

UNIVERSITY OF CAPE COAST

ORGANISATIONAL CLIMATE AND EMPLOYEE PERFORMANCE
WITHIN THE HOSPITALITY INDUSTRY: EVIDENCE FROM THE CAPE
COAST METROPOLIS



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BY

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NOVEMBER 2024

DECLARATION

Candidate's Declaration

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

Candidate's Signature..... Date

Name: Paulina Hanson

Supervisor's Declaration

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

Supervisor's Signature Date

Name: Prof. (Mrs.) Elizabeth C. Annan-Prah

ABSTRACT

The study examined the effects of organisational climate on the performance of employees at hotels in Cape Coast, Ghana. It specifically investigated the individual effects of employee flexibility, employee training, employee welfare and employee innovation on employee performance. The study employed a quantitative approach and explanatory design, and it is informed by the job demand-resource theory. A dataset of 139 was obtained via structured questionnaires from 153 employees of one-star-rated hotels in Cape Coast. Data processing was done with the IBM Statistical Package Social Science and the SmartPLS software and analysed with the PLS-SEM technique. The study found that the organisational climate dimensions significantly and positively affected the performance of the employees of the hotels in the Cape Coast Metropolis. It was also found that employee training has the highest significant effect on employee performance. The study concluded that organisational climate plays a critical role in strengthening the performance of employees in the hotels. It was recommended that the management of the hotels should pay critical attention to the dimensions of organisational climate used in this study to ensure that their employees' welfare, innovation, flexibility and training levels are improved to enhance employee performance.

KEYWORDS

Employee flexibility Employee innovation Employee performance Employee
training Employee wellbeing Organisational climate

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DEDICATION

To Dr. Hayford Mensah Ayerekwa

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LIST OF ACRONYMS

EFL	Employee flexibility
EIN	Employee innovation
EP	Employee performance
ET	Employee training
EWL	Employee welfare
OC	Organisational Climate

CHAPTER ONE

INTRODUCTION

Human resource represents the most important resource in any organisational setting. Without their involvement, all the other resources (i.e., capital, finance, technology) can never function. In this regard, the human resources' perceptions about their organisations need to be identified and understood to help improve their motivation and satisfaction levels. Given this, the concept of organisational climate has become crucial because it helps organisations to understand their employees and devise relevant measures to support them. However, it remains unclear whether organisational climate improves the performance levels of employees in the hotel industry. Hence, the study examines the contributions of organisational climate to employees' performance in selected hotels in Cape Coast. This chapter focuses on the background of the study, problem statement, purpose of the study, research objectives, research hypotheses, limitations and organisation of the study.

Background to the Study

Given the highly competitive and uncertain nature of modern-day business environments, understanding employees' attitudes and behaviour has become very vital (Haryono et al., 2019; Möller et al., 2021). Employees' attitudes at work, for instance, emanate from the work environment; whereas, their behaviours also arise from both the work environment and personal characteristics (Cherian et al., 2021). In this regard, understanding employees' work-related behaviours through organisational climate have become a prerequisite for attaining competitive advantage. Hence, organisational climate (OC) has become a key issue in the literature on organisational behaviour.

(Randhawa & Kaur, 2015; Rožman & Štrukelj, 2021). Randhawa and Kaur (2015) define OC as the sum of psychological climates which focus on employees' perceptions regarding their work.

Organisational climate describes the long-lasting perception of employees of their organisation's culture and work environment (Madhukar & Sharma, 2017). An organisation's culture represents the shared beliefs, attitudes, values and behaviours that characterise an organisation. It describes how things are done in an organisation coupled with how employees interact with each other. The work environment, on the other hand, is the social, physical and psychological conditions in which work activities occur (Wulandari, Rohmantika & Prijati, 2021). It comprises the factors that affect employees' well-being, experience and performance within an organisation. If employees have positive perceptions about these elements, it boosts their confidence and satisfaction levels and yields positive performance (Ingsih, Wuryani & Suhana, 2021; Tasman, Siregar & Nasution, 2021).

Organisational climate focuses on psychological climates which describe how employees view or perceive their work settings (Platania, Morando & Santisi, 2022). In the words of Agbejule et al. (2021), when organisations understand how employees perceive things and their recurring behavioural patterns, it helps them devise appropriate measures to promote conducive work environments. Precisely, OC allows organisations to provide relevant motivational strategies which are key to improving job satisfaction, empowerment and performance. Mouro and Duarte (2021) also note that organisations that understand their employees' perceptions tend to build stronger and more conducive work environments than those that do not.

Ibegbulam et al. (2017) note that OC significantly impacts employees' well-being which directly affects the quality and quantity of work done. Ahmad et al. (2018) stress that OC helps organisations to be proactive in addressing employees' negative perceptions before they become a problem. In this regard, Moslehpour et al. (2018) reveal that OC has become necessary because employee behaviour and performance outcomes are synonymous; hence, the latter can be improved if attention is given to employee's perceptions of the organisation and overall work climate. Balkar (2015) similarly noted that OC promotes fairness, support and pressure among employees which affects their satisfaction and performance levels. It also determines how the work environment should look coupled with improving understanding of a firm's policies, systems and practices (Hussainy, 2022).

According to Phua (2018), OC plays a vital role in organisations by influencing employees' perceptions, associated behaviours or actions and performance. Thus, organisations that pay attention to creating conducive work climates mostly succeed and perform better as compared to others. Punwatkarn and Verghese (2018) note that organisations with poor climates create grounds for employees' dissatisfaction, poor motivation, and retention issues which affect their job performance negatively. To overcome this, organisations continue to devise ways of creating better climates for employees. Balachandran and Thomas (2007) reveal key determinants of OC include training, innovation, flexibility and employee welfare. They note that these determinants directly influence employees' perceptions and, hence, are crucial to creating conducive work climates.

Training, for instance, is a systematic process of acquiring and developing attitudes, skills and capabilities of employees to help them perform assigned tasks (Urbancová et al., 2021). Employee innovation describes employees' ability to think creatively by developing new ideas and strategies to improve work outcomes (Novitasari et al., 2021). In recent times, employee innovation has become crucial because innovative employees can think and come out with new or modified ways of doing things which could help organisations attain competitive advantages. Also, job flexibility deals with employees' ability to perform well regardless of job setting including job demand, changing situations and work schedules (Maglalang et al., 2021). Employee welfare describes the various benefit packages (i.e., financial package, insurance, leave, etc) that employees receive to help them perform well (Bandara et al., 2022).

Mouro and Duarte (2021) note that these determinants influence employees' attitudes and work outcomes, an assertion underpinned by the job demand-resource (JD-R) theory. The theory posits that employees are generally exposed to excessive job demands which could affect their perceptions, related behaviours and performance levels (Hamid et al., 2014; Lei et al., 2021). The theory suggests that employees can only overcome excessive job demands and perform better if they are offered a conducive work climate. This indicates that organisations that are concerned with employees' welfare, innovation, training and job flexibility tend to attain higher employee and overall performance levels (Mouro & Duarte, 2021; Obeng et al., 2021).

Employee performance (EMP) focuses on measuring an employee's

work output by established standards like work quality, quantity, efficiency and punctuality at work (Asbari et al., 2021). It concentrates on how employees can successfully execute assigned tasks in line with set objectives. According to Budur and Poturak (2021), EP describes how an employee behaves and meets assigned tasks. An employee is deemed to have performed well when expected job demands or targets have been fully met and vice versa. Given this assertion, organisations including hotels are continuously exploring avenues to establish conducive climates to improve both employee and organisational performance.

The hospitality industry accounts for about 10% to 15% of global Gross Domestic Product (GDP) and total jobs created (World Bank, 2020). The industry serves as a source of livelihood for millions of people and also supports local economies by funding infrastructural projects. To tourists, this industry provides temporary accommodation, food, entertainment and recreational packages to them (Gupta & Sahu, 2021). The Hospitality Global Market in 2021 revealed that the industry annually accounts for over 13% of GDP and job creation in advanced economies like China, the USA and the UK. In developing economies like Ghana, it generates about 5.5% of GDP and 2.7% (i.e., 400,000) of total jobs created annually (International Labour Organisation [ILO], 2020).

Hotels represent one of the key sub-sectors in the hospitality industry (Ampofo et al., 2022). The Ghana Statistical Service (GSS) (2020) reports that there are over 2000 hotels currently operating in Ghana; providing accommodation and other services to both tourists and indigenes. Ghanaian hotels, as service providers, rely on human resources to meet customers'

expectations. Their services are intangible and involve boundless levels of Personal interactions between employees and customers (Latif, 2021). Management teams, in most instances, are less involved in the daily operations of hotels; hence, the hotel's survival and competitiveness levels are dependent on EMP. Anaman and Dacosta (2017) reveal that hotels in Ghana including those within the Cape Coast metropolis are labour-intensive.

Ampofo and Karatepe (2021) suggest that hotels use over 90% of their manpower to meet targets; as such, they would struggle to meet customer expectations and attain competitiveness if employees are consistently exposed to uncondusive climates. This shows that when employees perceive their work environment as conducive, they become satisfied and motivated to perform well; a situation that would help such hotels to attain competitiveness. Previous studies have similarly revealed that organisational culture leads to better employee performance (Garg & Obeng et al., 2021; Rožman & Štrukelj, 2021). However, can the same be said about hotels within Cape Coast? It is, therefore against this background that the study investigates whether organisational culture affects employee performance of hotels in Ghana.

The hospitality industry including hotels across the globe is still suffering from the Covid-19 pandemic (World Tourism Organisation (WTO), 2021). WTO (2021) specifically reports that the industry witnessed a staggering (-73%) and (-71%) decline in arrivals in 2020 and 2021 respectively; invariably, threatening hotels' financial targets and overall survival levels. This situation had over 20% of the industry's total workforce losing their jobs which affected its projected growth levels (World Bank, 2021). With the industry gradually recovering from its slump and grew to

US\$454.8 billion (15.1%) in 2022 from US\$3952.87 billion in 2021 (Hospitality Global Market Report, 2022), it put lots of pressure on the industry's remaining human resource.

In developing economies, the hotel industry's growth has generally been slow, especially after the Covid-19 pandemic (World Bank, 2021). This situation has affected the organisational climate of hotels in these economies and invariably threatens overall performance levels. Hotels can never perform effectively without employees; hence, exposing the latter to poor climates or culture can have devastating impacts (Seidu et al., 2022). For instance, when employees are exposed to poor welfare and/or training packages, they tend to feel demotivated and perform poorly (Ampofo et al., 2022). Similarly, creating an inflexible job environment for employees will restrict them from being innovative and working autonomously which consequently affects their performance levels. Hence, the onus lies on the hotels to improve OC at their workplaces.

In Ghana, the ILO (2021) reports that about 80% of the industry's human resources do not work flexibly and are less innovative which contributes to an annual turnover rate of over 70%. This indicates that Ghanaian hotels have a questionable work climate which continues to affect employees' performance. The industry has generally been exposed to skills mismatch, poor welfare packages, poor training, job inflexibility and poor employee innovativeness (ILO, 2021); arguably creating an unfavourable environment for employees.

Statement of the Problem

According to Ampofo and Karatepe (2022), employees in hotels in Ghana face long working hours, excessive job demands, poor salaries and inadequate training which negatively affect their work engagement and organisational commitment. This situation pushes them to increase their turnover intentions. Seidu et al (2022) similarly stress that hotels in Ghana face performance challenges arising from a poor organisational culture which affects their employee's ability to meet performance expectations. Ampofo et al (2022) also reveal that frontline employees of star-rated hotels in Ghana have job satisfaction challenges due to work engagement and organisational embeddedness issues.

