	

Confirmatory Factor Analysis (CFA) of Leader Effectiveness

The diagram below represents a confirmatory Factor Analysis (CFA) model of Leader Effectiveness. It examines how well the five observed variables (LE1, LE2, LE3, LE4, LE5) measure the underlying latent factor (F1). The Factor Loadings, LE1 = 0.66, LE2 = 0.72, LE3 = 0.75, LE4 = 0.59, and LE5 = 0.64. These loadings indicate the strength of the relationship between the observed variables and the latent factor F1. LE3 has the highest loading (0.75), meaning it is the strongest indicator of F1, while LE4 has the lowest loading (0.59), but it is still acceptable. In addition, the model fit indices indicates that, CMIN/df = 1.213 which is acceptable if <3 and a good fit. AGFI = 0.95 shows a good fit. GFI = 0.98, NFI = 0.97, CFI = 0.99, IFI = 0.99, TLI = 0.99, and RMSEA = 0.04 are all excellent fit. These indices therefore, suggest that the model has a very good fit to the data. Kline (2016) confirms the above indices and suggests that CMIN/DF < 3 is a common rule of thumb for an acceptable model fit, and values up to 5 can be tolerable under certain conditions.

Figure 3

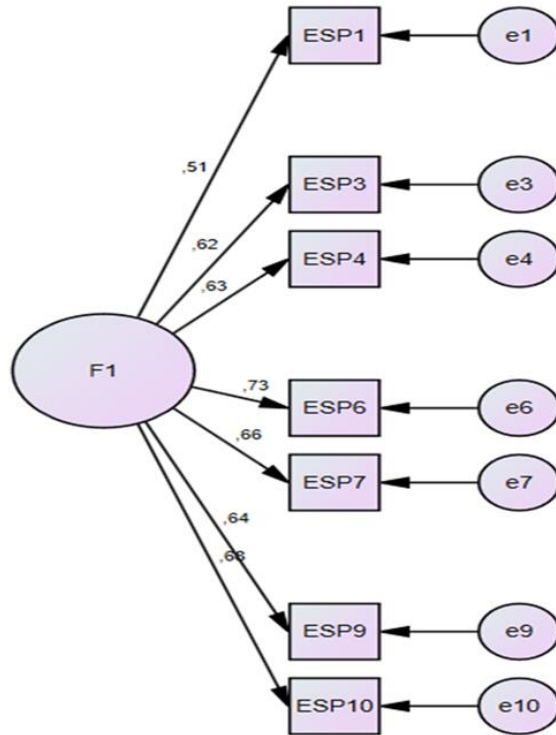Confirmatory Factor Analysis (CFA) of Leader Effectiveness
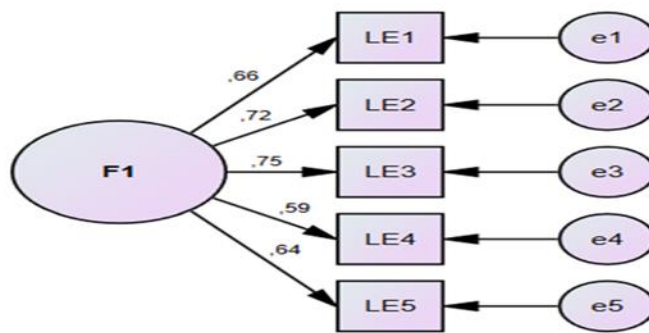
CMIN/df:1,213; AGFI:,946; GFI:,982; NFI:,969; CFI:,994; IFI:,994; TLI:,988; RMSEA:,040

Confirmatory Factor Analysis (CFA) of Employees' Sustainability Performance

The diagram below represents a confirmatory Factor Analysis (CFA) model of the Employees' Sustainability Performance. The Factor Loadings, ESP1 = 0.51 (Lowest), ESP3 = 0.62, ESP4 = 0.63, ESP6 = 0.73 (Highest), ESP7 = 0.66, ESP9 = 0.64, and ESP10 = 0.68. ESP6 is the strongest indicator of F1 (loading = 0.73) and ESP1 has the weakest relationship (loading = 0.51), which may indicate it is less relevant in measuring F1. The model fit indices indicate CMIN/df = 2.297, AGFI = 0.875, GFI = 0.937, NFI = 0.891, CFI = 0.934, IFI = 0.936, and TLI = 0.901 were good and acceptable fit, while RMSEA = 0.098 is a poor fit. Most fit indices (CFI, GFI, IFI, TLI) indicate a good fit. NFI is slightly below 0.90, which suggests room for improvement, and RMSEA = 0.098 is relatively high, suggesting the model may have some issues. The factor loadings represent the strength of the relationship between an observed variable and its latent construct. Conventionally, a standardized factor loading below 0.50 is considered weak (Hair et al., 2010). Before removal, ESP2, ESP5, and ESP8 had factor loadings below 0.50, making them weak indicators of the latent construct. Weak loadings contribute less to the construct, reducing measurement validity, and should be removed (Byrne, 2016).

