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SERVANT LEADERSHIP AND SERVICE DELIVERY: THE MEDIATING

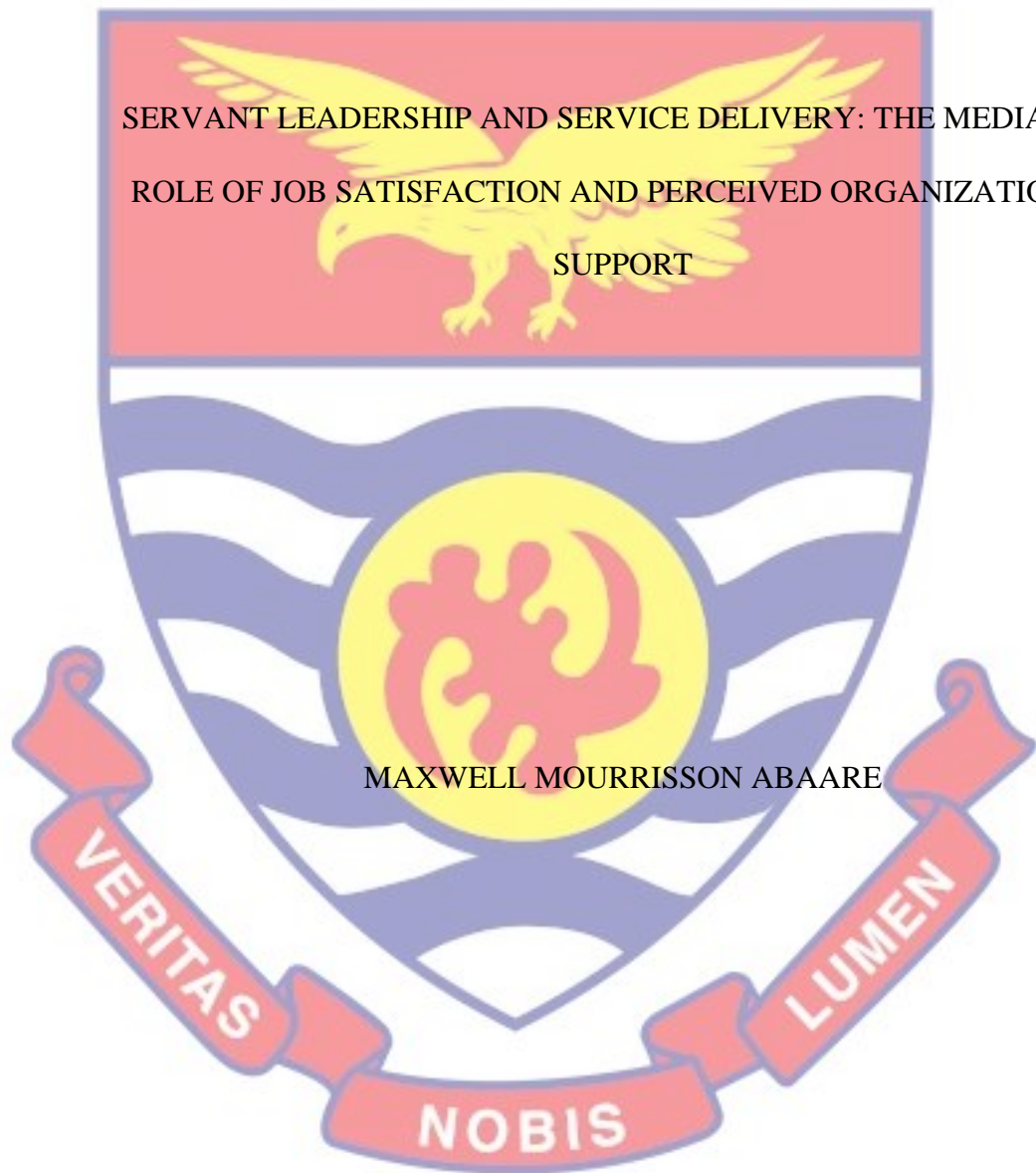ROLE OF JOB SATISFACTION AND PERCEIVED ORGANIZATIONAL

SUPPORT

MAXWELL MOURRISSON ABAARE

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UNIVERSITY OF CAPE COAST

SERVANT LEADERSHIP AND SERVICE DELIVERY: THE MEDIATING

ROLE OF JOB SATISFACTION AND PERCEIVED ORGANIZATIONAL

SUPPORT

BY

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Business, College of Humanities and Legal Studies, University of Cape Coast,
in partial fulfilment of the requirements for the award of Master of Business
Administration degree in Management

APRIL 2022

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 the University of elsewhere.
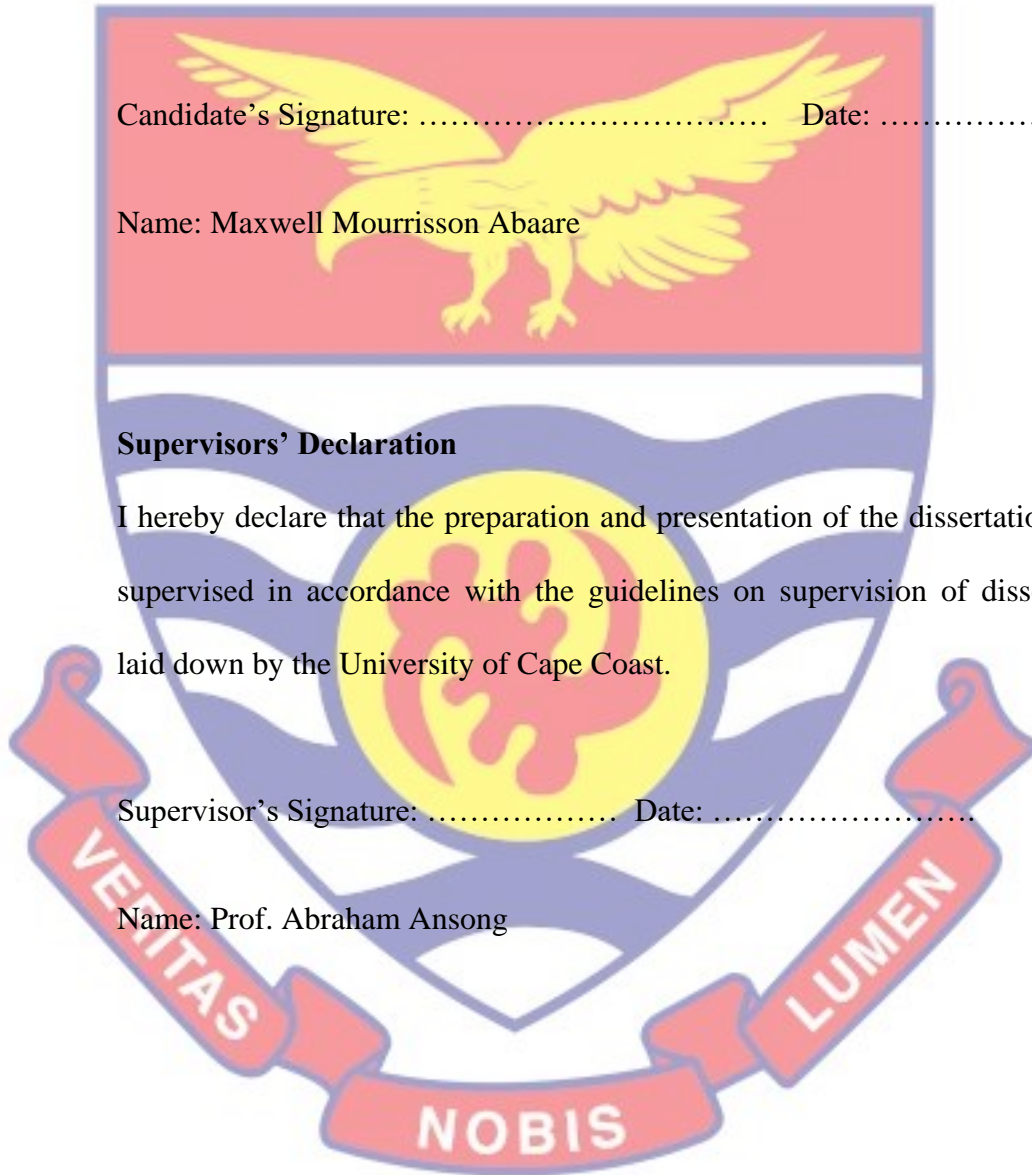
Candidate's Signature: …………………………   Date: …………………

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Supervisors' Declaration

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

Supervisor's Signature: ……………… Date: …………………….

