

UNIVERSITY OF GHANA

**INFLUENCE OF EMPLOYEE ENGAGEMENT AND
PSYCHOLOGICAL EMPOWERMENT ON THE RELATIONSHIP
BETWEEN JOB SATISFACTION AND ORGANISATIONAL
CITIZENSHIP BEHAVIOUR OF FIRST LINE EMPLOYEES IN ONE-
TWO STAR HOTELS IN GHANA.**

BY

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**THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA,
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DEGREE.**

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DECLARATION

I do hereby declare that this work is a result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged.

I therefore bear sole responsibility for any shortcomings.

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CERTIFICATION

I hereby certify that this thesis was supervised in accordance with procedures laid down by the University.

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DR. MOHAMMED-AMINU SANDA
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.....
DATE

DEDICATION

This work is dedicated to my family and friends

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LIST OF ABBREVIATIONS

EE - Employee Engagement

GTA – Ghana Tourism Authority

LI – Legislative Instrument

JS – Job Satisfaction

JDR – Job Demand Resource

OCB – Organisational Citizenship Behaviour

PE - Psychological Empowerment

SPSS – Statistical Package for Social Sciences

SET – Social Exchange Theory

SERVQUAL- Service Quality

UWES – Utrecht Work Engagement Scale

WTO – World Tourism Organisation

ABSTRACT

The purpose of this study was to provide an understanding of how employee engagement and psychological empowerment influences the relationship between job satisfaction and organisational citizenship behaviour of first line employees in one-two star hotels in Ghana. The study employed a cross-sectional design and a quantitative method approach. The data was gathered with the use of standardised questionnaire, a total of 302 first line employees from 25 hotels in the Upper West Region responded to the questionnaire. The data was analysed using Pearson product moment correlation and simple linear regression analysis. The findings of the study showed that job satisfaction is positively related and predicted organisational citizenship behaviour. That is an increase in job satisfaction of first line hotel employees lead to increase in their organisational citizenship behaviour. The findings also revealed that employee engagement is positively related and predicted both job satisfaction and organisational citizenship behaviour. Thus an increase in employee engagement leads to increase in both job satisfaction and organisational citizenship behaviour of first line hotel employees. Also, psychological empowerment is positively related and predicted both job satisfaction and organisational citizenship behaviour, that is an increase in psychological empowerment leads to increase in job satisfaction and organisational citizenship behaviour of first line hotel employees. As such, both employee engagement and psychological empowerment moderated the relationship between job satisfaction and organisational citizenship behaviour. These findings suggest that job satisfaction is a good predictor of organisational citizenship behaviour of first line hotel employees in Ghana, and both employee engagement and psychological empowerment enhances the positive effect of job satisfaction on organisational citizenship behaviour. In view of the findings from the study, it is recommended that management should put in place effective policies, regulations and systems geared towards empowering and engaging employees in organisational activities, this will adequately boost their job satisfaction and thus result in organisational citizenship behaviour that support quality service and organisational growth.

CHAPTER ONE

INTRODUCTION

1.1 Background

1.1.1 Classification of Hotels

According to the Ghana Tourism Regulation (2016) L.I 2239, tourist accommodation are classified into eight categories that's from Category A, B, C, D, E, F, G and H. Category A representing hotels, B represent (budget, guest house, motel), C representing a home stay, D representing a service flat or holiday apartment, E representing a tourist camp site and caravan, F representing a hostel, G representing an Eco lodge and H representing a boat house.

As also stated in the Ghana Tourism Regulation L.I 2239 (2016), the category A representing a hotel is subdivided into five categories ranging from one star hotel to a five star hotel. This rating is based on several features such as architectural master piece, deluxe bedrooms and suites, recreational facilities and quality of service delivery (Ghana Tourism Regulation, L.I 2239, 2016).

1.1.2 One Star Tourist Accommodation

According to the Ghana Tourism Regulation L.I 2239 (2016), for a tourist accommodation (hotel) to be considered a one star, the manager or the operator shall ensure that the facility for the enterprise complies with the requirements specified below:

With regards to architectural master piece, the outfit should have a properly maintained access road, the facility should have at least ten properly furnished guest rooms occupying a whole building or part of a building and the floors of the reception, lounges and guest rooms are made of tile or terrazzo, covered with a woollen carpet or the combination of the above. It has a minimum floor area for a guest room (twelve square metres for a single room and fourteen

square metres for a double room) (Ghana Tourism Regulation, L.I 2239, 2016). The facility should have one percent of the guest room fitted for persons with disability, each guest room has an ensuite bathroom with a floor area of at least 4msq for a bathroom and a water closet, a hand wash basin and stand clearly indicated for hot and cold running water, a recessed or standing shower with fixed showerhead, a non-slip floor, a washable bath and foot mat (Ghana Tourism Regulation, L.I 2239, 2016).

In addition, the Ghana Tourism Regulation L.I 2239 (2016) also stated that the manager of a one star hotel shall ensure that there is available in each guest room an air-conditioning system, colour television set of at least 32 inches screen size with a remote control and programme guide, telephone facility, suitable lighting, laundry services, emergency guest supplies on request and a directory services for the use of guest in all guest rooms. As also stated in the L.I 2239 (2016), the manger shall ensure that the guest room is furnished with a one bed side table per count, a good quality mattress, a suitable bed runner. The operator shall also ensure that the facility has a well-furnished spacious reception, a lift for gust where the facility has four floors, one public washroom for physically challenged persons. The operator shall also ensure that the establishment has a dining room, provides breakfast, has at least one well ventilated bar. The facility shall has a doctor on call and first-aid facilities at the reception, a stand-by generator to provide sufficient alternative power to operate the entire hotel, a water reservoir with three day's supply for use in the event of water shortage. The manager shall ensure that the premises, property and guests of the hotel are insured against fire, theft and other disasters (Ghana Tourism Regulation, L.I 2239, 2016).

In terms of security and protection, the manager or operator shall ensure or make provision for the following; adequate firefighting equipment and safety instructions clearly indicated, smoke detectors, fire escapes and safety facilities and emergency exits are provided and maintained

in excellent condition at all times in accordance with fire safety and accident prevention regulations, twenty four hour security surveillance within the premises, hygienic conditions are maintained in compliance with the required regulations, guest rooms and other areas are subjected to appropriate pest control measures (Ghana Tourism Regulation, L.I 2239, 2016).

With regards to the staff, the operator or manger shall ensure that the staff are sufficiently recruited and are professionally trained for their duties, staff are declared medically fit and are examined by a medical officer annually (Ghana Tourism Regulation, L.I 2239, 2016). Particulars of the staff including their permanent residential addresses and names of their next of kin is kept, staff wear identification badges and well cleaned uniforms, adequate staff lockers and washrooms for the exclusive use of male and female staff, provision is made for the regular training of staff at recognised hospitality training institute and each member of staff is trained once every year on the appropriate action to take in the event of a fire outbreak (Ghana Tourism Regulation, L.I 2239, 2016).

1.1.3 Two Star Tourist Accommodation

According to the Ghana Tourism Regulation (2016) L.I 2239, The operator or manager of a two star tourist accommodation enterprise shall, in addition to the minimum requirements stated above for a one star tourist accommodation ensure that the facility for the enterprise complies with the requirements specified below:

The facility has a minimum floor area for a guest room (fourteen square metres for a single room and sixteen square metres for a double room). The facility should have one percent of the guest room fitted for persons with disability. The facility has a balcony in the case of areas with coastal or scenic view and provide each guest room with insulation from noise (Ghana Tourism Regulation, L.I 2239, 2016). The manager shall ensure that there is available in each guest room an air-conditioning system, colour television set of at least 32 inches screen size with a

remote control and programme guide, telephone facility for internal and external calls, a dry cleaning and laundry services, room services for a minimum of eighteen hours, a directory services for the use of guests in all guest rooms, emergency guest supplies on request and an adequate supply of unexpired condoms in all guest rooms and replenished as and when necessary (Ghana Tourism Regulation, L.I 2239, 2016).

The operator or manger shall ensure the facility has a full service restaurant with priced menu cards, provides breakfast, lunch and dinner for resident and non-resident guests, has at least one ventilated bar with a priced drinks list, provides a shuttle service, has an adequate lighting for car parks and gardens (Ghana Tourism Regulation, L.I 2239, 2016). The operator or manager shall ensure that the facility has an international standard washroom facility for the exclusive use of males and another for the exclusive use of females who patronise the bar, restaurant and other public facilities (Ghana Tourism Regulation, L.I 2239, 2016). The manager shall also ensure the facility has a unified billing system which recognises the national currency, a credit card, a debit card and a travellers' cheque recognised by the Bank of Ghana and a foreign currency licensed by the bank of Ghana (Ghana Tourism Regulation, L.I 2239, 2016).

As also stated in the L.I 2239 (2016), with regards to the staff of a two star tourist accommodation the operator or manger shall ensure that the staff are sufficiently recruited and are professionally trained for their duties, staff are declared medically fit and are examined by a medical officer annually. Particulars of the staff including their permanent residential addresses and names of their next of kin is kept, staff wear identification badges and well cleaned uniforms, adequate staff lockers and washrooms for the exclusive use of male and female staff, provision is made for the regular training of staff at recognised hospitality training

institute and each member of staff is trained once every year on the appropriate action to take in the event of a fire outbreak (Ghana Tourism Regulation, L.I 2239, 2016).

1.1.4 A Three Star Tourist Accommodation

According to the Ghana Tourism Regulation L.I 2239 (2016), the operator or manager of a three star tourist accommodation enterprise shall, in addition to the minimum requirements stated above for a two star hotel ensure that the facility for the enterprise complies with the requirements specified below:

The facility has at least ten properly furnished guest rooms with a minimum floor area for a guest room (fourteen metres square for a single room and sixteen metres square for a double room), a balcony in coastal areas, provide the guest room with insulation from noise, three percent (3%) of guest rooms are fitted for physically challenged room, have ensuite bathrooms consisting of a shower with flexible handed fixture and a bathtub equipped with a plug system, air conditioning, television set (at least 40 inches), telephone facility with international direct dialling from guest rooms, an automatic wakeup call service and a safety deposit box with instructions (Ghana Tourism Regulation, L.I 2239, 2016). The manager shall ensure there is a 24 hour drink service, 24 hour room and kitchen service with priced menu, mail and message service, electronic key access system, stationary provided with each guest room. The manager shall also ensure the lobby has the following requirements: a reception desk, a high quality couch for guests, an information and porter's desk, a pay phone service, a shop for sundry items and a stair case with a width of at least one point three metres(Ghana Tourism Regulation, L.I 2239, 2016). The manager of the outfit shall also ensure that the facility has an air conditioned service restaurant, cocktail bar and a priced mini bar, have at least one meeting room, a banquet hall with banqueting facility or a multi-purpose function room (Ghana Tourism Regulation, L.I 2239, 2016).

According to the Ghana Tourism Authority L.I 2239 (2016), the operator or manager of a three star tourist accommodation shall ensure that the facility has an international standard washroom facility for the exclusive use of males and another for the exclusive use of females who patronise the bar, restaurant and other public facilities, two public washrooms for physically challenged persons one for the exclusive use of males and another for the for the exclusive use of females. With regards to recreational facilities, the operator or manger shall ensure the following are provided: a swimming pool manned by a trained lifeguard and pool attendant, a gymnasium or a health club, a play court for tennis, squash badminton, golf course or other games, a life guard is present on public beaches used by hotel guests, various depth of the swimming pool are clearly marked on the side, guidelines for the use of recreational facilities, safety and lifesaving equipment (Ghana Tourism Regulation, L.I 2239, 2016). The manager shall also ensure that the facility has a business centre offering both secretarial services and Wi-Fi services. The facility should have the following; an alternate power source with automatic switch to operate the entire facility, a gift shop, a news stand, a unisex hairdressing saloon, shuttle service and a parking space for seventy five percent (75%) of guest room capacity with adequate lighting for car parks and gardens (Ghana Tourism Regulation, L.I 2239, 2016).

Also as mentioned in the Ghana Tourism Regulation L.I 2239 (2016), regarding the staff of a three star tourist accommodation enterprise the operator or manger shall ensure that the staff are sufficiently recruited and are professionally trained for their duties, staff are declared medically fit and are examined by a medical officer annually. Particulars of the staff including their permanent residential addresses and names of their next of kin is kept, staff wear identification badges and well cleaned uniforms, adequate staff lockers and washrooms for the exclusive use of male and female staff, provision is made for the regular training of staff at recognised hospitality training institute and each member of staff is trained once every year on

the appropriate action to take in the event of a fire outbreak (Ghana Tourism Regulation, L.I 2239, 2016).

1.1.5 Four Star Tourist Accommodation

According to the Ghana Tourism Regulation L.I 2239 (2016), the operator or manager of a four star tourist accommodation enterprise shall, in addition to the minimum requirements stated above for a three star hotel ensure that the facility for the enterprise complies with the requirements specified below:

The facility has at least ten properly furnished guest rooms of superior standard occupying a whole building or part of the building, and the floors of the building are made of a woollen carpet, marble, ceramic or porcelain tiles. The minimum floor area of each guest room excluding the entrance, bathroom, water closet and wardrobe space is sixteen meters square for a single room and eighteen meters square for a double room (Ghana Tourism Regulation, L.I 2239, 2016). Five percent of the total capacity of the facility has up to two room suites, apartments or interconnecting guest rooms which can be converted into suites or apartments. Three percent of the guest rooms are fitted for physically challenged persons, fifty percent of the rooms have a bathtub with plugs which have a thermostatically controlled mixer and a hand held shower fixture. Bathrooms has telephone, bathroom stool, daily change of toilet soap and face towel (Ghana Tourism Regulation, L.I 2239, 2016).

In addition, as stated in the Ghana Tourism Regulation, L.I 2239 (2016), The manager of the outfit shall ensure the public area of the reception has a well finished reception area and a spacious lobby or guest lounge, a reception desk, a concierge, a payphone service, a welcome drink and an arts and crafts shop, souvenir shop and shop for sundry items. Lifts for guest going to the first and other floors beyond the first floor (Ghana Tourism Regulation, L.I 2239, 2016).

The operator shall ensure that the restaurant in the facility is a fully air conditioned restaurant

with a priced menu card, has a separate breakfast room, has a menu prepared for local dishes as well as international dishes, has a coffee shop, has a fully air-conditioned cocktail and an international bar with priced drink and wine list and a wide selection of alcoholic and non-alcoholic beverages (Ghana Tourism Regulation, L.I 2239, 2016). The operator or manger shall ensure the facility has three meeting rooms, a multipurpose hall with banqueting facilities which has a seating capacity of at least two hundred. Also the manager shall also ensure that the facility has a business centre offering both secretarial services and a high speed Wi-Fi service, shuttle service and a car hiring services (Ghana Tourism Regulation, L.I 2239, 2016). With regards to recreational facilities as stated in the L.I 2239 (2016), the operator or manger shall ensure the following are provided: a swimming pool manned by a trained lifeguard and pool attendant, a gymnasium or a health club, a play court for tennis, squash badminton, golf course or other games, a life guard is present on public beaches used by hotel guests, various depth of the swimming pool are clearly marked on the side, guidelines for the use of recreational facilities, safety and lifesaving equipment, common area for relaxation (Ghana Tourism Regulation, L.I 2239, 2016).

The operator or manger shall also ensure that the staff are sufficiently recruited and are professionally trained for their duties, staff are declared medically fit and are examined by a medical officer annually (Ghana Tourism Regulation, L.I 2239, 2016). Particulars of the staff including their permanent residential addresses and names of their next of kin is kept, staff wear identification badges and well cleaned uniforms, adequate staff lockers and washrooms for the exclusive use of male and female staff, provision is made for the regular training of staff at recognised hospitality training institute and each member of staff is trained once every year on the appropriate action to take in the event of a fire outbreak (Ghana Tourism Regulation, L.I 2239, 2016).

1.1.6 Five Star Tourist Accommodation

According to the Ghana Tourism Regulation L.I 2239 (2016), The operator or manager of a five star tourist accommodation enterprise shall, in addition to the minimum requirements stated above for a four star hotel ensure that the facility for the enterprise complies with the requirements specified below:

The facility has at least ten properly furnished guest rooms of superior standard occupying a whole building or part of the building, and the floors of the building are made of a woollen carpet, marble, ceramic or porcelain tiles, a good quality rug or a combination of any of the items stated (Ghana Tourism Regulation, L.I 2239, 2016). There is an atmosphere of grandeur and luxury in the facility, a minimum floor area of each guest room excluding the entrance, bathroom, water closet and wardrobe space of eighteen meters square for a single room and twenty meters square for a double room (Ghana Tourism Regulation, L.I 2239, 2016). Five percent of the total capacity of the facility has up to two room suites, apartments or interconnecting guest rooms which can be converted into suites or apartments. Five percent of the guest rooms are fitted for physically challenged persons. The manger or operator shall ensure that there is an air conditioning system in each guest room which can be regulated from a remote control mechanism, and a ceiling fan that is equipped with a remote control facility (Ghana Tourism Regulation, L.I 2239, 2016).