Figure 4

Confirmatory Factor Analysis (CFA) of Employees' Sustainability Performance

CMIN/df:2,297; AGFI:,875; GFI:,937; NFI:,891; CFI:,934; IFI:,936; TLI:,901; RMSEA:,098

Confirmatory Factor Analysis (CFA) of Crisis Management

This diagram below represents a Confirmatory Factor Analysis (CFA) model assessing the relationship between a latent factor (F1) and fourteen observed variables Crisis Management (CM1 to CM14). Factor Loadings, the highest loading is CM9 (0.75) and the lowest loading: CM1 (0.56). this indicates that CM9 has the strongest relationship with the latent factor, while CM1 and CM5 have the weakest relationships, suggesting they may contribute less to explaining F1. Furthermore, the model fit indices shows that CMIN/df = 2.16, AGFI = 0.80, GFI = 0.85,

CFI = 0.88, IFI = 0.89, and TLI = 0.86 are moderate and acceptable fit. NFI = 0.81 and RMSEA = 0.09 are weak and poor fit respectively.

Figure 5

Confirmatory Factor Analysis (CFA) of Crisis Management
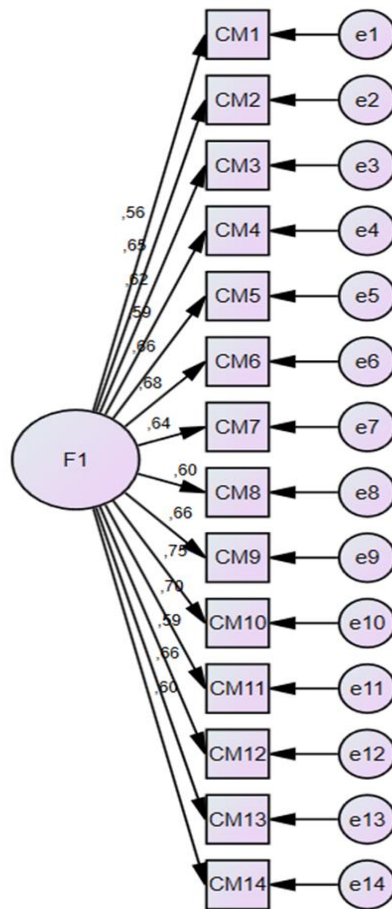
CMIN/df:2,157; AGFI:,801; GFI:,854; NFI:,805; CFI:,883; IFI:,885; TLI:,862; RMSEA:,093

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Correlation

Correlation matrix of Employees' Sustainability Performance, Leader Effectiveness and Crisis Management

The correlation analysis shows the relationship that exists between the variables. The relationship between Crisis Management (CM) and Employee Sustainable Performance (ESP) reveals that the correlation (r) = 0.738 and the p-value = 0.000 which highly significant at the 0.01 level. Therefore, a strong positive correlation exists between crisis management and employee sustainable performance. This suggests that better crisis management is associated with higher employee sustainability in performance. Leadership Effectiveness (LEF) and Employee Sustainable Performance (ESP) have correlation (r) = 0.546 and p-value = 0.000 which is highly significant at the 0.01 level. Hence, there is a moderate positive correlation between leadership effectiveness and employee sustainable performance. Effective leadership impacts employee sustainability performance, but the impact is weaker than that of crisis management. The relationship between Crisis Management (CM) and Leadership Effectiveness (LEF) shows that the correlation (r) = 0.609 and p-value = 0.000 which is highly significant at the 0.01 level. It can be concluded that there is a moderate to strong positive correlation between crisis management and leadership effectiveness. This implies that organizations with effective crisis management also tend to have strong leadership effectiveness.

