

Sustainability Practices and Corporate Strategy of Hospitality Companies in Benin City

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**DEPARTMENT OF BUSINESS ADMINISTRATION,
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**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
BUSINESS ADMINISTRATION, FACULTY OF MANAGEMENT SCIENCES,
UNIVERSITY OF BENIN, BENIN CITY, IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE (B.Sc.) DEGREE
IN BUSINESS ADMINISTRATION,**

DECEMBER, 2025

DECLARATION

I, **Gift Edeki AHUNWAN**, hereby declare that the work presented in this research project is a genuine work done originally by me and has not been submitted elsewhere for the award of any degree. All sources of information referred to in this work are acknowledged with reference to the respective authors.

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Date

CERTIFICATION

This is to certify that this research project titled “**Sustainability Practices and Corporate Strategy of Hospitality Companies in Benin City**” was carried out by **Gift Edeki AHUNWAN** in the Department of Business Administration, Faculty of Management Sciences, University of Benin, Benin City.

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DEDICATION

This project is dedicated to God for his grace throughout my time in school, particularly for how far he has brought me, and for his wisdom, love and guidance. It is also dedicated to my parents, Mr and Mrs Ahunwan, who have always been my greatest source of support.

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TABLE OF CONTENTS

Title Page	i
DECLARATION	iii
CERTIFICATION	iv
DEDICATION	v
ACKNOWLEDGEMENTS	vi
TABLE OF CONTENTS	viii
ABSTRACT	x
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background to the Study	1
1.2 Statement of the Research Problem	3
1.3 Research Questions	5
1.4 Objectives of the Study	5
1.5 Research Hypotheses	6
1.6 Scope of the Study	6
1.7 Significance of the Study	7
CHAPTER TWO	9
LITERATURE REVIEW	9
2.1 Introduction	9
2.2 Conceptual Review	9
2.2.1 Concept of Corporate Strategy	9
2.3 Concept of Sustainability Practices	10
2.4 Conceptual Framework for the Study	13
2.5 Theoretical Review	14
2.6 Theoretical Framework	18
2.7 Empirical Review	19
CHAPTER THREE	23
METHODOLOGY	23
3.1 Introduction	23
3.2 Research Design	23
3.3 The Population and Sample of the Study	23
3.4 Sample Size and Sampling Technique	24
3.5 Sources of Data	24
3.6 Model Specification	24
3.7 The Research Instrument	25

3.8	Validity of the Research Instrument	26
3.9	Reliability of the Research Instrument	26
3.10	Operationalisation of Variables	27
3.11	Method of Data Analysis	28
CHAPTER FOUR		29
DATA PRESENTATION, ANALYSIS AND INTERPRETATION		29
4.1	Introduction	29
4.2	Retrieval Rate and Description of Respondents' Socio-Demographics	29
4.2.1	Retrieval Rate	29
4.2.2	Description of Respondents' Socio-Demographics	29
4.3	Description of Research Variables	31
4.3.1	Description of Sustainability Practices	31
4.3.2	Description of Corporate Strategy	38
4.4	Relationship between Sustainability Practices and Corporate Strategy of Hospitality Companies in Benin City	40
4.5	Test of Hypotheses	42
4.6	Discussion of Findings	44
CHAPTER FIVE		47
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS		47
5.1	Introduction	47
5.2	Summary of Findings	47
5.3	Contributions to Knowledge	47
5.4	Conclusion	48
5.5	Recommendations	49
5.6	Suggestions for Further Research	49
REFERENCES		51
APPENDIX		57
QUESTIONNAIRE		57

ABSTRACT

This study investigated the effect of sustainability practices on the corporate strategy of hospitality companies in Benin City. Specifically, it examined the influence of environmental sustainability, economic sustainability, social sustainability, sustainable innovation, and compliance with sustainability regulations on corporate strategic decision-making. A survey research design was adopted, targeting employees of registered hospitality firms in Benin City. A total of 354 copies of questionnaire were distributed, of which 318 were successfully retrieved and deemed usable for analysis, representing a retrieval rate of 89.8%. The data collected were analysed using descriptive statistics such as frequencies, mean, percentages and inferential statistics such as the Pearson Correlation Coefficient and multiple regression analysis through the Ordinary Least Squares (OLS) technique via SPSS Version 24. The findings revealed that all five dimensions of sustainability practices positively and significantly influence corporate strategy. Social sustainability recorded the strongest effect, followed by regulatory compliance, environmental sustainability, sustainable innovation, and economic sustainability. Collectively, the five dimensions explained 75.7% of the variation in corporate strategy, indicating the high strategic relevance of sustainability practices in the hospitality sector. Based on these results, the study recommended that hospitality firms in Benin City deepen the integration of environmental and social sustainability into strategic planning, invest in sustainable innovations as competitive tools, and comply rigorously with regulatory requirements. Industry associations and government agencies are advised to support and monitor sustainability initiatives while incentivising best practices.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Sustainability has become an essential paradigm in modern business strategy, particularly within sectors that are resource-intensive and service-oriented, such as the hospitality industry. As global awareness of environmental degradation, social inequality, and economic instability continues to grow, hospitality firms are increasingly expected to integrate sustainable practices into their core strategies to ensure long-term competitiveness, compliance, and stakeholder satisfaction (Jones, Hillier & Comfort, 2016). The hospitality sector, which encompasses hotels, restaurants, resorts, and tourism services, plays a critical role in employment creation, economic diversification, and local development, yet it also contributes substantially to environmental challenges such as high energy consumption, waste generation, and pollution (Mensah, 2019; Hsiao, Chuang & Huang, 2018). Consequently, sustainability practices have emerged as a vital component of corporate strategy, enabling hospitality firms to align profitability objectives with social and environmental responsibility.

Sustainability practices refer to the strategic incorporation of environmental, economic, and social goals into business operations to enhance long-term organisational viability (Dyllick & Hockerts, 2002; Lozano, 2015). In the hospitality context, environmental sustainability practices include waste management, energy efficiency, water conservation, and the adoption of renewable technologies designed to reduce the ecological footprint of operations (Mensah, 2019). Economic sustainability focuses on cost optimisation, long-term profitability, and investment in local supply chains to strengthen economic resilience (Giousmpasoglou, Marinakou & Cooper, 2021). Social sustainability, on the other hand, emphasises fair labour practices, employee well-being, customer satisfaction, and community engagement, which

are all fundamental to sustaining the industry's social licence to operate (Carroll & Shabana, 2010; Fraj, Matute & Melero-Polo, 2022).

In recent years, sustainable innovation has emerged as a significant dimension of corporate sustainability within the hospitality industry. It involves the development and adoption of new technologies, processes, and business models that not only enhance operational efficiency but also reduce environmental impact and strengthen brand reputation (Dangelico, Pujari & Pontrandolfo, 2017). Sustainable innovation enables firms to anticipate market trends, meet evolving customer expectations, and maintain competitiveness in a global market that increasingly values responsible consumption and production (Nieves & Segarra-Ciprés, 2015). Furthermore, compliance with sustainability-related regulations, including local and international environmental standards, occupational safety laws, and corporate reporting frameworks, plays a crucial role in shaping organisational strategy. Regulatory compliance not only mitigates legal and reputational risks but also drives internal accountability and stakeholder trust (Crane & Matten, 2016; Okpara & Okwu, 2022).

In Nigeria, the hospitality sector contributes significantly to national income through tourism, employment, and service provision. However, sustainability adoption across the industry remains uneven and largely constrained by low awareness, limited access to green technologies, and inadequate policy enforcement (Adebayo & Ogunleye, 2020). Many hospitality companies in urban centres continue to prioritise short-term profitability over sustainability-driven strategies, thereby exposing themselves to operational inefficiencies and reputational challenges. Nonetheless, increasing global emphasis on sustainable development goals (SDGs) has encouraged Nigerian firms to reassess their corporate strategies and integrate sustainability as a source of long-term competitiveness and stakeholder value creation (United Nations, 2015; Ebohon, Ikeme & Madu, 2021).

Benin City, the capital of Edo State, presents a distinctive context for examining the interplay between sustainability practices and corporate strategy within the hospitality sector. As a cultural and administrative hub that attracts tourists, business travellers, and investors, Benin City's hospitality industry faces mounting pressure to balance economic performance with environmental stewardship and social responsibility (Costa & Opare, 2025). Despite its potential, most hospitality firms in Benin City operate under significant financial and managerial constraints, limiting their ability to invest in sustainable innovation and comply with regulatory requirements (Adebayo & Ogunleye, 2020). Moreover, cultural and community expectations in the region underscore the need for hospitality firms to adopt socially inclusive and ethically sound practices that respect local values and promote sustainable community development (Soini & Birkeland, 2014).

Therefore, the effect of sustainability practices on corporate strategy within the hospitality sector in Benin City warrants systematic examination. This study specifically investigates how five dimensions: environmental, economic, social, innovative, and regulatory sustainability, shape the strategic orientation and performance of hospitality firms.

1.2 Statement of the Research Problem

The increasing global emphasis on sustainable development has compelled organisations across various industries to integrate sustainability into their corporate strategies to achieve long-term competitiveness and stakeholder trust (Jones, Hillier & Comfort, 2016). In the hospitality sector, sustainability practices spanning environmental, economic, social, innovative, and regulatory dimensions are essential for ensuring resource efficiency, ethical operations, and customer satisfaction (Mensah, 2019; Giousmpasoglou, Marinakou & Cooper, 2021). However, despite the global shift toward sustainability-driven strategies, the adoption and strategic alignment of these practices within Nigeria's hospitality industry remain limited, inconsistent, and poorly understood (Adebayo & Ogunleye, 2020).

Existing studies on sustainability in the hospitality sector have primarily focused on environmental initiatives such as waste management, energy conservation, and water efficiency (Mensah, 2019; Ezeudu et al., 2020). While these are critical components, they represent only a fraction of what constitutes a holistic sustainability framework. Dimensions such as sustainable innovation and compliance with sustainability regulations which have been shown to influence corporate competitiveness and resilience in developed contexts (Fraj, Matute & Melero-Polo, 2022; Dangelico, Pujari & Pontrandolfo, 2017), remain largely neglected in empirical research on Nigerian hospitality firms. This narrow focus creates a fragmented understanding of how sustainability practices collectively shape strategic decisions and organisational outcomes.