In addition as stated in the Ghana Tourism Regulation, L.I 2239 (2016), the operator shall ensure that the television set is a minimum of forty eight inches in screen size, with a remote control and a programme guide indicating local, satellite and in house movie channels, a telephone facility with international direct dialling from guest rooms and a voice mailing device is available and in good working order, there is an automatic wakeup call service in the facility, there is a multiple cell phone charging equipment, the door to each guest room has an electronic

assessment system, there is in each room a safety deposit box with clear instructions for its use. The operator or manager shall ensure there is a well-furnished reception with multilingual staff, a doorman service, car rentals service, excursion service, lift to all floors, at least two first class restaurant including a special restaurant, menu with a selection of national and international dishes, separate breakfast room, snack bar, coffee shop and a cocktail bar (Ghana Tourism Regulation, L.I 2239, 2016). There should be at least five function rooms each having washroom exclusive for males and another exclusive for females (Ghana Tourism Regulation, L.I 2239, 2016).

With regards to recreational facilities, the operator or manager of the outfit shall ensure the following are provided: a swimming pool manned by a trained lifeguard and pool attendant, a gymnasium or a health club, a play court for tennis, squash badminton, golf course or other games, a life guard is present on public beaches used by hotel guests, various depth of the swimming pool are clearly marked on the side, guidelines for the use of recreational facilities are clearly indicated, safety and lifesaving equipment are regularly maintained, common outdoor area such as terrace garden or poolside is provided, air conditioned lobby, lounge and corridors used by guest leading into guest rooms (Ghana Tourism Regulation, L.I 2239, 2016).

According to the Ghana Tourism Regulation L.I 2239 (2016), the operator or manager of a five star tourist accommodation shall ensure that the staff are sufficiently recruited and are professionally trained for their duties, staff are declared medically fit and are examined by a medical officer annually. Particulars of the staff including their permanent residential addresses and names of their next of kin is kept, staff wear identification badges and well cleaned uniforms, adequate staff lockers and washrooms for the exclusive use of male and female staff, provision is made for the regular training of staff at recognised hospitality training institute and

each member of staff is trained once every year on the appropriate action to take in the event of a fire outbreak (Ghana Tourism Regulation, L.I 2239, 2016).

1.2 Research in the Hotel Industry from a Global Perspective

In the past decade, the relationship between employees and their employers have transformed from steady to progressively more casual ones. The advocacy for flexibility in contracts has amplified, thus job tenure is not much of only increased pay but the fulfilment of several expectations and employment obligations (Kazlauskaitė, Buciuniene & Turauskas, 2012).

Theoretical discussions have examined how employment relations can develop into good customer service thus ensuring the long term success and profitability of an organisation. Such connections are particularly vital in service industries where client relationships are connected more with service providers than with organisation (Chen & Wallace, 2011). The hospitality industry specifically faces increasing challenges in terms of high turnover of employees resulting from failed obligations and expectations (low wages and poor working conditions) leading to low job satisfaction (Chen & Wallace, 2011). Research studies also postulate that there is high level of environmental uncertainties in the hospitality industry, therefore the need for more advance coping strategies to improve performance in this industry (Wahab & Cooper, 2010). With this reason institution and companies in this industry now dwell on a more strategic and a more focused way of improving their performance through enhancing the employer-employee relationship, as it is considered a potential solution to address potential challenges or difficulties in future (Chang & Lee, 2015; Javed et al., 2017). Most of these studies in the hospitality industry focused on key areas such as employee engagement, perceived organisational support, job satisfaction, organisational commitment, contract fulfilment, organisation identification, organisational empowerment and organisational citizenship behaviours. Below are studies in the hotel industry from global perspective.

A study by Bustamam, Teng, and Abdullah (2014) investigated the relationship that existed between rewards and job satisfaction as well as the forms of rewards that affected employees' job satisfaction. The model include base salary raises (i.e. financial reward) and recognition (non-financial reward) were been discussed in this research. The study was conducted in Klang Valley, Malaysia. Also a study by Chiang and Hseih (2012) examined how hotel employees perceive organisational support, psychological empowerment, and organisational citizenship behaviour and job performance, the study also looked at the casual relationships that exist between the variables. The study was carried out within the hotel sector in Taiwan.

In addition Ahmad and Zafar (2018) in their research paper also examined how the fulfilment of employee expectations and obligations can translate into organisational discretionary behaviours in the hotel industry. Participants of this study were staff members from various four and five star hotels in Pakistan and data were obtained by deploying questionnaire through an employer and employee dyad.

Also Kasekende (2017) examined the influence of employee engagement on the relationship between employer obligations, employee obligations and the state of the psychological contract and employee discretionary behaviours. This study was conducted in Uganda, and self-administered questionnaires were employed to collect the data for the study. A study by Buil, Martinez and Matute (2016) examined the links that exist among internal brand management, work engagement, organizational identification and organizational citizenship behaviour in the hospitality industry. The study participants consist of 323 frontline employees from various hotels across Spain. The model comprises diverse facets of internal brand management and diverse indicators of discretionary behaviours.

1.3 Research in the Hotel Industry from Ghana Perspective

Locally there have been some research studies in the hotel industry in Ghana, one of such research is a study by Gamor, Amissah and Boakye, (2014). This research was conducted to detect some concerned facets or factors that impact work–family conflict among employees who work in hotels within the Sekondi-Takoradi Metropolis, Ghana. The study also examined disparities that existed across socio-demographic groupings of the participants. A study by Asirifi, Gablah, Kwah and Honney (2014) examined Quality of Service in the hotel industry. This research was carried out to examine quality service delivery in the Ghanaian hotel industry notable Alisa hotel. The SERVQUAL Model was deployed to measure service quality using customers of Alisa Hotel as respondents.

In addition Atsutsey and Tandoh-offin (2013) also examined Service Delivery Standards in the Ghanaian hotel industry. The aim of the research study was to ascertain managerial problems by examining the degree of application of some management practices aimed at ensuring quality service delivery in the Ghanaian hotel industry. The study examines the degree to which service quality operations are managed in Ghana as compared to the requirement stipulated by the World Tourism Organisation (WTO) and also the Ghana Tourist Board (GTB). Also a study by Adam and Amuquandoh (2013) examined the factors of consideration when it comes to selecting a location for hotel establishment in Kumasi Metropolis of Ghana. The data for this study constituted 153 managers and owners of hotels in November, 2010.

More importantly a study by Haimey and Amenumey (2013) explored how hotels managers in the Greater Accra region understood the concept of outsourcing, and how they employed outsourcing as a business strategy. The research also looked at the benefits and challenges of outsourcing and the business activities outsourced or operations outsourced.

1.4 Research Problem

With reference to the above research studies done in the hospitality industry, below are two separate tables, Table 1.1 containing the summary of studies from Global perspective Whiles Table 1.2 consisting of studies from Ghanaian context respectively.

Table 1.1 Research in the Hotel industry from Global perspective

| Author/ Year | Purpose/ Objective | Country |
|--|---|----------------|
| Bustamam, Teng, and Abdullah (2014) | The study found out the relationship that exist between rewards and job satisfaction. The study also looked at the forms of rewards that affected work personnel’s job satisfaction. | Malaysia |
| Chiang and Hseih (2012) | Examined how workers in the hotel perceived organisational support, psychological empowerment, and organisational citizenship behaviour and job performance. The study also investigated the casual relationships between these constructs. | Taiwan |
| Ahmad and Zafar (2018) | Examined how the fulfilment of workers obligations and expectations can translate into organisational discretionary behaviours in the hotel industry. | Pakistan |
| Kasekende (2017) | Examined the link between employee requirements, employer obligations, the nature of the psychological contract and employee citizenship behaviours. The study also examined how employee engagement mediated this relationship. | Uganda |
| Buil, Martinez and Matute (2016). | Examined the connections between work engagement, organizational identification, internal brand management and citizenship behaviours in the hotel sector. | Spain |
| Lahap, Ramli, Said, Radzi and Zain (2015). | Examined the significance of brand image towards customers’ satisfaction, and also examined whether the brand image impacts the satisfaction level of customers. | Malaysia |

Table 1.2 Research in the Hotel Industry in Ghana

| Author/ Year | Purpose/ Objective | Region |
|---|---|------------------|
| Asirifi, Gablah, Kwah and Honney (2014) | Assessed quality service delivery in the Ghanaian hospitality industry. Customers at Alisa hotel served as participants for the study. | Greater Accra |
| Atsutsey and Tandoh-offin (2013) | Assessed the degree to which managerial practices are useful towards ensuring quality services delivery in the Ghanaian hotel business. | Greater Accra |
| Gamor, Amissah and Boakye, (2014) | Examined the issues of concerns regarding factors that influence work–family conflict among hotel staff in the Sekondi-Takoradi Metropolis. The study also examined the disparities that existed within social and demographic groups of participants. | Sekondi-Takoradi |
| Adam and Amuquandoh (2013) | Examined the factors that account for the hotel location selection in the Kumasi Metropolis of Ghana. One hundred and three hotel owners participated in the study. | Ashanti-Kumasi |
| Haimey and Amenumey (2013) | Explored how hotels in the Greater Accra region applied outsourcing as a business strategy. The study also examined how outsourcing is being understood, the benefits and challenges of outsourcing and the activities outsourced. | Greater Accra |
| Mensah (2006) | The study examined the environmental management practices among dissimilar categories of hotels within Greater Accra Region of Ghana. | Greater Accra |

From Table 1.1 above, it is observed that researches studies done in the hotel industry from the Global perspective focus on establishing relationships between the study factors. These relationships are outlined below:

- Relationship between rewards and job satisfaction as well as the types of rewards that affected employees' job satisfaction.
- Relationship that exist among perceived organisational support, psychological empowerment, and organisational citizenship behaviour and job performance.
- Relationship that exist between Contract fulfilment and Organisational discretionary behaviours.
- Relationship among employee engagement, employer responsibilities, employee responsibilities and the nature of the psychological contract and discretionary behaviours among employees.
- Relationship between internal brand management, work engagement, organizational identification, and employee discretionary behaviours.
- Relationship that exist among brand image and customer satisfaction and the importance of brand image towards customer satisfaction.

From Table 1.2, it is also noted that research studies on the hotel industry from Ghanaian context focus on the assessment of key factors within specific units in the industry. These factors that are assessed include the following:

- Assessment of quality service delivery in the Ghanaian hotel sector.
- Assessment of the degree to which managerial practices are employed towards the provision of quality services in the Ghanaian hotel sector.

- Assessment of issues of concern regarding factors that affect work–family conflict amongst hotel workers in Sekondi, Ghana. The study also assessed the disparities among social and demographic facets of the participants.
- Assessment of the elements considered in the selection of hotel establishment location in Ghana.
- Assessment of how hotels in the Accra Metropolis applied outsourcing as a business strategy and the challenges faced while outsourcing.
- Assessment of the environmental management practices among dissimilar classes of hotels within Greater Accra Region.

Comparing the research studies done Globally and in Ghana within the hotel industry as highlighted above, it is realised that the Global perspective focus on establishing relationships among the study variables while the Ghanaian perspective focus on key factors within specific units in the hotel industry. This therefore reveals a knowledge gap within the Ghanaian context which can be explored by future studies. Thus, this study seeks to fill this knowledge gap by exploring the influence of psychological empowerment and employee engagement on the relationship between job satisfaction and organisational citizenship behaviour of first line employees among one and two star hotels in the Ghanaian hotel industry.

1.5 Research Purpose

The purpose of this research is to provide an understanding of how employee engagement and psychological empowerment influence the relationship between job satisfaction and organisational citizenship behaviour of first line employees in one-two star hotels in Ghana.

1.6 Research Questions

Below are the research questions for the study.

- i. What is the effect of job satisfaction on organisational citizenship behaviour of first line employees in one-two star hotels in Ghana?
- ii. What is the effect of employee engagement on organisational citizenship behaviour of first line employees in one-two star hotels in Ghana?
- iii. What is the effect of psychological empowerment on organisational citizenship behaviour of first line employees in one-two star hotels in Ghana?
- iv. What is the effect of psychological empowerment on job satisfaction of first line employees in one-two star hotels in Ghana?
- v. What is the effect of employee engagement on job satisfaction of first line employees in one-two star hotels in Ghana?

1.7 Research Objectives

Below are the research objectives of the study

- i. To find out the effect of job satisfaction on organisational citizenship behaviour of first line employees in one-two star hotels in Ghana.

- ii. To find out the effect of employee engagement on organisational citizenship behaviour of first line employees in one-two star hotels in Ghana.
- iii. To find out the effect of psychological empowerment on organisational citizenship behaviour of first line employees in one-two star hotels in Ghana.
- iv. To find out the effect of psychological empowerment on job satisfaction of first line employees in one-two star hotels in Ghana.
- v. To find out the effect of employee engagement on job satisfaction of first line employees in one-two star hotels in Ghana.

1.8 Research Hypotheses

Below are the research hypotheses of the study

H1: An increase in job satisfaction will lead to increase in the exhibition of organisational citizenship behaviour by first line employees in one-two star hotels.

H2: An increase in employee engagement will lead to increase in the exhibition of organisational citizenship behaviour by first line employees in one-two star hotels.

H3: An increase in psychological empowerment level will lead to increase in the exhibition of organisational citizenship behaviour by first line employees in one-two star hotels.

H4: An increase in psychological empowerment level will lead to increase in Job satisfaction of first line employees in one-two star hotels.

H5: An increase in employee engagement will lead to increase in job satisfaction of first line employees in one-two star hotels.

1.9 Significance of the Study

The significance is put into three folds practice, policy and research. With respect to research, the findings of this study add to the existing local and global literature on works on the relationship between job satisfaction and organisational citizenship behaviour, as it further finds out the role of employee engagement and psychological empowerment on this relationship. Moreover, with regards to the context of the study, the findings bring out new insights on job satisfaction and organisational citizenship behaviour in the Ghanaian hotel industry, particularly focusing on one and two star hotels.

On the practical aspect, the findings of the study serves as a reliable source of information not just for the selected hotels but for all tourist accommodations within the Ghanaian hospitality industry. Management will be informed on the influence of employee job satisfaction on their exhibition of helping behaviours which in essence is vital for productivity especially in the service sector.

Also, management will be informed on how engaged and dedicated employees with significant control of their work contributes enormously towards quality service delivery in the hotel industry, thus this will guide management in putting structures and systems that will motivate and attract employees in exhibiting positive job attributes.

More importantly, senior management within institutions can reference from the findings of this study in making inform decisions in promoting employees' job satisfaction and helping behaviours.

1.10 Scope of the Study

This study was conducted within some selected one and two star hotels in the Upper West of Region of Ghana. The study was limited to only twenty five hotels in the region due to time constraints and resources. Also, the study focused on only first line employees working within these 25 hotels in the Upper West region. Therefore generalisation of these results to the entire hotel employees in the Upper West Region and even for the first line employees working outside the region would be very challenging.

Also, the study focuses on the influence of employee engagement and psychological empowerment on the relationship between job satisfaction and organisational citizenship behaviour. Although the study variables can be broken into sub dimensions for instance employee engagement has major dimensions in (vigour, dedication and absorption), organisational citizenship behaviour (altruism, courtesy, civic virtue, sportsmanship and conscientiousness) and psychological empowerment (meaningfulness, impact, self-determination and competence) the study looked at them as composite variables.

1.11 Organisation of the Study

The study is put into five chapters, with the first chapter representing the introductory chapter. It consists of the background of the study, the research problem, the research questions, the research objectives, statement of hypotheses, the significance of the study, the scope and limitations of the study and the chapter disposition. The second chapter represents the literature review, it consists of review of relevant empirical literature and relevant related studies on the study variables, the theories that underpin the study and the conceptual framework of the study. The third chapter entails the methodology adopted for the study. It comprises of the research paradigm, the design of the research, population of study, sampling techniques and sample size,

data source, research instruments, ethical consideration, data collection procedure and data analysis. The fourth chapter entails the analysis together with the discussion of the main findings. The fifth chapter represent the summary, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

This chapter outlines the literature review. It consist of review of relevant empirical literature and relevant related studies on the study variables (i.e. employee engagement, organisational citizenship behaviour, job satisfaction and psychological empowerment). The chapter also comprises of the theoretical framework that underpin the study. Finally, a conceptual framework was developed based on the review of empirical and theoretical studies showing the relationships between the study variables.

2.1 Review of Relevant Empirical Literature

2.1.1 Employee Engagement (EE)

Employee engagement as a concept is understood to have been formally propounded by Kahn (1990). Kahn's thoughts on employee engagement are primarily taken from the internationalist theory which is propounded by Goffman (1990). This is manifested when Khan postulates that individuals act out monetary attachments and detachments in exhibiting role behavioural activities. Kahn asserted that personal engagement comes as a result of concurrent employment and manifestation of an individual's "preferred self" in activities or behaviours that facilitates relations towards others and work, personal manifestation and lively complete role performances. Kahn further stated that in order to understand fully why an individual becomes engaged in a particular thing or situation, certain meaningful fields such as safety and availability are key components to be considered. This concept of engagement was later

researched by scholars including Quiñones et al. (2013) and Maslach et al. (2001) relying and emphasising on Kahn's work.