Name: Prof. Abraham Ansong

ABSTRACT

The study evaluated the mediating role of job satisfaction and perceived organizational support on the relationship between servant leadership and service delivery among hotels in the Upper East Region. Specifically, the study assessed the effect of servant leadership on service delivery; assess the role of job satisfaction in mediating the connection between servant leadership and service delivery; examined the role of perceived organizational support in mediating the relationship between servant leadership and service delivery. The study was guided by explanatory research design. Data collected from 253 staff of the hotels in the Upper East Region through simple random sampling technique was analysed by employing partial least square estimation. The main finding of the study was that hotels that practiced servant leadership were better placed to satisfy employees and also tend to enhance employee perceived organizational support, which then turns to improve their service delivery. Hence, it was recommended that the managers of hotels should improve their servant leadership practices to enhance service delivery. Further, the managers in these hotels should note that, for them to increase service delivery, satisfying employees' job and enhancing perceived organizational support should be a key objective they should try to achieve.

KEY WORDS

Service Delivery

Servant Leadership

Satisfaction

Perceived Organizational Support

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I am also grateful to the management of all the hotels in the Upper East Region for their assistance for their generous contributions to make this work better.

DEDICATION

I dedicate this work to my friends and relatives

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JS	Job Satisfaction
POS	Perceived Organizational Support
SD	Service Delivery
SL	Servant Leadership

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CHAPTER ONE

INTRODUCTION

This chapter of the study captures background information on the mediating role of job satisfaction and perceived organizational support on the relationship between servant leadership and service delivery among hotels in the Upper East Region. Specifically, the chapter will focus on introduction, the background of the study, problem statement, research objectives, research questions, significance of the study, delimitation of the study, limitations of the study and organisation of the study.

Background to the Study

In today's competitive business environment with constant changes in the environmental conditions, the success of any organization shall be possible by securing and managing its competitive advantage in the marketplace. For this to be attained, organizations should direct their affairs strategically to create higher values for their customers by delivering quality services (Auka, 2013). This is because organizational success highly depends on customers' satisfaction from the services they receive (Ang & Buttle, 2006; Chowdhary & Prakash, 2007; Ulwick & Bettencourt, 2008). According to Grönroos and Ravald (2011), service delivery is an important pursuit for organizations in the hospitality industry that seeks to create and provide value to their customers.

Auka (2013) pointed out that service companies are operating in an extremely volatile environment and have now realized that delivery quality service is essential. Besides, Karatepe (2011) posited that providing quality service is one of the crucial means companies in the hospitality industry can employ to create differentiation and gain competitive advantage. Delivering

service also constitutes an essential aspect of success and survival of firms in the hospitality industry (Ang & Buttle, 2006; Chowdhary & Prakash, 2007; Ulwick & Bettencourt, 2008).

In an attempt to understand and explain factors that account for quality service delivery, a number of studies (Neubert, Kacmar, Carlson, Chonko & Roberts, 2008; Chen, Zhu & Zhou, 2015; Stock, 2015) have been reviewed. The revelations from the aforementioned investigations exhibited that servant leadership is the main factor that could enhance service delivery. The servant leadership concept is recognized as an important conduit for delivering quality service (Chen, Zhu & Zhou 2015), appreciating, listening and authorizing employees (Anderson, Manno, O'Conner & Gallagher, 2010) and maintaining lasting relationship with employees and valuing their dependability (Brennan & Monson, 2014). Brennan and Monson (2014) further submitted that servant leaders sustain workers loyalty through long-term associations.

Servant leadership is considered as an important way for improving quality service delivery (Hein & Rigel, 2012). Previous studies in deliberating on the inducing elements of service delivery, confirmed servant leadership in this regards (Hu, Horng & Sun, 2009; Wihuda, Kurniawan, Kusumah & Adawiyah, 2017; Schuckert, Paek & Lee, 2018). Other studies (Neubert, Kacmar, Carlson, Chonko & Roberts, 2008; Chen, Zhu & Zhou, 2015) documented the nexus regarding servant leadership and service delivery is significant.

The social exchange theory (Goodwin & Ross, 1992) and expectancy disconfirmation theory (Oliver, 1997) advanced that when workers trust their leader as good, their service delivery improves. The stakeholder theory also

urges firms to consider the effects of their actions on their stakeholders such as employees (Freeman, 1984). The practical way that has been employed by most firms to either minimize or completely eliminate the negative effects of their operations on stakeholders is through servant leadership which appears to have positive outcomes for these companies as well. Building on the above theories, it can be established that the leadership style of hotels are directed at improving their relationship with stakeholders such as employees. This motive will also unearth innovative ways to satisfy their job (Yee, Yeung & Cheng, 2010) which, in turn, lead to quality service delivery (Allen, Shore & Griffeth, 2003; Edwards & Peccei, 2010).

Thus, servant leadership could influence employees to be satisfied with their work which could eventually lead to quality service delivery (Valentine & Fleischman, 2008; Tamm, Eamets, & Motsmees, 2010; Yee, Yeung & Cheng, 2010; Hein & Rigel, 2012; Chen, Zhu & Zhou, 2015; Yuen, Loh, Zhou & Wong, 2018). Empirically, giving employees the needed servant leadership style is an important vehicle for satisfying employees' job which later enhances their service delivery (Hein & Rigel, 2012; Liden, Wayne, Liao & Meuser, 2014; Chen, Zhu & Zhou, 2015; Bande, Varela-Neira & Otero-Neira, 2016; Lemoine, Hartnell & Leroy, 2019). Further, Yee, Yeung and Cheng (2010) confirmed that satisfying workers is a vital mediator of servant leadership and service delivery.

Similarly, within the organizational support theory's perspective (Eisenberger, Huntington, Hutchinson & Sowa, 1986) it can be deduced that attaching social like features within organizations represent an important foundation of organizational support to staff. Eisenberger, Stinglhamber,

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Vandenberghe, Sucharski and Rhoades (2001) submitted that if employees identify that they are fairly treated, they will, in turn, reward the company through their service delivery (Hein & Rigel, 2012; Chen, Zhu & Zhou, 2015). Relying on this theory (Eisenberger, Huntington, Hutchinson & Sowa, 1986), workers who have the perception their organizations cares about them tend to work to enhance their service delivery (Rhoades & Eisenberger, 2002; Rhoades & Eisenberger, 2002; Hein & Rigel, 2012; Chen, Zhu & Zhou, 2015; DeConinck & Deconinck, 2017). Thus, servant leadership could influence employees' perception about their organization which could enhance their service delivery (Ehigie, 2006; Chen, Eisenberger, Johnson, Sucharski & Aselage, 2009).

Arguably, companies that practice servant leadership extend support to their staff and enhance their job satisfaction which, in turn, improves their service delivery (Dannhauser & Boshoff, 2006; Kraimer, Seibert, Wayne, Liden & Bravo, 2011; Bande, Varela-Neira, and Otero-Neira, 2016; Lemoine, Hartnell & Leroy, 2019). In contrast, bad servant leadership style practiced by companies could make employees dissatisfied with their job and loss of perceived organizational support.