In Benin City, hospitality companies are increasingly confronted with operational challenges such as rising energy costs, resource scarcity, and heightened stakeholder expectations for socially and environmentally responsible services (Costa & Opare, 2025). Despite these pressures, evidence suggests that many firms still perceive sustainability as a regulatory requirement or marketing trend rather than a strategic imperative that can enhance innovation, brand equity, and long-term profitability (Adebayo & Ogunleye, 2020). This misconception results in partial or superficial adoption of sustainability measures, often limited to corporate social responsibility (CSR) activities rather than comprehensive, strategy-driven sustainability integration (Ezeudu et al., 2020; Okafor & Adeleke, 2021).

In addition, the literature remains largely silent on the strategic implications of regulatory compliance and sustainable innovation in developing economies. Weak enforcement mechanisms, inconsistent policy implementation, and a lack of institutional support often discourage hospitality firms from prioritising sustainability (Adebayo & Ogunleye, 2020). Moreover, the absence of context-specific studies tailored to the socio-economic and cultural

realities of Benin City further limits the applicability of existing findings from international contexts.

Given these gaps, there is a compelling need to investigate how environmental, economic, social, innovative, and regulatory dimensions of sustainability practices influence the corporate strategies of hospitality companies in Benin City. This study, therefore, seeks to provide an empirical understanding of these relationships, addressing both theoretical and practical deficiencies in the literature.

1.3 Research Questions

This study seeks to examine the effect of sustainability practices on the corporate strategy of hospitality companies in Benin City. The following research questions will guide the study:

1. To what extent do environmental sustainability affect the corporate strategy of hospitality companies in Benin City?
2. How do economic sustainability influence the corporate strategy of hospitality companies in Benin City?
3. What is the effect of social sustainability on the corporate strategy of hospitality companies in Benin City?
4. How does sustainable innovation impact the corporate strategy of hospitality companies in Benin City?
5. To what degree does compliance with sustainability regulations influence the corporate strategy of hospitality companies in Benin City?

1.4 Objectives of the Study

The broad objective of this study is to examine the effect of sustainability practices on the corporate strategy of hospitality companies in Benin City. The specific objectives are to:

1. determine the extent to which environmental sustainability affect the corporate strategy of hospitality companies in Benin City.

2. examine how economic sustainability influence the corporate strategy of hospitality companies in Benin City.
3. investigate the effect of social sustainability on the corporate strategy of hospitality companies in Benin City.
4. assess how sustainable innovation impacts the corporate strategy of hospitality companies in Benin City.
5. analyse the effect of compliance with sustainability regulations on the corporate strategy of hospitality companies in Benin City.

1.5 Research Hypotheses

The study proposes the following hypotheses, which correspond to the objectives outlined:

1. There is no significant relationship between environmental sustainability and the corporate strategy of hospitality companies in Benin City.
2. There is no significant relationship between economic sustainability and the corporate strategy of hospitality companies in Benin City.
3. There is no significant relationship between social sustainability and the corporate strategy of hospitality companies in Benin City.
4. There is no significant relationship between sustainable innovation and the corporate strategy of hospitality companies in Benin City.
5. There is no significant relationship between compliance with sustainability regulations and the corporate strategy of hospitality companies in Benin City.

1.6 Scope of the Study

This study focuses on investigating the effect of sustainability practices on the corporate strategy of hospitality companies in Benin City, Edo State, Nigeria. It will specifically examine the influence of key sustainability dimensions namely environmental, economic, social, innovative, and regulatory compliance practices on the strategic planning and

implementation processes of hospitality firms operating within the city. The research will employ a descriptive survey design and utilise structured questionnaires administered to both managerial and operational staff of selected hotels, guesthouses, and related hospitality establishments in Benin City. These respondents have been chosen due to their direct involvement in decision-making and operational processes that relate to sustainability implementation and corporate strategy formulation. Geographically, the scope is limited to Benin City, an urban and administrative hub within Edo State, noted for its growing hospitality industry and increasing emphasis on sustainable business practices. The conceptual scope of the study covers five core areas: environmental sustainability, economic sustainability, social sustainability, sustainable innovation, and compliance with sustainability regulations. The study period will span from May 2025 to October 2025, during which data collection, analysis, and interpretation will be conducted.

1.7 Significance of the Study

The primary significance of this study on the effect of sustainability practices on the corporate strategy of hospitality companies in Benin City lies in its contribution to academic discourse and its practical relevance to various stakeholders within the hospitality sector and beyond. The potential beneficiaries of this research include:

Hospitality Business Owners and Managers: Owners and managers of hospitality establishments will benefit from a clearer understanding of how environmental, economic, social, and innovative sustainability practices influence strategic decision-making. The findings will provide practical insights into how the integration of sustainability principles can improve operational efficiency, customer loyalty, cost management, and long-term competitiveness.

Employees and Operational Staff: Employees and staff within the hospitality industry stand to gain from the study's emphasis on social sustainability practices, such as employee welfare,

training, and workplace engagement. The findings can promote better organisational cultures that value sustainability, equity, and shared responsibility in achieving corporate goals.

Policymakers and Regulatory Authorities: Government agencies and regulatory bodies responsible for environmental management, tourism, and business regulation can utilise the study's findings to design and enforce more effective sustainability policies for the hospitality industry. Insights from the research may also guide initiatives aimed at strengthening compliance mechanisms, encouraging innovation, and supporting partnerships between the public and private sectors.

Academics and Researchers: This study contributes to the growing body of academic literature on sustainability and strategic management, particularly within developing economies. Scholars and students of management, hospitality, and environmental studies will find the research useful for expanding theoretical and empirical understanding of how sustainability influences corporate strategies at the organisational level.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review for the study on sustainability practices and corporate strategy. It begins with a conceptual review, discussing the concept of corporate strategy, followed by an examination of sustainability practices across their environmental, economic, social, innovative, and regulatory dimensions. The conceptual framework is then presented to illustrate the relationship between sustainability practices and corporate strategy. This is followed by a review of relevant theories and the development of a theoretical framework explaining how the dimensions of sustainability collectively influence corporate strategy. The chapter further includes an empirical review, summarising previous studies on sustainability and corporate strategy, and concludes by identifying the methodological and contextual gaps that justify the present study.

2.2 Conceptual Review

2.2.1 Concept of Corporate Strategy

Corporate strategy refers to the overarching plan that defines an organisation's scope, direction, and long-term objectives, as well as the means by which it seeks to achieve them (Johnson, Scholes & Whittington, 2020). Unlike operational or functional strategies, which focus on specific areas such as marketing, human resources, or operations, corporate strategy addresses the organisation as a whole, determining the industries or markets it will compete in and the allocation of resources among different business units (Grant, 2021).

In the hospitality sector, corporate strategy provides a framework for achieving competitive advantage in a dynamic and highly service-driven environment. This may include decisions on market positioning, brand portfolio management, geographic expansion, diversification of services, partnerships, and sustainability practices (Evans, Stonehouse & Campbell, 2020). A

sound corporate strategy aligns the organisation's mission, vision, and values with market realities, ensuring long-term profitability and relevance.

In today's competitive hospitality landscape, factors such as digital transformation, shifting consumer preferences, and global tourism trends have made corporate strategy increasingly adaptive and innovation-driven. The strategic choices made at the corporate level directly influence service quality, brand reputation, and ultimately, customer retention, which is the lifeblood of hospitality organisations (Porter, 1985; Buhalis & Sinarta, 2019).

2.3 Concept of Sustainability Practices

Sustainability practices in business refer to the strategies, processes, and initiatives undertaken by organisations to operate in a manner that meets present needs without compromising the ability of future generations to meet theirs (Jones, Hillier & Comfort, 2020).

These practices focus on balancing economic performance, social responsibility, and environmental stewardship, often referred to as the "triple bottom line" of people, planet, and profit (Elkington, 2020).

In the hospitality sector, sustainability practices have become increasingly important due to rising consumer awareness, regulatory requirements, and the sector's significant environmental footprint (Bohdanowicz & Zientara, 2020). These practices encompass a wide range of activities, such as reducing energy and water consumption, minimising waste through recycling and composting, sourcing food and materials locally to support communities, and adopting eco-friendly construction and design principles (Jones, Hillier & Comfort, 2020).

Sustainability practices are often integrated into corporate strategies through frameworks such as the UN Sustainable Development Goals (SDGs), environmental management systems like ISO 14001, and corporate social responsibility (CSR) initiatives. Companies in the

hospitality industry, such as hotels, resorts, and restaurants, are increasingly adopting green certifications to signal their commitment to sustainability to stakeholders.

Overall, sustainability practices are no longer optional but a strategic necessity for businesses aiming to remain competitive in a global market where ethical, environmental, and social considerations increasingly influence customer choice and corporate reputation.

2.3.1 Environmental Sustainability

Environmental sustainability in the hospitality sector refers to the adoption of practices that minimise the negative impact of operations on the natural environment while promoting resource efficiency (Kumar, 2020). Common initiatives include energy conservation, water efficiency, waste reduction, the use of renewable energy, and environmentally friendly purchasing (Mensah, 2019). In hotels and other hospitality establishments, these practices are linked to cost savings, enhanced brand image, and regulatory compliance. According to Elkhwesky, Salem, Varmus, and Ramkissoon (2022), implementing green practices has become a core part of many global hospitality strategies, reflecting growing consumer demand for eco-conscious service providers. In Benin City, where infrastructural challenges such as irregular power supply and waste management inefficiencies persist, environmental sustainability offers both an opportunity for operational improvement and a tool for differentiation in a competitive market.

2.3.2 Economic Sustainability

Economic sustainability focuses on the long-term financial viability of an organisation while supporting broader economic development. In the hospitality industry, this includes efficient resource allocation, cost management, revenue diversification, and contributions to the local economy through sourcing and employment (Kumar, 2020). Economic sustainability is closely tied to strategic planning, as it ensures that businesses remain profitable without compromising their ability to invest in future growth. For hospitality companies in

developing economies, economic sustainability may also involve creating resilience against economic shocks, such as fluctuating tourist arrivals or currency volatility (Akinlabi & Adegbuyi, 2021). Integrating economic sustainability into corporate strategy enables firms to align profitability goals with broader community and industry development objectives.