Moreover Quiñones et al. (2013) postulated that the term engagement generally covered wider grounds from professionals across the globe including organisational practitioners and scholars. It is established that engaged employees are more instrumental to organisational support since they put on much effort when it comes to role performance and are more productive (Quiñones et al, 2013). According to Organ (1988), engaged employees are recognized to be involved in extra-work behaviours thus given an organisation additional contribution without having to incur additional cost as compensation.

According to Seijts et al. (2006) and Harter et al. (2002) employee engagement is considered as an act whereby an individual is fully enthusiastic, involved and pleased with the current job or work. Employee engagement factors involve features of the individual workplace that has the potential to motivate, attract and maintain the most productive workforce in an organisation (Buckingham et al., 1999). Similarly, engaged employees have also been found to exhibit the skill of innovativeness, and frequently comes out with new systems and ways of improving the work unit/department and organisation as a whole (Sakovska, 2012). This in essence promote organisational efficiency. Apart from their in role duties and responsibilities, engaged employees are connected with extra-work behaviours usually denoted as citizenship behaviours, these behaviours are officially not included in the individual's job specifications but ultimately transform into improved organizational performance (Rurkkhum and Bartlett, 2012).

Moreover, engaged employees are viewed to be totally enthusiastic, execute their duties by engaging their emotional, cognitive and physical resources entirely (Rich et al., 2010). Engaged employees have a sense of psychological awareness, a sense of connectedness, attentive,

integrated and fixated at their work (Rich et al., 2010). Alvi and Abbasi (2012) postulated that employee engagement is seen as a state of work characterised by dedication, vigour and absorption. Dedication comes as having a sense of inspiration, enthusiasm, significance and pride in their work. The vigour aspect involves showing a great degree of energy and physical resilience at the work environment, perseverance even when predisposed to factors including fatigue, and persistence when others are faced with same conditions that makes them give up (Sakovska, 2012).

2.1.2 Job Satisfaction (JS)

Job satisfaction according to Rehman, Khan and Lashari, (2010) is a function of the range of precise satisfactions and dissatisfactions originating from the assessment of numerous scopes of work that an individual experiences. These assessment from the numerous facets consist of the work itself, pay, supervision, co-workers and promotion policies (Efraty & Sirgy, 1990). Job satisfaction is also defined by Kalleberg (1977) as the total emotional orientation an individual experience towards work roles in which he or she is currently occupying. Similarly the expressing of feelings by employees whether positive or negative is considered to be their level of satisfaction towards their job (Pool, 1997). The term job satisfaction according to Jessen (2011) denotes an emotional and subjective or personal reactions towards diverse facets of an individual's job, viewed as a passionate state emanating from the evaluation of one's condition, which is connected with the features and loads of one's work. Employees' job satisfaction can be determined by subjective assessment of the support level in the organisation, the organisational/work climate and the employment conditions (Patah, Zain, Abdullah & Radzi, 2009).

According to Hoppock (1935), Job satisfaction is considered to be the mixture of physiological, psychological and environmental conditions or situations that an employee or individual encounters in his or her work, which leads to the true proclamation by the individual that he or

she is satisfied with his or her job. Job satisfaction is influenced by several external factors but the dominant remains internal which involves how the employee feels (Hoppock, 1935). Basically Job satisfaction involves both internal and external elements that causes a feeling of fulfilment. Vroom (1964) in explaining job satisfaction made emphasis on the roles of employees in the working environment. Thus Vroom considered job satisfaction as effective emotion an individual experiences towards work duties that he or she is currently engaged in (Vroom, 1964).

Job satisfaction constitute a blend of both negative and positive feelings experienced by an individual towards his or her job. Workers within an organisation carries some level of desires and expectations, their satisfaction is a subject of how these expectations are being met and matched with rewards that are linked to their work (Davies et al., 1985). The term job satisfaction denotes an individual's intellect of accomplishment widely seen to be directly connected to the productivity level of individuals as well as their subjective wellbeing (Jessen, 2011). Similarly, job satisfaction is a core element that comes in a form of promotion, recognition, income and the attainment of other related objectives that promotes feeling of accomplishment (Kaliski, 2007).

Satisfaction does not only result in attitude about ones job activities, but also include attitudes about several facets of their job such as their pay level, co-workers, supervisors and subordinates (George, et al., 2008). Job satisfaction is a multifaceted and complex concept which denotes diverse things to diverse people. It is normally linked to motivation but according to various studies this relationship is adequately not established (Mullins, 2005). Job satisfaction is asserted to be an internal mood or attitude which is connected with subjective individual feeling of success that comes in a form of quantitative or qualitative (Mullins, 2005). With respect to organisational efficiency and effectiveness, job satisfaction is regarded as one of the core indicators. As a result new managerial paradigm emphasize that subordinates need

to be treated and regarded as individuals have specific wants, needs, and personal desires in order to reflect the importance of job satisfaction in contemporary companies (Aziri, 2008).

The importance of job satisfaction came to light as a result of the negative outcomes that come with dissatisfaction, these considerations include increased absenteeism, disloyalty, and increase number of accidents thus leading to decrease productivity (George, et al., 2008). Spector (1997) identified three fundamental facets of Job satisfaction. The first feature emphasize that organisations must be regulated by human values. Business organisation should be shaped towards treating employees fairly and with respect, this would improve their level of satisfaction thus leading to worker effectiveness (Spector, 1997). The second feature stipulates that the action and inaction of workers as a result of their satisfaction level will upset the functionality of the business operations. This indicate that job satisfaction would reflect positive behaviours while dissatisfaction would reflect in negative outcomes (Spector, 1997). The third feature indicate that job satisfaction may function as a measure of organisational activities. With job satisfaction, the various organisational units can be assessed to determine how much it contribute to employees level of satisfaction, and if there is the need for changes to be done in the unit in order to boost performance (Spector, 1997).

Considering how various authors explained job satisfaction, this study will adopt the definition given by Armstrong (2000) which states that job satisfaction is considered as the attitude and feelings individuals perceived concerning their work, which could be either be positive indicating satisfaction or negative indicating dissatisfaction.

2.1.3 Organisational Citizenship Behaviour (OCB)

Organisational citizenship behaviour has its roots from the works of Bernard (1938) and Katz (1964) but was first proposed as a term by Organ (1988). Organ defined organisational citizenship behaviour as an “individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective

functioning of the organization” (p. 4). With this definition discretionary here indicates that the behaviour is not compulsory but rather depends on the personal choice of the person engaging in it (Organ, 1988). Organisational citizenship behaviours are extra-role volunteer behaviours that are not documented nor directly rewarded by the organisational, but are considered to be vital behavioural outcomes and the non-existence or lack of some of these behaviours among employees can risk an organisations functionality and sustainability (Robbinson & Morrison, 1995). Organisational citizenship behaviour in essence features financial and human resources, individuals exceeds organisational requirements by not only fulfilling their duties and responsibilities but also commencing on other activities outside their required duties, assisting others, offering good advice and sacrificing for greater good (Organ, 1990).

Organisational citizenship behaviour can be put into five dimensions (Podsakoff et al., 1990), these include: sportsmanship, courtesy, altruism, conscientiousness and civic virtue. According to Podsakoff et al., (1990), Sportsmanship involves embracing workload and pressures happily, tolerating imperfect situations without complaining, upholding attitudes that are positive when situations do not go in your favour, not upset when others do not adhere to your submissions and ready to sacrifice subjective interest for the greater good of the team.

Altruism and Courtesy which are also considered as helping behaviour has been identified as a significant aspect of citizenship behaviours by most researchers in the field of Organisational behaviour (Borman & Motowido, 1993; George & Brief, 1992; George & Jones, 1997). Altruism involves the existence of support by employees to other colleagues and team members. Courtesy involves taking necessary and appropriate actions to avoid work problems, reminding and informing co-workers about issues in advance. For instance not abusing the rights of others and being mindful of ones actions that might affect others in their job performance (Podsakoff et al., 1990).

The civic virtue component involves taking ownership and demonstrating proactivity in taking organisational challenges or activities, for instance presence at meetings, partaking in policy debates, voicing one's view about strategies the organisation has to follow and monitoring the organisation environment for threats and opportunities (Podsakoff et al., 1990).

Conscientiousness involves complying with organisational rules, going beyond minimum requirement by taking on extra roles through hard work. Such behaviours may also include charitable actions of innovation and inventiveness aimed at improving one's duty or the organization's performance, persevering with additional eagerness and energy to achieve one's job, offering to take on extra responsibilities, and inspiring others in the organization to follow same (Podsakoff et al., 1990). This study would look at it as a composite variable. Considering the above definitions and explanations on what constitute organisational citizenship behaviour, this study would adopt the definition given by Organ (1988) which states that organisational citizenship behaviour is an "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization".

2.1.4 Psychological Empowerment (PE)

The concept of empowerment over the years has advanced into a novel management approach. There is still an unending debate in management works about the evolution of empowerment, therefore it is important to deliberate on the evaluation of empowerment to bring light on how the various institutional bodies operationalised the concept (Conger & Kanungo, 1988). Empowerment is viewed as the symbolic creation of subjective state of individuals that is characterised by competence, control, autonomy, skill and authority to act (Aksel, et al., 2013). Much of the definitions of empowerment encompasses views about power and control. Nevertheless, the construct is been referred by many ideologies to represent different things, with respect to the circumstance in which the term is symbolised and how the conception of power has been theorized (Forrester, 2000).

Within organisational research, two main perspectives of empowerment have been established; the structural or relational and the psychological approach. The relational perspective views empowerment as a sequence of policies and practices planned to distribute power to employees at work (Melhem, 2004). That is the distribution of decision making authority from higher level to lower levels in an organisation (Heller, 1998), and also to boost individuals at lower level chances of getting access to resources and get access to whatever provisions that will enhance the execution of task (Melhem, 2004). The centrality of the structural viewpoint is that, empowered employees would experience more personal control on the performance of their job, they would be increase in awareness level with job performance in a strategic context and employees would be more responsible for performance consequences (Bowen & Lawler, 1995). The second perspective is the psychological approach which would be much dealt with as a result of this study. The psychological approach to empowerment focus on the perceptual dimensions of empowerment (Linden et al., 2000). According to Thomas and Melthouse

(1990), psychological empowerment is a rise in task of individuals that is intrinsic in nature. For example an individual's generic conditions directly related to the task that brings motivation and satisfaction. Spreitzer (2007) also defined Psychological empowerment as the personal beliefs that individuals experienced and conceived regarding their role in the organisation. In other words Psychological empowerment represents a perceptual state individuals feels about the level of control in their work. Similarly Conger and Kanungo (2000) viewed Psychological empowerment as motivational, and considered it as a course of improving feelings of self-efficacy within employees in the organisation using both formal and informal procedures of enhancing efficacy. According to Short, Graer and Melvin (1994), Psychological empowerment is the process whereby individuals cultivate the capability of taking responsibility of their own growth and resolve shortfalls.

According to Thomas and Vekthouse (1990) psychological empowerment can be pt into four factes these include: Competence, Meaningfulness, Self-determination and Impact. This categorization was built on Conger and Kanungo (1988) works to reflect an individual employee's orientation to his work.

Meaningfulness

This reflects a balance with respect to an individual's needs and his work values, beliefs, actions and inactions (Hackman & Oldham, 1980). It involves the valuation of a work driven purpose that is measured against an individual's own views and standards (Spreitzer, 1995).

Competence

It refers to an individuals' belief system regarding his or her ability to execute work roles diligently and skilfully (Thomas & Velthouse, 1990). This reflect the proposition made by Bandura (1997) on self-efficacy.

Self-determination

It denotes a sense of choices concerning the commencement and regulation of an individual's work behaviour and process. For instance taking decisions regarding the work methods to be used, pace and the effort to put into the work (Spreitzer, 2007).

Impact

It represent the extent to which an employee can impact work outcomes by operating in an administrative and strategic force (Ashforth, 1989, cited in Spreitzer, 2007).

2.2 Review of Related Studies

2.2.1 Relationship between Job Satisfaction and Organisational Citizenship Behaviour

A study by Miao (2011) investigated the relationships between employees' job satisfaction, perceived organizational support, organizational citizenship behaviour and their task related performance in China. A total of 159 subordinates and 34 superiors partook in the study. Hierarchical regression and zero-order correlation were employed in the data analysis. Organisational citizenship behaviour was assessed using two questionnaires, a 12 item scale by Allen & Rush (1998) measuring helping behaviour and civic virtue. Curtsey and Conscientiousness aspect were measured with Organ (1988) Organisational Citizenship Behaviour Scale. The reliability coefficients for the subscales were satisfactory (with respect to helping behaviours it stood at .81, the civic virtue aspect recorded .71, conscientiousness stood at .75, and courtesy aspect stood at .73), the overall scale recorded a Cronbach alpha of .80. The outcomes reveals a positive correlation between perceived organisational support and organisational citizenship behaviour as shown in the bracket ($r = .50, p < .001$). Employees who perceived support from their work place are likely to indulge in organisational citizenship behaviour towards colleague employees and the organisation as a whole. The results also disclosed a positive correlation between job satisfaction and organisational citizenship behaviour. This implies that employees developed more commitment towards the organization when they are highly satisfied with their conditions, and are likely to indulge in organisational citizenship behaviour.

In accordance with the empathy concern behaviour hypothesis, employees who perceive pleasurable support from their organisations and improved satisfaction level at workplace displays compassionate concern towards the work institutions by partaking in citizenship behaviours. Employees assess their work condition cognitively and reciprocate accordingly

(Adams, 1965). Therefore employees feels compassion and return organizational support and improved job satisfaction with extra-role behaviours that support organisational growth.

In addition, a study by Mutonanga (2016) found out the link between employees' job satisfaction and organisational citizenship behaviour. The participants for this study constituted 839 permanent staff in the Democratic Republic of Uganda. The instrument used were the job satisfaction questionnaire and the organisational citizenship behaviour questionnaire. The analytical method used was stepwise multiple regression to establish the link that exist between job satisfaction and organisational citizenship behaviour.

The results shows that job satisfaction of employees had a positive significant relationship with organisational citizenship behaviour. The results indicate that job satisfaction experiences by employees such as fair treatment, generous reward system and positive work climate significantly illicit employees helping behaviours. The results also discloses that the access to good compensations and financial security by employees boost their perceptions towards supporting colleagues and the organisation at large.

H1: An increase in job satisfaction will lead to increase in the exhibition of organisational citizenship behaviour by employees.

2.2.2 Relationship between Employee Engagement and OCB.

A study by Rurkkhun and Bartlett (2012) found out the effect of employee engagement on organisational citizenship behaviour. The data for this particular study was gathered from 522 participants from four Thailand organisation. The data was analysed using exploratory factor analysis. The scale used for assessing Employee engagement was the Utrecht Work Engagement Scale. It consist of 9-items with a reliability coefficient reported to be .92. OCB was assessed by deploying a 24 item scale developed by Podsakoff et al., (1990). The reliability coefficient was reported to be .96, whereas the current study reported an alpha level of .87. The result of the study showed a positive correlation between employee engagement and organisational citizenship behaviour supporting the first hypothesis which state that “there will be a positive relationship between employee engagement and organisational citizenship behaviour”. The results indicate that high level of employee engagement is connected with favourable work consequences such as organisational citizenship behaviour. This means that management should put measures and structures to ensure that employees are more engaged thus leading to the exhibition of organisational citizenship behaviour (Christian, Garza, and Slaughter 2011).

Also Kasekende (2017) examined how employee engagement influences the relationship between employer responsibilities, employee responsibilities and the nature of the psychological contract and employee discretionary behaviours. The data of this study was gathered by deploying self-report questionnaires. The participants constituted 278 employees from eleven hotels in Uganda. The data for the study was analysed using hierarchical regression analysis. The results of the study showed a positive but significant correlation between employee engagement and organisational citizenship behaviour. This was in line with prior empirical studies indicating that employees with higher levels of engagement are more likely to exhibit organisational citizenship behaviour, Whiles disengagement leads to lover exhibition

of organisational citizenship behaviour (Rurkkhun & Bartlett, 2012). This implies that when suitable programmes are designed to engage employees within the organisation, it increases their likelihood of indulging in discretionary behaviours (Rurkkhun & Bartlett, 2012).

H2: An increase in employee engagement will lead to increase in the exhibition of organisational citizenship behaviour by employees.

2.2.3 Relationship between Psychological empowerment and Organisational citizenship behaviour.

A study by Chiang and Hseih (2012) examined the perception of hotel workers on organisational support, psychological empowerment, and organisational citizenship behaviour and job performance; and also examined the causal relations between these constructs. The study participants consisted of 513 employees from Taiwan hotels. Data for this study was gathered using self-report assessment scales and the analysis was done via descriptive statistics, the structural equation modelling and confirmatory factor analysis. The results indicated that perceived organisational support positively affected organisational citizenship behaviour. Once the needs and concerns is being taking care of by the business, employees experience these positive care from the organization. Therefore, their behaviours, actions and inactions becomes more positive, this makes employees more willing and put more resources such as time and effort, as well as inspiring employees' pre-emptive behaviour. The results supported prior studies (Moorman et al., 1998; Settoon et al., 1996) which posit that when there is high perceived organisational support, employees are more likely to exhibit organisational citizenship behaviours.