According to Brennan and Monson (2014), while there may be various investigations (Barbuto & Wheeler, 2006; Chen, Zhu & Zhou, 2015; Stock, 2015; Liden, Wayne & Meuser, 2015; DeConinck & Deconinck, 2017) on servant leadership on hotels in advanced economies relative to emerging economies, the significance of servant leadership concept is more prominent in emerging economies like Ghana specifically on hotels in the Upper East Region , which is made up of a uncertainties linked to ownership to guarantee

sufficient delivery of services. Accordingly, the advancement of servant leadership in Ghana specifically, the hospitality industry has become vital and subject of interest for researchers (Boahene & Agyapong, 2011; Anabila & Awunyo-Vitor, 2013; Auka, 2013; Seidu, Mensah, Issau & Amoah-Mensah, 2021). Essentially, the private sectors including the hotels are under extra pressure to integrate servant leadership styles into their service delivery (Anabila & Awunyo-Vitor, 2013; Seidu, Mensah, Issau & Amoah-Mensah, 2021).

Problem Statement

The continued existence of hotels in today's competitive environment is dependent on effective service delivery. Delivering service quality is vital for hotels since it constitutes an essential aspect of their success and survival (Chowdhary & Prakash, 2007; Ulwick & Bettencourt, 2008; Grönroos & Ravald 2011). The hospitality industry for some time now has seen various improvements in the country. For example, in a PwC 2017 report on the hospitality industry, it was captured that the sector grew 1.2% from 2015 to 2016 and it is expected to grow 1.1%, 2.1% and 2.3% in 2017, 2018 and 2019 respectively. The achievements of this sector are largely attributed to the influx of foreign investments and travellers (WTTC, 2019).

Despite the aforementioned achievements of the sector, there are many hurdles confronting the industry. Among the hurdles is poor service delivery (Anabila & Awunyo-Vitor, 2013). Lovelock and Wirtz (2011) postulate that poor service delivery position firms at a disadvantage to the rest of the competition. However, Zhang, Waldman, Han and Li (2015) posit that such poor service delivery can be controlled if the servant leadership concept is

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adopted by the hospitality industry. Given this argument, some investigations have been conducted to determine the connection regarding servant leadership and service delivery (Amy, 2012; Chen, Zhu & Zhou, 2015; Stock, 2015 Dhar, 2016; Wihuda, Kurniawan, Kusumah & Adawiyah, 2017; Schuckert, Paek & Lee, 2018) but their results were rather inconclusive.

For instance, Chen, Zhu and Zhou (2015) conducted a study and recognized that the two constructs are clearly connected. Amy (2012) affirmed that service delivery by hotels is significantly influenced by how employees perceive their superiors leadership style. Other studies (Hu, Horng & Sun, 2009; Kim & Lee, 2013; Dhar, 2016; Wihuda, Kurniawan, Kusumah & Adawiyah, 2017; Schuckert, Paek & Lee, 2018) confirmed a positive nexus on servant leadership and service delivery. In contrast, Stock (2015) found in their study that servant leaders are hesitant to help employees improve their service delivery. This is because leaders believe that helping employees in their service delivery could make them appears less important.

Researchers in the hospitality domain have suggested some reasons for such inconsistent findings. While, Shukor and Abdullah (2014) attributed the phenomenon to the lack of trust for employees by their leaders; Liden, Wayne and Meuser (2015) also argued that the wrong conceptualization of servant leadership could explain such inconsistencies. It is anticipated that the opposing outcomes might come from the neglect of some mediating roles of specific important variables through which servant leadership could lead to improved service delivery (Chen, Eisenberger, Johnson, Sucharski & Aselage, 2009).

From the stakeholder theory's perspective (Freeman et al., 2010), it can be deduced that the servant leadership style of hotels are directed at improving their relationship with key stakeholders such as employees. This motive will naturally compel them to both unearth innovative ways to satisfy employees (Barbuto & Wheeler, 2006; Sendjaya, Sarros & Santora, 2008) and also enhance employees perceived organizational support (Liden, Wayne & Meuser, 2015; DeConinck & Deconinck, 2017), which in turn could lead to improved service delivery (Hein & Rigel, 2012; Chen, Zhu & Zhou, 2015). Thus, servant leadership could affect service delivery through the mediating mechanisms of job satisfaction (Barbuto & Wheeler, 2006; Sendjaya, Sarros & Santora, 2008) and perceived organizational support (Liden, Wayne & Meuser, 2015; DeConinck & Deconinck, 2017).

It is clear from some prior investigations (Barbuto & Wheeler, 2006; Sendjaya, Sarros & Santora, 2008; Kraimer, Seibert, Wayne, Liden & Bravo, 2011; Liden, Wayne & Meuser, 2015; DeConinck & Deconinck, 2017) that firms that satisfy workers and enhance their perception about the firm are likely to be more responsive to good leadership. This, in turn, may lead to improved service delivery.

Extending the existing argument, Levering and Muskowitz (2000) observed that while many investigations have been carried out to determine the link between servant leadership and service delivery (Neubert, Kacmar, Carlson, Chonko & Roberts, 2008; Chen, Zhu & Zhou, 2015; Stock, 2015), the servant leadership construct has been practiced and advocated in some of the best firms in the advanced countries. However, no research has conducted to document the significance of servant leadership in Ghana specifically, the

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advancement of servant leadership among hotels in the Upper East Region of Ghana has become significant. This investigation is driven with the fact that the hospitality industry serves as a major source of revenue in the region (Seidu, Mensah, Issau & Amoah-Mensah, 2021). The hospitality industry in the Upper East Region of Ghana has been recognized as a vital source of employment for the youth (Palma & Gabriel, 2005; Zoltan Acs, 2006).

Furthermore, none of the previous investigations (Barbuto & Wheeler, 2006; Chen, Zhu & Zhou, 2015; Stock, 2015; Liden, Wayne & Meuser, 2015; DeConinck & Deconinck, 2017) have utilized SEM procedure as a data analysis tool to assess the nexus relating to servant leadership and service delivery. Because SEM, unlike the other analytical tools, helps confirm the correspondence of data and relations in the theoretical model, it is deemed to be more suitable for testing hypotheses than other methods (Karagöz, 2016). It is for these reasons, the researcher intends to investigate the mediating role of job satisfaction and perceived organizational support on the nexus between servant leadership and service delivery of hotels in the Upper East Region.

Purpose of the Study

This research sought to assess the mediating role of job satisfaction and perceived organizational support on the nexus between servant leadership and service delivery of hotels in the Upper East Region.

Research Objectives

The study was guided by the following objectives. These are to:

1. assess the effect of servant leadership on service delivery.

2. assess the role of job satisfaction in mediating the connection between servant leadership and service delivery.

3. examine the role of perceived organizational support in mediating the link between servant leadership and service delivery.

Hypotheses

H_1: There is a significant positive relationship between servant leadership and service delivery.

H_2: There is a significant positive linkage between servant leadership and job satisfaction.

H_3: Job satisfaction is positively associated to service delivery.

H_4: Job satisfaction mediates the relationship between servant leadership and service delivery.

H_5: There is a significant positive relationship between servant leadership and perceived organizational support.

H_6: Perceived organizational support is positively connected to service delivery.

H_7: Perceived organizational support mediates the relationship between servant leadership and service delivery.

Significance of the Study

The study results will contribute to the understanding of prevailing knowledge on the linkage regarding servant leadership and service delivery that can be referred to in further investigations. Also, the finding of this study would support hostels in seeking the efficient ways to enable them to enhance their service deliver. Furthermore, the finding of this study would support hotels to set and implement service leadership policies, which among other things, will be more dedicated on satisfying employees and enhance enhancing their perception regarding their organization. Finally, the study findings will

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help hotels to adopt the best leadership style that will enable them to achieve their objectives.