2.3.3 Social Sustainability

Social sustainability encompasses practices that enhance the well-being of employees, customers, and the wider community. In hospitality, it involves fair labour practices, staff training and development, diversity and inclusion, community engagement, and ensuring customer satisfaction (Giousmpasoglou, Marinakou & Cooper, 2021). Social sustainability is increasingly recognised as a driver of corporate reputation and customer loyalty. Research by Fatima and Elbanna (2023) highlights that socially responsible hospitality companies often experience higher employee retention and stronger stakeholder trust. In Benin City, where hospitality firms interact closely with local communities, social sustainability can strengthen social licence to operate and foster positive word-of-mouth marketing.

2.3.4 Innovative Sustainability

Innovative sustainability practices involve the use of creative approaches, new technologies, and novel business models to advance environmental, social, and economic objectives simultaneously. In the hospitality industry, innovation drives sustainable transformation through initiatives such as smart energy management systems, digital waste tracking, green building technologies, and data-driven guest experience optimisation. These innovations improve operational efficiency while reducing ecological impact. According to Hossain and Rahman (2022), adopting innovation-based sustainability strategies enables hospitality firms to remain agile, meet evolving customer expectations, and gain a competitive edge. For hospitality businesses in emerging economies, such as those in Benin City, innovation is

critical to overcoming infrastructural and regulatory limitations while maintaining profitability and environmental responsibility.

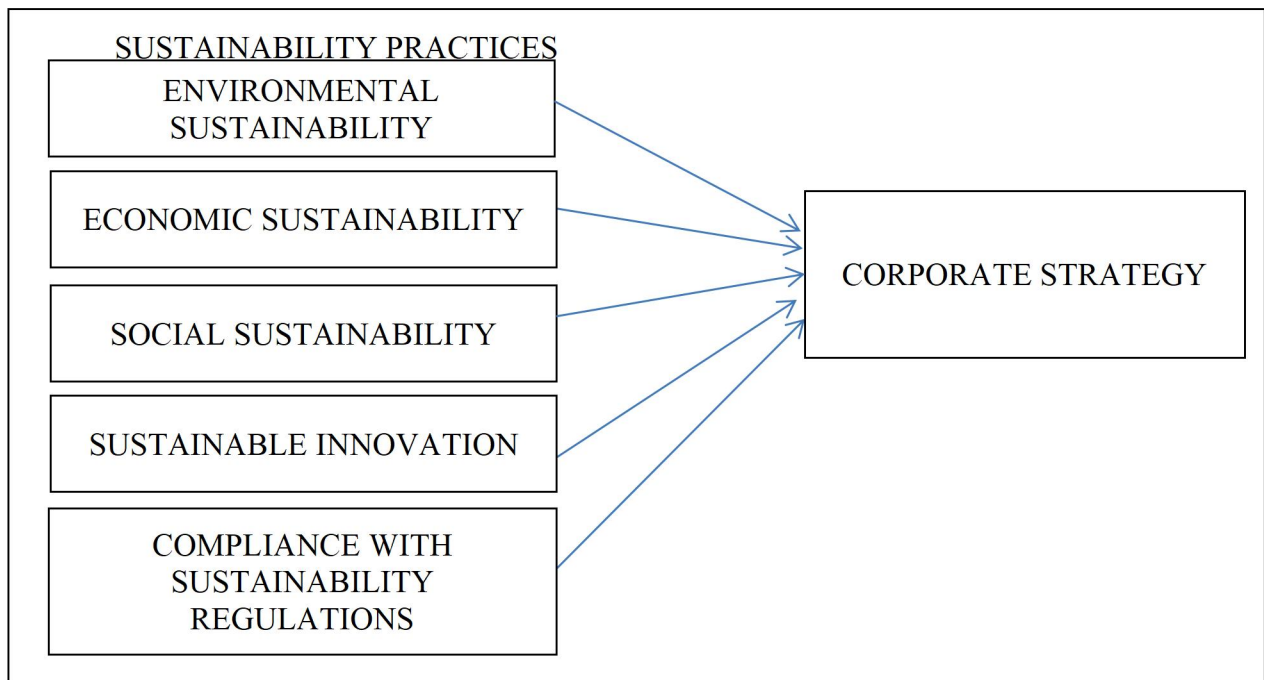
2.3.5 Compliance with Sustainability Regulations

Compliance with sustainability regulations involves adherence to local, national, and international laws, standards, and guidelines related to environmental, social, and economic practices. In the hospitality sector, these may include environmental protection laws, labour regulations, health and safety standards, and global frameworks such as the United Nations Sustainable Development Goals (SDGs) (UNWTO, 2021). Compliance not only reduces the risk of legal penalties but also enhances corporate reputation and stakeholder trust. According to Akintunde and Alabi (2020), regulatory compliance can serve as a catalyst for integrating sustainability into corporate strategy by setting minimum operational standards that encourage best practices. In Nigeria, while sustainability regulations exist, enforcement challenges often mean that proactive companies gain competitive advantages through voluntary compliance and exceeding statutory requirements.

2.4 Conceptual Framework for the Study

The conceptual framework for this study illustrates the relationship between sustainability practices and corporate strategy within hospitality companies in Benin City. In this model, environmental sustainability practices, economic sustainability practices, social sustainability practices, sustainable innovation, and compliance with sustainability regulations constitute the independent variables, representing the key dimensions of sustainability practices. Corporate strategy serves as the dependent variable, influenced by these dimensions through their collective and individual impacts on organisational planning, competitiveness, and long-term viability. This framework provides a structured perspective for understanding how the adoption and integration of sustainability practices shape strategic decisions and positioning within the hospitality industry in Benin City.

Figure 2.2 Conceptual Framework for the Study



Source: Researcher's Conceptualization, 2025.

2.5 Theoretical Review

In this section, certain theories that will help our understanding of the subject matter under discourse are discussed.

Stakeholder Theory

The stakeholder theory, developed by Edward Freeman in 1984, provides one of the most influential frameworks in strategic management and corporate sustainability. It proposes that an organisation's success depends on how well it manages relationships with its various stakeholders, including customers, employees, suppliers, regulators, investors, and the broader community. Freeman's central argument challenges the traditional shareholder-centric model by asserting that ethical and managerial responsibilities extend beyond profit maximisation to encompass the legitimate interests of all parties affected by the firm's operations. Donaldson and Preston (1995) further expanded this framework by identifying its three dimensions: the normative, which prescribes moral obligations towards stakeholders;

the descriptive, which explains how organisations actually behave; and the instrumental, which links stakeholder management to firm performance.

The main tenet of stakeholder theory is that firms must create shared value by aligning their strategic objectives with stakeholder expectations. This view promotes corporate accountability, transparency, and ethical engagement as integral to long-term sustainability. One of the strengths of the theory lies in its inclusiveness, as it fosters social legitimacy and supports decision-making that balances economic, ethical, and social considerations (Phillips et al., 2003). However, its principal limitation is the difficulty in determining which stakeholder interests should take precedence when conflicts arise, particularly in complex organisational environments (Mitchell et al., 1997). In general application, the theory serves as a cornerstone for sustainability, corporate governance, and ethical decision-making research, helping managers identify and prioritise stakeholder needs. In relation to hospitality companies in Benin City, stakeholder theory highlights the importance of maintaining trust and engagement among diverse interest groups. Sustainability practices such as environmental conservation, fair employment, and community development can enhance stakeholder relationships, strengthen brand image, and align corporate strategy with social responsibility goals.

Resource-Based View (RBV) Theory

The Resource-Based View (RBV) theory, advanced by Jay Barney in 1991, provides a strategic lens for understanding how firms achieve and sustain competitive advantage through their internal resources and capabilities. The theory posits that firms differ in their resource endowments and that these differences form the foundation of superior performance. Barney (1991) identified four attributes of strategic resources: value, rarity, inimitability, and non-substitutability (VRIN). Resources that possess these qualities can help organisations sustain competitive advantage because they are difficult for competitors to replicate. These resources

may be tangible, such as financial capital and technology, or intangible, such as brand reputation, knowledge, and organisational culture.

The strength of the RBV lies in its focus on internal competencies as the basis for strategic differentiation and long-term success (Peteraf, 1993). It provides a structured framework for firms to identify and leverage unique assets that drive innovation and operational efficiency. However, its main weakness is that it tends to underplay the role of external environmental factors and institutional pressures, which may alter the value of resources over time (Priem & Butler, 2001). The RBV has been widely applied in strategic management, innovation, and sustainability research to explain how firms develop enduring sources of advantage. For hospitality companies in Benin City, the RBV provides a rationale for viewing sustainability initiatives as strategic resources. Efforts such as energy-efficient operations, sustainable innovation, and corporate reputation for environmental responsibility can serve as valuable and inimitable resources that enhance competitiveness and long-term profitability. Through this perspective, sustainability becomes not only a moral imperative but also a strategic tool for differentiation in a competitive marketplace.

Institutional Theory

Institutional theory, associated with the works of DiMaggio and Powell (1983) and later refined by Scott (1992), focuses on how external social, cultural, and regulatory pressures influence organisational structures and practices. The theory identifies three key mechanisms through which organisations conform to institutional expectations: coercive isomorphism, arising from formal rules and regulations; mimetic isomorphism, resulting from imitation of successful peers; and normative isomorphism, shaped by professional standards and cultural norms. According to this perspective, organisations often adopt similar practices not necessarily because they are efficient but because they confer legitimacy within the institutional environment.

The strength of institutional theory lies in its ability to explain the diffusion of practices across industries, particularly in contexts characterised by strong regulatory and social expectations. It provides valuable insight into how legitimacy, rather than efficiency, drives organisational conformity (Jennings & Zandbergen, 1995). However, the theory's weakness lies in its deterministic tendency, as it may underestimate organisational agency and strategic choice (Hoffman, 2001). In general application, institutional theory has been instrumental in explaining how firms respond to environmental regulations, social expectations, and cultural influences in different sectors. For hospitality companies in Benin City, institutional theory helps explain how government policies, regulatory frameworks, and societal norms shape the adoption of sustainability practices. Hotels and related businesses often adopt energy management, waste reduction, and fair employment systems to comply with external pressures and maintain legitimacy in the industry. The theory, therefore, provides a useful lens for understanding how institutional forces shape sustainability-driven corporate strategies within the Nigerian hospitality sector.