Also the results revealed that psychological empowerment positively impacts organisational citizenship behaviours. This was also inconsistent with other studies (Hwang, 2005; Morrison, 1996; Wat and Shaffer, 2005; Yen et al., 2004), this studies postulates that there exist a positive

and significant influence between psychological empowerment and organisational citizenship behaviours. According to Peccei and Rosenthal (2001), psychological empowerment encompasses positive values and personal strength towards work, employees with greater control and autonomy has a greater value with their work. This leads to more selfless behaviours and the exhibition of organisational citizenship behaviours.

In addition, a study by Shapira-Lischinsky and Tsemach (2014) investigated the relationship between psychological empowerment, authentic leadership and organisational citizenship behaviour. The sample consisted of 366 employees and the data was gathered with a self-report questionnaires. The Structural Equation Modelling was deployed to analyse the data. The findings showed that psychological empowerment significantly predicted organisational citizenship behaviour of employees. Employees with high level of work control and autonomy are more likely to engage in organisational citizenship behaviour towards other employees and the organisation as a whole.

Also Bogler and Somech (2004) did a study using Israeli high and middle schools. The participants 983 teachers from these schools. The study found out that teachers who perceived high level of empowerment were seen as more likely to engage in organisational citizenship behaviour than their counterparts with low empowerment.

H3: An increase in psychological empowerment level will lead to increase in the exhibition of organisational citizenship behaviour by employees.

2.2.4 Relationship between Psychological Empowerment, Employee Engagement and Job Satisfaction.

Several research studies have established a positive association between psychological empowerment and job satisfaction (Liden et al., 2000; Laschinger et al., 2001). This studies indicated that employees that score higher level of empowerment are more likely to be satisfied with their job than those who experienced less empowerment. Among the four factes of psychological empowerment that is meaningfulness, competence, self-determination and impact, research studies postulated the meaningfulness dimension has the strongest positive relationship with job satisfaction. According to Herzberg (1959), individuals who finds their work important and meaningful experienced high level of job satisfaction. Consequently Thomas and Velthouse (1990) in their research work established that employees who experienced low level of meaningfulness of their job are faced with apathy at work thus resulting in lower level of job satisfaction.

A study by Mu Yeh (2013) investigated the relationship that existed among the following variables in the hotel industry (tourism involvement, job satisfaction and work engagement). The data for this study was collected from 20 international hotels based in Taiwan, the total number of participants were 336 frontline employees. The structural equation modelling was used in analysing the data. The outcomes of this particular study revealed that work engagement was positively related to job satisfaction. The findings implies employees that are engaged (energised and dedicated) in work activities are more likely to experience more satisfaction with their job roles. Similarly the study findings also implies that highly tourism-involved frontline employees feel more satisfied with their work than less involved employees, therefore hotel managers should ensure that effective measures are put in place to engage employees.

A study by Alarcon and Edwards (2011) found out the relationship between employee engagement, job satisfaction and turnover intentions. The study sample consisted of 227 employees, and the data for this study was gathered through the use of self-report questionnaires. The sequential multiple regression model was deployed in the data analysis. The study findings shows that employee engagement significantly predicted job satisfaction. More over all the three dimensions vigour, dedication and absorption significantly predicted job satisfaction. The findings explained that employees with a sense of dedication are more likely to devote resources in a form of effort and time into their work. These devoted resources may manifest into high levels of job satisfaction. The findings also explained that employees who experience emotional exhaustion are more likely to withdraw resources such as time and effort thus leading to decrease satisfaction or job dissatisfaction.

H4: An increase in psychological empowerment level will lead to increase in Job satisfaction of employees.

H5: An increase in engagement level of employees will lead to increase in job satisfaction level.

2.3 Theoretical Framework

2.3.1 Social Exchange Theory (SET)

The social exchange theory is considered as one of the most significant and influential paradigms used in explaining and understanding organisational behaviour (Mauss, 1925). This theory emphasize that social exchange comprises of sequence of exchanges that breed obligations (Cropanzano, & Mitchell, 2005; Emerson, 1976). These interactions are commonly viewed or perceived as mutually dependent and subject to the activities of another individual (Blau, 1964, Cropanzano & Mitchell, 2005). The social exchange model also emphasize that these inter-reliant dealings are capable of developing into high-quality relationships.

One basic principle of the SET is that relationships progress in a timely manner into loyal, trusting and mutual commitments, thus individuals shall tolerate and conform to some rules that guides the exchange process. These rules in the exchange process cast a normative representation regarding the circumstances that are embraced by the members in an exchange relation (Emerson, 1976). The principle of reciprocity has been identified by researchers as one of the basic rules of exchange (Gouldner, 1960). This principle states that individuals willingly offer benefits to others which oblige these other parties to offer assistances in return (Wimbush et al., 1997).

According to Homans (1961 as cited in Nunkoo, 2016), SET principally rest on the principles that social interaction is an exchange of activities between various actors, this activities are either tangible or intangible particularly of rewards and costs. Similarly Apropos & Nunkoo (2016) emphasizes that in every exchange process, the parties involved depend on one another for benefits that are of value, Nunkoo also postulate that these exchanges are considered the basis of all human behaviour. Moreover, the SET asset that an individual view to indulge in a particular exchange process is purely dependent on the personal cost-benefit analysis of the comparison between alternatives engagement, therefore a person decides only to engage in an

exchange relationship once he or she is convinced that he or she can minimize costs and maximize benefits (Nunkoo, 2016). According to Nukoo (2016), social exchanges on most part are different from economic exchanges, social exchanges encompasses benefits that are mostly discretionary. These benefits can also be intangible as opposed tangible benefits in an economic exchange. In addition, Blau (1964) assert that economic exchange comprise of benefits that are of a formal nature and mostly contractual whiles in social exchanges benefits are largely not negotiated and uncertain (Whitener, Brodt, Korsgaard, & Werner, 1998).

The norm of reciprocity as emphasised by Gouldner (1960) as a basic principle of the SET posits that, when an actor in a social exchange relationship gains treatment in any form from another actor, it puts an obligation on the actor to return that treatment to the other actor. For instance, when an actor receives a favourable treatment from another, it necessitate the actor to return a favourable treatment. On the contrary if an actor should receive an ill treatment, that actor is obliged to return a treatment of same sort (Huang et al., 2016). This is translated in a proverbial term as “one good turn deserves another” and “an eye for an eye, and a tooth for a tooth” (Addo, 2017, p 40).

In the organisational perspective, several studies (Kim *et al.*, 2004; Bodla *et al.*, 2014; Atta & Khan, 2015; Bozeman et al, 2000; Atnic *et al.*, 2010), that support the SET indicates that employees or subordinates are more likely to go beyond their stipulated work role/duties to indulge in extra-role or voluntary behaviours. This might be as a result of the support, satisfaction and valuation they received from their superiors and the organisation as a whole. According to Atta and Khan (2015), when employees or subordinates perceive a sense of support and investment from their organisation, it warrant some form of obligation from the subordinates to return a positive treatment to the organisation by engaging in work activities outside their in-role required duties or job specifications. Consequently if it happens that

employees perceive a sense of ill treatment or less support from their superiors and the organisation at large, they feel less satisfied and either put less effort in their work roles or disengage themselves from their work and any other extra-role activity or behaviour (Atta & Khan, 2015).

2.3.2 Job demand resources theory (JD-R) Theory

The job demands-resources has gained much attention and acceptance in occupational stress and wellbeing research over the last decade (Schaufeli & Taris, 2013). The centrality of the (JD-R) model lies on one basic postulation signifying that every profession or discipline has its own peculiar threats connected with job-related stress. These associated threats are categorised into two main classes (i.e. job demands and job resources), therefore creating a central theory that can be applied to several disciplines or organisational setting, notwithstanding the specific demands and resources attached (Bakker & Demerouti, 2007). Job demand is concerned with the social, physical, psychological or organizational features of the job, this aspect requires continuous physical or psychological energy and talents which are linked with several physiological and psychological outlays. For instance hostile working atmosphere, sustained work pressure and passionately demanding exchanges with customers (Bakker & Demerouti, 2007). Granting that these job demands are not particularly negative, they sometimes becomes job stressors when achieving these demands necessitates effort that is high and demanding in such a manner that the subordinates has not sufficiently recuperated (Meijman and Mulder, 1998).

On the contrary Job resources refers to the psychological, physical, social and organizational facets of the job. These features the following;

- Purposeful in accomplishing work objectives.
- .Ease demands attached to the job and the related psychological and physiological costs.

- Enhance learning, development and personal growth.

The JD-R model implies that resources remains not solitary effective to curb job demands, but are also crucial in their own right (Demerouti et al., 2000). Similarly in relation to the Conservation of Resource (COR) theory (Hodfall, 2001) which posits that the main human incentive is geared in the direction of maintaining and amassing resources. Consequently, resources are considered valuable in their own right and are also considered as means to the protection and accomplishment of further treasured resources (Demerouti et al., 2000).

Job resources might be spotted at the general organisational level, for example career opportunities, pay and job security, it may also encompasses interactive and social dealings such as superior and colleague assistance or support and group climate. At the organisational facet, it may include contributing towards company policies and decisions and role clarity, finally at the task level it may include freedom and autonomy, task significance and identity, skill variety, skill variety, performance and feedback (Hackman and Oldham, 1980). The existence of such factors ensures that employees are motivated and empowered thus leading favourable attitudes and actions.

In addition, the next principle of the JD-R model constitute two varied principal psychological process that plays a key role in the growth of job strain and motivation (Leiter, 1993). With respect to the job strain, this constitute poorly desired jobs or prolonged job demands. For instance work overload, emotional demands which drain workers' mental and physical resources thus leading to the weakening of one's effort (Demerouti et al., 2000). The resulting effect accordingly is low job satisfaction and work disengagement (Leiter, 1993). On the other hand with job motivation, it is assumed that job resources has the ability to motivate thus leading to high work engagement, high satisfaction, a sense of empowerment and excellent performance (Deci and Ryan, 1985). Job resources may either play an intrinsic motivational

role by promoting or enhancing learning and development and ensuring employee growth. Or may play an extrinsic motivational role by being influential in achieving work goals (Deci and Ryan, 1985). According to DeCharms (1968) and White (1992), job resources as an intrinsic motivational role fulfils basic human needs such as competence, autonomy and relatedness. For example, effective feedback promotes learning thus improving job competence, where as social support fulfil the need for belonging, also the presence of supportive co-workers and timely feedback from superiors fosters work engagement thus leading to employees' job satisfaction whereas the absence of these factors evokes a negative attitude towards work.

2.4 Conceptual Framework

From the reviewed empirical literature above, several propositions were made from the literature showing how the various study constructs (employee engagement (EE), organisational citizenship behaviour (OCB), job satisfaction (JS) and psychological empowerment (PE)) are related to each other. Below are the propositions that were made:

H1: An increase in job satisfaction will lead to increase in the exhibition of organisational citizenship behaviour by employees.

H2: An increase in employee engagement will lead to increase in the exhibition of organisational citizenship behaviour by employees.

H3: An increase in psychological empowerment level will lead to increase in the exhibition of organisational citizenship behaviour by employees.

H4: An increase in psychological empowerment level will lead to increase in Job satisfaction of employees.

H5: An increase in employee engagement will lead to increase in job satisfaction of employees.

From the above propositions the conceptual framework for this study is shown below.

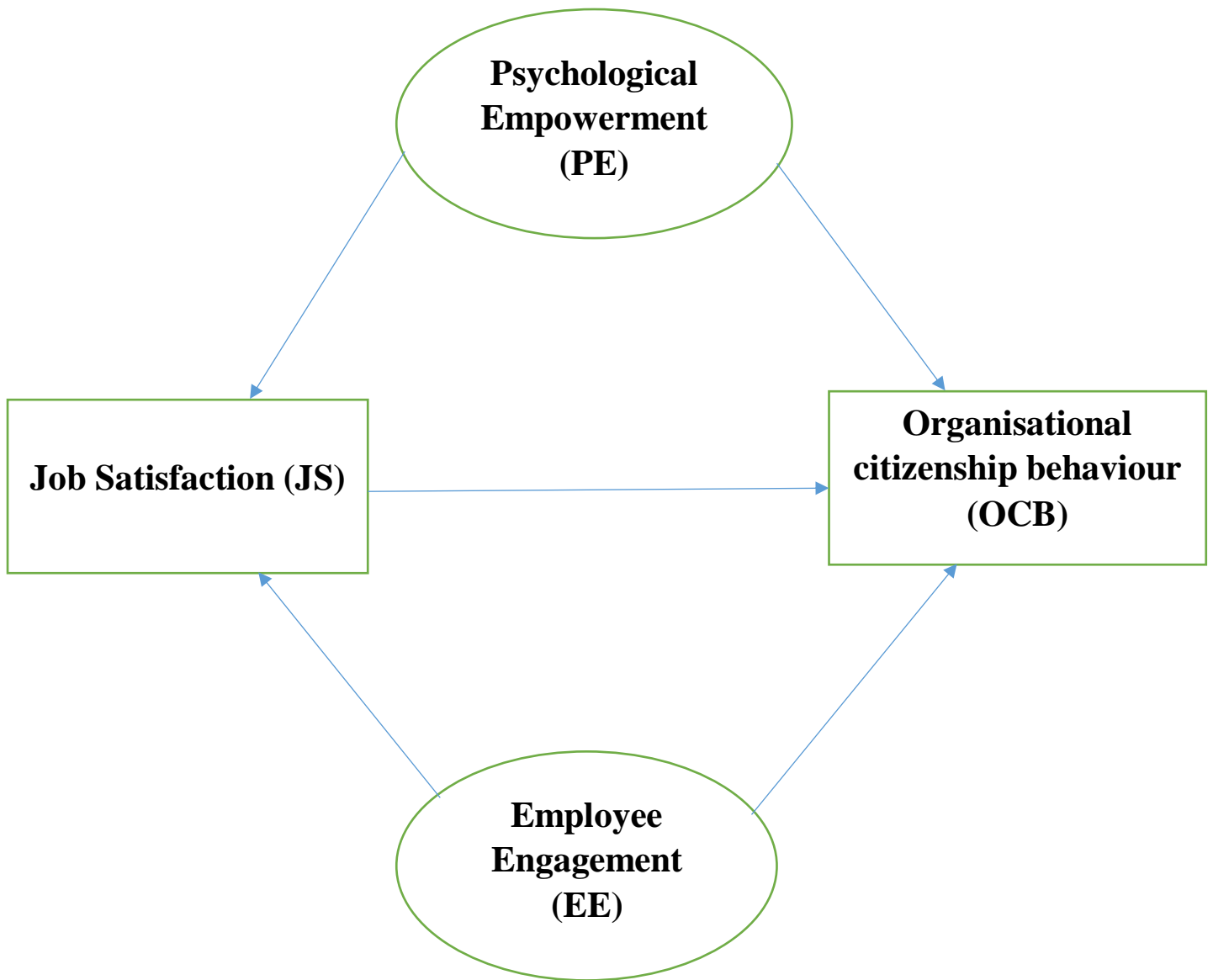


Figure 2.1: Conceptual Framework to guide the Study.

From the above conceptual framework (figure 2.1), it is seen that job satisfaction is directly related to organisational citizenship behaviour. Also, it is seen that both psychological empowerment and employee engagement appears to play moderating role in the relationship between job satisfaction and organisational citizenship behaviour. Moreover, from the conceptual framework for this study, Organisational citizenship behaviour is the dependent variable whiles job satisfaction, psychological empowerment and employee engagement are the independent variables.

CHAPTER THREE

METHODOLOGY

Introduction

This chapter outlines the research methodology that was used in this study. It consist of the research paradigm, the research approach and design employed, the population, sample size and the sampling technique used. It also outlines the instruments used in data collection, the procedure for analysing data and the ethical issues that were adhered to during the data collection process.

3.1 Research Paradigm

The commencement of every study is normally headed by a world view of a scientific society or the researcher (Guba, 1990). Each and every individual possess an opinion of what knowledge and truth is. These opinions regulate our beliefs, thinking, perceptions and assumptions about reality and we how we view the world around us, this is what social scientist termed as paradigm (Schwandt, 2001). According to Boateng (2016), a research paradigm is a set of beliefs, techniques and values shared by individuals forming a scientific society, which serves as a roadmap dictating the type of problems to be addressed and the kind of justifications that are acceptable to them. Similarly Taylor, Kermond and Roberts (2007) defined a research paradigm as a holistic opinion or viewpoint about a phenomenon. A paradigm is a collection that entails a researcher's ontology, methodology, epistemology and axiology (Creswell, 2007). Hence a research paradigm can be seen as a framework defining the scope of activities for a researcher, it is generally referred to as the belief systems that regulates the investigator (Lincon, 1994).

According to Boateng (2016). They are five prominent research paradigms that reflect the major theoretical directions in the field of social science. These paradigms include; positivism,

realism, relativism, interpretivism and critical realism. The key factors that distinguish each paradigm from the other are based on the assumptions concerning the ontology, epistemology and the methodology (Creswell, 2007). According to Durbeley, Johnson and Creswell (2012), ontology refers to the core principle of a phenomenon and the nature of its existence. Thus the ontology of a paradigm basically refers to how a scientific society or a researcher perceive the nature of social reality. The epistemology talks about the study of knowledge and how it is acquired. The last assumption which is the methodology refers to the framework that guides how a research should be conducted (Creswell, 2007). Base on the ontology, epistemology and methodological assumptions, the various paradigms are briefly explained below.