Focusing on hotels in Cape Coast, Opoku et al (2017) revealed that employees struggle to meet their performance objectives due to poor training. These employees perceive the training packages available as inadequate to address their performance challenges. Anaman and Dacosta (2017) similarly reveal that such hotel workers face worse organisational climates in areas of poor welfare, poor training, lack of innovativeness and inflexible work schedules. Given these challenges, employees struggle to meet customers' expectations; consequently, pushing them to switch to hotels located in other metropolises like Accra and Takoradi revealing that over 70% of tourists in Ghana prefer lodging in hotels situated in Accra and Takoradi to those located in Cape Coast (Anaman & Dacosta, 2017).

Arguably, if hotel employees in Cape Coast continue to face these OC issues, their performance levels would be impeded, threatening the hotels' overall survival. This situation, if left unmanaged, can lead to a high

unemployment rate, and lower living standards and create appalling living conditions for both employees and local communities. Although studies abound on OC and EMP (Berberoglu, 2018; Haryono et al 2019; Obeng et al 2021; Rožman & Štrukelj, 2021), however, their focus on the hotel industry has been scanty.

In Ghana, for instance, previous studies that focused on hotels paid attention to issues surrounding HRM practices (Otoo & Mishra, 2018; Otoo, 2019; Acquah et al., 2020), organisational embeddedness (Ampofo, 2020, 2021, Ampofo et al., 2022), psychological contract breach (Ampofo, 2021, Ampofo et al., 2022), international marketing (Brammah, 2016) and relationship management (Ofori & Appiah-Nimo, 2022), but not OC. These are indications of the inadequacy of literature on OC and EMP within the context of Ghana's hotel industry. It is against the foregoing background that the present examines the effect of organisational climate on employee performance of hotels within the Cape Coast metropolis.

Purpose of the Study

The study examines the effect of organisational climate on employee performance of hotels within the Cape Coast metropolis, Ghana.

Research Objectives

The following specific objectives are developed:

1. Identify the dimension of organisational climates
2. Investigate the level of employee performance across hotels in the Cape Coast metropolis
3. Assessing the effect of organisational climate dimensions on employee performance of the hotels in the Cape Coast metropolis.

Research Questions

1. What are the dimensions of organisational climates among hotels within the Cape Coast metropolis
2. What is the level of employee performance across hotels in the Cape Coast metropolis

Research Hypotheses

The study tests the following hypotheses:

H₃: Organisational climate dimensions influence employee performance of the hotels in the Cape Coast metropolis

Significance of the Study

The study would be essential to the hotel industry in Cape Coast, Central Region and Ghana as a whole. Precisely, the outcome would inform policymakers, industry players, owners, management and employees within the hospitality industry about the relevance of OC to EMP. For instance, the study would inform policymakers on the need to develop comprehensive policies that would direct management within the hospitality industry in creating and maintaining conducive OCs. In terms of practice, the outcomes would guide management to provide better welfare and training packages and improve innovativeness among employees to promote their performance. The study's outcome would also contribute to the current literature on OC and EMP within the context of the hotel industry in Ghana.

Delimitations

Although the study makes valuable contributions to policy, practices and research, it was still area-biased. In terms of geography, for instance, the

study focused on Cape Coast within the Central region of Ghana. Within this metropolis, attention was given to only hotels currently under operation. These indicate that hotels currently operating in other parts of the country were all excluded from the study. As such, attention was given to only staff of hotels in Cape Coast; hence, generalizing findings across the entire hotel industry would be misleading. Regardless, key stakeholders notably policymakers, management, staff and researchers can still rely on the study's outcome to improve OC and EMP.

Limitations

Concerning this study's quantitative nature, primary data was gathered through structured questionnaires; thus, exposing its findings to possible biased responses, lower response rates and missing data. The study was also limited to the opinions and suggestions of staff of hotels in Cape Coast; invariably, restricting generalizations of findings across the entire hotel industry in Ghana and beyond. Also, previous studies related to this research's geographical context are scanty; hence, affecting the accessibility of relevant information. However, the limitations were minimized by relying on similar studies conducted elsewhere. Also, other limitations would be addressed through dedication and time consciousness as well as being meticulous in questionnaire administration and data collection. Finally, the researcher adhered to all ethical principles including confidentiality, informed consent, and anonymity, among others which helped in addressing limitations associated with biased responses.

Organisation of the Study

The study was organised into five chapters: Chapter One presented the introduction section comprising the study's background, research problem, research objectives, study significance, delimitations as well as study organisation. Chapter two presented the literature review concerning theoretical, conceptual and empirical reviews as well as a conceptual framework. Chapter Three discussed the research methods in the areas of research approach, research design and data processing and analysis. Chapter four presented the study's findings and discussion while Chapter five had the summary of findings, conclusions drawn and recommendations to improve policy and future research.

Chapter Summary

The chapter began with a background to the study, where the researcher showed the relevance of the study by elaborating on the theoretical underpinnings of the study as well as empirical revelation and claims put forth by prior researchers. The chapter continued with the statement of the problem, where the problem was logically explained, as well as identifying the gaps in the existing literature. Subsequently, the purpose of the study was articulated, and three objectives were set to give the study direction. Based on the stated research objectives, research questions were enunciated. The significance of the study was later elaborated, followed by delimitations of the study, and the organisation of the respective chapters of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The study investigates the effect of organisational climate on employee performance in hotels in Ghana. This chapter focuses on the literature review section and extensively reviews existing literature under the following subsections: theoretical review, conceptual review, empirical review and conceptual framework.

Theoretical Review

The section discussed the job demand-resources theory due to its direct relatedness to the study's objectives. The theory was also chosen because it provides a clear link between organisational climate and employee performance.

Job Demand-Resource Theory

The job demand-resource (JD-R) theory was initially developed by Evangelia Demerouti and Arnold B. Bakker during the early 2000s (Chandrasekar, 2007). The theory was originally developed to address issues in occupational psychology but has widely been adopted across different fields including organisational management in recent times. Demerouti and Bakker's work on this theory has contributed significantly to understanding the relevance of job resources and job demands on employee motivation, well-being and performance (Kim, 2015). The theory offers valuable insights into the dynamics of work-related issues such as engagement, burnout, stress and overall employee functioning (Sarwar et al., 2021). It suggests that every job has inherent resources and demands that influence employee outcomes.

The JD-R theory assumes that job resources and job demands are unique and separate dimensions of the work environment (Sarwar et al., 2021). Job resources, for instance, are the elements that promote the attainment of job objectives and minimise job demands (Tisu et al., 2022). The theory also assumes that high job demands can lead to job strain (stress, health issues). When job demands exceed an employee's resources or coping ability, it can promote negative consequences for his or her well-being and performance. On the other hand, job resources comprising employee training, innovation, flexibility and welfare can promote positive results (Tisu et al., 2022).

According to Bakker et al. (2023), the JD-R theory recognises the interaction between job resources and job demand and assumes that job resources can minimise the negative effects of high job demands by acting as a protective element against strain. In contrast, inadequacy of resources can contribute largely to the negative impacts of job demands. The theory, therefore, supports the identification and allocation of adequate resources to minimise the adverse effects of job demands on employee's job-related outcomes (Ibrahim, 2021). Simply put, the theory suggests that organisations must develop a conducive OC with adequate job resources to overcome the adverse impacts of job demands on employees' outcomes notably job performance.

Regarding the study, the theory suggests that the management of hotels in Ghana can create a conducive organisational climate if they provide employees with adequate job resources to address job demand. The theory argues that the presence of tangible or intangible resources such as employee training, innovation, welfare and flexibility can lead to positive employee

outcomes like engagement, motivation, satisfaction and ultimately improved job performance (Tisu et al., 2022). Hence, the organisational climate should be well-understood to help distinguish job resources from job demands to attain stronger employee performance within the context of Ghana's hotel industry.

Conceptual Review

This section presents the reviews of papers related to the study's key concepts comprising organisational climate, its dimensions and employee performance

Concept of Organisational Climate

Organisational climate (OC) describes the general atmosphere or environment within an organisation that is shaped by the integrated beliefs, attitudes, behaviours and values of members (Madhukar & Sharma, 2017; Randhawa & Kaur, 2015). It is characterised by the existing experience and perception of employees concerning different areas of the organisation such as leadership, training, communication patterns, culture, welfare packages and teamwork. OC is also an embodiment of culture and integration of one's thoughts, behaviour and feelings to shape organisational life (Ahmad et al., 2018). It affects an individual's sense of membership and perceptions about his or her organisation. OC is the shared feelings, attitudes and perceptions that individuals have about their work environment and organisation (Loh, Idris, Dormann & Muhamad, 2019).

Moslehpour, Altantsetseg, Mou and Wong (2018) define OC as the collection perception and integration of organisational policies, procedures and practices by employees. It explains the prevailing emotional and

psychological environment within an organisation which affects employee motivation, behaviour and satisfaction levels. It is regarded as the overall atmosphere that occurs within an organisation which is shaped by the integration of different factors such as perceptions, feelings and attitudes (Rožman & Štrukelj, 2021). OC describes the various assumptions, expectations and values that shape how people and groups behave and interact within a particular organisation. It consists of the existing leadership styles, norms, communication patterns and overall organisational culture (Pradoto et al., 2022).

Moreover, OC represents an individual or employee's subjective perceptions and experiences within an organisation concerning the psychological and social elements of the work environment (Hussainy, 2022). This concept dictates whether employees find working in their organisations enjoyable and appealing (Pradoto et al., 2022). Given the several definitions for ORGL, this present study conceptualizes it as an employee's shared interpretation or perception of the organisational environment. It comprises both intangible and tangible aspects of an employee's general experience in the organisation. The intangible aspects include an employee's beliefs, attitudes and emotions while the tangible elements constitute set practices and policies (Pradoto et al., 2022; Rožman & Štrukelj, 2021).

Dimensions of Organisational Climate

The dimensions of OC capture the several elements of the work environment that shape employee experiences (Pradoto et al., 2022). Understanding and properly managing these dimensions can enable organisations to foster a healthy and strong climate that expands employee

engagement and overall employee performance. Previous studies have documented these dimensions to include supportive and inclusive climate, employee training, performance orientation, work-life balance, leadership and management style, employee's innovation, employee flexibility, autonomy and empowerment, communication and information sharing, employee welfare (Hussainy, 2022). The study, however, focuses on four key dimensions of OC comprising employee training, employee welfare, employee innovation and employee flexibility.

Employee Training

Employee training (ET) is among the key aspects of organisational climate which assists employees to carry out job-related tasks effectively (Esteban-Lloret, Aragón-Sánchez & Carrasco-Hernández, 2018). It is defined as the systematic process of obtaining knowledge, competencies and skills required to execute job-related activities effectively and efficiently (Samwel, 2018). It is also defined as the systematic or planned process of offering employees the needed abilities, knowledge and skills to perform their current work roles effectively (Sendawula et al., 2018). According to Afroz (2018), ET is an organised or structured process of transferring particular competencies, knowledge and skills to employees to promote their professional or career development, job productivity and job performance.