Triple Bottom Line (TBL) Theory

The Triple Bottom Line (TBL) theory, introduced by John Elkington in 1994, offers a comprehensive framework for assessing organisational performance through three interrelated dimensions: economic, social, and environmental sustainability. It broadens the traditional notion of business success beyond financial outcomes to include contributions to social welfare and environmental protection. The TBL concept, often summarised as “people, planet, and profit,” advocates that organisations should pursue strategies that create value in all three areas simultaneously. This integrated approach reflects a commitment to sustainable development by balancing profitability with ethical responsibility and ecological preservation. The primary strength of the TBL theory lies in its holistic approach, which encourages organisations to view sustainability as a strategic imperative rather than an external

compliance requirement. It enables businesses to align corporate goals with societal and environmental priorities. Nonetheless, the theory faces criticism due to the difficulty of quantifying non-financial outcomes such as social well-being and environmental health (Norman & MacDonald, 2004). The TBL framework has found extensive application in sustainability reporting, strategic management, and corporate governance as a tool for measuring comprehensive performance. In relation to hospitality companies in Benin City, the TBL theory provides a guiding model for integrating sustainability practices into corporate strategy. Hospitality firms can adopt environmentally friendly operations, engage in social responsibility initiatives, and maintain economic viability concurrently. By doing so, they not only enhance their competitiveness and brand reputation but also contribute to long-term community and environmental sustainability.

2.6 Theoretical Framework

The theoretical framework for this study integrates four interrelated theories: Stakeholder Theory, Resource-Based View (RBV) Theory, Institutional Theory, and Triple Bottom Line (TBL) Theory, to explain how sustainability practices influence the corporate strategy of hospitality companies in Benin City. Together, these theories provide a comprehensive foundation for understanding how social, environmental, economic, innovative, and regulatory sustainability dimensions shape strategic outcomes. The Stakeholder Theory (Freeman, 1984) emphasises that businesses are accountable not only to shareholders but also to a broad network of stakeholders, including customers, employees, and regulators. This supports the incorporation of social and environmental sustainability practices into corporate strategy to enhance legitimacy and stakeholder trust. The RBV Theory (Barney, 1991) explains that sustainability-driven innovation, such as eco-friendly designs and energy-efficient operations, serves as a valuable and inimitable resource that strengthens competitive advantage and brand equity. The Institutional Theory (DiMaggio & Powell, 1983) adds an

external perspective by asserting that firms often implement sustainability practices in response to regulatory, normative, and competitive pressures. Compliance with sustainability regulations, therefore, reinforces legitimacy and operational stability. The TBL Theory (Elkington, 1994) integrates these perspectives by linking economic, social, and environmental objectives, advocating that profitability should align with social responsibility and ecological balance. Collectively, these theories reveal that sustainability practices are both strategic and ethical imperatives in the hospitality industry. The Stakeholder and TBL theories highlight moral and integrative motivations, while the RBV and Institutional theories explain how internal resources and external pressures interact to shape strategic choices. In combination, they provide a robust explanation of how environmental, economic, social, innovative, and regulatory sustainability practices jointly influence the corporate strategy of hospitality companies in Benin City, thereby promoting long-term competitiveness, legitimacy, and sustainable growth.

2.7 Empirical Review

Osahenrunmwun and Oseyomon (2024) examined the relationship between sustainability practices and business performance, focusing on customer satisfaction at Big Joe Water in Benin City. The study assessed the environmental, social, and economic dimensions of sustainability. Results indicated that social and economic sustainability practices had significant positive effects on customer satisfaction, whereas environmental sustainability showed no statistically significant relationship with business performance. The authors recommended that Big Joe Water improve communication about its environmental initiatives through eco-labelling, signage, and digital platforms to enhance customer awareness and satisfaction.

Adekunle, Osunbor, Okere, Kokogho, Folorunso, and Eyiaro (2023) analysed the determinants of sustainability performance among table water firms in Delta and Edo States.

Using a cross-sectional survey design, data were collected from 247 respondents across National Agency for Food and Drug Administration and Control (NAFDAC)-registered firms. Employing descriptive statistics, Pearson correlation, and multiple regression analyses, the study found that sustainable product development, manufacturing processes, packaging, and waste management significantly influenced sustainability performance.

Oguh and Onaghise (2023) explored the effect of corporate sustainability on organisational performance within selected table water manufacturing firms in Benin City. The study focused on environmental, economic, and social dimensions of sustainability and their relationship with customer satisfaction. Using structured questionnaires distributed to 372 respondents and analysed with descriptive and inferential statistics, findings revealed significant positive associations between the sustainability dimensions and customer satisfaction. The researchers concluded that consistent adoption of sustainability practices enhances organisational performance.

Frempong, Mu, Adu, Hossin, and Adu (2021) investigated the influence of corporate sustainability on firm performance through the mediating effects of sustainability-oriented supplier partnerships and green innovation capabilities in Ghana's manufacturing sector. Data collected from managers and experts in the Association of Ghana Industries supported seven of the eight proposed hypotheses. The study revealed that sustainability-oriented supplier partnerships indirectly affect the relationship between social sustainability and firm performance, while green innovation capabilities mediate the influence of social and economic sustainability on performance.

Ovidiu (2018) assessed how customer-based perceptions of corporate sustainability influence customer loyalty across four industries: mobile telecommunications, retail banking, dairy products, and personal care, in a developing European economy. Based on data from 1,464 urban consumers, the study found that perceived sustainability positively and significantly

affects customer loyalty, with the strongest effect in retail banking and the weakest in personal care products.

Cherian and Farouk (2017) evaluated how sustainable human resource practices influence organisational performance and the integration of sustainability in HR management. Using data from 150 respondents selected through convenience sampling, the study applied multiple regression and Cronbach's alpha to ensure reliability. Results showed that sustainability-oriented HR practices, including recruitment, training, performance management, and environmental awareness, positively and significantly enhance organisational performance.

Amisano and Anthony (2017) explored the connection between ethical leadership and sustainability dimensions (social, financial, and environmental) among small businesses in Miami, Florida. Based on data from 80 respondents, correlation and regression analyses revealed that ethical leadership significantly predicts environmental sustainability, underscoring leadership's role in promoting sustainable organisational behaviour.

Maletič et al. (2017) examined how sustainability practices relate to organisational performance in European firms, using contingency factors such as uncertainty, long-term orientation, and competitiveness. Regression analysis showed that in moderately competitive and uncertain environments, sustainability exploitation practices were stronger predictors of performance, whereas sustainability exploration practices were more influential under high uncertainty and competitiveness.

Gupta (2017) studied the relationship between innovative and quality practices and organisational performance from a sustainability perspective in 126 Indian organisations, mostly from the manufacturing sector. Using exploratory factor analysis and regression, the study found that sustainability-oriented innovation and quality initiatives significantly enhance organisational performance and global sustainability outcomes.

Abdulsattar, Najm, and Jasser (2017) investigated how economic, social, and environmental sustainability dimensions affect organisational performance in Jordan's pharmaceutical industry. The sample comprised 180 managerial staff from three leading firms. Statistical analysis revealed that all three sustainability dimensions positively influence organisational performance indicators, including profitability, market share, and expansion.

Albatayneh (2014) explored the relationship between efficiency strategies, sustainability performance, and financial outcomes among Jordanian industrial and service firms. Data collected from 101 managers across 232 companies were analysed using linear and multiple regression. The results indicated that corporate sustainability performance partially mediates the link between efficiency strategies (eco-efficiency and socio-efficiency) and financial performance, measured through ROI, ROA, sales, and profit growth.

Sandhu and Kapoor (2005) investigated 20 top Indian companies between 2000 and 2003 to examine the relationship between corporate social responsibility (CSR) and financial performance. Using correlation and regression analyses, they found no significant relationship, suggesting that CSR initiatives did not directly translate into measurable financial benefits during that period.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the methodology adopted in investigating the effect of sustainability practices on the corporate strategy of hospitality companies in Benin City. It explained the research procedures designed to achieve the study objectives and test the stated hypotheses. The chapter is structured to include the research design, population of the study, sample size and sampling technique, sources and method of data collection, research instrument, operationalisation and measurement of variables, validity and reliability of the research instrument, model specification, and method of data analysis.

3.2 Research Design

This study employed a survey research design. The survey method enabled the researcher to collect primary data from a defined population in order to describe and examine the relationship between variables of interest (Yen, 2005). The design is suitable because it allows for quantitative assessment of the effects of sustainability practices on corporate strategy, while also facilitating the collection of comparable responses from different categories of employees within hospitality companies. This design further permits the use of statistical tools to analyse data and make inferences about the population.

3.3 The Population and Sample of the Study

The population of this study comprised all registered hospitality companies operating in Benin City, Edo State. This includes hotels, restaurants, event centres, and guest houses formally registered with the Edo State Ministry of Tourism and the Nigerian Tourism Development Corporation (NTDC) as of December 2024. According to data obtained from the Edo State Ministry of Tourism, there are 178 registered hospitality companies in Benin

City. These establishments constitute the basis for examining sustainability practices and their influence on corporate strategy.

3.4 Sample Size and Sampling Technique

The study employed a purposive sampling technique, targeting employees who are directly involved in or knowledgeable about the implementation of sustainability practices and strategic planning processes within their respective organisations. These typically include managers, supervisors, and staff from key functional areas such as operations, human resources, marketing, finance, and facility management. Three respondents will be selected from each of the 178 hospitality firms, resulting in a total sample size of 534 respondents (3 respondents × 178 firms). This approach ensures that the data collected reflects diverse organisational perspectives on sustainability and strategic direction. According to Crossman (2020), purposive sampling is appropriate for research involving respondents with specific experience relevant to the research objectives.

3.5 Sources of Data

The study relied on primary data collected through the administration of structured questionnaires. The questionnaire was designed to capture data on all the variables identified in the research objectives, focusing on environmental, economic, social, innovative, and regulatory sustainability practices and their relationship with corporate strategy in the hospitality sector.