Delimitation

The accessible respondents for this investigation included workers of the hotels in the Upper East Region. The restriction of this study on hotels in the Upper East Region is not without premise, since similar studies have been conducted by (Agyemang & Ansong, 2017; Agyemang & Ansong, 2016; Ansong, 2017a; Ansong 2017b), using selected townships, instead of the entire region. In addition, hotels in the Upper East Region help reduce unemployment and increase revenue (Palma & Gabriel, 2005; Zoltan Acs 2006; Seidu, Mensah, Issau & Amoah-Mensah, 2021).

Limitation

The results of this investigation ought to be taken for certain contemplations in the light of the subsequent limitations. Questionnaires were utilized as a method for information because of the investigation's quantitative nature. In this sense, because of the work idea of the staff, a portion of the respondents felt they were occupied and hesitant in reacting to the instrument. Further, some respondents stated that the questions were bulky to fill. Possibly, respondents would have found it easier if some items were reduced in number.

Organization of the Study

The study organization included Chapter one. The Chapter therefore looked at the background to the study, problem statement, the purpose of the study, objectives of the study, hypotheses of the study, significance of the study, delimitation and limitations of the study. Chapter two featured the literature review, which makes critical analysis of information about the proposed topic of research that has been done by authorities and academics. It looked at the theoretical, conceptual and empirical reviews and conceptual framework of the study. Chapter three looked at the study design and methods employed. Thus, research approach, research design, study area, population of the study, sample size and sampling procedure, data collection instrument, the reliability and validity of the instrument, source of data, data processing and analysis, ethical considerations. Chapter four contained the presentation of results and discussions. Chapter five summarized the key findings, conclusion and recommendations.

Definitions of Terms

Servant Leadership: Servant leadership is characterized as the agreement and practice of initiative that puts the benefit of those led over the personal responsibility of the superior.

Service Delivery: The concept is defined as the general perception persons holds concerning a particular service firms' product and service.

Job Satisfaction: The construct is described as the assortment of peoples feeling and beliefs they have about their organization.

Perceived Organizational Support: The concept is described as the degree to which people assume that their company consider their contribution.

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CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews literature on the variables interest. It presents the theoretical, conceptual and empirical reviews of the study. This chapter also presents on a conceptual framework for the study.

Theoretical Review

The Stakeholder theory, social exchange theory as well as the social identity theory has been reviewed in this section. The following describe details of each theory and its relevance to the study.

Stakeholder Theory

The Stakeholder theory stipulates that the actions of the management of firms should be directed to address the social and environmental concerns of key stakeholders such as firms (Freeman, 1984). The theorist advanced that firms simultaneous manage various stakeholders. It is argued from the theory that good servant leadership can help corporations such as hotels improve their service delivery. The stakeholder theory holds the companies' duties should include other interested parties who have keen interest in their business activities (Freeman, 1984). The theorist further explained stakeholders as recognized individuals who are keen on a firm's business engagements.

It has been well argued that since organizations have associations with various individuals, they should respond to their needs as such. This is because, firms that consider the wellbeing of stakeholders through servant leadership are more likely to improve their service delivery (Freeman, 1984; Freeman, Harrison & Wicks, 2009). Friedman (1970) contended that the main

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obligation of business entities is profit making through the delivery of service and products. It is the duty of government to handle externalities and provide public goods. However, business leaders have been motivated to offer quality service through servant leadership (Freeman, 1984; Freeman, Harrison & Wicks, 2009). The implication of the stakeholder theory to the study is that the management of companies should be interested in addressing the concerns of key stakeholders of an organization. Employees are one of the main concerns for hotels because, their job satisfaction are vital for its sustainability. The theory argues that the importance of employees cannot be ignored hence, the need for organizations to implement good business practices via servant leadership.

Social Exchange Theory

Cropanzano and Mitchell (2005) described the social exchange theory as a cost-benefit of engaging in an association between leaders and workers. The social exchange theory posits that people take keen interest in activities if they realize such activities will lead to mutual gains between the two parties (Blau, 1964). It has been argued (Chan & Mak, 2014) that in the work associations, workers look for benefits related with leaders' actions in order to respond favourably. Thus, workers tend to be satisfied with their job if the behaviours of their leaders are also good.

The social exchange theory established that once workers are encouraged and satisfied with their and job as well as the conducts of their leaders, their commitment levels increases. It has been advanced that the association between workers and their leaders develops once they perceive

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that they are more likely to get support from their organization (Slack, Corlett & Morris, 2015).

It can be deduced from the social exchange theory that there is cost-benefit of engaging in an association between leaders and workers and that people take keen interest in activities if they believe such activities will lead to mutual gains. Workers are one of the main concerns for firms because, being profit generating entities, their job satisfaction and associations are vital for its service delivery. The theory argues that the importance of employees cannot be ignored hence, the need for good leadership behaviour by management through servant leadership.

Social Identity Theory

According to the social identity theory, people strengthen their image by recognizing with firms acknowledged for their good leadership style. Cropanzano and Mitchell (2005) have affirmed that the theory links societal proof of identity that allows employees to arrange themselves into diverse collective association of orientation to strengthen their performance towards such associations. The social identity theory maintains that employee's self-expression is linked with its relationships with companies.

Fombrun and Shanley (1990) have stipulated that when firms tend to gain positive public statuses through their leadership behaviour, employees become gratified to be identified with and work for such an organization (Brown & Dacin, 1997; Turban & Greening, 1997). Employees may describe themselves partly in relations of salient group. Employees perceive positive self-concept once they belong to a company highly considered to be practicing good leadership behaviour. This experience may increase in employee service

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delivery. One implication of identifying with a company is that the closer employees feel to a company, the more likely the employee will increase his or her performance.

Conceptual Review

Servant Leadership

Even though the servant leadership concept has developed over the years in business literature, many researchers have different perspective in terms of the concept and its definition (Sendjaya & Sarros, 2002; Borsch, 2009). The attempt to define servant leadership resulted in unsatisfying outcome. However, the most primary definition attributed to servant leadership stems from the work of (Laub, 1999). Laub (1999) characterized the term as the agreement and practice of initiative that puts the benefit of those led over the personal responsibility of the superior. Also, Sendjaya and Sarros (2002) discussed servant leadership as an authority style that is loped with its administration, supporter driven initiative style and its comprehensive attitude. According to Sendjaya and Sarros (2002) the construct is a sort of administration enveloping both moral and engaging measurements. Some scholars such as (Burrell & Grizzall, 2010) opined that servant leaders give priority to their subordinates through their assistance offered them.

According to Nyabadza (2003), servant leadership is considered as a vital, timeless principle. Borsch (2009) advanced that servant leadership has taken cognizance in the workplace. Essentially, workers are integral part of corporates. Borsch (2009) explained this by establishing that a leader's actions could impact significantly worker's living situations. Some researchers in the leadership domain (Anderson, Manno, O'Conner & Gallagher, 2010) stressed

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that servant leadership highlights the significance of appreciating, listening and authorizing workers. Brennan and Monson (2014) hold the view that servant leaders create and maintain enduring relations through constantly treating workers with respect and valuing their dependability.

Brennan and Monson (2014) have submitted that servant leaders sustain workers loyalty through long-term associations in order to increase worker's well-being. Zhang, Waldman, Han and Li (2015) suggested that considering today's business environment which is made up of growing global competition and rapid changes, leaders need to outline the best mechanisms to meet such growing global competition and rapid changes while concurrently integrating workers essentials. The merit of servant leadership to organizations includes workers reciprocating their leaders' behaviours the company (Ehrhart, 2004), serves as a vital conduit in solving problem faced in the company through understanding what is happening and communicating thoughts excellently (Page & Vella-Broderick, 2013). It has been discussed that servant leaders are imperative as well as reliable leaders for their employees to learn from (Brown, Trevino & Harrison, 2005).