ET comprises a range of activities designed to expand employee abilities, skills and knowledge to increase their effectiveness and competencies in executing their job responsibilities (Halawi & Haydar, 2018). Garavan et al. (2021) similarly described ET as a purposeful or deliberate effort to improve employees' job-related knowledge and competencies through different

learning approaches such as classroom training, e-learning, seminars and on-the-job training. Given the various definitions, the study conceptualizes ET as the systematic way of improving employee competencies, capabilities and knowledge to execute specific tasks within a given period using training programmes. These programmes are designed to close the gap between existing employee competencies and the actual competencies needed to effectively complete work roles (Garavan et al., 2021; Guan & Frenkel, 2019).

Employee Welfare

Employee welfare (EWL) is a crucial element of organisational climate which focuses on the various initiatives and measures taken by organisations to improve their employees' satisfaction, well-being and overall quality of life (Patro, 2019). Alam et al (2020) defined EWL to comprise the set of policies, procedures and practices designed to address employees' holistic needs and financial wellbeing. EWL also includes the various initiatives undertaken by organisations to create and promote a positive work environment to support employees' professional and personal needs (Bandara et al., 2022). It is described as the proactive measures of organisations to promote the comfort, safety and welfare of employees (Ruchira & Priya, 2022).

The study conceptualises EWL as an organisation's ability to foster a conducive or supportive work environment that addresses the several needs and expectations of employees. EWL initiatives promote employees' psychological and physical well-being, job satisfaction, work-life balance, and personal development to foster a productive and positive workforce (Bandara et al., 2022). As such, organisations that prioritise EWL and integrate it into the OC can ensure employee engagement, job satisfaction and high job

performance. EWL comprises benefits such as retirement plans, career progression, wellness programmes, healthcare and flexible work arrangements (Agbakwuru & Iyawee, 2023). It improves OC by creating an inclusive and supportive climate, emphasising employee health and safety, and improving work-life balance and wellness programs (Johnson et al., 2023).

Employee Flexibility

Employee flexibility (EFL) continues to garner attention in organisations that focus on improving their climate (Liu & Lin, 2019). EFL within the scope of OC refers to the degree to which an organisation supports and expands flexible work practices and arrangements (Liu & Lin, 2019). It is also defined as the creation of a work environment that accommodates and values the differing needs of employees, allowing them to gain more control over their job demands and schedules.

EFL describes the organisational practice that enables employees to control their working locations and hours (Sabuhari et al., 2020). It empowers employees to make personal choices to optimize their well-being, leading to high work engagement and satisfaction. According to Waheed et al (2021), EFL represents an organisation's ability and willingness to accommodate the individual preferences and needs of their employees. Given these definitions, the study conceptualises EFL as the willingness and ability of an organisation to allow its employees to make personal decisions that focus on improving productivity, job satisfaction and work engagement. It ensures that employees work with freedom; hence, are given the chance to make decisions that optimise their job outcomes. EFL ensures flexible work arrangements in areas of flexible working hours, reduced working hours and job-sharing (Camps et

al., 2021). It also allows employees to work from areas outside their traditional office setting as well as ensure flexible task assignments and autonomy (Bal & Izak, 2021).

Employee Innovation

Employee innovation (EIN) as a key element of OC describes the degree to which an organisation supports and fosters a culture of idea generation, creativity and innovation among its employees (Osman, Shariff & Lajin, 2016). It also involves the creation of an environment that entices employees to contribute innovative ideas, implement noble solutions and take risks to promote organisational success (Audenaert et al., 2019). Khan et al (2022) described EIN as an employee's ability and willingness to generate, develop and implement relevant ideas or processes that bring about the value and change to his or her organisation. It also focuses on thinking creatively, and actively contributing to the innovation culture within one's organisation. It ensures that organisations allocate resources for innovation.

According to Yamin (2020), EIN describes an employee's capability to generate and apply new ideas, solutions or insights to improve organisational growth and efficiency. It focuses on employees' ability to create and adopt new methods that lead to better job-related outcomes (Ashiru, 2022). Deductively, the study defines EIN as an employee's willingness or ability to identify opportunities, think outside the box, and develop and implement innovative ways of solving job-related problems in his or her organisation. It fosters a culture that promotes and rewards creative thinking, collaboration and

effective experimentation by employees. EIN is characterised by organisations' encouragement of idea generation, supporting experimentation and risk-taking and knowledge sharing of employees (Ashiru et al., 2022; Khan et al., 2022).

Concept of Employee Performance

Employee performance (EP) is a key element of organisational success which continues to generate attention in literature and organisational settings (Koopmans et al., 2014). It is a multidimensional concept; hence, there is no single definition that covers all of its aspects (Prodanova & Kocarev, 2021). However, some common definitions of EP have emerged in recent years. Aguinis (2009), for instance, defined it as the behaviours that employees exhibit rather than the products they produce. Koopmans et al. (2014) defined EP as an assessment of an employee or group's output to determine whether they meet set objectives or not. Kelemba et al (2017) also defined it as the assessment of the behaviours and actions of an employee toward the attainment of an assigned task.

According to Campbell (2018), EP is the quantity, quality, and timely accomplishment of work-related actions that support organisational objectives. Diamantidis and Chatzoglou (2018) also defined it as the degree to which an employee meets his or her employer's job-related objectives. Chen et al. (2020) also defined it as an individual's capacity to utilise his or her knowledge and abilities to accomplish organisational goals. Pattnaik and Pattnaik (2021) asserted that EP is the collection of employees' behaviours that contribute in a measurable way to organisational goals. Given these definitions, the study conceptualises EP as an ongoing activity that focuses on

evaluating and improving an employee's output against pre-defined standards. This definition suggests that EP is not static; hence, conducted periodically (i.e., daily, weekly, monthly, quarterly, annually, etc.) at the employer's discretion.

Understanding EP is crucial for employers and employees alike, as it helps ensure that employees are meeting their job duties and contributing to an organisation's overall success (Albloush et al., 2019). This is because, EP is a complex construct that can be influenced by a variety of factors, including individual differences, organizational culture, and job design. As such, regular assessment is needed for organisations to ensure that their employees are performing in line with set goals and objectives. EP is, therefore, a critical element of any employment relationship which enables employers to identify the rate at which their employees are meeting or failing to meet job responsibilities (Noor & Rafiq, 2021). Abun (2021) noted that helps employers to evaluate the actions and inactions of their employees as part of their employment contract or relationships.

EP has been measured using several indicators which have generally been grouped under task performance, contextual performance and counterproductive work behaviour (Borman & Motowidlo, 2019; Cao & Liu, 2021). Task performance is the degree to which an employee accomplishes assigned tasks (Borman & Motowidlo, 2019). It comprises job accuracy, job speed, and job quality (Koopmans et al., 2014). Contextual performance describes an employee's voluntary rewarding actions that support an organisation's growth (Cao & Liu, 2021). It comprises conscientiousness, civic virtue and sportsmanship (Noor & Rafiq, 2021).

Counterproductive work behaviour (CWB), on the other hand, emphasises the negative consequences of employees engaging in behaviours that are harmful to the organisation (Albloush et al., 2019). Kundi and Badar (2021) noted that CWB describes the range of actions that negatively affect the smooth running of an organisation which can be destructive to the organisation, its members as well and its overall objectives. It is generally measured using absenteeism (i.e., intentional or unintentional absence from work), sabotage (i.e., intentionally damaging equipment or property), workplace violence (physical violence or threats of violence) and speaking with people about the negative aspects of the organisation (Kura, Shamsudin, Umrani & Salleh, 2019).

Empirical Review

This section extensively reviewed related literature on organisational climate and employee performance. It specifically reviewed related literature to develop the study's hypotheses.

Employee Training and Employee Performance

Employee training (ET), a dimension of organisational climate (OC) continues to be linked with employee performance (EP) across organisations globally (Esteban-Lloret et al., 2018). ET focuses on the planned or systematic process of giving employees the necessary skills, abilities, competencies and knowledge to execute job responsibilities (Niati et al., 2021). With ET, organisations structure or develop training programmes and schedules to improve the existing knowledge, competencies and skills of employees (Jeni & Al-Amin, 2021). It ensures that the training needs of employees are identified and appropriate training programmes are

subsequently developed to solve performance-related issues. Training, either formal or informal, ensures that employee perform in line with set performance standards or criteria.

According to Niati et al. (2021), ET provides employees with new skills and knowledge appropriate for their job roles. The knowledge and skills provide employees with the required techniques and tools to execute their tasks more efficiently and effectively. Similarly, improving employees' skills improve quality of work, greater ability to handle complex tasks and consequently expand EP. Ahmad and Manzoor (2017) revealed that employee training plays a direct positive role in expanding employee performance with Pakistan's telecom sector. Halawi and Haydar (2018) similarly pointed out that training is needed for employees to attain higher performance in some selected companies in Lebanon. They concluded that these companies would struggle to improve the performance of their employees without regularly training them.

Kanapathipillai and Azam (2020) found that employee training programs play a significant positive role in improving job satisfaction and job performance in telecommunication companies in Malaysia. They concluded that when employees feel equipped and supported with the knowledge and skills needed to perform their jobs satisfactorily, they are more likely to feel satisfied, motivated and confident in their roles. This, in turn, affects the employees' performance levels positively. Haryono et al. (2020) also concluded that training positively predicted any change in employees work performance; hence, any unit increment in employee training would lead to a unit increment in employee motivation and performance in South Lampung.

More recently, Mahmood et al (2022) revealed that orientation training plays a significant positive role in affecting both employee and firm performance of multinational companies in Kazakhstan. The authors concluded that orientation training improves long-term employee performance in areas of learning transfer, job satisfaction, employee commitment and intrinsic motivation. Also, Sugiati (2023) found that training positively influences employee performance; concluding that when employees receive adequate training, their performance levels improve significantly. The finding was supported by Putri and Setyawati (2023) who also found job training to positively influence employee performance. However, these findings were opposed by Salim et al. (2022) who concluded that training has no significant effect on employee performance; thus, when employees undergo training, it does not necessarily trigger high employee performance.

Within the Ghanaian context, some studies have investigated the employee training performance link (Ampomah, 2016). Ampomah (2016), for instance, revealed that training plays a crucial role in improving employee performance in a private tertiary institution in Ghana. Shuibin et al (2020) similarly concluded that employee productivity can be improved in the Ghana Education Service if relevant training programmes are regularly organised. Appal and Markom (2022) also revealed that training and development positively impacts the performance of academic staff within technical universities in Ghana. Hence, when the academic staff undergo training, their performance levels improve significantly. Based on the extensive reviews, the study hypothesises that:

H1: Employee training has a significant positive effect on employee performance

Employee Innovation and Employee Performance

Employee innovation (EIN) describes the degree to which organisations support the culture of innovation, idea generation and creativity among employees (Osman et al., 2016). It involves the creation of an environment that allows employees to contribute innovative ideas and adopt noble solutions to drive organisational growth (Jena & Goyal, 2022). EIN encourages idea generation where employees are motivated to generate and share ideas freely. This provides avenues for employees to express their opinions and suggestions to increase their performance outcomes. EIN increases problem solving abilities by fostering a mind-set among employees that encourage them to think outside the box and create innovative solutions; thereby, improving employee performance (EP) (Ashiru et al., 2022).

Khan et al. (2022) revealed that EIN gives employees the opportunity to contribute their innovative ideas and see them implemented. This boosts employees' job motivation and engagement and drive them to perform at higher levels. When employees are induced to stimulate innovative minds, it fosters a culture of continuous improvement. EIN specifically encourages employees to become more creative in their approach to meeting work-related challenges and tasks; a situation that boosts EP (Jena & Goyal, 2022). Similarly, organisations that foster EIN develop a workforce that is resilient and adaptable (Khan et al., 2022). Innovative employees embrace new technologies and processes, are open to changes and as well as willing to explore different methods or techniques at work. This enables employees

to adjust to changing situations and maintain or improve performance levels even in uncertain and dynamic environments.