Table 7

Correlation matrix

Correlations

		ESP	LEF	CM
ESP	Pearson Correlation	1	.546**	.738**
	Sig. (2-tailed)		.000	.000
	N	135	135	135
LEF	Pearson Correlation	.546**	1	.609**
	Sig. (2-tailed)	.000		.000
	N	135	135	135
CM	Pearson Correlation	.738**	.609**	1
	Sig. (2-tailed)	.000	.000	
	N	135	135	135

**. Correlation is significant at the 0.01 level (2-tailed).

Regression

Table 11 reveals the regression analysis of the models. For model 1, β = 0.738, R = 0.738, R² = 0.545, p-value = 0.000. Crisis Management has a strong positive effect on Employees' Sustainable Performance. The R² value of 0.545 indicates that 54.5% of the variance in employees' sustainable performance is explained by crisis management. The significant p-value (0.000) confirms that this effect is statistically meaningful. By implication, organizations with effective crisis management systems are more likely to support employees in sustaining their performance. For model 2, β = 0.609, R = 0.609, R² = 0.371, p-value = 0.000. Crisis Management has a moderate positive effect on Leadership Effectiveness. The R² value of 0.371 means that 37.1% of the variance in leadership effectiveness is explained by crisis management. The p-value (0.000) indicates that the relationship is statistically significant. This means that leaders who handle crises well tend to be viewed as more effective by employees. In conclusion, crisis preparedness and management enhance leadership credibility and effectiveness. For model 3, β (Crisis Management) = 0.645, β (Leadership Effectiveness) = 0.153, R = 0.748, R² = 0.553, p-values: 0.000 (Crisis Management), 0.038 (Leadership Effectiveness). When both Crisis Management and Leadership Effectiveness are included in the model, the overall explanatory power increases to 55.3% (R² = 0.553). Crisis Management (β = 0.645, p = 0.000) remains the stronger predictor of Employees' Sustainable Performance. Leadership Effectiveness (β = 0.153, p = 0.038) has a weaker but still significant impact. This implies that employees' ability to sustain performance depends more on crisis management practices than leadership effectiveness. However, strong leadership does play a role in improving sustainable performance. For model 4, β = 0.546, R = 0.546, R² = 0.298, p-value = 0.000. Leadership Effectiveness alone explains 29.8% of the variance in Employees' Sustainable Performance. The effect is statistically significant (p = 0.000). This suggests that effective leadership positively contributes to employees' ability to sustain performance. However, leadership alone is not as strong a predictor as crisis management.

Table 8
Regression Analysis of the models

Model/Variables	Crisis Management	Leader Effectiveness
Model 1		
B	0.738	
R	0.738	
R^2	0.545	
p-value	0.000	
Model 2		
B	0.609	
R	0.609	
R^2	0.371	
p-value	0.000	
Model 3		
B	0.645	0.153
R	0.748	
R^2	0.553	
p-value	0.000	0.038
Model 4		
B		0.546
R		0.546
R^2		0.298
p-value		0.000

Calculating SOBEL

The SOBEL test formula is

$$Z = \frac{a*b}{\sqrt{b2*sa2+a2*sb2}}$$

Where:

    a = Regression coefficient of the independent variable (Crisis Management) predicting the mediator (Leadership Effectiveness).

b = Regression coefficient of the mediator (Leadership Effectiveness) predicting the dependent variable (Employees' Sustainable Performance).

sa = Standard error of **a**.

sb = Standard error of **b**.

The SOBEL test statistic is 2.05, with a p-value of 0.041. Since the p-value = 0.041 is less than 0.05, the mediating effect is statistically significant at the 5% significance level. This implies that the mediator plays a meaningful role in the relationship between the independent variable and the dependent variable.

Table 9

Calculating SOBEL

	Estimate	Std.Error	t value	P-value
Intercept	0.21136	0.27976	0.755	0.4513
Leader Effectiveness	0.22142	0.10547	2.099	0.0777
Crisis Management	0.73634	0.08308	8.863	4.64e-15

Outcome of Hypotheses Testing

Table 10

Summary of the outcome of hypotheses validating whether each one was supported or not

Hypotheses	**Result**
H1: Crisis management has a significant and positive effect on the sustainable performance of employees.	Supported
H2: Crisis management has a significant and positive effect on leader effectiveness.	Supported
H3: Leader effectiveness has a significant and positive effect on employees' sustainable performance.	Supported
H4: Leader effectiveness has a mediating role in the relationship between crisis management and sustainable performance of employees.	Supported

CHAPTER V

Discussion

The role of leadership effectiveness on crisis management and sustainability performance of the human resource in Nigeria's tourism industry was also explored in this study. Building on the Transformational Leadership Theory, the Situational Leadership Theory, the Crisis Management Theory, the Sustainable Performance Theory, as well as the RBV, the implications provide significant information on the manner in which leadership patterns and crisis response methodologies interconnect and influence the end employee experiences in a rapidly growing and dynamic field.