The Interpretivist Paradigm

The ontology of the interpretivist paradigm has it that there is the existence of multiple realities which are subject to human interpretation and experience. This paradigm maintains that reality is socially constructed based on the interaction between the researcher and the respondents. The epistemology of this paradigm sees knowledge as very subjective which is context dependent and time bound. With the methodological assumption, this paradigm assumes a qualitative approach of gathering data through interviews, observations and the use of questionnaire (Boateng, 2016; Saunders et al., 2012).

Realism

The ontology of this paradigm sees reality as “real but only imperfectly and probabilistically apprehensive, so triangulation from many sources is required to try to know it” (Boateng, 2016, p. 277). The epistemology maintains that knowledge generated is value-aware, and that the research findings are probably true thus there is a need for triangulation of any perception gathered. The methodology assumes that there is a need to test hypothesis to establish patterns in order to understand social reality.

Critical Realism

The ontological assumption of the critical realist has it that there is the existence of two worlds that is the transitive and intransitive. The transitive refers to what an individual observes with the mind about the perception of reality. The intransitive embodies the reality which is independent of what the minds thinks. The epistemology maintains that the transitive world is keeps on changing and is value laden. The intransitive world consist of mechanisms and structures that are relatively enduring. The methodology of this paradigm is based on reproductive reasoning that is there is the need to triangulate from different sources in order to understand the mechanisms and structures underlying the subjective realities that exist (Boateng, 2016).

This study adopted the positivist paradigm which is discussed below and justified.

The concept '**positivism**' was first coined by Auguste Comte to mirror a firm practical approach whereby knowledge claims are geared towards experience; emphasizing facts and causes of behaviour (Bogdan & Bicken, 2003). Comte (1956) posited that observation, experimentation and experienced based reasoning reflects the core principles for explaining human behaviour, thus the only genuine and valid way of expanding knowledge and human understanding. In other words the positivist beliefs in establishing cause effect relationship in nature.

According to Fadhel (2002), positivist is a world view paradigm that explains a phenomenon in terms of facts or measurable entities. The positivist in conducting research relies on deductive reasoning, the formulation and testing of hypothesis, presenting operational definitions, using calculations, extrapolations and expressions in reaching a conclusion (Creswell, 2007). In terms of three assumptions that underpin this paradigm, the ontology of this paradigm views the existence of a single reality, which is objective and tangible. The

epistemology under this paradigm maintains that knowledge generated is objective, context independent and free of time influence. With respect to the methodological assumption, the positivist beliefs in using a survey or experimental approach, that is the formulation of hypothesis under controlled circumstance and the use of scales and statistical analysis (Boateng, 2016; Crowthen & Lancaster, 2008).

This study adopted the positivist paradigm because the researcher aims at establishing cause effect relationships among the study variables. Moreover, the study adopted the positivist paradigm because of the quantitative approach adopted by the researcher in gathering data for the study. With the quantitative approach the researcher is able to put numerical value into the data thus making it easier to explain the relationships that exist between the study variables without any bias of influence from the researcher.

3.2 Research Design and Approach

A research design is a framework that serves as a guideline for investigating a phenomenon through data gathering and analysis while ensuring that validity and reliability are maximised (Gratton & Jones, 2009). A research design indicates the systems and procedures for gathering data needed to organise and solve a research phenomenon, it specifies the kind of information to be gathered, the sources and methods of gathering information (Reddy & Acharyulu, 2008). In choosing a research design, it is necessary that the researcher has to be mindful of the research objectives and questions under study (Henning, Van Rensburg & Smit, 2011). Hence, based on the research objectives and questions of this study, the research design that was adopted is the descriptive cross-sectional survey. According to Cohen, Manion & Morrison (2005), a cross-sectional survey provides a snapshot of a study population at a particular point in time by studying a sample of a desired population. Cross-sectional survey enables the researcher to

give numeric descriptions to trends and attitudes found in the data using the study sample (Neuman, 2011). With respect to this, the research sees the cross-sectional survey design suitable for the study because the researcher sought to explore a phenomenon by using a sample of the study population at a given point in time due to resource and time constraints.

Moreover, for the purpose of satisfying the study objectives and ensuring that reliability and validity are obtained, the study adopted the quantitative approach. According to Bryman (2001), quantitative approach is scientific in nature, and places much emphasis on the use of figures and numbers in collecting and analysing of data. Quantitative approach allows for the use of statistical tools to describe and analyse data thus reducing the time and effort the researcher would have spent in describing and analysing the results (Connolly, 2007). According to Cohen and Morrison (2011), the quantitative approach makes it possible and easier to generalise a study findings from the sample to the entire population with a little error margin.

3.3 Population and Study Area

A population is defined as a group of people or individuals with one or more features in common that are of interest to the person conducting a research (Creswell, 2007). Cooper and Schindler (2003) considered a population as the collection of participants, which of interest to the researcher and which the study findings are generalised to. The target population for this study consisted of first line employees from one and two star hotels in the Upper West Region of Ghana. First line employees represent the face of their employers or the organisation, they are the medium for service delivery and are the people who interact directly with the customers (Sharrif, Zainol, & Hashim, 2010). In other words first line employees shapes the perception

of customers about the organisation thus making them a relevant target sample for the study. Their engagement, empowerment and satisfaction level would reflect in how well they treat customers and other colleagues in the organisation and the resulting effect would reflect how the customers view the organisation and the services provided. The first line employees selected include: Front desk assistants, Restaurant services, Laundry and Cleaning services, Bar Tenders, Pool attendants and Security services. However the accessible population consisted of twenty five (25) hotels in the Upper West Region. These hotels include: Pelican Hotel, Blue Hill Hotel, Upland Hotel, Dellagio Hotel, Noryoung Hotel, In Service Training Centre, Grand Hyatt Hotel, Sem B. Lodge, Queens Valley Hotel, Jirapa Dubai Hotel, B.N Royal Lodge, Kedge Lodge, Numbu Hotel, Big White Lodge, Hatong Lodge, Dubie Hill Top Hotel, Jambore Lodge, Kunateh Lodge, Olamsco Lodge, Victory Lodge, Ngamankuri Lodge, Hotel Du Pond, Seinu Hotel. These hotels were selected because they are considered as the highly rated hotels in the region, and also because they are easily accessible to the researcher.

3.4 Sampling Procedure and Sample Size

A sample represents a subset of the entire population from which the data of a study is collected, and sampling refers to the process of selecting a proportion to represent the entire population (Easterby-Smith, Thorpe & Jackson, 2008). Two non-probability sampling techniques were adopted for this study, that is purposive and convenience sampling techniques. According to Sarantakos (2005), purposive sampling technique involves the researcher choosing deliberately the units/subjects that are relevant to the topic or purpose of the study. The purposive sampling technique was used in selecting the twenty five (25) one and two star hotels for the study, this was because these hotels were considered to be the notable and well rated in the Upper West Region. The convenience sampling techniques was then used to select the first line employees

for the study. According to Creswell (2009), convenience sampling technique allows the researcher to select subjects that are easily accessible to the researcher. The convenience sampling technique was used because of the nature of work in the hotels, hotel employees work on shift bases thus the employees that were readily available during the period of data collection were sampled for the study.

In determining the sample size for quantitative study it is crucial to consider a relatively larger size that is representative of the population. However researchers have not agreed on a specific sample size for a quantitative study. For instance Kline (2011) posit that for a quantitative study, the sample size should be 5-20 times the number of factors to be investigated. Also, Garver and Mentze (1999) asserted that in order to get a sufficient statistical power the sample size for a quantitative study should be at least 200 participants. Also for an academic research Annku (2014) proposed a sample size about 30% percent of the accessible population. With this pool of options available to determine a sample size for a quantitative study other factors such as time constraints and availability of resources also comes to play in determine the sample size of a study. The present study targeted a sample size of at least 300 respondents on the basis of using regression analysis for the study.

3.5 Sources of Data

The study made sued of both primary and secondary data. The primary source of data was gathered from the questionnaires issued to the participants to assess their views on the study variables of interest. The primary data was used for the study analysis. The secondary data consist of facts on the hotels and the number of staffs and this information was collected from the human resource management departments of the various hotels.

3.6 Research Instrument

A structured and self-administered questionnaire was deployed in gathering the data for the study based on the research purpose and objectives. The questionnaire was structured into five sections: section A, B, C, D and E.

3.6.1 Demographic Characteristics

This is made up of questions that sought the demographic details of the participants. These details enables the researcher to have a clear picture of the dynamics of the study population under study. These details include: age, gender, educational level, work experience and working hours.

3.6.2 Measure of Employee Engagement

Employee engagement was measured using the shorten version of the Utrecht Work Engagement Scale developed by Schaufeli & Baker (2003). This scale consist of 9 items that measures vigour, dedication and absorption of employees on their current job. The scale is assessed and scored on a 5 point Likert scale from 1 = strongly disagree to 5 = strongly agree. Items on the scale include *“At my work, I feel bursting with energy”* and *“I am immersed in my work”*. The scale has a reported reliability coefficient ranging from .89 to .97.

3.6.3 Measure of Psychological Empowerment

Psychological empowerment was measured by the Psychological Empowerment Scale developed by Spreitzer (1995). The scale consist of 12 items measuring four dimensions (i.e. meaning, competence, self-determination and impact). The scale is scored on a 5 point Likert scale from 1 = strongly disagree to 5 = strongly agree. Items on the scale include *“I am confident about my ability to do my job”* and *“The work I do is meaningful to me”*. The validity of the instrument is very good and the scale has a reported Cronbach alpha of around .80.

3.6.4 Measure of Job Satisfaction

The Minnesota satisfaction questionnaire was used to measure job satisfaction of employees (Hirschfeld, 2000; Weiss, Dawis, England, & Lofquist, 1967). The scale is a shorten version and it consist of 20 items. The scale is a reliable and widely used scale by many researchers in the tourism industry (Gunlu, Aksarayli, & Percin, 2010). However for the purpose of the study, 11 items were selected and modified to reflect the desired responses needed for the study. The scale is scored on a 5-point Likert scale from 1 = strongly disagree to 5= strongly agree. The original scale has a reported Cronbach alpha of .92. Items on the scale include: *“The chance to work alone on the job adds to my job satisfaction”* and *“The working conditions adds to my job satisfaction”*.

3.6.5 Measure of Organisational Citizenship Behaviour

Organisational citizenship behaviour was assessed by adopting the Organisational Citizenship Scale by Podsakoff et al (1990). The scale captures the five most recognizable facets of organisational citizenship behaviour. The original scale consist of 24 items. However thirteen (13) items were selected and pretested for the study. The scale is scored on a 5 point Likert scale from 1= strongly disagree to 5 = strongly agree. The original scale has a reported Cronbach alpha of .87. Items on the scale include: *“I help others who have heavy workloads”* and *“I try to avoid creating problems for co-workers”*.

3.7 Procedure for Data Collection

The researcher was issued an introductory letter from the Organisation and Human Resource Department of University of Ghana Business School and copies of this letter was sent to the management of twenty five (25) hotels in the Upper West Region. These hotels include: Pelican Hotel, Blue Hill Hotel, Upland Hotel, Dellagio Hotel, Noryoung Hotel, In Service Training Centre, Grand Hyatt Hotel, Sem B. Lodge, Queens Valley Hotel, Jirapa Dubai Hotel, B.N Royal Lodge, Kedge Lodge, Numbu Hotel, Big White Lodge, Hatong Lodge, Dubie Hill Top Hotel, Jambore Lodge, Kunateh Lodge, Olamsco Lodge, Victory Lodge, Ngamankuri Lodge, Hotel Du Pond and Seinu Hotel to seek approval for the study. Upon gaining approval from the various management of the respective hotels, the management of these hotels introduced the researcher to the first line employees. Prior to that the researcher briefed the management about the purpose of the study. The researcher afterwards sought the informed consent of the first line employees. The first line employees were briefed about the study purpose by the researcher after which the copies of the questionnaire was distributed to the first line employees available at the time and willing to participate in the study. Subsequent visits were made to administer more questionnaires to the first line employees who initially were not available because of the shift system deployed by the hotels. Some of the first line hotels who needed assistant in filling out the questionnaire were attended to by the researcher. The questionnaires were then left with the first line employees for one to two weeks after which the researcher went back to collect the completed questionnaires.

The total questionnaires administered were 330 and out of which 310 (93.9%) were retrieved. However out of the 310 questionnaires retrieved, 302 were deemed appropriate for the analysis representing (92%) response rate. The data collection period ranged from 23rd April to 30th May, 2019.

3.8 Method for Data Analysis

The data gathered through the administration of the study questionnaires were first coded, and then analysed using the “Statistical Package for Social Sciences (SPSS) version 20” The demographic data obtained was first analysed and presented using descriptive statistics (e.g. means, percentages, standard deviations). Moreover, the hypotheses were analysed using both “Person’s product moment correlation and Simple linear regression analysis”.

In addition, normality test was done to determine whether the study data was normally distributed. This was done by testing the skewness and kurtosis of the data. Also a reliability test was done with the study data to test the robustness of the instrument. The reliability of a research instrument aids the researcher to establish the degree to which the scale is consistent in producing the same outcome at different intervals under the same condition or circumstance (Kimberlin & Winterstein, 2008). With regards to this study the reliability of the scales were established by calculating the Cronbach Alpha Coefficient of each measurement tool. The Cronbach’s Alpha Coefficient is the most common estimate of reliability and according to Stangnor (2011) the Cronbach Alpha Coefficient examines the internal consistency of the each measurement scale.

3.9 Ethical Consideration

The right of respondents must be duly observed in the process of carrying out every research (Cohen, Manion & Morrison, 2004). In conducting this study, the following ethical issues were strictly adhered to:

First, informed consent was solicited from the management of the selected hotels through the presentation of an introductory letter obtained from the Department of Organisation and Human Resource Management, UGBS. Consent of the respondents were also sought and both the management and respondents were made known that their role was to help the researcher find solution to the research questions.

Also in ensuring anonymity and confidentiality, the researcher made sure that the research instrument does not contain any question(s) that could reveal the identity of the respondents. Likewise, the respondents were also assured that the information obtained would be used for solely academic and the research purpose and would not be shared with any other third party.

In addition, the right of the respondents to withdraw from the research process was duly covered. Respondents were made known that they could withdraw freely from the research process at any point in time without any form of pressure or coercion.

CHAPTER FOUR

ANALYSIS AND DISCUSSION

This chapter presents the data analysis and discussion of the findings of the study. The data was analysed with the use of “Statistical Package for Social Sciences (SPSS) version 20”. The data analysis begins with the demographic features of the participants. Then the chapter continues with the analysis of the robustness of the measured variables or scales and the testing of the study hypotheses using Pearson product moment correlation and simple linear regression analysis. A total of 302 respondents were deemed fit and used for the data analysis.

4.1 Analysis of Demographic Characteristics of Variables

The demographic features of the respondents were looked at from five dimensions. This includes gender, age, level of education, number of years spent in organisation, and the working hours spent at work. These dimensions are presented below.

4.1.1 Analysis of Respondents' Gender

The analysis of the gender distribution of respondents is presented in Table 4.1 below:

Table 4.1 Gender Distribution of Respondents

| Gender | No. of Respondents | Percentage |
|---------------|---------------------------|-------------------|
| Male | 127 | 42.1 |
| Female | 175 | 57.9 |
| Total | 302 | 100 |

Source: Field Data (2019)

From Table 4.1 above, the number of female respondents were 175 representing 57.9 % whilst the male respondents were 127 representing 42.1%. The ratio of females were greater than that of males in the study, these distribution is not surprising due to the context of profession of the respondents. In Ghana the hotel industry like many of the industries under the service sector attracts lots of females due to the nature of the jobs.

4.1.2 Analysis of Respondents' Age

The analysis of age distribution of the respondents is presented in Table 4.2 below:

Table 4.2 Age Distribution of Respondents

| Age | No. of Respondents | Percentage |
|---------------|---------------------------|-------------------|
| 18-24 years | 92 | 30.5 |
| 25-34 years | 183 | 60.6 |
| 35-44 years | 22 | 7.3 |
| 45-54 years | 3 | 1.0 |
| Over 55 years | 2 | 0.7 |
| Total | 302 | 100 |

Source: Field Data (2019)

From table 4.2 above, the number of respondents within age group 18-24 was 92, 25-34 age group constitute 183, 35-44 age group constitute 22 respondents, 45-54 age group consist of 3 respondents and over 55 years age group constitute 2 respondents. This shows that out of the 302 respondents a greater number of them falls within the 25-34 age group representing 60.6%, this is followed by 18-24 age group representing 30.5%, the next to follow are those within the range 35-44 years representing 7.3% and then followed by 45-54 years age group representing 1%. The lowest category are those over 55 years representing 0.7 %. This age distribution shows that the first line hotel employees in one and two star hotels within the Upper west region are young and in their prime age to carry out their work activities.