Osman et al. (2016) revealed that the innovation of employees contributes massively to improving EP. The study concluded that innovation types comprising product, technological and process innovation significantly and positively affect EP at a utility company in Malaysia. Thus, when this company fosters innovation among its employees, it tends to increase their performance levels. Sharma and Bhat (2020) stressed that innovation (human capital and service) improves employee performance in category “A” hotels in India.

Yamin (2020) also revealed that employee creativity is a positive predictor of employee performance among public organisations in Saudi. It was concluded that when these public organisations instil creativity among their employees, it would improve their performance levels significantly. According to Ibrahim et al (2022), service innovation promotes employee productivity and job satisfaction; concluding that the presence of service innovation improves the performance of bank employees in Ghana. This finding was buttressed by Osman et al. (2016) who concluded that employee productivity can be improved when organisations develop an innovative culture among their employees.

Isa and Muafi (2022) also revealed that innovation behaviour significantly and positively predicts any change in employee performance at a privately owned bank in Gorontalo City. They concluded that when employees develop innovative or creative behaviours, they tend to exhibit stronger performance levels. The study’s finding was buttressed by Awan and Javed

(2015) who similarly concluded that innovation has a significant positive impact on employee performance. They specifically concluded that when manufacturing companies improve innovation (product, marketing, process and organisational) among employees, it could increase their performance levels at Unilever Pakistan. Deductively, EIN could improve EP in Ghanaian hotels. Given the scanty literature in Ghana, the study hypothesises that:

H2: Employee innovation has a significant positive effect on employee performance

Employee Flexibility and Employee Performance

Employee flexibility (EFL) plays a significant role in employee performance (EP) within an organisation (Liu & Lin, 2021). When employees are offered flexible work arrangements and options, it can improve employee performance and overall organisational effectiveness (Liu & Lin, 2021). EFL allows employees to balance their work commitments with individual and family responsibilities (Cañibano, 2018). When employees possess the ability to adjust their work schedules, work remotely and take time off whenever necessary, it reduces job-related stress, promotes well-being and enables employees to focus on their work and improve overall performance. According to Micevski et al. (2019), providing employees with flexibility in how they manage their work allows them to have a sense of control and ownership over their work; consequently, improving EP.

Ray and Pana-Cryan (2021) stressed that when employees are allowed to work during their most productive hours or in environments that suit their expectations, they tend to optimise their performance. EFL also enables employees to reduce distractions and interruptions during work hours and

manage their obligations effectively (Tsen et al., 2022). Maglalang et al. (2021) similarly revealed that EFL fosters a conducive work environment that acknowledges employees' wellbeing and personal needs. This, in turn, improves employee morale, engagement and motivation. Engaged employees are generally enthusiastic, committed and willing to go the extra mile at work, leading to higher EFL and translating into higher performance.

According to Diamantidis and Chatzoglou (2018), guaranteeing employees with job flexibility helps in attracting and retaining top talents and also encourages them to put up their best performances. Similarly, flexible employees are more adaptable to organisational changes by quickly adjusting to work schedules, arrangements and unexpected situations. This adaptability enables employees to ensure high performance levels amid changing situations; thereby, contributing massively to organisational agility and success. A quantitative study by Sabuhari et al. (2020) revealed that human resource flexibility plays a significant positive role in improving job satisfaction and employee performance. They concluded that when organisations allow their employees to work flexibly, it expands their performance levels in Indonesia.

Charoensukmongkol and Pandey (2023) revealed that when salespeople work with flexibility, their performance levels improve significantly during the COVID-19 pandemic. They concluded that EFL improves the performances of salespeople in sales organisations in Bangkok, Thailand. Au et al. (2021) and Liu and Lin (2021) similarly concluded that functional flexibility enhances the work performance of employees. Despite these findings, little is known about the role of employee flexibility in the

performance of employees in hotels in Ghana. However, it can be argued that when employees within the firms are allowed to work with flexibility, it could enhance their performance levels. Given this, the study proposed that: H3: Employee flexibility has a significant positive effect on employee performance

Employee Welfare and Employee Performance

Employee welfare (EWL) describes the various efforts made by organisations to improve the well-being and the general quality of life of employees (Patro, 2019). It focuses on providing supportive programmes and conducive work environments to employees to address their emotional, physical and social needs (Alam et al., 2020). These initiatives or activities encourage employees to give up their maximum best; thereby, ensuring high employee performance (EP). EWL has been linked with EP and this is because, when employees feel that their organisations value their wellbeing, they tend to exhibit strong performance (Patro, 2019). For instance, when employees receive benefits such as favourable salaries, promotions and insurance packages, they feel recognised and consequently perform well.

According to Alam et al. (2020), EWL comprising benefit packages, competitive compensation and recognition programs positively affect employee morale. When employees perceive that their organisations genuinely care about their well-being, they feel more motivated to perform exceptionally well. Ruchira and Priya (2022) similarly stressed that creating a positive work environment through favourable welfare packages reduces job turnover, fosters loyalty and increases employee performance. They added that EWL programmes that prioritise employees' wellbeing and health have a

strong impact on EP. Bandara et al. (2022) indicated that when organisations provide access to wellness programmes, healthcare benefits and safe working environments, their employees' physical and mental well-being improves significantly and in turn leads to strong EP.

Waititu et al (2017) revealed in their study that EWL positively predicts any change in EP at the Kenyan Railway Corporation. They explained that when the corporation continues to provide EWL programmes to their employees, it would expand their employees' performance levels significantly. Also, a quantitative investigation by Agusioma et al (2019) revealed that staff welfare plays to improve the performance of employees at the Public Service Commission in Kenya. They concluded that staff welfare significantly and positively predicts any change in employee performance. Wei et al (2020) revealed that EWL plays a significant positive role in the innovation performance of listed manufacturing corporations in China. They concluded that EWL is needed for such corporations to achieve strong innovation performance and increase inventor efficiency.

Recently, Johnson et al. (2023) focused on public basic schools in West Akim municipality and investigated whether welfare package affects teachers' performance. The study revealed that providing welfare packages to employees makes them feel satisfied, and motivated and invariably perform well. Akintoye and Ofobruku (2022) also found a staff welfare package to improve organisational performance. It can be deduced that EWL contributes to improving EP among organisations globally; however, with little attention on hotels in Ghana. Given the scanty literature on EWL and EP within the hotel industry in Ghana, the hypothesises that: H4: Employee welfare has a

significant positive effect on employee performance

Conceptual Framework

The section presented a framework to explain and link the study's key concepts. The framework specifically provided a graphical presentation of the study's objectives which are valuable in organising empirical research. The framework was drawn based on two key variables: independent (organisational climate) and dependent (employee performance). Figure 1 presents the conceptual framework of the study.

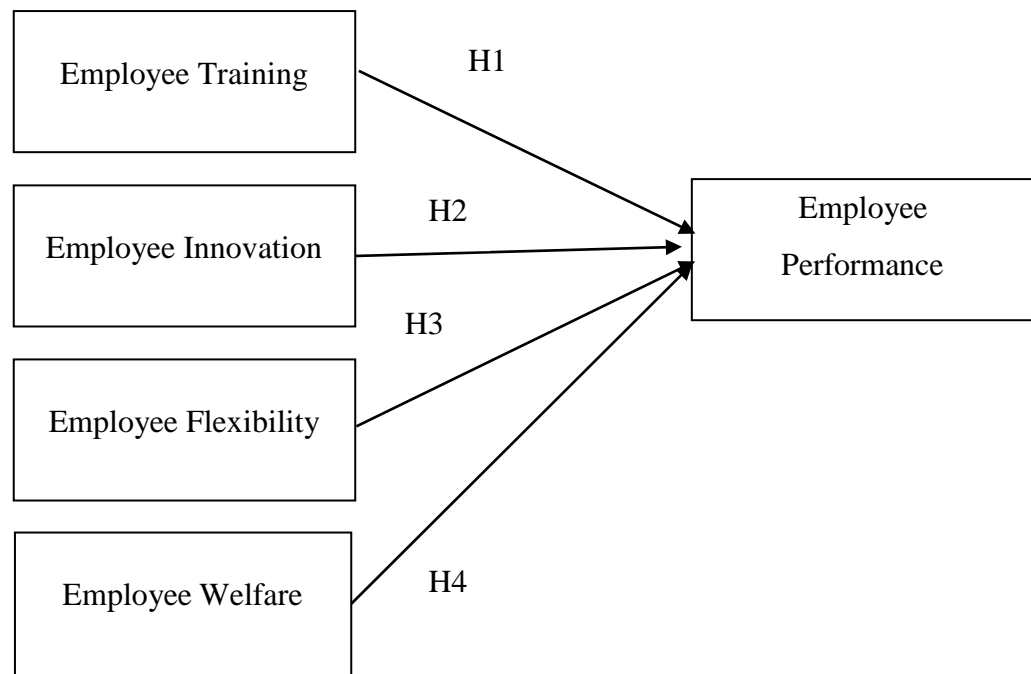


Figure 1: Conceptual Framework of the StudySource: Author's Construct

From Figure 1, the organisational climate had four dimensions comprising employee training, employee innovation, employee flexibility and employee welfare. The framework has four arrows to highlight the causal relationships between organisational climate and employee performance. Precisely, the framework reveals four causal relationships or hypotheses comprising H1: employee training and employee performance; H2: Employee innovation and employee performance; H3: Employee flexibility and

employee performance and H4: employee welfare and employee performance.

The framework was developed in line with the study's objectives.

Chapter Summary

The chapter discussed relevant information required to understand the study's objectives. It specifically discussed the theory (job demand- resource theory) underpinning the study. It also presented the conceptual and empirical reviews of the study and concluded with a conceptual framework. In terms of conceptual review, key concepts such as organisational climate, its dimensions and employee performance were all discussed. The conceptual framework provided a pictorial view of the study's objectives which made it easier for readers to understand.

CHAPTER THREE

RESEARCH METHODS

Introduction

The research methods employed to conduct the study were discussed in this chapter. The chapter specifically discussed the research approach, research design, population and data processing and analysis, among others.

Research Approach

The study adopted the quantitative approach given its suitability in establishing causal relationships between/among variables of interest (Denscombe, 2017). This approach adopts the deductive reasoning strategy to make deductions from existing theories other than propounding the theories themselves (Creswell & Clark, 2017). It relies on primary data obtained from a large group via structured questionnaires to describe or explain events. It also uses rigorous quantitative or statistical tools and techniques to clarify what needs to be understood and learned (Watkins & Gioia, 2015). Precisely, the approach uses inferential statistical tools like linear regression to analyse, explain or interpret events. It is, therefore, suitable for examining the causal association between organisational climate (employee training, employee innovation, employee flexibility and welfare) and employee performance.

Research Design

Research design provides the overall plan for conducting a study (Creswell & Clark, 2017). Given the study's nature, the explanatory research design was adopted. The design provides the tools and techniques to test hypotheses deduced from existing theories. It is suitable for establishing causal relationships among variables to draw objective outcomes (Creswell &

Creswell, 2017). For instance, it provides the tools such as structured questionnaires, IBM SPSS Statistics and linear regression to establish the relationship between organisational climate and employee performance.