Crises management was found to have effect on employees' sustainability performance. Organizations with effective crisis management systems are more likely to support employees in sustaining their performance. The research studies highlight that crisis management is not a set of procedures in relation to crisis situations; it is one of the essential determinants of organizational sustainability. According to Hosen et al., (2024) and Al-Sheik (2020), crisis management decreases interruptions while maintaining operation for which the sector offers stability in situation that can easily be volatile. This stabilization is imperative especially in the Nigerian tourism industry since sacros imHC adoption and implementation will go a long way to boost employee confidence and morale which will act as the fulcrum for long haul organizational performance and sustainability.

Crisis management also improves leader efficiency in that it provides the necessary materials to guide a leader and motivate a team through the fog. According to Khalid & Bano (2015) and Dinc et al. (2016) ethical leadership enable organizational trust and employee engagement, which also supports empirical research of the present study. Besides, ensuring that the group if not a crisis is in a confused state, the leaders show the transformational and situational leadership, as analyzed in chapter two, they help their organizations to change their strategic directions when necessary.

Crisis management and leadership effectiveness are contributing factors to the enhancement of employees' performance. Weng (2014) asserted that employees' performance has been favorably

correlated with moral leadership as a mediator of organizational ideals. Dagar & Sisodia, (2023) opined that various researchers have discovered that supportive leadership can foster an atmosphere that would enhance workers' performance during a crisis. Employees' ability to sustain performance depends more on crisis management practices and leadership effectiveness. The correlation of leadership with adequacy in various organizations and sustainable performance by the employees moreover emphasizes the importance of leadership. Paradox of this research corroborate Weng (2014), where trustworthy leaders who foster positive confidence amongst their subordinates help the workers to deliver their best regardless the prevailing circumstance. According to transformational leadership theory this perspective is valid as the focus is on vision and emotional intelligence as key factors for engaging and building the employees' tenacity. Holding adaptable culture, leaders guarantee high performance and work engagement of employees since they pay much attention to the effectiveness of their performance, not volatile circumstances.

Analyzing second-order mediating effects of leader effectiveness in the relationship between crisis management and sustainable performance underscores a moderated relationship. Management is the enabler, which enhances the impact of effective business continuity management systems during crises. This work supports Weng's (2014) analysis of value-led leadership that creates organizational resilience. The framework outlined in this study supports the notion of strategic adaptability as the way to shift from reactive crisis management to proactive positive employee performance.

However, the lack of substantial support for the assertion that intra-SOC interaction of crisis management for sustainable performance is moderated by leader effectiveness complicates the story. Compared to Heuvel (2018) who identified leadership style as a strong moderator, the present research posits that more attention should be given to external factors of system features like economic and infrastructural constraints in this regard. This paper reveals that leadership processes should be aligned specifically to a context of the Nigerian tourism industry.

In sum, the study demonstrates the importance of leadership at a center of managing crises and maintaining performance. Empathy and transparency displayed by leaders strengthen team cohesion, reduce anxiety, and enhance collective problem-solving. Hadziahmetovic &

Salihovic, (2022) reported that such leadership behaviors build employee resilience, ensuring that individuals remain engaged, motivated, and focused on achieving organizational goals despite challenges. Based on the conceptual framework, the complexity of leader effectiveness is revealed, and a set of recommendation for improving leaders' performance in the Nigerian tourism sector is described, namely strategic orientation, cultural intelligence, and flexibility. When these principles are aligned with the strategies, the leaders are able to create incidences of crisis into positive change.

CHAPTER VI

Conclusion and Recommendations

Conclusion

In a world that has become characterized by high levels of volatility and uncertainty and more specifically in Nigeria's tourism industry, leadership action during crises interventions has emerged a critical determinant of employee outcomes and organizational resilience. The results also show that organizational leadership is central to sustaining operation stability and encouraging workforce during emergencies pointing to its importance in attaining perpetual performance improvement.