Service Delivery

Baron and Hilton (2009) assess service delivery concept as the distinct explored area in service management. Lovelock and Wirtz (2011) documented that firm's low quality service delivery place them at a disadvantage to rivals hence, the reason behind the tremendous enthusiasm in the concept. In this regard, Auka (2013) pointed out that service companies have realized that, providing service is very essential for their continued survival. Karatepe

(2016) asserts that delivering service is one of the crucial means through which firms can implement to gain competitive advantage.

Karim and Rahman (2011) explained the service delivery concept as the general perception persons holds concerning a particular service firms' product and service. In addition, Shukor and Abdullah (2014) defined service delivery as a dynamic concept incorporating many service encounters. Abdulla (2006) sees the concept as a strategy for business success. Delivering service quality is a vital part of most companies since it constitutes an essential aspect of success and survival (Ang & Buttle, 2006; Chowdhary & Prakash, 2007; Ulwick & Bettencourt, 2008).

It has been postulated that the hotel industry for some time now have seen various modifications including, changes in the working hours for hotels, web booking among others (Anabila & Awunyo-Vitor, 2013). Boahene and Agyapong (2011) suggested that companies should focus more on providing service quality. They have reasoned that since service firms supply intangible goods, services are evaluated using measures of workers association with customers. Some scholars (Fisher, 2001; Newman, 2001; Caruana, 2002; Duncan & Elliot, 2002; Portela & Thanassoulis, 2005; Ehigie, 2006) have advanced that the gelivery of service leads to increased transactions benefit and loyal customers. According to Nadiri and Hussain (2005), customers usually evaluate service quality based on tangible factors such as features, equipment, personnel and communication equipment.

Job Satisfaction

Coomber and Barriball (2007) have described the job satisfaction construct as the assortment of peoples feeling and beliefs they have about their organization. Rao (2005) posit that an employee satisfied with their jobs tends to increase their performance. Furthermore, Spector (1997) claimed that satisfaction of employee' job relates to the desire they get from their work. Velnampy (2008) described job satisfaction as consisting of the positive effects on workers performance. Some schools of thought are with the assertion that employees become satisfied with their job based on the leadership style of company. For instance, Ellis (2009) documented that firms that contribute towards the welfare of workers have employees who believe that their companies are fair to them. Armstrong (2006) discoursed that while employee positive and favourable attitude towards works leads to the satisfaction of their job, unfavourable attitudes towards work would lead to job dissatisfaction.

Job satisfaction includes opinions, feelings and beliefs of employees about their current work (Mandong, 2017). Muhammad et al. (2013) categorized job satisfaction into affective and cognitive gratification. They clarified affective job satisfaction as emotional state of mind that employees have with respect to their job, while cognitive job gratification deals workers being happy with different aspect of their work. Yee, Yeung and Cheng (2010) postulate that the more employees' work environment fulfils their needs, values the more advanced employees becomes satisfied with their job. Singh and Jain (2013) claimed job satisfaction consists of employee retention, recruiting and training costs among others.

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Perceived Organizational Support

While Halbesleben and Wheeler (2015) clarified perceived organizational support as an appropriate resource enabling worker's to realize their objectives, Sihag and Sarikwal (2015) describe the concept as the degree to which people assume that their company consider their contributions. From the organizational support theory's viewpoint (Eisenberger et al., 1986), it can be established that attaching humanlike features to firms represent the foundation of organizational support views of persons.

Employees considering that their companies' treat them fairly also in turn, reward such companies through their improved performance (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2001; Chen, Eisenberger, Johnson, Sucharski & Aselage, 2009). Rhoades and Eisenberger (2002) presented that employees feeling greater degree of perceived organizational support in returns evaluate their employment conditions, feel improved satisfaction of job and reduce stress levels, among others. Liu, Hu, Wang, Sui and Ma (2013) also argued that once workers have good perception about their company, their service delivery improves.

Empirical Review

This section addresses the nature of the links among the variables of interest in this research. Below are some of the related studies of how the variables interact:

Servant Leadership and Service Delivery

According to social identity theory (Stanaland, Lwin & Murphy, 2011), employees may define themselves partly in relations to a company considered to be practicing good leadership behaviour. This experience may

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improve their service delivery (Stanaland, Lwin & Murphy, 2011). Building on the social identity theory, it is argued that service delivery is largely traceable to the kind of leadership style worker's experience, especially, during the early phases of their employment associations (Ayupp & Chung, 2010; Baum, 2007).

It has been argued (Kusluvan et al., 2010) that servant leadership has greater importance in the hotel industry considering the unfavorable reputation of working in this industry. Some scholars (Ayupp and Chung, 2010; Baum, 2007) recorded the hotel industry have been tagged with issues such as low wages among others. Empirically, Berry et al. (1994) found that providing outstanding service in the hotel industry requires servant leadership. They reasoned that since servant leaders coach, teach, inspire and listen to their employees because they believe in them, this could improve the way employees serve clients.

Service delivery according to Russel and Stone (2002), Covey (2002) and Wis (2002) is considered as a crucial feature of servant leadership since it can be described as the most pressing issue for servant leaders. Amy (2012) advanced that servant leaders ensure that employees deliver quality services to their customers. According to Patterson (2003), servant leaders design service delivery through their own actions in order to motivate employees. Winston (2003) states that employees see the need to deliver quality service to their customers once they feel their leaders care and encourage them. Based on the discussion above, it is hypothesized that:

HI. There is a significant positive relationship between servant leadership and service delivery.

Servant Leadership and Job satisfaction

The social exchange theory posits that people take keen interest in activities if they realize such activities will lead to mutual gains between the two parties (Blau, 1964). It has been argued (Chan & Mak, 2014) that in the work associations, workers look for benefits related with leaders' actions in order to respond favourably. Thus, workers tend to be satisfied with their job if the behaviours of their leaders are also good. Abbasi (2012) argued that once employee become content with the leadership behaviour by the management of their company, they will eventually become more satisfied with their jobs. Coomber and Barriball (2007) described the job satisfaction construct as the assortment of peoples feeling and beliefs they have about their firm.

It has been confirmed empirically that leaders' behaviour contributes significantly to employee's job satisfaction (Raes, Bruch & De Jong, 2013). Raes, Bruch and De Jong (2013) reasoned that this happens once employees realize that their leaders take into consideration their needs. By providing employees with guidance and training, servant leaders can pass on their feature of service to employees (Van Dierendonck, 2011; Roulin, Mayer & Bangerter, 2014; Lemoine et al., 2019; Bauer et al., 2019).

Bocarnea and Bud West (2008) and Hoch et al. (2018) have conducted a survey regarding the nexus between servant leadership and satisfaction of employees' job and documented a significant positive connection between the two constructs. They backed their submission by stating that employees become satisfied with their jobs once their leaders also take their interest in to accounts. According to Avolio, Walumbwa and Weber (2009), Donghong et

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al. (2012), Negussie and Demissie (2013), Alemnnew (2014), Markos (2015), Mekdelawit (2016) and Tadele (2016), the servant leadership plays a constructive role in shaping staff attitudes as well as framing administrative principles and morals which improves their job satisfaction. Based on the discussion above, it is hypothesized that:

H2. There is a significant positive relationship between servant leadership and job satisfaction.