The explanatory design has some drawbacks such as possible non-responses, difficulty locating the respondents, gathering biased information from the respondents as well as respondent bias (Bell & Harley, 2022; Subedi, 2016). Also, the design requires a large number of responses; thus, failure to obtain adequate data could affect the quality of the entire analysis and associated conclusions (Wipulanusat et al., 2020). These limitations could restrict access to adequate and quality primary data for analysis and generalisation purposes (Subedi, 2016). Despite these shortcomings, the design was considered appropriate for this research given its strengths in examining organisational climate and employee performance. Hence, measures such as strict compliance with ethical considerations, regular reminders as well as recruitment of two field assistants were implemented to address the challenges.

Study Area

The study focused on hotels operating in the Cape Coast Metropolis. This area is among the 22 and 260 MMDAs in the Central Region and Ghana respectively. It was initially created as a municipal district in 1988, then known as the Cape Coast municipal district, but in 2008 it was elevated to the status of a metropolitan assembly. It is currently located in the southwest area of the Central region and represents the region's capital city. Cape Coast is one of the fastest-growing cities in Ghana with several rich tourist and education sites (Cape Coast Metropolitan Assembly Annual Report, 2020).

According to the Ghana Statistical Service (GSS) (2021), the Central region notably Cape Coast is the heartbeat of Ghana tourism and attracts tourists to its castles, forts, attractive beaches along the coast and national parks (Ministry of Tourism, 2021).

The hotel industry is directly linked to the tourism and hospitality sector because tourists rely on hotels for their accommodation needs. Over the last decade, Cape Coast has been considered among the top three most visited cities in the Central region and Ghana as a whole (Ministry of Tourism, 2021). In this regard, the hotel industry in Cape Coast provides accommodation and recreation facilities to thousands of tourists annually. Hence, hotels in Cape Coast continue to attract more tourists and even locals annually. The Ghana Hotels Association (2022), for instance, revealed that there are 197 registered hotels in the Central Region with about 1/3 of them located in Cape Coast. Hence, there are currently 66 hotels operating in Cape Coast which contribute to social, economic and cultural development. Given their relevance to Ghana's economic development, the study focused on hotels in Cape Coast, Ghana. The present study seeks to propel the growth of the hotel industry by proffering policy direction on how

Population

The study's population comprises employees of 35 registered hotels operating in Cape Coast, as extracted from the 2021 reports of the Ghana Tourism Authority and the Cape Coast Metropolitan Assembly. The hotels in this metropolis were categorised under four ratings from one (lowest) to four (highest), hence the higher the rating, the higher the sense of luxury and quality services offered. Table 1 presents the categorisation of the hotels.

Table 1: Categorisation of Star-Rated Hotels in Cape Coast

Hotel Star-Rating	Number of Registered Hotels	Number of Employees
One-Star	17	30
Two-Star	11	23
Three -Star	5	60
Four-Star	2	40
Total	35	153

Source: Author's Construct (2023)

Based on the overall population size in Table 2, the study focused on the one-star rated hotels; hence, its target population consisted of the employees working in the 17 one-star rated hotels. This is because, these hotels annually record the highest patronage because of their pricing, nature of facilities and service offerings which suit low to middle-income clients. These hotels generally offer standardised services to their clients such as convenient resting/sleeping places with modest rooms and designated eating areas. After contacting the management of the hotels, the total number of employees obtained was 153. The study's target population, therefore, consisted of 153 employees of all the one-star rated hotels in Cape Coast, Ghana.

Census

Given the target population's size, the census technique was adopted wherein all 153 employees participated in the study. With this technique, all the employees were encouraged to actively involve themselves in the study to obtain adequate data and ensure generalizable results. The census technique provides a higher degree of accuracy and is suitable for capturing homogeneous units in the target population.

Measurement of Variables

This section presented how the study's variables were measured as well as the sources from which their indicators were obtained. Table 2 presents the variables, their indicators and sources.

Table 2: Measurement of Variables

Construct	Indicators	Source
Employee training	Access to knowledge, competencies and skills, regularity of training, mode of training	Balachandran and Thomas (2007)
Employee's innovation	New idea generation, implementable solutions, risk taking, innovation culture, identify opportunities	Yamin (2020)
Employee flexibility	Organisational support, employee's job control, willingness to accommodate individual differences, personal decisions	Camps et al. (2016)
Employee welfare	Compensation, welfare facilities, health facilities, management support, supportive climate	Balachandran and Thomas (2007)
Employee performance	Task performance, contextual performance, counterproductive work behaviour	Borman and Motowidlo (1997), Motowidlo (2003)

Source: Author's Construct (2023)

Validity and Reliability

Validity and reliability describe how well the study's instrument assesses the parameters it was designed to measure (Berkowitz et al., 2012). Validity specifically explains the extent to which the study's questionnaire truly measures its research objectives (Heale & Twycross, 2015). It assesses whether the questionnaire accurately captures the study's constructs in order to attain valid responses to achieve the research objectives. The study assessed the questionnaire's validity (content and face) using extensive literature reviews, peer reviews and expert judgement. With expert judgment,

for instance, the researcher's supervisor thoroughly reviewed and approved the drafted questionnaire before fieldwork. The drafted instrument finally underwent pre-testing where any validity issue was addressed before developing the final draft.

Reliability, on the other hand, describes the precision or consistency of the study's measurement instrument (Creswell, 2014). Regarding the study, reliability was assessed to ensure that the questionnaire developed is consistent and reproducible when repeated under similar situations. After pre-testing the questionnaire using 30 employees of hotels in Sekondi-Takoradi and Elmina, the data obtained underwent internal consistency reliability testing. The test was conducted to ensure that the questionnaire's indicators measure the same constructs (organisational climate and employee performance). The study tested the constructs' reliability with the rule that their Cronbach alpha (α) should be ≥ 0.70 (Sekaran & Bougie, 2016). Hence, the questionnaire is reliable if all the constructs meet the α threshold (see Table 3).

Table 3: Reliability test

Construct	No. of Items	α Value
Employee training	5	0.907
Employee flexibility	5	0.852
Employee welfare	5	0.835
Employee innovation	5	0.839
Employee Performance	10	0.884

Source: Field data (2023)

From Table 3, all the constructs had α -values above 0.70 to indicate that their assigned measurement items are reliable and can consistently

measure those constructs. For instance, employee welfare had the lowest α -value of 0.835 while employee training had the highest value of 0.907 to show that all the constructs are reliable; hence, the instrument can be used for the actual data collection exercise in Cape Coast.

Data Collection Procedure

Prior to the data collection exercise, the researcher first obtained an introductory letter from the Department of Human Resource Management and copies of it were made and attached to each questionnaire. This was done to inform the respondents about the exercise as well as assure them that it was strictly meant for academic purposes. The data collection exercise lasted for a month (May 2023 to June 2023) with the support of three field assistants. The assistants were well resourced and fully involved in the exercise in order to assist any respondent who faced challenges when filling the questionnaires. Also, given the scattered nature of the hotels coupled with the respondents' work schedules, involving the research assistants helped the researcher to collect adequate data in a timely manner.

Ethical Consideration

Ethics remain a key issue in research. The study addresses ethical issues such as anonymity, confidentiality, informed consent, honesty, right to privacy, plagiarism, integrity and voluntary participation. Concerning anonymity, for instance, the researcher assured participants that none of their identities would be exposed to any third party. Hence, their personal identities or sensitive details were kept anonymous to protect them from possible attacks or harm. With confidentiality, any information obtained from the respondents was protected from third parties. The researcher also conducted the study

with honesty and integrity. Also, all the respondents were allowed to participate in the exercise voluntarily. Concerning plagiarism, the final document would undergo plagiarism test using the Turnitin software; ensuring that an originality score of 81% or above is attained.

Data Processing and Analysis

After the data collection exercise, the returned questionnaires underwent intensive screening and cleaning to check for accuracy. These activities were conducted to ensure that the completed questionnaires were accurate; hence, devoid of incomplete responses, nonresponses and extreme missing values. After data cleaning, the valid dataset of 139 was coded by assigning unique numbers to each of them. The coded data was then processed via the IBM Statistical Package Social Science and SmartPLS software. Data analysis was finally done using both descriptive and inferential tools. With the descriptive tool, the respondents' socio-demographic features were described via frequencies and percentages. The research objectives were finally analysed via the partial least square-structural equation modelling (PLS-SEM) technique.

The PLS-SEM technique is suitable for analysing cause-and-effect correlations between constructs (Hair et al., 2017). Hence, it is suitable for establishing the causal relationships between organisational climate and employee performance. The technique can also handle normality violations and it does not require any significant assumptions about the raw data's distributional characteristics (Hair et al., 2017; 2021). With this technique, the researcher assessed the reflective model in terms of measurement and structure before testing the hypotheses. Hence, if the model had failed to meet the

assessments criteria, then the hypotheses could not have been tested (Hair et al., 2021; Memon et al., 2021). After the assessments, the reflective model used 5000 bootstraps to test the hypotheses and both the PLS estimation and bootstrap results were reported using figures and tables and discussed extensively.

Chapter Summary

The study's research methods were discussed in this chapter. Precisely, the chapter discussed the quantitative research approach and explanatory research design. Primary data was gathered from hotel employees in Cape Coast using the structured questionnaires. Also, the chapter provided the various ethical considerations and discussed the data collection procedure and data processing and analytical techniques.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The study investigates the organisational climate and employee performance of hotels operating in the Cape Coast metropolis, Ghana. This chapter focused on the study's results and discussion in line with four research objectives. It first described the respondent's socio-demographic characteristics and followed up with the presentation and discussion of the study's results.

Respondents Socio-Demographic Characteristics

This section describes the respondent's socio-demographic features concerning sex, age, highest educational qualification and number of years the respondent organisations have been in operation. The 153 questionnaires were distributed to the employees, out of which a valid dataset of 139 was obtained with a response rate of 90.8%. Table 4, therefore, presents and describes the socio-demographic features of the 207 respondents.

Table 4: Respondents Socio-demographic Characteristics

Item	Frequency	Percent (%)
<i>Sex</i>		
Male	85	61.2
Female	54	38.8
Total	139	100.0
<i>Age Group</i>		
18-30	37	26.6
31-40	58	41.7
41-50	33	23.7
Over 50	11	7.9

Total	139	100.0
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Continued:

Level of Education

No formal education	28	20.1
HND or lower	61	43.9
Degree (first, second, etc)	50	36.0
Total	139	100.0

Work Experience (in years)

Below 5	46	33.1
5– 10	48	34.5
11 – 15	34	24.5
Over 15	11	7.9
Total	139	100.0

Source: Field Survey (2023)

From Table 4, the majority (61.2%) of the employees who were actively involved in the study were males with 38.8% of them being females. Regarding the respondents' age groups, most (41.7%) of them were between the ages of 31 and 40 years; 26.6% of them were between 18 and 30 years; 23.7% of them were between 41 and 50 years, while 7.9% of them were over 50 years. Concerning the respondents' highest level of education, most (43.9%) of them were HND or lower (i.e., BECE, WASSCE) certificate holders, 36% of them were degree holders (first, second or terminal), while 20.1% of them either had no formal education or were school drop-outs. The study finally asked the respondents about their working experiences and it was revealed that, most (34.5%) of them have worked in

hotels for 5 to 10 years, 33.1% of them currently have less than 5 years' work experience; followed by 24.5% of them with 11 to 15 years of work experience. Also, 7.9% of the respondents revealed that they have been working for over 15 years; hence, they were highly experienced.