4.1.3 Analysis of Respondents' Educational Level

The distribution of respondents' educational Level is analysed and presented in Table 4.3 below.

Table 4.3 Distribution of Respondents' Educational Level

| Educational Level | No. of Respondents | Percentage |
|--------------------------|---------------------------|-------------------|
| WASSCE | 67 | 22.2 |
| Diploma | 147 | 48.7 |
| First Degree | 80 | 26.5 |
| Professional | 8 | 2.6 |
| Total | 302 | 100 |

Source: Field Data (2019)

From Table 4.3 above, the number of respondents with WASSCE level of education was 67, those with diploma constitute 147, first degree constitute 80 and those with professional level of education constitute 8 respondents. The results shows that most of the respondents sampled have diploma representing 48.7%, this was followed by those with first degree representing 26.5%, next are those with WASSCE qualification representing 22.2% and those with professional qualification had the least representation with 2.6%. This indicates that majority of the first line employees in one and two star hotels in the Upper West region holds diploma qualification which is a basic qualification for majority of organisations in Ghana.

4.1.4 Analysis of Respondents' Number of Years Spent in Organisation

The distribution of respondents' number of years spent in the organisation is analysed and presented in Table 4.4 below:

Table 4.4 Distribution of Respondents' Number of Years Spent in Organisation

| Number of Years Spent In Organisation | No. of Respondents | Percentage |
|--|---------------------------|-------------------|
| Less than a year | 74 | 24.5 |
| 1-3 years | 144 | 47.5 |
| 4-6 years | 52 | 17.2 |
| 7-9 years | 29 | 9.6 |
| 10 years and above | 3 | 1.0 |
| Total | 302 | 100 |

Source: Field Data (2019)

From Table 4.4 above, the number of respondents who spent less than a year in their respective organisation was 74, respondents who spent 1-3 years in their organisation are 144, respondents who spent 4-6 years in their organisation are 52, those who spent 7-9 years in their organisation are 29 and those who spent 10 years and above in their organisation are 3. The results distribution indicates that majority of the respondents spent between 1-3 years in their various organisations representing 47.5%, this is followed by respondents who spent less than a year in their various organisations representing 24.5%, next is respondents who spent 4-6 years in their various organisations representing 17.2%, this is followed by respondents who spent 7-9 years in their various organisations representing 9.6% and the least representation was

respondents who spent 10 years and above with 1.0%. The results shows that majority of the respondents had a good knowledge and experience in their various organisations.

4.1.5 Analysis of Respondents' Number of Working Hours

The distribution of respondents' number of working hours is analysed and presented in Table 4.5 below:

Table 4.5 Distribution of Respondents Number of Working Hours

| Hours of Work | No. of Respondents | Percentage |
|----------------------|---------------------------|-------------------|
| 5-7 hours | 22 | 7.3 |
| 8-10 hours | 205 | 67.9 |
| 10-12 hours | 47 | 15.6 |
| Over 12 hours | 28 | 9.3 |
| Total | 302 | 100 |

Source: Field Data (2019)

From Table 4.5 above, the number of respondents who work between 5-7 hours are 22, those who work between 8-10 hours are 205, the number of respondents who work between 10-12 hours are 47 and those who work for 12 hours or more are 28. The results indicates that majority of the respondents worked between 8-10 hours representing 67.9%, this was followed by those whose worked between 10-12 hours representing 15.6%, the next to follow was respondents who worked over 12 representing 9.3 and the least representation was those who worked between 5-7 hours with 7.3%. The result shows that majority of the first line employees working in one and two star hotels in the Upper West region work for 8-10 hours per shift.

4.2 Analysis of Robustness of the Measured Variables

In determining the robustness of the measured variables both reliability and normality test were performed and presented below:

4.2.1 Analysis of Reliability of the Measured Variables

Estimate for reliability test for Job satisfaction, Organisational citizenship behaviour, psychological empowerment and Employee engagement are shown below. The reliability analysis aids the researcher to know the degree to which the research instruments are consistent and reliable in producing the same outcome at different times under the same conditions (Kimberlin & Winnterstein, 2008).

Table 4.6 Test for Reliability

| Variable | No. of Items | Cronbach Alpha |
|---|---------------------|-----------------------|
| Job Satisfaction | 11 | .75 |
| Organisational citizenship behaviour | 13 | .86 |
| Psychological Empowerment | 12 | .74 |
| Employee Engagement | 9 | .75 |

Source: Field Data (2019)

From Table 4.6 above, the Cronbach alpha for each test instrument is above 0.70 threshold, the Cronbach alpha for the test instruments ranged between 0.74 and 0.86 indicating that the measured instruments used in the study are reliable.

4.2.2 Analysis of Normality of data

The normality of the data is determined by testing the skewness and kurtosis of the data set.

Table 4.7 Test for Normality

| Variable | Mean | Std. Dev | Skewness | Kurtosis |
|---|-------------|-----------------|-----------------|-----------------|
| Job Satisfaction | 45.52 | 5.08 | -.340 | -.354 |
| Organisational citizenship behaviour | 55.17 | 5.42 | -.108 | -.690 |
| Psychological Empowerment | 48.78 | 5.26 | .140 | -.761 |
| Employee Engagement | 38.34 | 3.55 | -.453 | .175 |

Source: Field Data (2019)

Table 4.7 indicates the skewness and kurtosis of the various study variables. According to Tabachnick and Fidell (1996), a data is considered normally distributed if the values of the skewness and kurtosis of the various constructs fall within +2 and -2. The results presented in table 4.7 above indicates that the skewness and kurtosis of the study constructs fall between the recommended threshold of +2 and -2 indicating that the data set is normally distributed. With a normally distributed data, the “Pearson product moment correlation analysis” is the recommended parametric test to be performed in order to ascertain the relationship that exist between the study variables (DePoy & Gitlin, 2016).

4.3 Correlation Analysis of the Measured Variables

With reference to Table 4.7 above which shows that the data distribution was normal, thus the correlation matrix is followed up to ascertain the relationship between the study variables as well as the demographic variables.

Correlation estimate = α

Table 4.8 Correlation Matrix for Study Variables

| Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|--|-------|--------|-------|--------|------|-------|-------|-------|---|
| 1 Gender | 1 | | | | | | | | |
| 2 Age | -.07 | 1 | | | | | | | |
| 3 Educational Level | -.13* | .32** | 1 | | | | | | |
| | (.02) | (.00) | | | | | | | |
| 4 Years spent in Organisation | -.13* | .53** | .13* | 1 | | | | | |
| | (.02) | (.00) | (.03) | | | | | | |
| 5 Working hours in current position | .00 | -.21** | -.01 | -.04 | 1 | | | | |
| | | (.00) | | | | | | | |
| 6 Job Satisfaction | .12* | -.10 | -.01 | -.12* | -.07 | 1 | | | |
| | (.03) | | | (.04) | | | | | |
| 7 Organisational Citizenship Behaviour | .14* | -.17** | -.08 | -.11 | .10 | .61** | 1 | | |
| | (.02) | (.00) | | | | (.00) | | | |
| 8 Psychological Empowerment | .04 | -.12* | .01 | -.07 | .10 | .60** | .64** | 1 | |
| | | (.04) | | | | (.00) | (.00) | | |
| 9 Employee Engagement | .07 | -.13* | .08 | -.17** | .04 | .47** | .58** | .57** | 1 |
| | | (.02) | | (.00) | | (.00) | (.00) | (.00) | |

*. Correlation is significant at 0.05 level (2-tailed)

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

Probability estimates (P-values) in the parentheses:

From Table 4.8 above it is seen that there exist a positive and significant correlation between the constructs of the study (psychological empowerment, job satisfaction, employee engagement and organisational citizenship behaviour). From the analysis, there exist a significant positive correlation between job satisfaction and organisational citizenship behaviour ($\alpha = 0.61$, $p = 0.00$), which means that an increase in job satisfaction will lead to increase in organisational citizenship behaviour.

Also, psychological empowerment had a significant but positive correlation with organisational citizenship behaviour ($\alpha = 0.64$, $p = 0.00$), meaning an increase in psychological empowerment will lead to increase in organisational citizenship behaviour.

Employee engagement had a positive but significant correlation with organisational citizenship behaviour ($\alpha = 0.58$, $p = 0.00$), which shows that an increase in employee engagement will lead to increase in organisational citizenship behaviour.

Also there exist a significant positive correlation between psychological empowerment and job satisfaction ($\alpha = 0.60$, $p = 0.00$), meaning an increase in psychological empowerment will lead to increase in job satisfaction.

Employee engagement had a significant positive correlation with job satisfaction ($\alpha = 0.47$, $p = 0.00$), which shows that an increase in employee engagement will lead to increase in job satisfaction. The demographic variables are used as control variables.

4.4 Analysis of the Effect of Job Satisfaction on Organisational Citizenship Behaviour

With regards to the first objective of this study which sought to find out the effect of job satisfaction on organisational citizenship behaviour of first line hotel employees, the following hypothesis one was proposed.

H1: An increase in job satisfaction will lead to increase in the exhibition of organisational citizenship behaviour by first line employees in one-two star hotels.

This hypothesis is tested using both Pearson product moment correlation analysis and simple linear regression analysis.

With regards to the correlation analysis a summary is shown in Table 4.8 above. The result showed a significant positive correlation between job satisfaction and organisational citizenship behaviour of first line employees in one-two star hotels in Ghana ($r = 0.61$, $p = 0.00$). This means that an increase in job satisfaction will lead to increase in organisational citizenship behaviour of first line hotel employees.

In addition an estimate of the simple linear regression analysis between job satisfaction and organisational citizenship behaviour is presented in Table 4.9 below.

Table 4.9 Estimate of Simple Linear Regression between Job Satisfaction and organisational Citizenship Behaviour. Where:

R= regression estimate

B= unstandardized beta

t= t test statistics

| Model | Unstandardized Coefficient | | Standardized Coefficient | | Sig. |
|------------------|----------------------------|-----------|--------------------------|-------|------|
| | B | Std.Error | R | t | |
| 1 Constant | 25.48 | 2.24 | | 11.40 | .00 |
| Job Satisfaction | .65 | .05 | .61 | 13.36 | .00 |

a. Dependent Variable: Organisational citizenship behaviour, $R^2 = .37$

From Table 4.9 above, the result of the simple linear regression analysis between job satisfaction and organisational citizenship behaviour reveals that job satisfaction predicts organisational citizenship behaviour ($R = 0.61$, $p < 0.01$). Further statistical analysis shows that the model is fit and that job satisfaction predicts organisational citizenship behaviour with an R^2 value of 0.37. In effect it can be concluded from the analysis that approximately 37% of the variation in organisational citizenship behaviour among first line employees in one and two star hotels can be explained by job satisfaction. [$R=0.61$, $R^2 = 0.37$, $p < .01$]. The results also shows that a unit increase in job satisfaction will lead to a 0.65 increase in organisational citizenship behaviour.

The results above clearly shows that as job satisfaction of the first line employees increases their level or chance of exhibition of organisational citizenship behaviour increases. This shows that hypothesis one which states that “H1: An increase in job satisfaction will lead to increase in the exhibition of organisational citizenship behaviour by first line employees in one-two star hotels” is supported.

In relation to research question one of this study which states that “What is the effect of job satisfaction on organisational citizenship behaviour of first line employees in one-two star hotels in Ghana?” The findings of this study explicitly answered research question one by showing that an increase in job satisfaction of first line hotel employees increases their exhibition of organisational citizenship behaviour. This study finding is in line with several other studies (Arif & Chohan, 2012; Saepung, Sukimo & Sunumta, 2011; Swaminathan & Jawhar, 2013). For instance Budimen, Anantadjaya and Prasetyawati (2014) investigated whether job satisfaction influences organisational citizenship behaviour in four star hotels in Jakarta. The study disclosed that job satisfaction was significantly and positively related with organisational citizenship behaviour thus employees are more likely to indulge in extra role behaviours such as helping colleagues with work related issues, offering suggestions to the organisation, working extra to meet deadlines and help scan the organisational environment for threat and opportunities when they are satisfied with the organizational treatment and conditions.

Research studies shows that the link between job satisfaction and organisational citizenship behaviour is perfectly viewed as one that mirrors a relationship between fairness perceptions of employees and organisational citizenship behaviour (Moorman, 1991; Organ, 1988). The norm of reciprocity as emphasized by researchers to be a key principle of the social exchange theory (SET) posits that actors in a social exchange relationship are obliged to return the good and fair treatments they received or perceived to have received from other actors (Gouldner, 1960). Studies shows that employees who perceived good working conditions, competitive salaries, positive appraisals and opportunities for growth and advancement are said to be satisfied with their job thus are obliged to return favours to the organisation by indulging in extra role or citizenship behaviours (Atta & Khan, 2015; Bodla, et al., 2014). The results of this present study was inconsistent with these propositions above, as job satisfaction increases

due to favourable conditions perceived by employees, in the process of returning these favourable conditions first line employees indulge themselves in extra role activities such as assisting other colleagues in customer services, making good suggestions to improve work activities thus resulting to increase in organisational citizenship behaviour as established by the study findings.

Similarly Miao (2011) established a positive correlation between job satisfaction and organisational citizenship behaviour of hotel employees. The study disclosed that employees developed more commitment towards the organisation when they are more satisfied with their working conditions, salaries and opportunities for advancement and thus reciprocate this by engaging in extra role or helping behaviours. The results of this present study also share similarity with the empathy concern behaviour hypothesis (Fautz, Batson, Fartenbach & Varnay, 1986) that is employees who perceive favourable organisational support, improved satisfaction level at work displays concern towards other employees and the organisation as a whole by indulging in citizenship behaviours.

In addition, Chinyere (2013) found similar results on the relationship between job satisfaction and organisational citizenship behaviour. The study reported that employees who are satisfied with the intrinsic facet of job satisfaction (opportunities for personal growth advancement, opportunities for promotion, fairness) and extrinsic facet of job satisfaction (good working environment, relationship with their supervisors) displays higher level of organisational citizenship behaviour towards the organisation and its employees. This reiterate that if employees perceive that they are treated well and are satisfied in the organisation, they will reciprocate by performing extra work or role behaviours that support organisational growth.

Moreover, this results means that the positive appraisals of one's job together with an affective emotional state inspire employees to bring out effort beyond their contractual obligations and

at the same time not officially part of their formal duties or job description. These extra role behaviours generally comes as a result of positive perceptions by employees, for instance, positive perception of satisfaction with pay, satisfaction with co-workers, satisfaction with supervisor and satisfaction with the working conditions (Sharkie, 2009).

4.5 Analysis of the effect of Employee engagement on Organisational citizenship behaviour.

With respect objective two which sought to find out the effect of employee engagement on organisational citizenship behaviour, the following hypothesis was proposed.

H2: An increase in employee engagement will lead to increase in organisational citizenship behaviour of first line employees in one-two star hotels.

This hypothesis is tested using both Pearson product moment correlation analysis and simple linear regression analysis.

The correlation analysis shows a significant but positive correlation between employee engagement and organisational citizenship behaviour ($r = 0.58$, $p = 0.00$), meaning an increase in employee engagement will lead to increase in organisational citizenship behaviour.

The estimate of the linear regression analysis between employee engagement and organisational citizenship behaviour is presented below in Table 4.10.

Table 4.10 Estimate of Simple Linear Regression between Employee Engagement and Organisational Citizenship Behaviour.

R= regression estimate

B= unstandardized beta

t= t test statistics

| Model | Unstandardized Coefficient | | Standardized Coefficient | | Sig. |
|---------------------|----------------------------|-----------|--------------------------|-------|------|
| | B | Std.Error | R | t | |
| 1 Constant | 21.23 | 2.77 | | 7.67 | .00 |
| Employee engagement | .89 | .07 | .58 | 12.32 | .00 |

a. Dependent variable: Organisational citizenship behaviour, $R^2 = .34$.

From Table 4.10 above, the result of the simple linear regression analysis between employee engagement and organisational citizenship behaviour shows that employee engagement predicts organisational citizenship behaviour ($R = 0.58$, $p < 0.01$). Further statistical analysis shows that the model is fit and that employee engagement predicts organisational citizenship behaviour with an R^2 value of 0.34. This means that from the analysis approximately 34% of the variation in organisational citizenship behaviour among first line employees in one-two star hotels can be explained by employee engagement [$R = 0.58$, $R^2 = 0.34$, $p < 0.01$]. The results also shows that a unit increase in employee engagement will result in a 0.89 increase in organisational citizenship behaviour.

The results above clearly shows that as employee engagement level of first line hotel employees increase their level of organisational citizenship behaviour also increases. This shows that hypotheses two which states that (H2: An increase in employee engagement will

lead to increase in the exhibition of organisational citizenship behaviour by first line employees in one-two star hotels) is supported.

In relation to research question two which states that (What is the effect of employee engagement on organisational citizenship behaviour of first line employees in one-two star hotels in Ghana). The findings of the study answered research question two by showing that an increase in employee engagement will lead to a corresponding increase in organisational citizenship behaviour. The findings is in support of the principle of reciprocity in the social exchange theory, which researchers asserted that when organisations invest positively in employees they perceive some form support and are highly engaged (dedicated and enthused) thus returning these support by indulging in in role and extra role activities that support organisational growth (Cropanzano & Mitchell, 2005; Wimbush et al., 1997).