The analysis of reliability metrics (Cronbach's Alpha, RhoA, and RhoC) for the three constructs; Leader Effectiveness (LE), Crisis Management (CM), and Employees' Sustainable Performance (ESP), reveals strong internal consistency. All reliability values showed that the measurement scales used for these constructs are reliable and suitable for further analysis. This indicates that the data collected is consistent and can be used confidently for decision-making and research. The model demonstrates that Crisis Management (CM) has a strong and significant impact on Employees' Sustainable Performance (ESP). This indicates that effective crisis management strategies substantially enhance employees' long-term performance. Conversely, Leader Effectiveness (LE) has a weaker influence on Employees' Sustainable Performance, suggesting that while learning contributes to performance, it is not a major driving factor compared to crisis management.

Crisis management, apart from crisis solving, serves as an essential mechanism for stabilizing organizational relationships. Managers in today's business world set up practices that ensure the smooth running of operations during crisis and at the same time retains everyone's faith and commitment at the workplace. Employees perform better when organizations have clear crisis response mechanisms in place. All these findings underscore the importance of effective and innovative strategies in the management of organizational crisis to turn the strategies to organizational advantages.

Additionally, the present research indicates that leadership efficacy moderates the relationship between crisis response and sustainable performance. This research emphasizes the impact of leadership as a key subject for using strategic crisis management tools and approaches and translating them into practical solutions for improving organizational performance. On the other hand, the nature of the results indicating the absence of such moderation evidence that other factors such as economic and infrastructural environment influence these relationships in the Nigerian tourism industry.

In this way, this research provides vital information both for the application and for the theoretical study of leadership and crisis management. Some implications are highly significant especially for the tourism sector, which has to learn from sectoral challenges and be prepared for further development by means of adaptability, visioning, and resilience.

Recommendations

Based on the findings of this study on the following recommendations are proposed to enhance leadership effectiveness and improve crisis management strategies by practitioners and researchers:

Recommendations According to Findings

- Enhance Crisis Management Strategies: Strong crisis management frameworks that incorporate proactive risk assessments, crisis response training, and backup plans should be established by organizations.
- Strengthen Leadership Effectiveness: Organizations ought to finance leadership development initiatives that improve crisis decision-making, communication, and adaptation since effective leadership affects workers' long-term performance.

- Encourage transformational leadership styles, where leaders motivate and empower employees to maintain high performance, even in challenging situations.

- Integrate Crisis Management and Leadership Development: Organizations should not view crisis management and leadership development as separate strategies but as complementary components of workforce sustainability.

- Implement Supportive Work Environments: Create employee assistance programs (EAPs) that provide psychological and professional support during crises.

- Monitor and Evaluate Performance Metrics: Establish key performance indicators (KPIs) that measure the impact of crisis management and leadership effectiveness on employee sustainability. In addition, make use of feedback mechanisms to keep refining organizational objectives in light of employee experiences and performance results.

- To enhance workers' long-term performance, organizations should give top priority to bolstering crisis management plans. This can be accomplished by creating proactive crisis response strategies, strengthening the resilience of leaders, and creating a crisis-supportive workplace.

- To ensure that learning more effectively contributes to sustainable performance, efforts should be made to incorporate real-world, crisis-responsive learning programs that match organizational demands.

Recommendations for Further Research

- Extend the Study Variables: To better understand how these mediators and moderators relate to crisis management and leadership effectiveness, future research should examine additional mediators and moderators such organizational culture, digital transformation, and employee engagement.
- Longitudinal Studies on Sustainability: Carry out long-term research to look at how leadership and crisis management affect staff members over time. This would offer more in-depth understanding of how organizations may continue to be resilient in changing business settings.

- Comparative Studies Across Industries: Researchers should investigate whether these findings hold across different industries and cultural contexts. Some sectors (e.g., healthcare, finance, and technology) may require specialized crisis management and leadership approaches.

- Examine Technological Interventions: Future research should examine how technology might improve crisis management and leadership efficacy. Examples of this include AI-driven crisis prediction models, digital leadership tools, and regulations allowing remote work.

- Explore Employee Psychological Factors: Since crisis management and leadership effectiveness directly impact employees, research should explore how psychological factors (e.g., stress, motivation, and job satisfaction) influence the relationship between these variables and employee performance.