Job Satisfaction and Service Delivery

According to the stakeholder theory, companies should be interested in addressing the concerns of all key stakeholders of an organization (Freeman, 1984). Relying on this theory, Gebrekiros and Kebede (2015) argued that once employees become satisfied with their job offered them by an organization, they will eventually improve on their service delivery. Also, Sharma and Mani (2013) regard job satisfaction as an important determinant of quality service delivery in the hospitality industry. It has been advanced that if employees are satisfied with jobs offered by firms, they are more likely to develop positive attitudes which will finally result into quality service delivery (Pushpakumari, 2008). Some scholars have also recognized that satisfied employees tend to deliver quality services to their clients on continuous basis (Paul, 2013; Kozarevic, Peric & Civic, 2014). Within the hospitality industry, some prior investigations (Zeffane, Ibrahim, Mehairi, 2008; Yee, Yeung & Cheng, 2010; Okeke, 2010; Paul, 2013) have documented that satisfied employees untimely deliver excellent service.

Although there are both theoretical and empirical evidence that seek to connect increasing job satisfaction to improving service delivery (Yeung &

Cheng, 2010), other studies (Merrin et al., 2013; Pleshko & Heiens, 2015) have also argued that within a particular company, different employees may have different perception about their leaders that may affect their service delivery (Fredericks & Salter, 2001). Coyles and Gokey (2002) and Ganiyu (2017) affirm the position that job satisfaction alone cannot determine how quality services are provided especially when there are exposed to better leadership from other companies. Hence, it is possible for employees who are satisfied at their previous company may not enhance service delivery. From this, it is posited that:

H3: Job satisfaction is positively related to service delivery.

Job Satisfaction mediates the relationship between Servant Leadership and Service Delivery

The stakeholder theory holds the position that companies should be interested in addressing the concerns of all key stakeholders of an organization (Freeman, 1984). Given this, Acquah (2018) posit that hotels tend to deliver quality service by satisfying the requirements and expectations of their employees. This suggests that as hotels implement servant leadership, they are more likely to satisfy employees (Carrière & Bourque, 2009), which could later lead to excellent service delivery (Yee, Yeung & Cheng, 2010). Thus, job satisfaction mediates the relationship between servant leadership and service delivery (Tamm et al., 2010). Yuen, Loh, Zhou and Wong (2018) confirm that servant leadership positively affects job satisfaction which later results in service delivery.

Thus the execution of good servant leadership improves employees attitude toward services delivered (Sarwar & Abugre, 2013; Delic, Kozarevic,

Peric & Civic, 2014) which leads to quality service delivery (Patterson, 2003; Ehigie, 2006). Acquah (2018) emphasized that firms build solid relationships with employees through job satisfaction and thereby increase service delivery. In the hospitality industry, servant leadership perceptions are found to have indirect links with quality service delivery through job satisfaction (Sarwar & Abugre, 2013; Delic, Kozarevic, Peric & Civic, 2014). Based on the arguments that servant leadership enhances job satisfaction (see Hypothesis 3) and job satisfaction leads to service, it is expected that job satisfaction will mediate the link between servant leadership and service delivery. Therefore, it is hypothesized that:

H4: Job satisfaction mediates the relationship between servant leadership and service delivery.

Servant Leadership and Perceived Organizational Support

The stakeholder theory holds the position that companies should be interested in addressing the concerns of all key stakeholders of an organization (Freeman, 1984). Within the perspective of the stakeholder theory, hotels through their servant leadership are expected to enhance the perceptions of employees (Chen et al., 2009. Eisenberger, et al. (2001) and Greenleaf, Covey and Senge (2002) claimed that perceived organizational support incorporates feelings of employees that their companies care for their well-being, interests, values and accomplishments.

Companies that normally practice servant leadership extend support to staffs that goes beyond job relations which later result into perceived organizational support (Dannhauser & Boshoff, 2006; Baranik, Roling & Eby, 2010). Empirically, Kraimer, Seibert, Wayne, Liden and Bravo (2011)

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affirmed that employees that participate in decision making feel protected. While, Russell and Stone (2002) conceived that empowerment also represent one important features of servant leadership, Sendjaya and Cooper (2011) have argued that empowerment it is not the final drive for accomplishing economic objectives but rather gives equivalent significance to the achievement of people working in the company.

Different stream of investigations (Liden, Wayne, & Meuser, 2015; DeConinck and Deconinck, 2017) opined that servant leaders who give caring and supportive conduct towards their workers leads to a benevolent dependency between them which in turn, influence the opinions concerning organizational support. Based on the discussion above, it is hypothesized that:

H5. There is a significant positive nexus between servant leadership and perceived organizational support.

Perceived Organizational Support and Service Delivery

While Halbesleben and Wheeler (2015) explained perceived organizational support as an appropriate resource enabling worker's to realize their objectives, Sihag and Sarikwal (2015) describe the concept as the degree to which people assume that their company consider their contributions. From the organizational support theory's standpoint (Eisenberger et al., 1986), it can be established that attaching humanlike features to firms represent the foundation of organizational support views of persons. Employees considering that their companies' treat them fairly also in turn, reward such firms through their quality service delivery (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2001; Chen, Eisenberger, Johnson, Sucharski & Aselage, 2009).

The nexus regarding perceived organizational support and service delivery relates to employees' overall belief that their company values their contributions (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Prior investigations submitted that quality service delivery improves if workers have good perception about that company (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002; Fisher, 2001; Newman, 2001; Caruana, 2002; Duncan & Elliot, 2002; Portela & Thanassoulis, 2005; Ehigie, 2006). Therefore, it is posited that:

H6. Perceived organizational support is positively related to service delivery.

Perceived Organizational Support mediate the relationship between Servant Leadership and Service Delivery

Sihag and Sarikwal (2015) advanced that perceived organizational support has become a solid foundation for service delivery among hostels. It has been confirmed that the hostels which support their employees can deliver good quality services (Halbesleben & Wheeler, 2015). Besides, the perceived organizational support concept is a strategic tool that contributes effectively to how hotels perform in the hospitality industry (Chen, Eisenberger, Johnson, Sucharski & Aselage, 2009). The stakeholder theory holds the position that companies should be interested in addressing the concerns of all key stakeholders of an organization (Freeman, 1984). Within the perspective of the stakeholder theory, hotels through their servant leadership are expected to enhance the perceptions of employees (Chen, et al., 2009), which in turn, may lead to excellent service delivery (Ehigie, 2006).

Empirically, Portela and Thanassoulis (2005) proved that good servant leadership have a significant and positive association with quality service

delivery. Hotels that have successfully implemented good servant leadership style have benefited enormously with good service delivery (Rhoades & Eisenberger, 2002; Caruana, 2002; Duncan & Elliot, 2002; Portela & Thanassoulis, 2005; Ehigie, 2006). Given the arguments in the fourth and fifth hypotheses that firms that practice good servant leadership tend to enhance the perceptions of employees (Chen, et al., 2009) and that perceived organizational support has the tendency for enhancing quality service delivery (Ehigie, 2006), it is logically anticipated that the relationship between servant leadership and service delivery is likely to be mediated by perceived organizational support (Chen, et al., 2009). Thus, it is hypothesized that:

H7: Perceived organizational support mediates the association between servant leadership and service delivery.

Conceptual Framework

Following the discussions that led to the invention of the study objectives, the model below was developed to reflect the discussion.