3.6 Model Specification

The study employed a multiple regression model to examine the relationship between sustainability practices and corporate strategy of hospitality companies in Benin City. The model is specified as follows:

$$CS = f(ENS, ECS, SS, IS, RS) \quad (3.1)$$

Expressed in a linear form:

$$CS = \beta_0 + \beta_1ENS + \beta_2ECS + \beta_3SS + \beta_4IS + \beta_5RS + \varepsilon \quad (3.2)$$

Where:

CS = Corporate Strategy

ENSP = Environmental Sustainability

ECSP = Economic Sustainability

SSP = Social Sustainability

ISP = Innovative Sustainability

RSP = Regulatory Sustainability Compliance

β_0 = Constant

β_1 – β_5 = Coefficients of the independent variables

ε = Error term

Apriori Expectations

It is expected that all the independent variables will have a positive and significant relationship with corporate strategy, implying:

$$\beta_1 > 0, \beta_2 > 0, \beta_3 > 0, \beta_4 > 0, \beta_5 > 0$$

3.7 The Research Instrument

The primary research instrument for this study is a structured questionnaire. The questionnaire was divided into two sections. Section A captured the socio-demographic characteristics of respondents, including gender, age, educational qualification, job designation, work experience, and organisational size. Section B contained items measuring the dimensions of sustainability practices (environmental, economic, social, innovative, and regulatory) and corporate strategy. The questionnaire was structured on a five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1), allowing respondents to express varying degrees of agreement or disagreement with the statements provided. This format facilitates quantitative analysis and enhances reliability and consistency in responses.

3.8 Validity of the Research Instrument

To ensure validity, the questionnaire underwent both face and content validation. Experts in the Department of Business Administration, Faculty of Management Sciences, University of Benin, reviewed the instrument to confirm the appropriateness, clarity, and relevance of the items to the study objectives. Their feedback were incorporated to improve wording, eliminate ambiguity, and ensure comprehensive coverage of the variables. Furthermore, a pilot test was conducted among selected hospitality employees outside the study sample to assess clarity, logical flow, and content accuracy. Feedback from the pilot exercise was used to refine the instrument before final administration.

3.9 Reliability of the Research Instrument

Reliability will be established through a pilot test involving 30 respondents from hospitality companies in Ugbowo and GRA areas of Benin City who were not included in the main study. The internal consistency of the instrument will be measured using Cronbach's alpha. A Cronbach's alpha coefficient of 0.70 or above will be considered acceptable for reliability, consistent with the recommendation of Nunnally and Bernstein (1994). The results of the reliability analysis will be summarised in a table similar to Table 3.1 below.

Table 3.4: Reliability Test

S/N	Variables	Number of Items	Cronbach's Alpha Value
1	Environmental Sustainability	5	0.78
2	Economic Sustainability	5	0.75
3	Social Sustainability	5	0.80
4	Innovative Sustainability	5	0.77
5	Regulatory Compliance	5	0.73
6	Corporate Strategy	5	0.81

Source: Researcher's fieldwork, 2025.

The Cronbach's alpha value for each construct as shown in the table above is above 0.6. This means that the questionnaire is reliable and that it can be depended upon to elicit the necessary information from the respondents (Nunnally & Bernstein, 1994).

3.10 Operationalisation of Variables

The study comprises two main variables: sustainability practices (independent variable) and corporate strategy (dependent variable). The independent variable was measured through five dimensions: environmental, economic, social, innovative, and regulatory sustainability practices. Each of these dimensions was assessed through five measurement items adapted from previous studies and aligned with the study objectives. Corporate strategy was measured using indicators such as long-term planning orientation, competitive positioning, resource allocation efficiency, adaptability, and strategic innovation.

Table 3.3: Operationalisation of Variables

S/N	Variable	Operational Definition	Measurement	Measurement Scale	Question Numbers
1	Environmental Sustainability	Adoption of eco-friendly measures such as energy efficiency, waste reduction, water conservation, and environmental protection initiatives	Five-point Likert scale	5-point	Q.7–Q.11
2	Economic Sustainability	Long-term financial stability, cost management, revenue diversification, and support for local economic development	Five-point Likert scale	5-point	Q.12–Q.16
3	Social Sustainability	Fair labour practices, employee well-being, diversity and inclusion, and community engagement	Five-point Likert scale	5-point	Q.17–Q.21
4	Innovative Sustainability	Use of technological, operational, or managerial innovations to improve sustainability and strategic competitiveness	Five-point Likert scale	5-point	Q.22–Q.26

5	Regulatory Sustainability Compliance	Adherence to sustainability-related laws, regulations, and standards at local and international levels	Five-point Likert scale	5-point	Q.27–Q.31
6	Corporate Strategy	Long-term planning, adaptability, resource allocation, market positioning, and sustainability integration into strategic objectives	Five-point Likert scale	5-point	Q.32–Q.36

Source: Researcher’s Design (2025)

3.11 Method of Data Analysis

The collected data was analysed using both descriptive and inferential statistical techniques. Descriptive statistics such as frequency distribution, percentages, and mean scores was used to summarise respondents’ demographic characteristics and their responses to questionnaire items. Inferential statistics will include Pearson correlation analysis to examine associations among variables and multiple regression analysis to test the hypotheses and determine the extent to which sustainability practices influence corporate strategy. The Statistical Package for the Social Sciences (SPSS) version 26.0 was used for the analysis, with the level of significance set at 0.05.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the results of the fieldwork, analyses the data collected from employees of registered hospitality companies in Benin City, and discusses the findings in relation to the research objectives and hypotheses. A total of 354 questionnaires were administered, and 318 were duly completed and returned, representing a retrieval rate of 89.8%. The analysis was carried out using descriptive statistics (frequencies, percentages, means, and standard deviation) and inferential statistics (Pearson correlation and multiple regression analysis) with SPSS version 26 of SPSS.

4.2 Retrieval Rate and Description of Respondents' Socio-Demographics

4.2.1 Retrieval Rate

From the survey conducted, 318 copies of the questionnaire were successfully retrieved and found usable out of the 354 copies administered to employees of registered hospitality companies in Benin City. The retrieval rate is computed as follows:

$$rr = \frac{318}{354} \times 100$$

$$rr = 0.8983 \times 100$$

$$rr \approx 89.8\%$$

The retrieval rate is therefore approximately 90 per cent. This high rate of 89.8 per cent is considered very good and acceptable for empirical studies of this nature.

4.2.2 Description of Respondents' Socio-Demographics

This section presents the socio-demographic characteristics of the respondents. The variables analysed include gender, age, educational qualification, years of work experience, and job designation.

Table 4.1: Socio-Demographic Characteristics of the Respondents

S/N	Categories	Frequency	
		No.	%
1.	Gender		
	Male	181	56.9
	Female	137	43.1
	Total	318	100.0
2.	Age		
	Under 30 years	112	35.2
	31–40 years	148	46.5
	41–50 years	46	14.5
	Above 50 years	12	3.8
	Total	318	100.0
3.	Educational Qualification		
	SSCE/OND/NCE	68	21.4
	HND/B.Sc	189	59.4
	MBA/M.Sc/Ph.D	61	19.2
	Total	318	100.0
4.	Years of Work Experience		
	0–5 years	124	39.0
	6–10 years	136	42.8
	Above 10 years	58	18.2
	Total	318	100.0
5.	Marital Status		
	Single	135	42.5
	Married	154	48.7
	Others	29	9.11
	Total	318	100.0
6.	Job Designation		
	Management	98	30.8
	Non-Management	220	69.2
	Total	318	100.0

Source: Field Survey, 2025.

Gender

Table 4.1 shows that 181 respondents (56.9%) were male, while 137 respondents (43.1%) were female. This indicates that more men than women participated in the survey, though the gender distribution remains fairly balanced.

Age

Most respondents (148; 46.5%) were aged 31–40 years, followed by those under 30 years (112; 35.2%). Only 12 respondents (3.8%) were above 50 years, suggesting that the majority of employees in the hospitality sector in Benin City are relatively young and in their active working years.

Educational Qualification

A majority of respondents (189; 59.4%) hold HND/B.Sc degrees, while 61 respondents (19.2%) have postgraduate qualifications. This shows that respondents are generally well-educated and capable of providing informed responses regarding sustainability practices and corporate strategy.

Years of Work Experience

Most respondents (136; 42.8%) have 6–10 years of experience, and 58 respondents (18.2%) have over 10 years of experience. This suggests that many respondents have sufficient work experience to offer reliable insights on organisational practices.

Marital Status

The marital status distribution shows that 154 respondents (48.7%) are married, 135 respondents (42.5%) are single, and 29 respondents (9.1%) fall under other categories.

Job Designation

The majority of respondents (220; 69.2%) are non-management staff, while 98 respondents (30.8%) hold management positions. Including both levels ensures that perspectives from employees who implement and those who formulate strategy are captured.

4.3 Description of Research Variables

This section presents the analysis of the research variables using descriptive statistics, including simple percentage, mean, and standard deviation. The independent variable in this study is sustainability practices, while the dependent variable is corporate strategy. The responses to the items were measured on a five-point Likert scale, where 1 represents strong disagreement and 5 represents strong agreement. The results are presented below.

4.3.1 Description of Sustainability Practices

To assess sustainability practices, mean scores and standard deviations were computed for the various factors. A mean score above 3 indicates acceptance of the statement, while a mean

below 3 signifies rejection. The responses to the different dimensions of sustainability practices: environmental, economic, social, sustainable innovation, and regulatory compliance, are analysed below.