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NEAR EAST
UNIVERSITY

Questionnaire

This questionnaire forms a part of an academic research prepared by the researcher entitled "The Role of Leader Effectiveness in the Relationship Between Crisis Management and Sustainable Performance of Employees: A Case of Nigerian Tourism Sector", to fulfil the requirements for obtaining a master's degree in Tourism Management.

This survey aims to explore how leader effectiveness mediates and moderates the relationship between crisis management and the sustainable performance of employees in the Nigerian tourism sector. Given the significance of this topic, we sincerely request your cooperation in completing the questionnaire. Your precise and candid responses are crucial to the success of this research. All information collected will be exclusively used for scientific research. The researcher guarantees full confidentiality of the data, and your identities will remain anonymous.

Advisor: Dr Nesrın Menemencı   Student: Ayodele Hammed Ganiyu

Thank you for your participation.

Section A: Participant Information

Gender: [ ] Male [ ] Female

Age: [ ] 18-24 [ ] 25-34 [ ] 35-44 [ ] 45-54 [ ] 55 and above

Educational Background: [ ] Secondary School [ ] Bachelor's Degree [ ] Master's Degree [ ]

Doctoral Degree [ ] Other (please specify: _____)

Years of Experience: Less than 5 Years [ ] From 5 to less than 10 Years [ ]. From 10 years to

less than 10 years [ ]. 15 years and more [ ].

Job Title:_____

Section B: Leader Effectiveness

1. My manager performs his leader roles appropriately.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

2. My manager exercises his responsibilities well as a leader.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

3. I am satisfied with my manager's overall effectiveness as a leader.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

4. The way my manager manages the work inspires me to a better job performance.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

5. I can work effectively under the leadership of my manager

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

Section C: Employee Sustainable Performance

1. During My Entire Career, I Will Be Able to continuously achieve the objectives of my job.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

2. During My Entire Career, I Will Be Able to permanently meet the criteria for my job performance.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

3. During My Entire Career, I Will Be Able to continuously demonstrate expertise in all job-related tasks.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

4. During My Entire Career, I Will Be Able to persistently perform well in the overall job by carrying out tasks as expected.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

5. During My Entire Career, I Will Be Able to continuously fulfill all the requirements of my job.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

6 . During My Entire Career, I Will Be Able to permanently be competent in all areas of my job. a

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

7 . During My Entire Career, I Will Be Able to persistently manage more responsibility than typically assigned.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

8. During My Entire Career, I Will Be Able to organize and plan well to achieve objectives of my work in a sustainable way.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

9. During My Entire Career, I Will Be Able to organize and plan well to meet deadlines of my work in a sustainable way.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

10 . During My Entire Career, I Will Be Able to permanently be suitable for my job.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

Section D: Crisis Management

1. You can identify the sources of crises before they occur.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

2. Give training courses in crisis management.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

3. Develop solutions, alternatives, and proposals to cope with crises

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

4. Provide detailed information about crises and their causes.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

5. Holding regular meetings with the leaders to discuss how to cope with the crisis

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

6. Attention to the factor of speed (time) and accuracy in dealing with the crisis

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

7. Task distribution and delegation to deal with the crisis as it arises

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

8. There is enough speed and ability to gather and move the material and human resources

that are needed to stop the crisis.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

9. Determination of what needs to be done at crisis affected locations and offer assistance so that normal activity can resume again.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

10. Allocate a crisis management operations room that is fully equipped to handle the causes of the crisis and the damage caused by its occurrence.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

11. Use the experience and capacities of other organizations to develop effective crisis solutions

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

12. The organization uses the lessons learned from previous crises to better prepare for future disasters.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

13. Accurate and objective evaluation of the crisis, as well as comparison with prior crises in similar institutions

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

14. Learn wisely in the absence of information and contact, as well as in unusual circumstances.

a. Strongly Agree [ ] b. Agree [ ] c. Neutral [ ] d. Disagree [ ] e. Strongly Disagree [ ]

APPENDIX B

NEAR EAST UNIVERSITY

SCIENTIFIC RESEARCH ETHICS COMMITTEE

21.11.2024

Dear Ayodele Hammed Ganiyu

Your application titled "**The Role of Leader Effectiveness in the Relationship Between Crisis Management and Sustainable Performance of Employees: A Case of Nigerian Tourism Sector**" with the application number NEU/SS/2024/1908 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Prof. Dr. Aşkın KİRAZ

The Coordinator of the Scientific Research Ethics Committee

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