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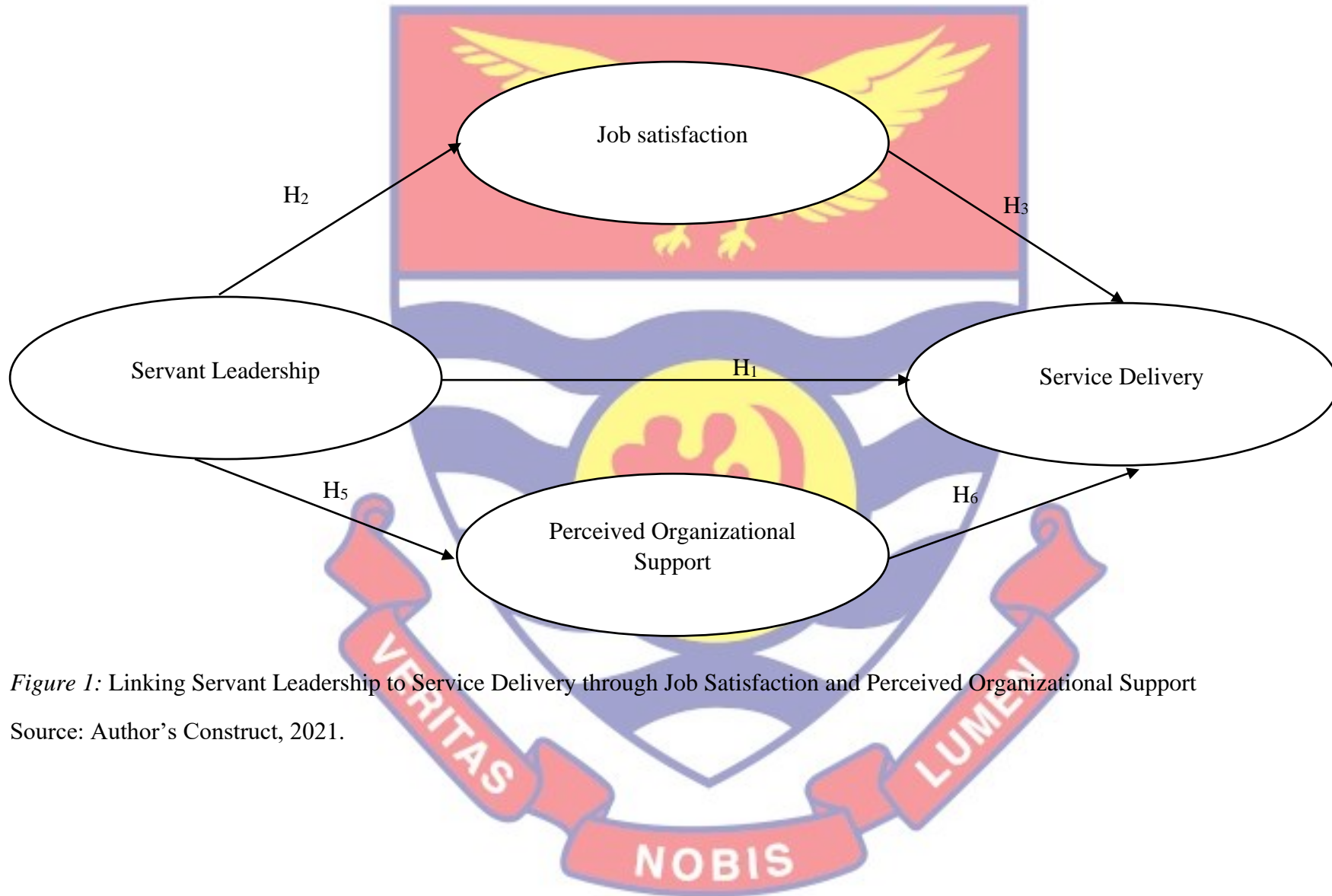
Figure 1: Linking Servant Leadership to Service Delivery through Job Satisfaction and Perceived Organizational Support

Source: Author's Construct, 2021.

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This framework (figure 1) explains the link between servant leadership to service delivery through job satisfaction and perceived organizational support as the mediating variables. It can be established that firms that entrust themselves greatly to servant leadership would advance their employees job satisfaction and enhance their perceived organizational support as well. This can eventually lead to an improved service delivery. Besides, the framework establishes a direct link between servant leadership and service delivery.

Chapter Summary

This chapter reviewed the related literature on the investigation's variables. The definitions of the concepts, theories of servant leadership have been discussed. The hypotheses outlined have also been reviewed. The chapter is also made up of empirical reviews on the variables of interest.
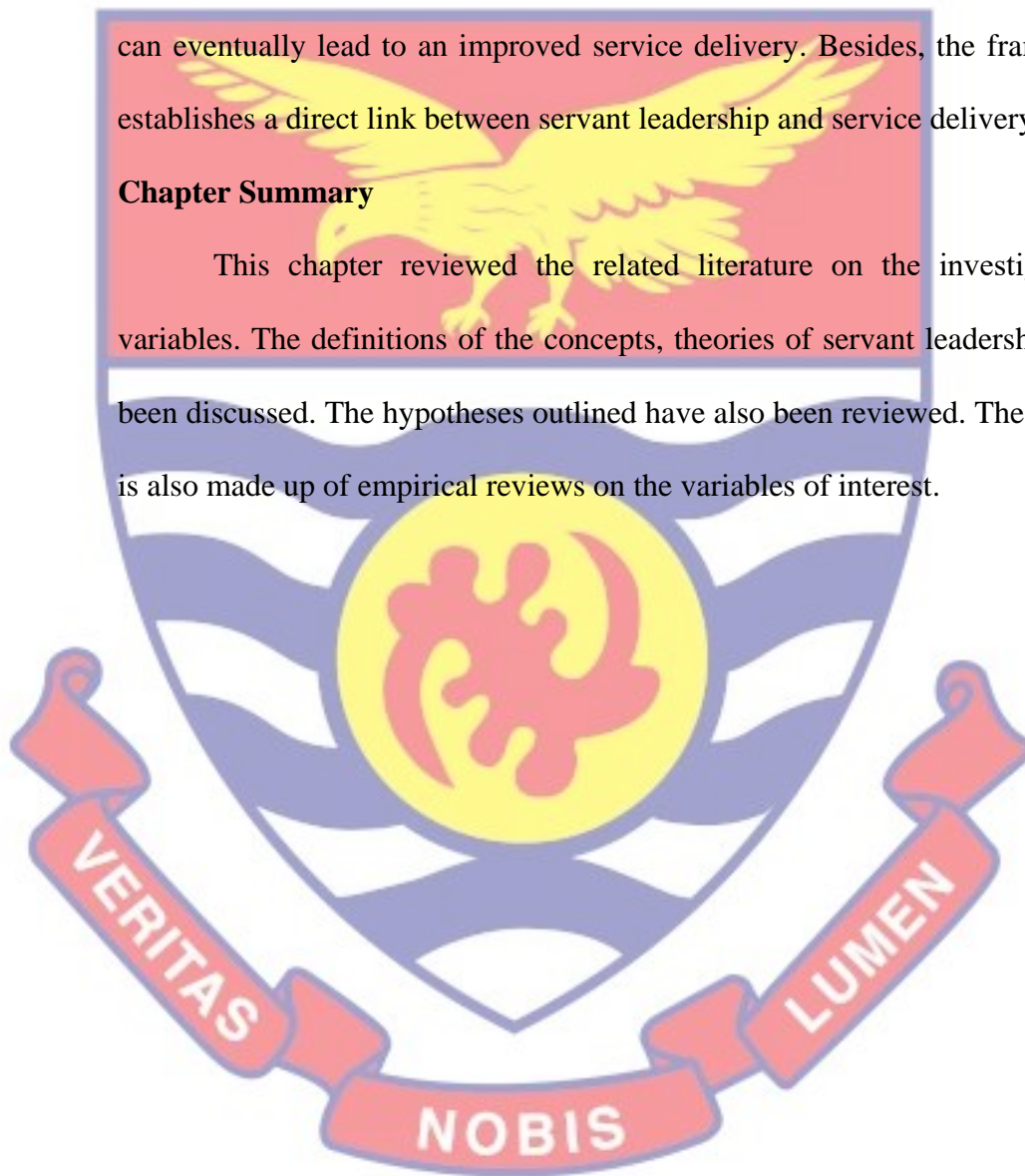
CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter discusses the research methods used in the study. It therefore identifies how the research was undertaken and the rationale behind each of the methods that was used.