Table 4.2: Description of Sustainability Practices

Q/N	Item	Frequency					Mean	SD
		1	2	3	4	5		
	Environmental Sustainability							
7	Our company has policies that promote environmental protection.	8	21	56	168	65	3.82	0.89
8	We implement waste reduction and recycling strategies.	12	18	49	162	77	3.86	0.94
9	Energy conservation measures are actively pursued in our facilities.	10	25	52	155	76	3.81	0.96
10	Our company uses eco-friendly materials and equipment.	15	28	61	149	65	3.71	1.02
11	Environmental compliance is considered in all operational decisions.	6	19	44	170	79	3.94	0.87
	Average Total						3.83	0.936
	Economic Sustainability							
12	Our company's financial planning considers long-term sustainability.	11	24	58	158	67	3.77	0.95
13	We invest in cost-saving and efficiency-enhancing technologies.	14	27	62	152	63	3.71	0.99
14	Profitability is achieved without compromising future resources.	9	22	55	165	67	3.81	0.91
15	Financial transparency is maintained in all our operations.	13	20	49	169	67	3.80	0.93
16	Risk management and cost control are integral to our strategy.	10	26	51	160	71	3.80	0.94
	Average Total						3.78	0.944
	Social Sustainability							

17	Our company prioritises employee well-being and safety.	7	15	42	172	82	3.98	0.84
18	Equal employment opportunities are provided to all staff.	9	18	38	168	85	4.02	0.88
19	The organisation supports local community development.	8	20	45	165	80	3.93	0.91
20	Employee training and welfare are part of our social responsibility.	6	17	40	170	85	4.00	0.85
21	We regularly engage with stakeholders and customers ethically.	5	14	44	169	86	4.01	0.82
Average Total							3.99	0.860
Sustainable Innovation								
22	Our company adopts innovative technologies that promote sustainability.	12	25	59	158	64	3.74	0.96
23	We regularly improve services through sustainability-driven innovation.	10	22	55	162	69	3.80	0.92
24	Innovation is encouraged to reduce environmental and social risks.	11	24	58	160	65	3.77	0.94
25	Sustainable product and service designs are prioritised.	14	28	62	155	59	3.68	0.99
26	Our company invests in research and innovation for sustainable solutions.	9	20	50	168	71	3.86	0.89
Average Total							3.77	0.944
Regulatory Sustainability Compliance								
27	Our company complies with all environmental laws and policies.	6	12	38	175	87	4.05	0.81
28	Sustainability reports are prepared in line with regulatory standards.	8	15	42	170	83	3.97	0.86
29	We follow ethical business practices as required by law.	5	14	40	172	87	4.03	0.82
30	Regular audits are conducted to ensure compliance with sustainability standards.	7	13	36	174	88	4.06	0.81

31	Management ensures that all employees adhere to sustainability regulations.	6	11	34	176	91	4.10	0.79
	Average Total						4.04	0.818
	Overall Sustainability Practices Score						3.882	0.9004

Source: Field Survey, 2025.

N.B: 1, 2, 3, 4 and 5 denote strongly disagreed, disagreed, undecided, agreed, strongly agreed response rate respectively.

Environmental Sustainability Practices

Table 4.2 presents the responses on environmental sustainability practices among employees of registered hospitality companies in Benin City. For the statement “Our company has policies that promote environmental protection,” 8 respondents strongly disagreed, 21 respondents disagreed, 56 respondents remained undecided, 168 respondents agreed, and 65 respondents strongly agreed. The mean score of 3.82 indicates strong agreement that formal environmental protection policies exist, with a standard deviation of 0.89 reflecting relatively low variability and high consensus among respondents. Similarly, for “We implement waste reduction and recycling strategies,” 12 respondents strongly disagreed, 18 disagreed, 49 were undecided, 162 agreed, and 77 strongly agreed. The mean score of 3.86 reflects strong agreement on active implementation, with a standard deviation of 0.94 indicating moderate consistency. Regarding “Energy conservation measures are actively pursued in our facilities,” 10 respondents strongly disagreed, 25 disagreed, 52 were undecided, 155 agreed, and 76 strongly agreed. The mean of 3.81 shows that respondents acknowledge energy conservation initiatives, with a standard deviation of 0.96 reflecting reasonable consistency. For “Our company uses eco-friendly materials and equipment,” 15 respondents strongly disagreed, 28 disagreed, 61 were undecided, 149 agreed, and 65 strongly agreed. The mean of 3.71, while the lowest in this dimension, still falls within the acceptance region, with a standard deviation of 1.02 suggesting some variability across firms. On “Environmental compliance is

considered in all operational decisions,” 6 respondents strongly disagreed, 19 disagreed, 44 were undecided, 170 agreed, and 79 strongly agreed. The mean of 3.94 — the highest in this category — indicates very strong agreement, with a standard deviation of 0.87 reflecting high consistency. The average mean score for environmental sustainability practices is 3.83, with a standard deviation of 0.936, demonstrating that respondents broadly agree that environmental sustainability is well-integrated into organisational operations.

Economic Sustainability Practices

For “Our company’s financial planning considers long-term sustainability,” 11 respondents strongly disagreed, 24 disagreed, 58 were undecided, 158 agreed, and 67 strongly agreed. The mean of 3.77 indicates agreement that long-term sustainability informs financial planning, with a standard deviation of 0.95. For “We invest in cost-saving and efficiency-enhancing technologies,” 14 respondents strongly disagreed, 27 disagreed, 62 were undecided, 152 agreed, and 63 strongly agreed. The mean of 3.71 shows general confirmation of such investments, with a standard deviation of 0.99. Regarding “Profitability is achieved without compromising future resources,” 9 respondents strongly disagreed, 22 disagreed, 55 were undecided, 165 agreed, and 67 strongly agreed. The mean of 3.81 reflects strong agreement, with a standard deviation of 0.91. For “Financial transparency is maintained in all our operations,” 13 respondents strongly disagreed, 20 disagreed, 49 were undecided, 169 agreed, and 67 strongly agreed. The mean of 3.80 indicates robust transparency, with a standard deviation of 0.93. On “Risk management and cost control are integral to our strategy,” 10 respondents strongly disagreed, 26 disagreed, 51 were undecided, 160 agreed, and 71 strongly agreed. The mean of 3.80 further confirms strong economic discipline, with a standard deviation of 0.94. The average mean score for economic sustainability practices is 3.78 (SD = 0.944), confirming general agreement that hospitality organisations pursue economically sustainable strategies.

Social Sustainability Practices

For “Our company prioritises employee well-being and safety,” 7 respondents strongly disagreed, 15 disagreed, 42 were undecided, 172 agreed, and 82 strongly agreed. The mean of 3.98 indicates very strong agreement, with a standard deviation of 0.84. On “Equal employment opportunities are provided to all staff,” 9 respondents strongly disagreed, 18 disagreed, 38 were undecided, 168 agreed, and 85 strongly agreed. The mean of 4.02 — the highest in the study — reflects near-unanimous agreement, with a standard deviation of 0.88. For “The organisation supports local community development,” 8 respondents strongly disagreed, 20 disagreed, 45 were undecided, 165 agreed, and 80 strongly agreed. The mean of 3.93 demonstrates strong support, with a standard deviation of 0.91. Regarding “Employee training and welfare are part of our social responsibility,” 6 respondents strongly disagreed, 17 disagreed, 40 were undecided, 170 agreed, and 85 strongly agreed. The mean of 4.00 indicates exceptional agreement, with a standard deviation of 0.85. On “We regularly engage with stakeholders and customers ethically,” 5 respondents strongly disagreed, 14 disagreed, 44 were undecided, 169 agreed, and 86 strongly agreed. The mean of 4.01 further underscores the importance of ethical engagement, with a standard deviation of 0.82. The average mean score for social sustainability practices is 3.99 (SD = 0.860), the highest among all dimensions, confirming that people-oriented practices are central to organisational sustainability.

Sustainable Innovation Practices

For “Our company adopts innovative technologies that promote sustainability,” 12 respondents strongly disagreed, 25 disagreed, 59 were undecided, 158 agreed, and 64 strongly agreed. The mean of 3.74 indicates agreement, with a standard deviation of 0.96. On “We regularly improve services through sustainability-driven innovation,” 10 respondents strongly disagreed, 22 disagreed, 55 were undecided, 162 agreed, and 69 strongly agreed. The

mean of 3.80 reflects positive perception, with a standard deviation of 0.92. Regarding “Innovation is encouraged to reduce environmental and social risks,” 11 respondents strongly disagreed, 24 disagreed, 58 were undecided, 160 agreed, and 65 strongly agreed. The mean of 3.77 indicates acceptance, with a standard deviation of 0.94. For “Sustainable product and service designs are prioritised,” 14 respondents strongly disagreed, 28 disagreed, 62 were undecided, 155 agreed, and 59 strongly agreed. The mean of 3.68 — the lowest in this dimension — shows moderate agreement, with a standard deviation of 0.99. On “Our company invests in research and innovation for sustainable solutions,” 9 respondents strongly disagreed, 20 disagreed, 50 were undecided, 168 agreed, and 71 strongly agreed. The mean of 3.86 indicates strong support for R&D investment, with a standard deviation of 0.89. The average mean score for sustainable innovation practices is 3.77 (SD = 0.944), showing moderate adoption of innovation-focused sustainability initiatives.

Regulatory Sustainability Compliance

For “Our company complies with all environmental laws and policies,” 6 respondents strongly disagreed, 12 disagreed, 38 were undecided, 175 agreed, and 87 strongly agreed. The mean of 4.05 reflects very strong compliance, with a standard deviation of 0.81. On “Sustainability reports are prepared in line with regulatory standards,” 8 respondents strongly disagreed, 15 disagreed, 42 were undecided, 170 agreed, and 83 strongly agreed. The mean of 3.97 indicates solid adherence, with a standard deviation of 0.86. Regarding “We follow ethical business practices as required by law,” 5 respondents strongly disagreed, 14 disagreed, 40 were undecided, 172 agreed, and 87 strongly agreed. The mean of 4.03 shows near-perfect agreement, with a standard deviation of 0.82. For “Regular audits are conducted to ensure compliance with sustainability standards,” 7 respondents strongly disagreed, 13 disagreed, 36 were undecided, 174 agreed, and 88 strongly agreed. The mean of 4.06 indicates rigorous auditing, with a standard deviation of 0.81. Finally, on “Management ensures that all

employees adhere to sustainability regulations,” 6 respondents strongly disagreed, 11 disagreed, 34 were undecided, 176 agreed, and 91 strongly agreed. The mean of 4.10 — the highest in the study — confirms strong management commitment, with a standard deviation of 0.79. The average mean score for regulatory sustainability compliance is 4.04 (SD = 0.818), highlighting this dimension as the most entrenched and non-negotiable practice. The overall mean score for the five dimensions of sustainability practices is 3.882, with a standard deviation of 0.9004. This high score demonstrates that employees of hospitality companies in Benin City strongly agree that multi-dimensional sustainability practices are fully institutionalised, reflecting the centrality of sustainability in operational and strategic decision-making.

4.3.2 Description of Corporate Strategy

Table 4.3 presents the description of corporate strategy among employees of registered hospitality companies in Benin City, with emphasis on the integration of sustainability practices, alignment with long-term objectives, regulatory compliance, and sustainable innovation in strategic decision-making.