Effect of Organisational Climate on Employee Performance

This section presents the results of the effect of organisational climate on employee performance of hotels operating in Cape Coast. The study considered four key organisational climate dimensions comprising employee training, employee's innovation, employee flexibility and employee welfare and examined their individual effects on employee performance using the PLS-SEM analytical tool due to its appropriateness in establishing cause-and-effect associations among variables. Four hypotheses were developed based on the latent constructs and tested in this section. The associated results were provided in both tables and figures and discussed with the support of theory and current literature. With the PLS-SEM, a reflective path model was first specified and subsequently assessed before testing the hypotheses. This was done in line with suggestions by Hair et al. (2014, 2017).

Specification of Reflective Path Model

Model specification is generally the first step in any PLS-SEM-based analysis (Hair et al., 2017). It shows the constructs and their assigned items that were used to develop the model. It also ensures that both measurement and structural model assessments can be conducted (Hair et al., 2021). This reflective path model was specified or developed with five latent constructs where four of them were exogenous constructs consisting of employee training (ET), employee's innovation (EIN), employee flexibility

(EFL) and employee welfare (EWL) with five items or indicators each. The endogenous construct, on the other hand, was represented by employee performance (EP) with 10 items. Figure 2 presented the initially specified path model.

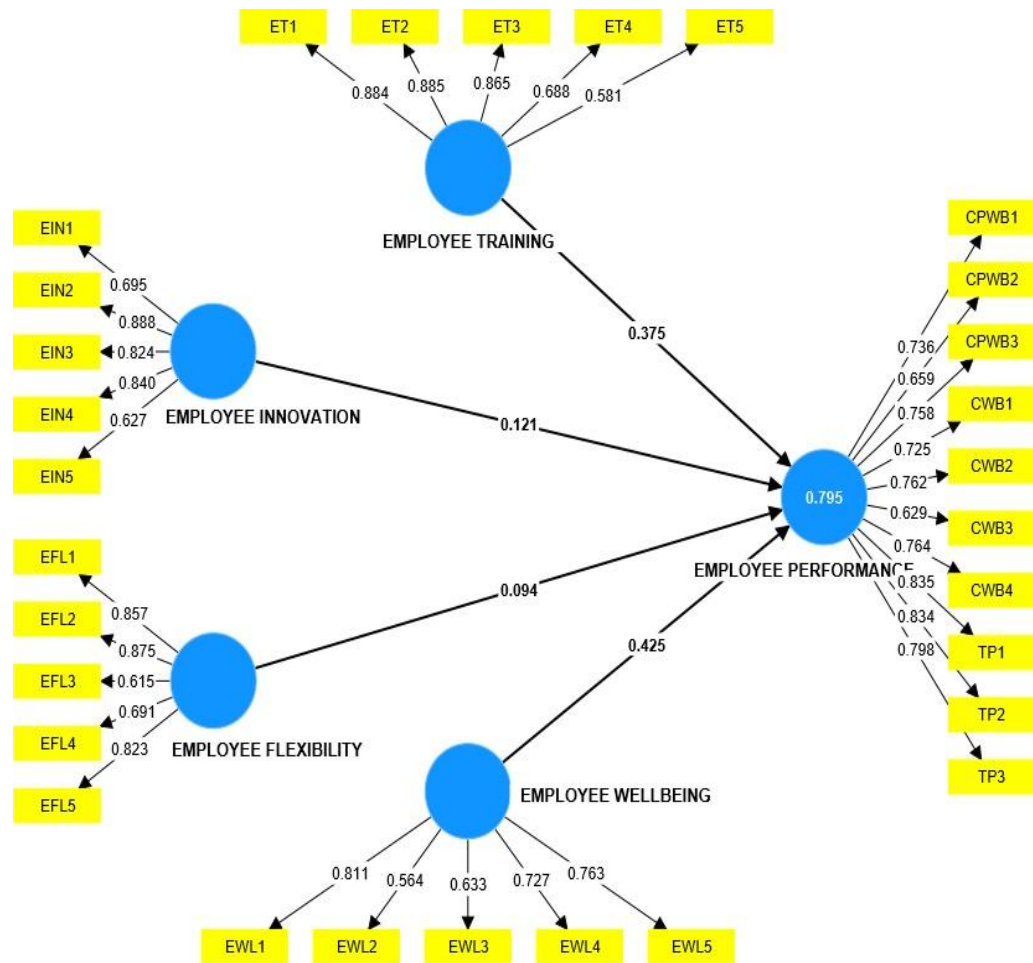


Figure 2: Initial Model SpecificationSource: Field data (2023)

It can be seen that all the constructs' indicators or measurement items were presented in Figure 2 with codes. Four arrows were drawn to show the hypothesised correlations among the latent constructs. After specifying the model, the next section assessed the measurement model.

Assessment of Measurement Model

This section assessed the measurement model in terms of reliability (indicator and construct) and validity (convergent and discriminant). The assessment was done based on the four step processes proposed by Hair et al. (2017, 2021). Step 1 requires assessment of the model's indicator reliability; Step 2 assesses the model's internal consistency reliability; Step 3 assesses the

convergent validity and Step 4 evaluate the model's discriminant validity. The indicator reliability, in Step 1, is first evaluated to determine the part of an item's adjustment that can be accounted for by its assigned construct (Hair et al., 2021). Scholars (Hair et al., 2014, 2021, Sarstedt et al., 2022) proposed loadings above 0.70 as "acceptable" because they explain over 50% of an item's variance.

However, Hair et al. (2021) and Ringle, et al. (2023) suggested the following thresholds: (a) items with loadings below 0.40 should be automatically removed from the model because they are considered "poor or inferior" (b) items between 0.40 and 0.70 should only be removed from the path model with caution. They explained that such loadings should only be removed if their removal would improve the model's internal consistency reliability and convergent validity; and (c) items with loadings above 0.70, although considered "acceptable" can be removed if doing so would improve the significance levels of the path model. Based on these criteria, the initial path model in Figure 2 was assessed and the final model was presented in Figure 3.

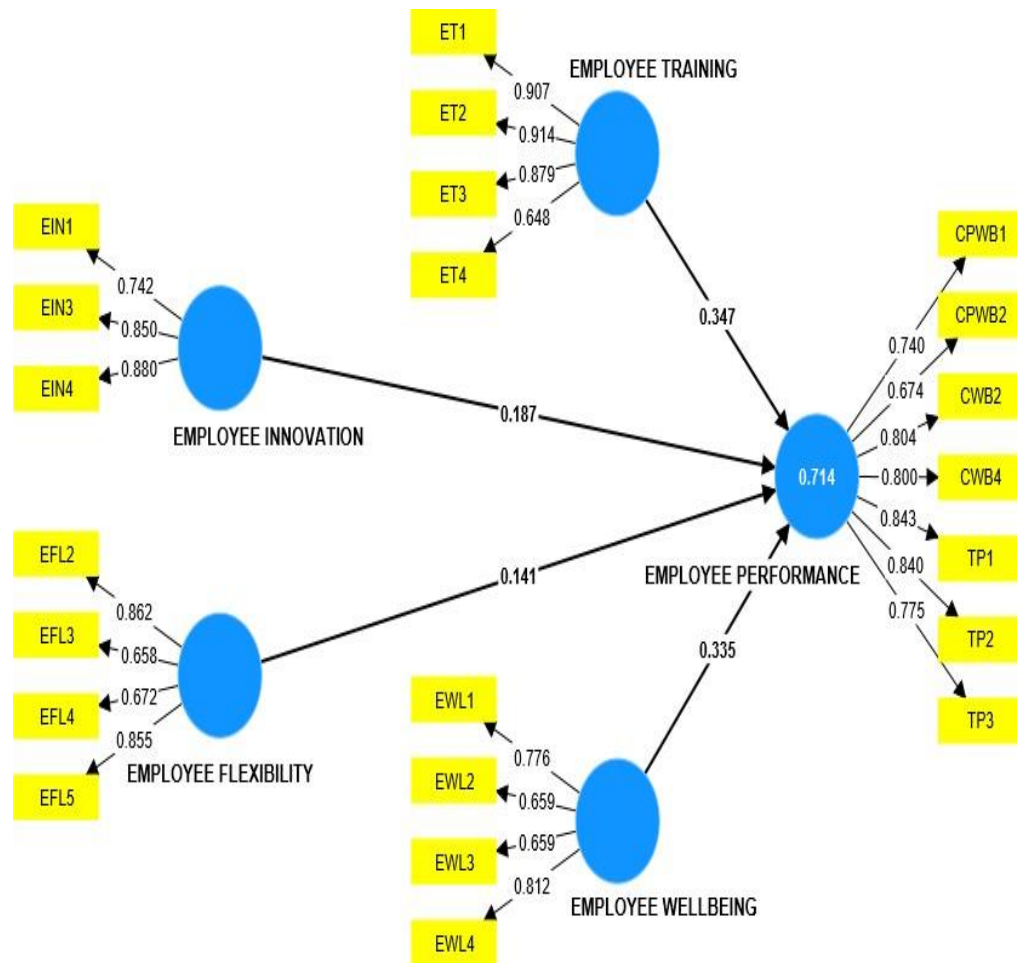


Figure 3: Final Model StructureSource: Field data (2023)

Based on Hair et al. (2021) and Ringle et al.'s (2023) suggestions, items comprising ET5 (0.581), EIN2 (0.888), EIN5 (0.823), EFL1 (0.857), EWL5 (.763), CPWB3 (0.758), CWB1 (0.725) and CWB4 (0.764) were all removed from the initial path model. It can be seen that, although some items had "acceptable" thresholds, they were still removed because their removal improved the model's path significance levels. Also, items such as EFL3 (0.658), EFL4 (0.672), EWL2 (0.659), EWL3 (0.659), CPWB2 (0.674) and ET4 (0.648) were all maintained because their inclusion improved the model's

overall internal consistency reliability, construct validity and the paths" significance levels. Hence, Figure 3 had only indicators which accurately measured their assigned constructs as well as were within the model's significance thresholds. Therefore, the following assessments were based on this final path model.

Assessment of Construct Reliability and Validity

After the indicator reliability assessment, the path model was tested for construct reliability (CR) by reporting the composite reliability (rho_A) score, as step 2. Also, the path model's construct validity using the average variance extracted [AVE]) and discriminant validity using the HTMT were all assessed as required in Steps 3 and 4 respectively. Table 5 showed the model output for Cronbach Alpha (CA), rho_A and AVE.

Table 5: Assessment of Construct Reliability and Construct Validity

Items	CA	rho_a	CV (AVEs)
Employee Flexibility	0.764	0.788	0.590
Employee Innovation	0.767	0.788	0.683
Employee Performance	0.894	0.897	0.615
Employee Training	0.865	0.915	0.713
Employee welfare	0.714	0.748	0.532

Note: "Cronbach Alpha (CA), Composite reliability – rho_A; construct validity (CV) – Average Variance Extracted (AVE) scores"

Source: Field data (2023)

Table 5 first presented the model's construct reliability (CR) by assessing only the rho_A scores. The CR or internal consistency reliability describes how well the indicators combine to accurately measure their

assigned latent constructs (Hair et al., 2017; Wong, 2019). It also determines the quality and trustworthiness of the measurement model and can be assessed using either the CA, rho_a or rho_c values. However, the rho_a is generally preferred in recent times because it lies in-between the CA and rho_c to provide a better reliability outcome (Hair et al., 2017). The rule is that rho_a values should be ≥ 0.70 and from Table 5, the constructs rho_A were > 0.70 (i.e., between 0.748[EWL] and 0.915[ET]); indicating construct reliability. This implies that the items combine to accurately measure their assigned constructs.