This findings is also consistent with several research studies (Buil, Martinez & Matute, 2016; Christian Garza, & Slaughter, 2011; Kasekende, 2017; Saks, 2006). For instance Kataria, Garg and Rastory (2013) examined the interrelationship between employee engagement, organisational effectiveness and organisational citizenship behaviour. The findings of the study shows that employee engagement significantly predict organisational citizenship behaviour, the findings explains that employee engagement has the potential to drive employees towards citizenship behaviour. The study further established that engaged employees possess an active state of personal attachment towards the organisational and also towards their in role duties thus boosting the occurrence of positive extra role activities that support the efficiency and effectiveness of the organisation.

Engaged employees comes with discretionary efforts to the organisation such as high energy, brain power and extra time. Engaged employees are said to be emotionally attached to their organisation and often indulge themselves in their duties/roles with a high level of eagerness

for positive outcomes while moving beyond their required job formalities or description (Markos & Sridevi, 2010). Sarks (2006) asserted that when employees are effectively engaged in their jobs/roles they expand more effort towards helping other employees and the organisation at large, correspondingly they act in ways that promote the interest of the organisation. This means that highly engaged employees are considered to be energetic and inclined to appreciate and love the role of attending to customers and supporting co-workers with their obligations. This shows that in environment where the principal focus is attending to customer needs especially the hotel industry, engaged employees fit the job more as they expand more discretionary behaviours towards customers and co-workers.

Research studies shows that engaged employees have a sense of initiative taking, energetic and consecrated, and regularly expand their personal resources and act more liberally to perform extra role behaviours (Bakker et al., 2011; Christian et al., 2011)

4.6 Analysis of the effect of Psychological Empowerment on Organisational Citizenship Behaviour.

With respect to objective three of this study which sought to find out the effect of psychological empowerment on organisational citizenship behaviour, the following hypothesis was proposed.

H3: An increase in psychological empowerment will lead to increase in organisational citizenship behaviour of first line employees in one-two star hotels.

This hypothesis is tested using both Pearson product moment correlation analysis and Simple linear regression analysis.

The correlation analysis revealed a significant but positive correlation between psychological empowerment and organisational citizenship behaviour ($r = 0.64$, $p = 0.00$), meaning an increase in psychological empowerment will lead to increase in organisational citizenship behaviour.

The estimate of the simple linear regression analysis between psychological empowerment and organisational citizenship behaviour is presented below in Table 4.11.

Table 4.11 Estimate of Simple Linear Regression between Psychological Empowerment and Organisational Citizenship Behaviour.

R= regression estimate

B= unstandardized beta

t= t test statistics

| Model | Unstandardized Coefficient | | Standardized Coefficient | | Sig. |
|---------------------------|----------------------------|-----------|--------------------------|-------|------|
| | B | Std.Error | R | t | |
| 1 Constant | 23.25 | 2.56 | | 10.31 | .00 |
| Psychological Empowerment | .66 | .05 | .64 | 14.23 | .00 |

a. Dependent variable: Organisational Citizenship Behaviour, $R^2 = 0.41$

From Table 4.11 above, the result of the simple linear regression analysis between Psychological empowerment and Organisational citizenship behaviour shows that Psychological empowerment predicts Organisational citizenship behaviour ($R = 0.64$, $p < 0.01$). Further statistical analysis shows that the model is fit and that psychological empowerment predicts organisational citizenship behaviour with an R^2 value of 0.41. This means that from the analysis approximately 41% of the variation in organisational citizenship behaviour among first line hotel employees in one-two star hotels can be explained by psychological empowerment [$R = 0.64$, $R^2 = 0.41$, $p < 0.01$]. The results also shows that a unit increase in psychological empowerment will result in a 0.66 increase in organisational citizenship behaviour.

With respect to hypothesis three (H3: An increase in psychological empowerment level will lead to increase in the exhibition of organisational citizenship behaviour by first line employees in one-two star hotels), the findings supported this hypothesis.

In relation to research question three which states that “What is the effect of psychological empowerment on organisational citizenship behaviour of first line employees in one-two star hotels in Ghana”, the findings of the study answered research question three by showing that an increase in psychological empowerment will lead to increase in organisational citizenship behaviour of first line hotel employees. This findings showing the relationship between psychological empowerment and organisational citizenship behaviour is linked to the core principle of the organisational support theory which is considered to have its roots from the social exchange theory, i.e. employees who perceived that the organisation have their interest at heart are obliged to return equal treatment in the form of better performance (Atta & Khan, 2015).

According to Pecci and Rosenthal (2001) psychological empowerment encompasses positive values, strength and valuation employees get from their superiors. Once employees have a sense of control and autonomy towards their work they perceive a sense of support from the organisation, this correspondingly leads to more selfless work activities and citizenship behaviours towards the employees and the organisation at large. This findings is in line with other several research studies (Hseih, 2012; Hwang, 2005; Wat & Shaffer, 2005; Yen et al., 2000). For instance Shapira-Lischinsky and Tsemach (2014) investigated the relationship between psychological empowerment, authentic leadership and organisational citizenship behaviour. The findings of the study indicates that psychological empowerment significantly predict organisational citizenship behaviour of employees. The study further explained that employees with high level of work control, autonomy and competency freely execute their

duties effectively and likely to engage in organisational citizenship behaviour towards other employees and the organisation.

Moreover Ryan and Deci (2000) asserted that empowered employees are characterised as people with a high sense of choice, autonomy, work meaningfulness, competency and self-determined towards their work. These work attitudes are considered as personal resources that aids employees to be effective in their duties. The more employees are able to get access and experience these resources the more likely they engage in both in role and extra role or discretionary helping behaviours (Deci & Ryan, 2002). This assertion is inconsistent and explained by the Job Demand Resource (JD-R) model which theorised that job resources has the ability to motivate employees towards committing more effort and time in their work activities (Hodfall, 2001). In other words job resources motivate first line hotel employees to expand more time and effort towards both in role and citizenship behaviours that support organisational growth.

In addition, Kirkman & Roasen (2004) asserted that the principality of empowerment is for workers to perform at a high level. Empowered employees are characterised with self-efficacy, meaningfulness, impact and self-determination thus are well positioned to carry out work activities both in role and extra role diligently. Spreitzer (2007) explained that these four dimensions are what drive employees to effective and positive job attitudes. i.e. First line hotel employees who are able to make decisions about their own work methods, believes in their ability to execute activities with skill and have an intellect of freedom in managing their own actions increasingly devote their time and effort in organisational activities such as decisions to better quality of services, and also supporting other workers with situations which are not even part of their required duties.

4.7 Analysis of the effect of Psychological Empowerment on Job Satisfaction.

With regards to the fourth objective of the study which sought to find out the effect of psychological empowerment on job satisfaction, the following hypothesis was proposed.

H4: An increase in psychological empowerment will lead to increase in job satisfaction of first line employees in one-two star hotels.

This hypothesis is tested using both Pearson product moment correlation analysis and Simple linear regression analysis.

The correlation analysis revealed a significant but positive correlation between psychological empowerment and job satisfaction ($r = 0.60, p = 0.00$), meaning an increase in psychological empowerment will lead to a corresponding increase in job satisfaction of first line hotel employees.

The estimate of the Simple linear regression analysis between psychological empowerment and job satisfaction is presented below in Table 4.12.

Table 4.12 Estimate of Simple Linear Regression between Psychological Empowerment and Job Satisfaction.

R= regression estimate

B= unstandardized beta

t= t test statistics

| Model | Unstandardized Coefficient | | Standardized Coefficient | | Sig. |
|---------------------------|----------------------------|-----------|--------------------------|-------|------|
| | B | Std.Error | R | t | |
| 1 Constant | 17.19 | 2.18 | | 7.87 | .00 |
| Psychological empowerment | .58 | .05 | .60 | 13.05 | .00 |

a. Dependent variable: Job Satisfaction, $R^2 = 0.36$,

From Table 4.12 above, the result of the simple linear regression analysis between psychological empowerment and job satisfaction shows that psychological empowerment predicts job satisfaction ($R = 0.60$, $p < 0.01$). Further statistical analysis shows that the model is fit and that psychological empowerment predicts job satisfaction with an R^2 value of 0.36. This means that from the analysis approximately 36% of the variation in job satisfaction among first line hotel employees in one-two star hotels can be explained by psychological empowerment [$R = 0.60$, $R^2 = 0.36$, $p < 0.01$]. The results also shows that a unit increase in psychological empowerment will result in a 0.58 increase in job satisfaction.

The findings shows that as psychological empowerment of first line hotel employees increase their job satisfaction increase. This shows that hypothesis four which states that “H4: An increase in psychological empowerment level will lead to increase in Job satisfaction of first line employees in one-two star hotels” is supported.

In relation to research question four which states that “What is the effect of psychological empowerment on job satisfaction of first line employees in one-two star hotels in Ghana?” The findings answered research question four by showing that an increase in psychological empowerment will lead to a corresponding increase in organisational citizenship behaviour of first line hotel employees. This findings is in line with several research studies (Ahmad, et al., 2010; Baker, et al., 2012; Hossein, et al., 2012). A study by Saif and Saleh (2013) in the service sector of Jordan revealed a strong significant association exist between psychological empowerment and job satisfaction. The study looked at the dimensions of psychological empowerment (meaning, self-determination, impact and competence) and asserted that all these dimensions significantly predicted job satisfaction. Empowered employees who have influence in their day to day activities, have control and autonomy in the way they execute their job and have a sense of independence are said to be proud and satisfied with their job. Furthermore the study emphasized that these dimensions leads to employee work effectiveness, satisfaction and reduced job related strain.

Moreover, the link between psychological empowerment and job satisfaction is explained by the Job Demand Resource (JD-R) model. According to Decharms (1968) and White (1992), job resources such as task meaningfulness, autonomy, competency and control of ones work plays an intrinsic motivational role thus fulfilling basic human needs at the work place. For instance effective feedback and work meaningfulness promotes organisational learning where as social support and autonomy promotes need for belonging thus leading to employee job satisfaction. In addition, Mohsen (2014) looked at how the various dimensions of psychological empowerment relates to employee job satisfaction in Saudi hotels. The study found that the meaning and self-determination dimensions significantly predict employee job satisfaction. With the meaning dimension hotel employees whose personal values and beliefs were in congruence with their job requirements had better satisfaction with their work/job. Moreover,

hotel employees who enjoy independence at their work and have a sense of control and self-rule had better job satisfaction. The findings shows that hotel employees who have freedom and control over their work outcomes enjoys better job satisfaction.

4.8 Analysis of the effect of Employee Engagement on Job Satisfaction.

With regards to the fifth objective of the study which sought to find out the effect of employee engagement on job satisfaction, the following hypothesis was proposed.

H5: An increase in employee engagement will lead to increase in job satisfaction of first line employees in one-two star hotels.

This hypothesis is tested using both Pearson product moment correlation analysis and Simple linear regression analysis.

The correlation analysis revealed a significant but positive correlation between employee engagement and job satisfaction ($r = 0.47$, $p = 0.00$), meaning an increase in employee engagement leads to a corresponding increase in job satisfaction of first line hotel employees.

The estimate of the simple linear regression analysis between employee engagement and job satisfaction is presented below in Table 4.13.

Table 4.13 Estimate of Simple Linear Regression between Employee Engagement and Job Satisfaction.

R= regression estimate

B= unstandardized beta

t= t test statistics

| Model | Unstandardized Coefficient | | Standardized Coefficient | | Sig. |
|---------------------|----------------------------|-----------|--------------------------|------|------|
| | B | Std.Error | R | t | |
| 1 Constant | 19.82 | 2.81 | | 7.06 | .00 |
| Employee engagement | .67 | .07 | .47 | 9.91 | .00 |

a. Dependent variable: Job satisfaction, $R^2 = 0.22$.

From Table 4.13 above, the result of the simple linear regression analysis between employee engagement and job satisfaction shows that employee engagement predicts job satisfaction ($R = 0.47$, $p < 0.01$). Further statistical analysis shows that the model is fit and that employee engagement predicts job satisfaction with an R^2 value of 0.22. This means that from the analysis approximately 22% of the variation in job satisfaction among first line hotel employees in one-two star hotels can be explained by employee engagement [$R= 0.47$, $R^2= 0.22$, $p < 0.01$]. The results also shows that a unit increase in employee engagement will result in a 0.67 increase in job satisfaction.

The results shows that as employee engagement of first line hotel employees increases their job satisfaction also increases. This shows that hypothesis five which states that “H5: An increase in employee engagement will lead to increase in job satisfaction of first line employees in one-two star hotels” is supported.

In relation to research question five which sought to examine the effect of employee engagement on job satisfaction of first line hotel employees, the study answered research question five by showing that an increase in employee engagement will lead to increase in job satisfaction of first line hotel employees. This finding is inconsistent with several studies (Alarcon & Edwards, 2011; Giallonardo et al., 2010; Kamalanabhan & Prakashsai, 2009; Saks, 2006). A study by Murray et al., (2015) found out the relationship between employee engagement and job satisfaction in the service sector. Murray asserted that employees who perceived their personal values to be consistent with the organisation, and have a sense of membership with the organisation tend to be more engaged in their work and are more satisfied with their work roles/job. Furthermore employees who perceive a positive sense of belonging with their organisation are more energised, determined and dedicated to their work, and consequently derive satisfaction from their job.

Moreover, Mu Yeh (2013) posited that highly tourism-involved front line employees shows more dedication and vigour and feel more satisfied with their job than less involved front line employees. This indicate that hotel managers should ensure that front line employees are engaged and involved in organisational activities especially when it comes to customer service related issues as they derive satisfaction from that. Moreover, the JD-R model explains the relationship between employee engagement and job satisfaction. According to Edwards and Alarcon (2011), job resources plays an extrinsic motivational role in enhancing engagement level of employees. For instance the presence of task variety, task meaningfulness, timely feedback and co-workers support fosters work engagement (vigour, dedication) thus leading to job satisfaction, whereas the absence of these resources evokes negative attitude such as work disengagement leading to job dissatisfaction. More engaged employees are predisposed to enjoy the work and role of taking care of customer needs and concerns and reaching out to other colleagues with their duties.

Alvi and Abbasi (2012) also gives credence to the findings by asserting that engage employees possess a state of work ethic that is characterised by a sense of inspiration, significance, enthusiasm and pride thus deriving a strong and positive sense of satisfaction from their job due to the presence of these positive attributes. This means that first line hotel employees who draw inspiration and have positive sense of significance and meaning to their job would have better job satisfaction. Bakker (2008) argued that engaged employees repeatedly experience positive emotions at work such as joy, enthusiasm, and happiness, better health both psychological and physical. Engaged employees are also fond of creating their own personal resources i.e. social support from others thus leading to a better job satisfaction.

According to Kim-soon (2015) institutions that nurture and promote engagement experiences success when it comes to employee job satisfaction. Kim-soon argues that the components of employee engagement includes effective employee communication, employee involvement, transactional and transformational leadership and organisation communication. Thus in an institution where there is the prevalence of these work ethics or characteristics employees stand to enjoy better job satisfaction. In other words first line hotel employees experience better job satisfaction when their organisations culture is built around the above facets of engagement.