Table 4.3 Description of Corporate Strategy

Q/N	Item	Frequency					Mean	SD
		1	2	3	4	5		
	Corporate Strategy							
32	Sustainability practices are integrated into our corporate strategy.	8	18	48	166	78	3.91	0.89
33	Our strategic goals align with long-term environmental objectives.	10	20	52	162	74	3.86	0.92
34	The company’s competitive strategy reflects economic and social sustainability.	7	16	45	170	80	3.94	0.85
35	Regulatory compliance influences our strategic decision-making.	6	14	40	172	86	4.00	0.82

36	Sustainable innovation is a key component of our business strategy.	9	19	50	168	72	3.89	0.89
	Total						3.92	0.874

Source: Field Survey, 2025.

N.B: 1, 2, 3, 4 and 5 denote strongly disagreed, disagreed, undecided, agreed, strongly agreed response rate respectively

Corporate Strategy

For the statement “Sustainability practices are integrated into our corporate strategy,” 8 respondents strongly disagreed, 18 disagreed, 48 were undecided, 166 agreed, and 78 strongly agreed. The mean score of 3.91 indicates strong agreement that sustainability practices are embedded in corporate strategy, with a standard deviation of 0.89 reflecting moderate consistency among respondents. Similarly, for “Our strategic goals align with long-term environmental objectives,” 10 respondents strongly disagreed, 20 disagreed, 52 were undecided, 162 agreed, and 74 strongly agreed. The mean score of 3.86 suggests that respondents generally perceive strategic goals as aligned with environmental sustainability, with a standard deviation of 0.92, indicating some variation in responses. Regarding “The company’s competitive strategy reflects economic and social sustainability,” 7 respondents strongly disagreed, 16 disagreed, 45 were undecided, 170 agreed, and 80 strongly agreed. The mean score of 3.94 demonstrates that employees perceive corporate strategy as incorporating both economic and social sustainability considerations, with a standard deviation of 0.85 showing low variability in responses. For “Regulatory compliance influences our strategic decision-making,” 6 respondents strongly disagreed, 14 disagreed, 40 were undecided, 172 agreed, and 86 strongly agreed. The mean of 4.00 reflects very strong agreement that adherence to regulatory requirements shapes strategic choices, with a standard deviation of 0.82 indicating high consistency across respondents. On “Sustainable innovation is a key component of our business strategy,” 9 respondents strongly disagreed, 19 disagreed, 50 were

undecided, 168 agreed, and 72 strongly agreed. The mean score of 3.89 suggests strong recognition of innovation as a strategic driver, with a standard deviation of 0.89, reflecting moderate consistency in responses. The overall mean score for corporate strategy is 3.92, with a standard deviation of 0.874. This confirms that employees of hospitality companies in Benin City generally perceive sustainability practices, regulatory compliance, and sustainable innovation as central to corporate strategy. Since all mean scores exceed the 3.00 acceptance threshold, it is evident that sustainability has been effectively integrated into strategic planning and operational decision-making in the sector.

4.4 Relationship between Sustainability Practices and Corporate Strategy of Hospitality Companies in Benin City

4.4.1 Correlation Analysis

Bivariate Pearson correlation analysis was conducted to examine the relationships between sustainability practices and corporate strategy. Table 4.6 presents the Pearson correlation coefficients among the research variables.

Table 4.4: Pearson Correlation Coefficients among Research Variables

Variable		CS	ENS	ECS	SS	IS	RS
Corporate Strategy	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	318					
Environmental Sustainability (ENS)	Pearson Correlation	.768**	1				
	Sig. (2-tailed)	.000					
	N	318	318				
Economic Sustainability (SS)	Pearson Correlation	.712**	.689**	1			
	Sig. (2-tailed)	.000	.000				
	N	318	318	318			
Social Sustainability (SS)	Pearson Correlation	.801**	.734**	.701**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	318	318	318	318		
Sustainable Innovation	Pearson Correlation	.745**	.698**	.667**	.756**	1	

	Sig. (2-tailed)	.000	.000	.000	.000		
	N	318	318	318	318	318	
Regulatory Compliance	Pearson Correlation	.792**	.723**	.689**	.778**	.735**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	318	318	318	318	318	318

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

Table 4.6 reveals that all dimensions of sustainability practices are positively and significantly correlated with corporate strategy at $p < 0.01$. Social sustainability practices show the strongest relationship with corporate strategy ($r = 0.801$), followed by regulatory compliance ($r = 0.792$) and environmental sustainability practices ($r = 0.768$). Economic sustainability ($r = 0.712$) and sustainable innovation ($r = 0.745$) also exhibit strong positive correlations. These findings indicate that higher levels of sustainable practices—whether social, regulatory, environmental, economic, or innovation-driven—are associated with stronger strategic alignment and corporate effectiveness in hospitality companies.

Additionally, the independent variables are significantly interrelated, suggesting that environmental, economic, social, innovative, and regulatory practices reinforce each other in shaping corporate strategy. For instance, social sustainability correlates positively with regulatory compliance ($r = 0.778$) and sustainable innovation ($r = 0.756$), highlighting the interconnected nature of sustainability dimensions in driving strategic outcomes.

4.4.2 Results of Regression Analysis

Multiple regression analysis was conducted to determine the combined effect of sustainability practices on corporate strategy. Table 4.7 presents the model summary of the regression analysis.

Table 4.4: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.872 ^a	.761	.757	.412	1.923

a. Predictors: (Constant), Environmental Sustainability Practices (ENSP), Economic Sustainability (ECS), Social Sustainability (SS), Sustainable Innovation (IS), Regulatory Compliance (RS)

b. Dependent Variable: Corporate Strategy (CS)

The regression model demonstrates a strong fit, with an R value of 0.872, indicating a high positive correlation between the independent variables and corporate strategy. The R-squared value of 0.761 shows that approximately 76.1% of the variance in corporate strategy is explained by the sustainability practices included in the model. The adjusted R-squared of 0.757 confirms the robustness of the model, while the standard error of 0.412 indicates low average deviation of observed values from the predicted values. The Durbin-Watson statistic of 1.923 suggests minimal autocorrelation in the residuals, satisfying the assumption of independence.

Table 4.5: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	208.451	5	41.690	245.63	.000 ^b
	Residual	52.943	312	.170		
	Total	261.394	317			

a. Dependent Variable: Corporate Strategy (CS)

b. Predictors: (Constant), Environmental Sustainability (ENS), Economic Sustainability (ECS), Social Sustainability (SS), Sustainable Innovation (IS), Regulatory Compliance Practices (RS)

The ANOVA results in Table 4.5 indicate that the regression model is highly significant ($F = 245.63$, $p < 0.001$), confirming that the combination of sustainability practices has a substantial effect on corporate strategy. The sum of squares for regression (208.451) represents the variance in corporate strategy explained by the independent variables, while the residual sum of squares (52.943) indicates the unexplained variance. The findings suggest that environmental, economic, social, innovative, and regulatory practices collectively and significantly influence strategic planning and corporate effectiveness in hospitality companies in Benin City.

4.5 Test of Hypotheses

The hypotheses were tested using the p-values (Sig.) from the regression results. If the p-value is greater than or equal to 0.05, the null hypothesis (H₀) is not rejected. However, if the p-value is less than 0.05, the null hypothesis is rejected. The interpretations of the results are presented below.

Table 4.6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.412	0.184		2.239	0.026
Environmental Sustainability	0.298	0.054	0.294	5.519	0.000
Economic Sustainability	0.221	0.049	0.239	4.510	0.000
Social Sustainability	0.336	0.058	0.349	5.793	0.000
Sustainable Innovation	0.264	0.052	0.272	5.077	0.000
Regulatory Compliance	0.309	0.056	0.321	5.518	0.000

a. Dependent Variable: Corporate Strategy

Hypothesis 1

H₀₁: There is no significant relationship between Environmental Sustainability Practices and Corporate Strategy in hospitality companies in Benin City.

The regression coefficient for Environmental Sustainability Practices is 0.298 with a p-value of 0.000, which is less than 0.05. Therefore, the null hypothesis is rejected. This indicates a significant positive relationship between Environmental Sustainability Practices and Corporate Strategy, suggesting that stronger environmental initiatives contribute to more effective strategic alignment.

Hypothesis 2

H₀₂: There is no significant relationship between Economic Sustainability Practices and Corporate Strategy.

The regression coefficient for Economic Sustainability Practices is 0.221 with a p-value of 0.000. Since the p-value is less than 0.05, the null hypothesis is rejected. This shows that

economic sustainability measures, such as long-term financial planning and cost-efficiency strategies, positively influence corporate strategy.

Hypothesis 3

H₀₃: There is no significant relationship between Social Sustainability Practices and Corporate Strategy.

The regression coefficient for Social Sustainability Practices is 0.336 with a p-value of 0.000.

The null hypothesis is therefore rejected, confirming that social sustainability initiatives—including employee welfare, ethical engagement, and community support—significantly enhance corporate strategy.

Hypothesis 4

H₀₄: There is no significant relationship between Sustainable Innovation Practices and Corporate Strategy.

With a regression coefficient of 0.264 and a p-value of 0.000, the null hypothesis is rejected.

This indicates that sustainability-driven innovation significantly strengthens corporate strategy in the hospitality sector.

Hypothesis 5

H₀₅: There is no significant relationship between Regulatory Compliance Practices and Corporate Strategy.

The regression coefficient for Regulatory Compliance is 0.309 with a p-value of 0.000. The null hypothesis is rejected, confirming that adherence to sustainability regulations positively influences strategic planning and organisational effectiveness.

4.6 Discussion of Findings

This study examined the impact of sustainability practices on corporate strategy among hospitality companies in Benin City. The responses from the survey were analysed to determine how environmental, economic, social, sustainable innovation, and regulatory

compliance practices influence strategic orientation. The findings of this study align with existing empirical literature on corporate sustainability and strategic performance. Five key findings emerged from the analysis, each highlighting the importance of integrating sustainability practices into corporate strategy.

The study revealed a significant positive relationship between environmental sustainability practices and corporate strategy. This finding supports the conclusions of Adekunle et al. (2023), who found that sustainable product development, manufacturing processes, packaging, and waste management positively influence organisational performance. Similarly, Amisano and Anthony (2017) emphasised that ethical leadership promotes environmental initiatives, which in turn strengthen strategic decision-making. The implication of this finding is that hospitality companies that integrate environmental considerations into their strategic planning can improve operational efficiency, comply with regulatory standards, and enhance their corporate reputation.