Also, the model's construct or convergent validity (CV), which reflects how well indicators or items converge to measure the construct they are supposed to measure, was evaluated using the AVEs (Hair et al., 2021). It also demonstrates whether the measurement items are consistent with the instrument's claims. The rule suggests that an AVE should be ≥ 0.50 (Hair et al., 2021) which was met (see Table 5). Precisely, all the constructs' AVEs were > 0.50 (i.e., between 0.532 [EWL] and 0.713 [ET]) to imply that the model's CV was satisfied, hence the constructs are valid and accurate.

Discriminant Validity

The measurement model finally underwent discriminant validity (DV) assessment to check whether the instrument can effectively be distinguished from different theoretical constructs (Hair et al., 2021). Its assessment ensures that the instrument can truly measure a particular construct without significant overlap with other related constructs (Wong, 2019). DV is assessed using either the Fornell and Larcker criterion (FL), cross loadings (CL) or Heterotrait-Monotrait (HTMT) ratio) in a PLS-SEM model. However,

Henseler et al. (2015) argued that both the FL and CL do not perform well, especially when a constructs indicator loadings differ only slightly. Radomir and Moisescu (2020) also suggested that the FL criterion fails to reliably detect DV problems. Given these shortfalls with FL and CL, the HTMT ratio was recommended. Table 6 presents the model's HTMT ratio.

Table 6: HTMT Ratio

Path Relationship	HTMT
Employee Innovation <-> Employee Flexibility	0.850
Employee Performance <-> Employee Flexibility	0.843
Employee Performance <-> Employee Innovation	0.741
Employee Training <-> Employee Flexibility	0.829
Employee Training <-> Employee Innovation	0.619
Employee Training <-> Employee Performance	0.807
Employee welfare <-> Employee Flexibility	0.794
Employee welfare <-> Employee Innovation	0.555
Employee welfare <-> Employee Performance	0.850
Employee welfare <-> Employee Training	0.698

Source: Field data (2023)

From Table 6, all the constructs' HTMT values were below the 0.90 threshold with the highest value of 0.850 in the correlations between (a) employee innovation and employee performance and (b) employee welfare and employee performance. The result suggests that the constructs are truly distinct from each other; hence, the individual relationships are discriminately valid indicating appropriateness of the model.

Assessment of Structural Model

After passing the measurement assessment, this section assessed the study's structural model to explore the association or interactions among the constructs in order to create conducive grounds to test the study's hypotheses (Hair et al., 2017). Structural model is assessed to understand the complex correlations between the latent constructs by reporting the coefficient of determination (R^2), effect size (f^2) and also check for possible multicollinearity using the variance inflation factor (VIFs). After these assessments, the path coefficients' significance levels were examined. Table 7 first presented the model's R^2 , adjusted R^2 , f^2 and VIFs.

Table 7: Coefficient of Determination and Effect Size

Path Relationship	F-Square	VIF
Employee Flexibility -> Employee Performance	0.025	2.825
Employee Innovation -> Employee Performance	0.066	1.845
Employee Training -> Employee Performance	0.190	2.214
Employee welfare -> Employee Performance	0.226	1.732

Note: Coefficient of determination: $R^2 = 0.714$ and Adjusted $R^2 = 0.708$ Source: Field data (2023)

Table 7 reported the coefficient of determination (R^2) value to show the contribution of the combined exogenous constructs comprising EFL, EIN, ET and EWL to the endogenous construct (EP) (Hair et al., 2021). Sarstedt et al. (2014) suggested that R^2 values < 0.25 , 0.50 and > 0.75 signify weak, moderate and substantial contributions. From Table 7, the R^2 was 0.714 to indicate that the four dimensions of organisational climate combine to linearly account for 71.4% of any change in employee performance (EP). Also, when

these dimensions are adjusted, they combine to represent about 70.8% of the change in EP. The results indicate that organisational climate (OC) strongly account for any variation in employee performance within the hotel's understudy. OC linearly accounts for over two-thirds of any change in EP.

Also, the model's f^2 was assessed using the Fritz et al (2012) effect size estimates" criterion which suggests that f^2 values of 0.02 indicate "small" 0.15 "medium" and 0.35 "large" respectively. From Table 7, employee flexibility and employee innovation had small effects on employee performance by 0.025 and 0.066 respectively, while employee training and employee welfare had medium effects by 0.190 and 0.226 respectively.

The results show that employee welfare is likely to affect employee performance more than employee training, employee innovation and employee flexibility respectively. The structural model was finally assessed for possible multicollinearity using the VIFs to check whether the path coefficients are free from bias (Memon et al., 2021). The presence of multicollinearity indicates that two or more exogenous constructs are strongly correlated with each other; hence, is a major concern (Hair et al., 2017).

Its presence can complicate the interpretation of the model's outcomes because distinguishing the unique effect of each construct when they are highly correlated can be challenging and lead to ambiguities when discussing the relationships. The rule suggests that VIF should be < 3.3 (Hair et al., 2019, 2023); hence, the result in Table 8 showed the absence of multicollinearity. This is because, the VIFs ranged between 1.732 in EWL-EP link and 2.825 in the EFL-EP correlation. The results, therefore, indicate that the path relationships are not correlated; hence, there is no multicollinearity.

Significance of Path Coefficients

This section presented the significance levels of the path coefficients as the final step under the structural model. Hair et al. (2017, 2021) suggested that this assessment is done only after the model has passed both the measurement and structural model assessments; hence, the model is considered “accurate” or “quality”. This section shows whether the relationships are statistically significant or not with the rule that the t-stat should be ≥ 1.96 (p-value ≤ 0.050); indicating significant relationships (Hair et al., 2023; Wong, 2019). It also reports the strength and direction of each relationship using the 5000 bootstraps proposed by Hair et al. (2017). Table 8 presented the results under five columns comprising structural paths, path coefficients (β), t-stats, p-values and decision rule for each hypothesis.

Table 8: Significance of the Path Coefficients and Decision Rule

Structural Path	(β)	ST.DEV	t-stats	p-value	Decision Rule
H1: ET -> EP	0.347	0.050	6.969	0.000	Supported
H2: EIN -> EP	0.187	0.060	3.104	0.002	Supported
H3: EFL -> EP	0.141	0.064	2.212	0.027	Supported
H4: EWL -> EP	0.335	0.047	7.163	0.000	Supported

Note: “Employee Training (ET), Employee Innovation (EIN), Employee Flexibility (EFL), Employee welfare (EWL), Employee Performance (EP)”

Source: Field data (2023)

From Table 8, all the hypothesised relationships (H1, H2, H3 and H4) had t-stats above the threshold of 1.96; hence, they were all statistically “supported”. For instance, H1 had a t-stat of 6.959 with p-value of $0.000 < 0.050$; H2 also had a t-stat of 3.104 with p-value of $0.002 < 0.05$, H3 had

a t-stat of 2.212 with p-value of $0.027 < 0.050$ and finally, H4 had a t-stat of 7.163 with p-value of $0.000 < 0.050$. Interpreting the β -values using Sarstedt et al. (2014) criterion, the result indicates that employee flexibility ($\beta=0.141$) and employee innovation ($\beta=0.187$) had weak significant effects on employee performance, while employee training ($\beta=0.347$) and employee welfare ($\beta=0.335$) had moderate significant effects. The next section extensively discussed these results.

Discussion of Results

This section discussed the study's results based on the research objectives. Four hypotheses were developed in line with the research objectives and subsequently tested with the PLS-SEM technique. The results were presented earlier and extensively discussed based on the objectives.

Effect of Employee Training on Employee Performance

This section discussed the results of the study's objective one regarding whether employee performance is affected by employee training. The study tested the hypothesis (H1) that, "employee training has a significant positive effect on employee performance" which was „supported“ based on the result in Table 9. The result implies that whenever employees undergo training, it leads to significant improvement in their performance by 34.7%; hence, for any one- unit increment in employee training, their performance levels also improve by 34.7%. The B-value also indicates that employee training plays a moderate role in improving employee performance. In terms of ranking, employee training was ranked 1st to suggest that it improves employee performance better than the other organisational climate dimensions. Hence, employee training significantly predicts employee performance better

than employee innovation, employee flexibility and employee welfare.

The result practically implies that when employees at the hotels in Cape Coast undergo training, they become equipped with adequate skills and knowledge required to perform assigned tasks effectively. Also, when employees receive training, it boosts their confidence levels which lead to high performance and induce them to take on challenging tasks. Similarly, when employees receive training, it helps them to adhere to and understand best practices which can lead to minimal workplace accidents and consequently, improve their productivity levels. Training is critical to career development, creativity and innovation which strengthens employee performance.

The job demand-resource theory supports the study's finding by revealing that employee training has become a key job resource as it provides employees with the needed skills, knowledge and tools to effectively handle job demands; thereby, attaining better performance. Empirically, Esteban-Lloret et al. (2018) revealed employee training leads to higher employee performance because it enables employees to obtain the required abilities and competencies needed to accomplish their assigned tasks effectively. Ahmad and Manzoor (2017), Halawi and Haydar (2018) and Niati et al. (2021) all pointed out that employee training has become critical to shaping employees' capabilities in order to help them meet performance requirements. Mahmood et al. (2022) concluded that employees in multinational firms in Kazakhstan would struggle to perform well if they do not undergo necessary training.

Effect of Employee Innovation on Employee Performance

The study's objective two was achieved by testing the hypotheses (H2) that, "employee innovation has a significant positive effect on employee performance". The PLS-SEM output in Table 9 supported this hypothesis to reveal that any one-unit increment in employee innovation would result in 18.7%-unit increment in the hotels' employees' performance levels. The result means that when employees are innovative, they are able to improve their performance levels by 18.7%. In terms of ranking, employee innovation was ranked 3rd to suggest that it improves employee performance better than only employee flexibility. Also, the B-value indicated that employee innovation has weak positive effect on employee performance.

Practically, the study's result implies that when employees at the hotels' understudy are innovative, it improves their ability to solve job-related problems which is critical to attaining higher performance. Also, when management of these hotels empower their employees to think innovatively, they are more likely to easily identify and develop create solutions to address complex challenges, leading to high performance in handling various work roles. Innovative employees tend to contribute innovative ideas to strengthen their motivation and engagement levels. They also obtain the needed skills to easily adapt to changing situations at work, consequently, improving their performance levels regardless of the gravity of the change. Hence, the study reveals that employee performance can be improved if employees are innovative.

According to the job-demand resource theory, innovation can be considered as an important intangible that is needed by employees to meet

complex tasks and improve their performance. The theory argues that innovative employees tend to handle complex job-demands with ease by developing new ideas at all times. Ashiru et al. (2022) revealed that employee innovation increases employees' ability to identify and solve problems which is consequential to attaining higher performance. Khan et al. (2022), Jena and Goyal (2022) and Isa and Muafi (2022) all buttressed the assertion that employees who possess innovative characters tend to perform well, regardless of the tasks provided. Isa and Muafi (2022) specifically concluded that innovative behaviour strengthens the performance of employees working in privately owned banks operating within Gorontalo City.

Effect of Employee Flexibility on Employee Performance

Research objective three was analysed by testing the hypothesis (H3) that, "employee flexibility has a significant positive effect on employee performance". From Table 9, H3 was supported to indicate that employee flexibility significantly, positively but weakly improves employees' performance. This is because the study had a B-value of 14.1%; suggesting that whenever employees are allowed to work with flexibility, their performance levels improve by 14.1%. This shows that employee performance can also be improved by employee flexibility. Based on the B-value, this dimension had the lowest rank (4th) to suggest that it has the least impact on employee performance when the other organisational climate dimensions are present. Regardless of this finding, the result shows that employee flexibility plays a role in improving employees' performance levels in the hotels' understudy.