4.9 Derived Conceptual Framework

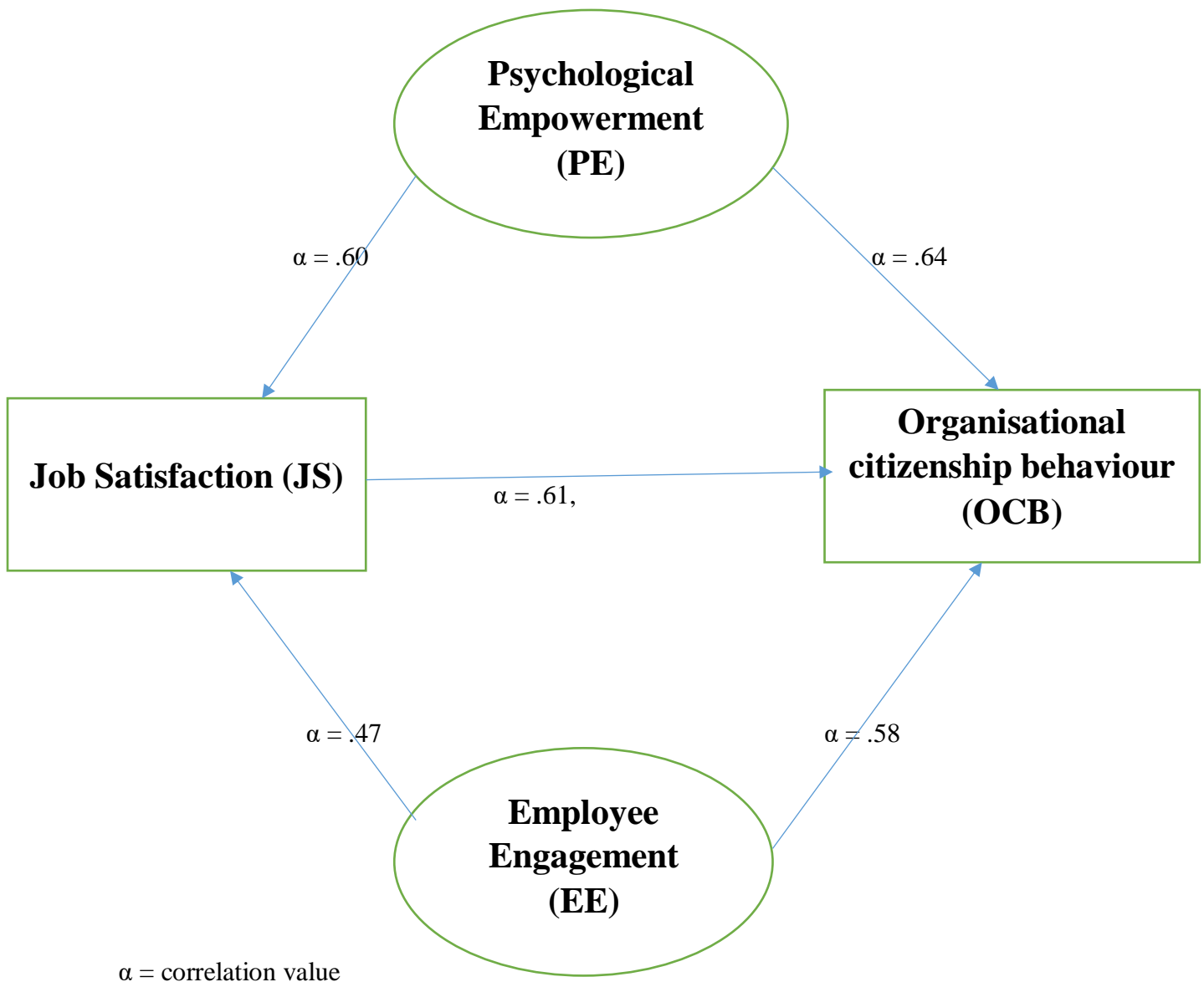


Figure 4.1 Observed Conceptual Framework

In chapter two of the study, a conceptual framework was proposed to guide and show the relationship between the study variables (job satisfaction, organisational citizenship behaviour, employee engagement and psychological empowerment). After analysing the study data it is observed that there is no difference between the conceptual framework in chapter two and the derived conceptual framework in chapter four. It is seen that job satisfaction is directly related

and predicted organisational citizenship behaviour. Also, it is seen that both employee engagement and psychological empowerment moderated the relationship between job satisfaction and organisational citizenship behaviour.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter presents the summary of the study findings in connection with the research questions, the research objectives and the research hypotheses tested. The chapter continues with the conclusion of the study, recommendations for practice and recommendations for future research.

5.1 Summary of Findings

The purpose of this study was to provide an understanding of how employee engagement and psychological empowerment influence the relationship between job satisfaction and organisational citizenship behaviour of first line employees in one and two star hotels in Ghana. The study was underpinned with two theories that is the Social Exchange Theory and The Job Demand Resource Theory. The results and findings of the study are summarised in accordance with the research questions below:

Research question one states that: What is the effect of job satisfaction on organisational citizenship behaviour of first line employees in one-two star hotels in Ghana? In providing answers to this question, correlation analysis and Simple linear regression analysis were conducted to find out if job satisfaction of first line employees in one and two star hotels affect their organisational citizenship behaviour.

- The result of the correlation analysis shows that there is a significant positive relationship between job satisfaction and organisational citizenship behaviour of first line employees in one and two star hotels in Ghana ($\alpha = .61$, $p = 0.00$).

The results show that as the job satisfaction of first line employees increases, their organisational citizenship behaviour also increases. Further analysis was done using simple linear regression which indicates that job satisfaction of employees predicted organisational

citizenship behaviour ($R = 0.61$, $R^2 = 0.37$, $p < 0.01$) with an R^2 value of 0.37. This shows that job satisfaction has explained about 37% of the variation in organisational citizenship behaviour. The results also shows that a unit increase in job satisfaction will lead to .65 increase in organisational citizenship behaviour of first line hotel employees.

The findings of the study was in line with previous research studies indicating that an increase in job satisfaction of first line employees leads to increase in their organisational citizenship behaviour.

Research question two states that: What is the effect of employee engagement on organisational citizenship behaviour of first line employees in one-two star hotels in Ghana? This questioned was also answered using correlation and Simple linear regression analyses to find out if employee engagement of first line hotels in one and two star hotels affect their organisational citizenship behaviour.

- The result of the correlation analysis shows that there is a significant positive correlation between employee engagement and organisational citizenship behaviour ($\alpha = 0.58$, $p = .00$).

This shows that as employee engagement of first line employee increases their organisational citizenship behaviour increases. Further analysis done using simple linear regression indicate that employee engagement predicted organisational citizenship behaviour of first line hotel employees [$R = 0.58$, $R^2 = 0.34$, $p < .01$] with an R^2 value of 0.34. This shows that employee engagement predicted and explained about 34% of the variation in organisational citizenship behaviour. The results also shows that a unit increase in employee engagement will result in a 0.89 increase in organisational citizenship behaviour. The findings of the study was in line with previous research studies indicating that an increase in employee engagement of first line hotel employee leads to increase in their organisational citizenship behaviour.

Research question three states that: What is the effect of psychological empowerment on organisational citizenship behaviour of first line employees in one-two star hotels in Ghana? In answering this question, both correlation and Simple linear regression were used to find out if psychological empowerment affect organisational citizenship behaviour of first line hotel employees.

- The correlation analysis shows that there is a significant positive correlation between psychological empowerment and organisational citizenship behaviour of first line hotel employees ($\alpha = 0.64$, $p = .00$).

This means that an increase in psychological empowerment of first line hotel employees will lead to increase in their organisational citizenship behaviour. Further analysis done using the simple linear regression indicates that psychological empowerment predicted organisational citizenship behaviour [$R = 0.64$, $R^2 = 0.41$, $p < 0.01$]. This means that from the analysis approximately 41% of the variation in organisational citizenship behaviour among first line hotel employees in one-two star hotels can be explained by psychological empowerment. The results also shows that a unit increase in psychological empowerment will result in a 0.66 increase in organisational citizenship behaviour. This finding was also in line with previous literature showing that an increase in psychological empowerment of first line hotel employees leads to increase in their organisational citizenship behaviour.

Research question four states that: What is the effect of psychological empowerment on job satisfaction of first line employees in one-two star hotels in Ghana? This question was answered using both correlation and Simple linear regression analysis to find if psychological empowerment of first line hotel employees affect their job satisfaction.

- The correlation analysis shows that there is a significant positive correlation between psychological empowerment and job satisfaction of first line hotel employees ($\alpha = 0.60$, $p = .00$).

This result means that an increase in psychological empowerment will lead to increase in job satisfaction of first line hotel employee. Further analysis done using simple linear regression indicate that psychological empowerment predicted job satisfaction of first line hotel employees [$R = 0.60$, $R^2 = 0.36$, $p < 0.01$]. This means that psychological empowerment predicted and explained about 36% of the variation in job satisfaction. The results also shows that a unit increase in psychological empowerment will result in a 0.58 increase in job satisfaction. This finding was inconsistent with previous studies showing that an increase in psychological empowerment of first line employees leads to increase in their job satisfaction.

Research question five states that: What is the effect of employee engagement on job satisfaction of first line employees in one-two star hotels in Ghana? In answering this question, both correlation analysis and Simple linear regression analysis were conducted to find out if employee engagement of first line hotel employees affect their job satisfaction.

- The correlation analysis shows that there is a significant positive correlation between employee engagement and job satisfaction of first line hotel employees ($\alpha = 0.47$, $p = .00$).

This result means that an increase in employee engagement will lead to a corresponding increase in job satisfaction of first line hotel employees. The simple linear regression analysis shows that employee engagement significantly predicted job satisfaction of first line hotel employees [$R = 0.47$, $R^2 = 0.22$, $p < 0.01$]. This means that from the analysis approximately 22% of the variation in job satisfaction among first line hotel employees in one-two star hotels can be explained by employee engagement. The results also shows that a unit increase in employee

engagement will result in a 0.67 increase in job satisfaction. Thus, first line hotel employees with high engagement level will have a better or high job satisfaction. This finding was in line with previous literature showing that an increase in employee engagement of first line employees leads to a corresponding increase in their job satisfaction.

Basically all the study hypotheses were supported by the study findings, this indicate that first line hotel employees with better or high job satisfaction would engage in organisational citizenship behaviours. The findings also shows that both employee engagement and psychological empowerment enhances the relationship between job satisfaction and organisational citizenship behaviour. Thus, employees with higher engagement level and higher psychological empowerment will have a better job satisfaction thus leading to the exhibition of organisational citizenship behaviour.

5.2 Conclusion

Organisational citizenship behaviour is an essential element in the service sector due to the wider customer range and variety taste and preferences of customers. Organisational citizenship behaviour is used as a strategic management tool in ensuring effective and efficient functioning of organisations in the service sector. Studies has shown that to ensure efficient service delivery in the hotel industry they is need to be the prevalence of organisational citizenship behaviour. This study sought to find out the influence of employee engagement and psychological empowerment on the relationship between job satisfaction and organisational citizenship behaviour of first line employees in one-two star hotels in Ghana. Job satisfaction was found to be positively related and predicted organisational citizenship behaviour. Furthermore both employee engagement and psychological empowerment were found to be positively related and predicted job satisfaction and organisational citizenship behaviour. This

means that first line employees who are highly engaged (vigour, dedication, absorption) and empowered (meaningfulness, self-determination, impact, competence) have better life satisfaction thus leading to the exhibition of organisational citizenship behaviour. Thus, it is clear that from the study that the hotel industry can improve their service quality delivery by boosting the occurrence of organisational citizenship behaviour through the engagement and empowerment of employees.

5.3 Recommendation For Practice

With respect to the findings of the study, the following recommendations are proposed for the various stakeholders within the hotel industry.

- i. Management should ensure that the leadership system in the hotel reflects one that encourages employee involvement, participation, organisational membership and sense of belonging.
- ii. Management should put mechanism in place that would encourage and promote employee helping behaviours especially first line employees.
- iii. Management of the various hotels should ensure that employees have high level of professionalism and expertise in order to deal with the diverse customer range and preferences.
- iv. Management should ensure that they are clear cut policies regulating employees' wellbeing and welfare issues such as competitive salaries and conducive working conditions.
- v. Management should ensure that hotel employees are trained at regular intervals and quipped with the necessary skills in order to meet the highly changing customer demands.

- vi. Management should value organisational empowerment and ensure that they are laid down regulations that stipulate how employees should be empowered and engaged in their work roles or activities.
- vii. Management should ensure that the first line employees are engaged in decision making especially when it comes to issues relating to customers and quality service delivery in the organisation.
- viii. Management should ensure that the work of first line employees is characterised by task significance, meaningfulness, control, autonomy and effective feedback.

5.4 Recommendation for future Research

- Future studies should look at the dimensions of organisational citizenship behaviour (altruism, civic virtue, courtesy, sportsmanship, conscientiousness) individually instead of looking at as a composite variable.
- Future studies should also look at other dimensions of employee engagement, as researchers and reviewers do not use the same dimensions or facets to define employee engagement.
- Future studies should examine the effect of organisational identification on organisational citizenship behaviour of hotel employees. Organisational identification is considered as one of the strong contributing factor to citizenship behaviour in the hotel industry.
- Future studies should also adopt a qualitative study or follow the quantitative study with a qualitative study in order to probe into details the elements and factors that account for the strong positive relationship between the study variables.
- It is also recommended that future studies should look at other employees within the hotel industry in Ghana instead of first line employees.

- Future studies should also focus on other regions in Ghana especially Greater Accra where the hotel concentration is very high.
- It is also recommended that future studies should look at other classes of hotels instead of one and two star hotels.

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APPENDICES

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RESEARCH QUESTIONNAIRE

Influence of Employee Engagement and Psychological Empowerment on the Relationship Between Job Satisfaction and Organisational Citizenship Behaviour of First line Employees in One-Two Star Hotels in Ghana.

Synopsis

The purpose of the research is to provide an understanding of how employee engagement and psychological empowerment influence the relationship between job satisfaction and organisational citizenship behaviour of first line employees in one-two star hotels in Ghana. The study aims to understand the relationship between employee engagement, psychological empowerment, job satisfaction and organisational citizenship behaviour of first line employees in selected one-two star hotels in Ghana.

This research will therefore offer an understanding of how first line employees in one-two star hotels level of satisfaction can affect their exhibition of organisational citizenship behaviour as well as how their engagement and psychological empowerment level can affect this relationship.

I undertake that any information provided will only be used for academic and the study purpose only and will also be treated anonymously.

Thank you.

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SECTION A
DEMOGRAPHY

Please kindly answer the following by ticking (✓) the appropriate answer of your choice.

1. Gender:

Male Female

2. Age:

18-24years 25-34years 35-44years

45-55years Over 55years

3. Educational level:

WASSCE Diploma First Degree

Professional Post Graduate degree

4. Number of years spent in the organisation:

Less than a year 1-3 years 4-6 years

7-9 years 10years and above

5. Number of working hours in current position:

Less than 5hours 5-7hours 8 - 10hours

10-12hours over 12 hours

SECTION B

EMPLOYEE JOB SATISFACTION

Please kindly answer the following by ticking (✓) the appropriate answer of your choice.

| | | Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree |
|----|--|-----------------------|--------------|-----------------|-----------------|--------------------------|
| 6 | The chance to work alone on the job adds to my job satisfaction. | | | | | |
| 7 | The way my boss handles his/her workers adds to my job satisfaction. | | | | | |
| 8 | The competence of my supervisor in making decisions adds to my job satisfaction. | | | | | |
| 9 | My pay and the amount of work I do adds to my job satisfaction. | | | | | |
| 10 | The chances for advancement on this job adds to my job satisfaction. | | | | | |
| 11 | The freedom to use my own judgment adds to my job satisfaction. | | | | | |
| 12 | The chance to try my own methods of doing the job adds to my job satisfaction. | | | | | |
| 13 | The working condition adds to my job satisfaction. | | | | | |
| 14 | The way my co-workers get along with each other adds to my job satisfaction. | | | | | |
| 15 | The praise I get for doing a good job adds to my job satisfaction. | | | | | |
| 16 | The feeling of accomplishment I get from the job adds to my job satisfaction. | | | | | |

SECTION C

EMPLOYEE ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Please kindly answer the following by ticking (√) the appropriate answer of your choice.

| | | Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree |
|----|---|-----------------------|--------------|-----------------|-----------------|--------------------------|
| 17 | I help others who have heavy workloads | | | | | |
| 18 | I try to avoid creating problems for co-workers | | | | | |
| 19 | I consider the impact of my actions on co-workers | | | | | |
| 20 | I attend functions that are not required, but help the company image. | | | | | |
| 21 | I read and keep up with organization announcements, memos, and so on | | | | | |
| 22 | I help others who have been absent. | | | | | |
| 23 | I willingly help others who have work related problems | | | | | |
| 24 | I take steps to prevent problems with other co-workers. | | | | | |
| 25 | I am mindful of how my behaviour affects job of others | | | | | |
| 26 | I do not take extra breaks | | | | | |
| 27 | I obey company rules and regulations even when no one is watching me | | | | | |
| 28 | I help orient new people even though it is not required | | | | | |
| 29 | I am one of the most conscientiousness people in this organization | | | | | |

SECTION D

EMPLOYEE PSYCHOLOGICAL EMPOWERMENT

Please kindly answer the following by ticking (✓) the appropriate answer of your choice.

| | | Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree |
|----|--|-----------------------|--------------|-----------------|-----------------|--------------------------|
| 30 | I am confident about my ability to do my job. | | | | | |
| 31 | The work that I do is important to me. | | | | | |
| 32 | I have significant autonomy in determining how I do my job. | | | | | |
| 33 | My impact on what happens in my department is large. | | | | | |
| 34 | My job activities are personally meaningful to me. | | | | | |
| 35 | I have a great deal of control over what happens in my department. | | | | | |
| 36 | I can decide on my own how to go about doing my own work. | | | | | |
| 37 | I have considerable opportunity for independence and freedom in how I do my job. | | | | | |
| 38 | I have mastered the skills necessary for my job. | | | | | |
| 39 | The work I do is meaningful to me. | | | | | |
| 40 | I have significant influence over what happens in my department. | | | | | |
| 41 | I am self-assured about my capabilities to perform my work activities. | | | | | |

SECTION E

EMPLOYEE ENGAGEMENT

Please kindly answer the following by ticking (✓) the appropriate answer of your choice.

| | | Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree |
|----|--|-----------------------|--------------|-----------------|-----------------|--------------------------|
| 42 | At my work, I feel bursting with energy. | | | | | |
| 43 | At my job, I feel strong and vigorous. | | | | | |
| 44 | I am enthusiastic about my job. | | | | | |
| 45 | My job inspires me. | | | | | |
| 46 | When I get up in the morning, I feel like going to work. | | | | | |
| 47 | I feel happy when I am working intensely. | | | | | |
| 48 | I am proud on the work that I do. | | | | | |
| 49 | I am immersed in my work. | | | | | |
| 50 | I get carried away when I'm working. | | | | | |

Thank You Very Much