The study found a significant positive relationship between economic sustainability practices and corporate strategy. This aligns with Abdulsattar, Najm, and Jasser (2017), who reported that economic sustainability positively affects organisational performance indicators, including profitability and market expansion. Similarly, Gupta (2017) demonstrated that sustainability-oriented innovation and financial management enhance strategic outcomes. The results of this study reaffirm that economic sustainability, through prudent financial planning, cost efficiency, and transparent operations, contributes directly to shaping effective corporate strategies.

A strong positive relationship was observed between social sustainability practices and corporate strategy. This finding resonates with Osahenrunmwun and Oseyomon (2024), who highlighted that social sustainability practices, such as employee welfare and ethical engagement, significantly affect customer satisfaction. Additionally, Frempong et al. (2021)

emphasised that social sustainability enhances organisational performance when mediated by partnerships and innovation capabilities. These findings suggest that hospitality firms that prioritise employee welfare, training, and ethical stakeholder engagement are better positioned to formulate strategic objectives that support long-term organisational growth.

The study also revealed a significant positive relationship between sustainable innovation practices and corporate strategy. This is consistent with the findings of Gupta (2017) and Maletič et al. (2017), who demonstrated that innovation in products, services, and processes enhances organisational performance and competitiveness. The implication of this finding is that hospitality companies that invest in research, eco-friendly technologies, and service innovations are more likely to develop strategies that foster differentiation, market responsiveness, and sustainable growth.

Finally, regulatory compliance was found to have a significant positive relationship with corporate strategy. This finding aligns with Albatayneh (2014), who showed that adherence to sustainability regulations mediates the link between efficiency strategies and strategic outcomes. Similarly, Cherian and Farouk (2017) emphasised that compliance with ethical and legal standards enhances organisational performance. The results of this study indicate that hospitality companies that ensure regulatory compliance can integrate governance and risk management into their strategic planning, thereby strengthening decision-making and stakeholder confidence.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the key findings from the empirical investigation into the effect of sustainability practices on the corporate strategy of hospitality companies in Benin City. It draws conclusions from the findings, outlines the contributions to knowledge, provides practical recommendations for industry stakeholders, and suggests areas for further research.

5.2 Summary of Findings

1. The study revealed that environmental sustainability have a significant positive effect on corporate strategy.
2. Economic sustainability was also found to exert a significant positive influence on corporate strategy.
3. Social sustainability was also found to have a significant positive effect on corporate strategy.
4. Sustainable innovation significantly influence corporate strategy.
5. Finally, compliance with sustainability regulations have a significant positive effect on corporate strategy.

5.3 Contributions to Knowledge

This study has made the following contributions to the existing body of knowledge:

1. It provides a comprehensive empirical evidence on the effect of a five-dimensional sustainability framework (environmental, economic, social, innovation, and regulatory) on corporate strategy within the Nigerian hospitality industry, specifically in Benin City.

2. It extends the application of the resource-based view (RBV) and stakeholder theory by demonstrating that sustainability practices are strategic resources that drive competitive advantage and long-term survival in developing economies.
3. By disaggregating sustainability into five dimensions and ranking their relative importance (Social > Regulatory > Environmental > Innovation > Economic), the study provides a more nuanced understanding for both scholars and practitioners.
4. The findings reveal that social and regulatory factors outweigh purely economic considerations in influencing corporate strategy, challenging assumptions derived from Western sustainability literature.

5.4 Conclusion

This study examined the effect of sustainability practices on corporate strategy in hospitality firms in Benin City. Findings show that sustainability practices are central to strategy formulation and implementation. Environmental practices positively influence strategy by enhancing reputation and customer loyalty. Economic practices, though significant, have the weakest effect, indicating cost control is less dominant. Social practices are the most powerful predictor, showing employee welfare, community engagement, and ethical practices are critical for legitimacy and long-term success. Sustainable innovation practices provide competitive advantage through eco-friendly technologies and services. Regulatory compliance, as the second-highest influence, confirms that adherence to environmental and tourism laws is essential for strategic decision-making. In conclusion, environmental, economic, social, innovative, and regulatory sustainability practices significantly shape corporate strategy in hospitality firms in Benin City. Firms that neglect sustainability risk losing competitive advantage, regulatory approval, and customer patronage. Sustainability has shifted from a peripheral concern to a strategic imperative.

5.5 Recommendations

Based on the findings of this study, the following recommendations are proposed:

1. Hospitality companies should enhance environmental sustainability by improving energy efficiency, strengthening waste management systems and adopting eco-friendly procurement, since these practices contribute meaningfully to strategic positioning and long-term competitiveness.
2. Firms should prioritise economic sustainability by implementing cost-efficient resource management, reducing operational waste, investing in energy-saving technologies and strengthening revenue diversification. These measures will support financial stability, reduce expenditure and enhance strategic performance.
3. Organisations should deepen social sustainability by improving employee welfare, promoting diversity and inclusion and expanding community development initiatives, as these dimensions were shown to exert strong strategic influence.
4. Hospitality companies should deliberately integrate sustainable innovation into their corporate strategy by adopting green technologies, digital monitoring systems, renewable energy solutions and water recycling technologies to gain a competitive advantage.
5. Regulatory agencies and industry associations in Edo State should strengthen sustainability governance by enforcing existing standards, increasing monitoring and providing incentives such as tax rebates, recognition awards and capacity-building programmes to encourage continuous improvement in sustainability practices across the hospitality sector.

5.6 Suggestions for Further Research

Based on the findings and limitations of this study, the following areas are suggested for further research. Future studies could conduct longitudinal studies to examine how the

sustainability–corporate strategy relationship evolves over time in the Nigerian hospitality industry. They can compare hospitality firms in Benin City with those in Lagos, Abuja, Calabar, and Port Harcourt to identify regional differences. They can investigate the role of customer perception and willingness-to-pay premiums in mediating sustainability practices and corporate performance. They can explore barriers and enablers of sustainability adoption among SMEs (guest houses, restaurants, event centres) in Edo State. They can also use mixed-method research incorporating interviews with CEOs and top management to complement quantitative findings. They can also examine the impact of emerging technologies (AI, IoT, blockchain) on sustainable innovation and corporate strategy in African hospitality.

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**APPENDIX
QUESTIONNAIRE**

Department of Business Administration,
Faculty of Management Sciences,
University of Benin,
Benin City.
16th October, 2025.

Dear Sir/Madam,

SOLICITING YOUR COOPERATION IN COMPLETING THIS QUESTIONNAIRE

I am a student of the above-named institution carrying out a research study titled “*Sustainability Practices and Corporate Strategy of Hospitality Companies in Benin City.*” The purpose of this study is to assess how environmental, economic, social, innovative, and regulatory sustainability practices influence the corporate strategy of hospitality companies in Benin City.

Kindly provide your candid and honest responses to the questions below. Your participation in this study is voluntary, and all information provided will be treated with the highest level of confidentiality and used strictly for academic purposes.

Thank you for your time and cooperation.

Yours faithfully,

Gift Edeki AHUNWAN

Researcher

SECTION A: DEMOGRAPHIC INFORMATION

INSTRUCTION: Please tick (✓) and fill in the necessary information as may be appropriate.

1. Gender: Male [] Female []
2. Age: Under 30 [] 31–40 [] 41–50 [] 51–60 [] Above 60 []
3. Educational Qualification: SSCE/GCE/NECO/NABTEB [] OND/NCE [] HND/B.Sc. [] MBA/M.Sc./Ph.D. [] Others []
4. Job Experience: 0–5 years [] 6–10 years [] Above 10 years []
5. Marital Status: Single [] Married [] Others []
6. Job Designation: Management [] Non-Management []

SECTION B: (RESEARCH QUESTION/STATEMENTS)

INSTRUCTION: Please indicate as frankly as possible the extent to which the following statements below describes your opinions using the following scale: Strongly Disagree (SD), Disagree (D), Undecided (U), Agree (A) and Strongly Agree (SA).

S/N	STATEMENTS	SD	D	U	A	SA
	Environmental Sustainability					
7.	Our company has policies that promote environmental protection.					
8.	We implement waste reduction and recycling strategies.					
9.	Energy conservation measures are actively pursued in our facilities.					
10.	Our company uses eco-friendly materials and equipment.					
11.	Environmental compliance is considered in all operational decisions.					
	Economic Sustainability					
12.	Our company's financial planning considers long-term sustainability.					
13.	We invest in cost-saving and efficiency-enhancing technologies.					
14.	Profitability is achieved without compromising future resources.					
15.	Financial transparency is maintained in all our operations.					
16.	Risk management and cost control are integral to our strategy.					
	Social Sustainability	SD	D	U	A	SA
17.	Our company prioritises employee well-being and safety.					
18.	Equal employment opportunities are provided to all staff.					
19.	The organisation supports local community development.					
20.	Employee training and welfare are part of our social responsibility.					
21.	We regularly engage with stakeholders and customers ethically.					
	Sustainable Innovation	SD	D	U	A	SA
22.	Our company adopts innovative technologies that promote sustainability.					
23.	We regularly improve services through sustainability-driven innovation.					
24.	Innovation is encouraged to reduce environmental and social risks.					
25.	Sustainable product and service designs are prioritised.					
26.	Our company invests in research and innovation for sustainable solutions.					
	Compliance with Sustainability Regulations	SD	D	U	A	SA
27.	Our company complies with all environmental laws and policies.					
28.	Sustainability reports are prepared in line with regulatory					

	standards.					
29.	We follow ethical business practices as required by law.					
30.	Regular audits are conducted to ensure compliance with sustainability standards.					
31.	Management ensures that all employees adhere to sustainability regulations.					
	Corporate Strategy	SD	D	U	A	SA
32.	Sustainability practices are integrated into our corporate strategy.					
33.	Our strategic goals align with long-term environmental objectives.					
34.	The company's competitive strategy reflects economic and social sustainability.					
35.	Regulatory compliance influences our strategic decision-making.					
36.	Sustainable innovation is a key component of our business strategy.					

Thank you very much for taking out time to fill this questionnaire.