This result practically implies that when employees of the hotels are

offered flexible work options such as flexible hours or remote work, it helps them to better manage their professional and personal responsibilities, leading to higher employee performance. Also, when employees are given the flexibility to adapt their work locations or schedules, they become well-equipped to handle any unplanned changes. This can create a sense of adaptability, and resilience and thereby, enable employees to maintain performance levels even during challenging situations. Offering flexible work arrangements ensures that employees, irrespective of background, can work flexibly and in turn to attain a healthy performance. Simply put, when employees work with flexibility, they tend to work under little or no pressure, leading to higher performance.

The study's outcome is underpinned by the job demand-resource theory which claims that employee flexibility plays a critical role in helping employees to have adequate control over their job demands, leading to higher performance. It adds that when employees work flexibly, they do not feel pressured at work, which allows them to become more innovative and ready to meet challenging tasks. Empirically, the study's finding is buttressed by Micevski et al. (2019) who found employee flexibility to help them properly manage their work-related tasks under little or no supervision, leading to high performance. Ray and Pana-Gyan (2021) also stressed that employees who are allowed to work during their most productive periods tend to perform well. This assertion was supported by Maglalang et al. (2021) and Tsen et al. (2022) who found employee flexibility to create favourable grounds to attain a healthy job performance.

Effect of Employee Welfare on Employee Performance

Regarding the study's objective four, the study proposed that "employee welfare has a significant positive effect on employee performance" (H4). The result in Table 9 supported H4 to indicate that employee welfare truly improves employee performance at hotels in Cape Coast. The B-value of 0.335 specifically revealed that employee performance would improve by 33.5% whenever employees' welfare is also improved and vice versa. Employee welfare was ranked 2nd to show that its presence improves employee performance better than employee flexibility and employee innovation. This result suggests that employee welfare is among the top two most important organisational climate dimensions as far as employee performance is concerned. Also, employee welfare has a significant, positive and moderate effect on employee performance; hence, a key predictor of the latter.

The study's result implies that employee welfare plays a critical role in affecting employee performance, especially at hotels in Cape Coast. Precisely, when employees are exposed to high levels of well-being, they are more likely to feel committed and engaged in their work. This heightened commitment often leads to improved performance, as engaged and committed employees are more focused and motivated to exceed job expectations. Also, when the employees feel that their emotional, physical and psychological needs to provided, they become more satisfied and attain higher overall performance. Similarly, employees with a favourable level of well-being are less likely to experience health-related challenges that lead to absenteeism or other negative work behaviours; a situation that tigers positive overall performance.

The job demand-resource theory argues that employees' welfare should be of concern to organisations to properly control their job demands. Precisely, the theory argues that when employees are exposed to high job demands like excessive time pressures, workload and emotional demands, it can lead to burnout, and stress and impede their well-being and associated performance levels. Patro (2017) found that employees whose welfare is of key concern to their management tend to perform better than others. Alam et al. (2020) similarly concluded that employees who receive favourable welfare packages such as promotions, salaries, insurance and health packages tend to exhibit high performance. Their finding was corroborated by Wei et al. (2022), Ruchira and Priya (2022) and Johnson et al. (2023) all found employee welfare to play a key role in strengthening employee performance.

Chapter Summary

This chapter focused on the study's results and discussion about the four research objectives. The study's objectives were attained by analysing their hypotheses with the PLS-SEM technique. Before the hypotheses testing, a model was first specified and assessed for both measurement and structure. The hypotheses were subsequently tested and the results were discussed and linked to both theory and current literature.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The chapter presented the study's summary of key findings, conclusions drawn as well and relevant recommendations related to organisational climate and employee performance.

Summary of the Study

The study investigated the effect of organisational climate on employee performance. Given its purpose, the study developed four research objectives/hypotheses to examine the individual effects of employee training, employee flexibility, employee innovation and employee welfare on employee performance. This quantitative-based explanatory research was underpinned by the job demand-resource theory. Structured questionnaires were used to obtain valid primary data from 139 from 153 conveniently sampled employees of hotels operating in Cape Coast, Ghana. The data was processed with the SmartPLS software and analysed with the PLS-SEM technique. The following section presents the summary of key findings.

Summary of Key Findings

Based on the study's results, the following key findings were identified:

Concerning objective one, the study found that employee training is the most important organisational climate dimension as far as employee performance is concerned, especially within the context of hotels in Cape Coast. This implies that whenever the hotels train their employees, the latter's performance levels improve significantly.

With objective two, the study revealed that innovative employees tend to perform well at hotels in Cape Coast; implying that whenever employees possess innovative behaviours, their performance levels improve significantly.

The study also indicated that employee flexibility is among the organisational climate dimensions required to attain higher employee performance. This implies that the presence of employee flexibility is critical to improving employee performance.

Concerning objective four, the study found that job performance can be enhanced if employees' welfare is improved. This finding implies that when employees' welfare is of maximum concern to their management, it would help them to feel at home and perform well.

Conclusions

Given the key findings, the ensuing conclusions were drawn:

Employee training stands out as the most critical factor influencing employee performance within hotels in Cape Coast. The implication is clear: investments in comprehensive and continuous training programs can yield significant improvements in performance levels. Therefore, hotel management should prioritize training as a strategic initiative to enhance their workforce's capabilities and overall productivity.

Innovative behaviours among employees are strongly correlated with high performance in the hotel industry in Cape Coast. This suggests that fostering a culture of innovation, where employees are encouraged to think creatively and implement new ideas, can lead to better performance outcomes. Hotel managers should create an environment that nurtures and rewards innovation to sustain competitive advantage and operational excellence.

Employee flexibility is another vital dimension impacting performance. This indicates that adaptable and flexible working conditions contribute significantly to higher performance levels. Hotels should consider implementing flexible work arrangements and policies that allow employees to balance their work and personal lives effectively, thus enhancing their overall job satisfaction and productivity.

The welfare of employees is directly linked to their job performance. When employees feel that their well-being is a priority for the management, they are more likely to perform at their best. Hence, hotel management should ensure that employee welfare programs, including health benefits, work-life balance initiatives, and other support mechanisms, are in place and actively maintained. This not only boosts morale but also drives higher performance levels.

Based on the study's findings, it was generally concluded that organisational climate plays a critical role in improving the performance of employees who currently work in hotels located on Cape Coast. It was also concluded that employee training improves employee performance better than the other organisational climate dimensions. This was followed by employee welfare, employee innovation and employee flexibility respectively.

Recommendations

From the conclusions drawn, the study offered the following management recommendations:

The study recommends that the management of the hotels in Ghana, especially Cape Coast, should provide adequate and necessary training packages for their employees. The staff, on the other hand, should channel

their training needs to management to ensure the development of effective training plans.

Regarding objective two, the study recommends that the management of the hotels should foster a strong culture that encourages and values employee innovation. The staff should also make maximum use of their creative or innovative capabilities to tackle challenging problems, as and when they arise at their various hotels. The study further recommends that the management of the hotels should create flexible work environments for their employees. For instance, management should provide their employees with reasonable workloads, improve employee job control and minimise the frequency of overtime. On the other hand, the employees should make productive use of their normal working hours to prevent regular overtime and increase their job flexibility levels.

Finally, the study recommends that the understudy hotel management team should provide competitive welfare packages to their employees. They should allocate adequate financial resources geared towards improving the employees' welfare and triggering positive performance. The staff should also produce productive results to warrant the improved welfare packages.

Suggestions for Further Research

Given the relevance of the study's outcomes to current literature, it was still exposed to some limitations which led to some suggestions for further research. For instance, the study focused on only hotels located on Cape Coast; hence, future researchers should expand this geographical scope by including hotels operating in other metropolises. Also, the study can be replicated in other metropolises to allow for comparison of findings. Future

researchers should focus on star-rated hotels other than one-star-rated ones to aid comparison of results. Future researchers can also conduct the study in different industries like manufacturing, health, telecommunication, and finance, among others to assess whether the same or different outcomes would be attained. Since the study establishes direct relationships, future studies can examine whether variables like employee satisfaction, and loyalty, among others, can play indirect roles.

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APPENDICES

QUESTIONNAIRE

Dear Sir/Madam,

I am carrying out my dissertation on the topic “**Organisational climate and employee performance within the hospitality industry: Evidence from Cape Coast metropolis**”. Your views are very much important to the study and every information you provide would remain highly confidential.

Thank you for accepting to participate in the study.

Kindly tick in the box

SECTION A: SOCIO-DEMOGRAPHIC INFORMATION

1. Sex: Male []
Female []
2. Age (years): 18- 30 [] 31-40 [] 41-50 [] Over 50 []
3. Highest Educational Qualification:
No formal Education [] High National Diploma or
lower [] Degree (1st, 2nd, etc...) []
4. Indicate your work experience in the hotel industry (years)?
Below 5 [] 5-10 [] 11-15 [] Over 15 []

SECTION B: ORGANISATIONAL CLIMATE

On a scale of 1 – 5, please rate the extent to which you agree with each statement. With 1 – Weak agreement and 5 – Strong Agreement

No.	Organisational climate factors affecting employee performance	1	2	3	4	5
Employee Training						
1	My hotel provides training packages for employees					

	to gain more job-related knowledge					
2	My hotel provides regular training programmes to its staff					
3	My hotel's training programmes aim at improving the skills of its employees					
4	My hotel provides training programmes to improve the competencies of its staff					
5	My hotel ensures that its training programmes address our training needs					
Employee Innovation						
1	My hotel assists me to generate new ideas					
2	My hotel allows me to implement noble solutions					
3	My hotel has developed an innovative culture to help me to become more innovative					
4	My hotel allows me to take risks that aim at improving my creativity levels					
5	My hotel helps me to identify opportunities to improve my job roles					
Employee Flexibility						
1	My hotel supports me in all aspects of my work					
2	My hotel allows me to control my job with little or no supervision					
3	I am able to accommodate individual differences at work					

4	My hotel allows me to make personal decisions that improves my work					
5	My hotel has flexible work arrangements for me					
Employee Welfare						
1	I receive adequate compensation for meeting or exceeding job tasks					
2	My hotel has welfare facilities to aid my work					
3	My hotel has a supportive climate					
4	My hotel has proper health facilities including first aids and health insurance packages					
5	I obtain adequate support from my hotel's management team					

SECTION C: EMPLOYEE PERFORMANCE

Indicate the extent to which the organisational climate factors influence your job performance under three major dimensions comprising task, contextual work behaviour and counterproductive work behaviour. For each of the following statements, please indicate your level of agreement with the following statements. **The ratings range from 1 to 5; where 1= Weak Agreement and 5= Strong Agreement**

How the organisational climate factors are influencing employee performance	1	2	3	4	5
The organizational climate factors like employee training, flexibility, innovation and welfare.....					
Task Performance					
give me the technical proficiency to achieve my work					
help me to attain adequate knowledge about my work					
Ensure that I set my priorities right					
Contextual work behaviour					
enable me take on extra job responsibilities					
strengthen me to look for new challenges in my job					
help me to quickly solve and overcome difficult situations and setbacks at my workplace					
ensure that I actively look for ways to improve my performance at work					
Counterproductive work behaviour					

discourage me from complaining about issues affecting my work to peers and management					
prevent me absent myself from work					
prevent me from speaking with people outside my organisation about the negative aspects of my job					

THANK YOU