Research Design

Joubert and Ehrlich (2007) discussed research design as a structured method followed by a researcher to answer a research question. It entails ways of data collection, the instruments employed and how they are used and the means of analysing the collected data. Some researchers such as (Sekaran & Bougie 2016; Saunders & Lewis, 2016) categorised research design into exploratory, explanatory and causal designs. In the view of the authors, researchers employ exploratory design when little information exists about how study variables have been dealt with by earlier scholars.

Furthermore, a descriptive design is utilized by researchers when they want to describe and understand the characteristics of the study variables. Also, researchers adopt a causal design when they want to determine how one variable causes another variable to change. Given this, the study would adopt Explanatory research design. This is because, the design affords researchers the chance to describe and understand the characteristics of the study variables (Sekaran & Bougie, 2016).

Research Approach

According to Saunders et al. (2016), quantitative, qualitative and mixed methods are the main methodologies of research. While quantitative

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approach enables the researcher to examine associations between variables, qualitative approach deals with small aspects of social reality (Ofori & Dampson, 2011). Saunders et al. (2016) advanced that the difference between quantitative methods of research and qualitative methods of research may be influenced by the nature of data used for the study. Whereas numeric data is used in quantitative research, non-numeric data is utilised in a qualitative research.

Neuman (2014) posited that the two approaches can be differentiated in terms of the procedure used in data collection and analyses. For example, whereas in quantitative research method, questionnaire is predominantly used by researchers for data collection and analysing data quantitatively, in qualitative research method, interview is used by researchers for data collection and the analysis is done qualitatively. Sekaran and Bougie (2016), and Saunders et al. (2016) indicated that the third approach which is mixed method is merely a combination of the earlier two approaches.

The current study employed the quantitative research approach. This is because the current study demands that researcher collect numerical data that would be analysed quantitatively. The study also demands that the study's result is generalized on the entire population. Tashakkori and Teddlie (2010) averred that quantitative permits researchers to familiarize themselves with concepts to be studied (Golafshani, 2003). Moreover, quantitative research approach helps in a broad coverage of data collection. Lincoln, Lynham and Guba (2011) are of the view that quantitative approach to research is directed towards the development of testable hypothesis which are generalizable across

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settings. The factors raised earlier are the reasons behind the choice of quantitative research approach against the qualitative research approach.

Study Area

The study area includes the hotels in the Upper East Region of Ghana. The choice of these hotels in the Upper East Region stem from the that, since similar studies were conducted by Agyemang and Ansong (2017), Agyemang and Ansong (2016) and Ansong (2017) using selected cities, instead of the entire country. In addition, hotels in the Upper East Region help reduce unemployment (Palma & Gabriel, 2005; Zoltan Acs 2006; Seidu, Mensah, Issau & Amoah-Mensah, 2021). The total number of hotels in the Upper East Region consists of Akayet Hotel, Ex- Tee Crystal Hotel, Blue Sky Hotel, Tap Hotel and Premier Hotel.

Population

A population is a well-defined individual in a group known to have similar traits that are identified by criteria determined by the researcher (Banerjee & Chaudhury, 2010). The population for this study consists of all the hotels establishments licensed to operate in the Upper East region. The available population for the study is 600 employees.

Sample and Sampling Technique

A sample is basically a subset of the population. Sampling is the means of selecting samples from the population for the purpose of studying the sample and its characteristics to become the basis for using the results of the sample to generalize the population from which the sample was taken from (Sekaran, 2000). Following Krejcie and Morgan (1970), and to ensure a 5% margin error, 253 employees were randomly selected from 600 employees.

Based on the purpose of this study, probability sampling design was deemed appropriate and was employed for the current study. Furthermore, a sample technique to be employed from the sampling design is simple random technique since in Ghana data gathering is challenging as most individuals are not used to answering to questionnaires and returning them (Gyensare, Anku-Tsede, Sanda & Okpoti, 2016).

Data Collection Instruments

The data for this study was generated from primary source. The main primary data collection method used in this study was a questionnaire. The data were collected by using self-administered questionnaire with structured questions derived from multiple sources. The use of questionnaire survey approach was driven by the study aims (Touliatos & Compton, 1988). This method was considered appropriate for this research because the variables studied were those that could not have been observed but could only be obtained by finding the respondents views, opinions and feelings (Touliatos & Compton, 1988).

Moreover, the instrument had an advantage of saving time since the respondent had to only tick from predetermined ideas of their views. Further, many respondents could fill the questionnaire without the presence of the researcher. Filling the questionnaire without the presence of the researcher affords the respondents the opportunity to objectively answer the questions without fear of being victimized. Therefore, in-depth and reliable data were generated in a short time from respondents (Mugenda & Mugenda, 2003).

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Measurement of Variables

The variables measured in this section included servant leadership, service delivery, job satisfaction and perceived organizational support using a scale of 1 – 7.

Dependent Variable

Service delivery was measured based on Hu et al.'s (2009) six-item measure to assess the service delivery behavior of employees. Some scholars (Ang & Buttle, 2006; Chowdhary & Prakash, 2007; Ulwick & Bettencourt, 2008; Anabila & Awunyo-Vitor, 2013; Shukor and Abdullah, 2014), have measured service delivery by employing this measurement scale.

Independent Variables

Based on the position of Liden et al.'s (2015), servant leadership was measured with items 14 items. Some studies such as (Burrell & Grizzall, 2010; Anderson, Manno, O'Conner & Gallagher, 2010; Page & Vella-Broderick, 2013; Brennan & Monson, 2014) measured servant leadership by employing these 12 measurement items.

Mediating Variables

Following Vandenabeele (2009), job satisfaction was measured based on a nine-item. Numerous investigations (Carrière & Bourque, 2009; Furnham, Eracleous & Premuzic, 2009; Acquah, 2018) have also adopted this scale in measuring employee job satisfaction the hotel context. Concerning perceived organizational support, a seven-item scale reviewed from Eisenberger, Huntington, Hutchison and Sowa (1986) was adopted and modified in this study. Various surveys (Stock, 2015; Sendjaya, Sarros &

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Santora, 2008; DeConinck & Deconinck, 2017) have measured the trust concept by employing these seven measurement items.

Pre-Testing

Pre-test of the study data gathering tools are required ahead of the main survey as it ensure that instructions, questions and scale items are perfect. Also, the pre-test process enables respondents to understand the questions and answer them properly. Against this background, the simple random sampling was used to pre-test the questionnaire with 25 employees of Akayet Hotel, Ex-Tee Crystal Hotel, Blue Sky Hotel, Tap Hotel and Premier Hotel at Upper East Region. An overall Cronbach Alpha (α) = .805 was recognized. According to Zikmund, Babin, Carr and Griffin (2003), the recommended Alpha should be or above $\geq$.7 to show satisfactory reliability. Therefore, the pre-test of the questionnaire met the minimum threshold. The results in (table 2) have shown the questionnaire was suitable for the study.

Table 1: Cronbach Alpha values for the variables

Construct	Cronbach Alpha
Servant Leadership	0.805
Job Satisfaction	0.780
Perceived Organizational Support	0.763
Service Delivery	0.714

Reliability and Validity of the Instrument

Reliability is usually achieved when information gathering techniques produce constant outcomes and keeping results at a consistent level regardless of changing of time and place. With reference to this study, reliability was checked by following the positions of (Chin, 1998; Hulland, 1999; Henseler, Ringle & Sarstedt, 2015). According to these scholars, reliability of constructs

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is assessed by examining the reliability of individual items, internal consistency reliability, convergent and discriminant validity. As suggested by Henseler, Ringle and Sarstedt (2015), factor loadings of items are reliable if their outer loadings are 0.7 or more.

Validity

Chin (1998) explained validity as the reality of results from a study and whether the results are what they seem to be. Based on objectives of this study, the researcher determined the validity of concepts by investigating the AVE of the model. Bagozzi and Yi (1988) have opined that the composite indexes need to be 0.7 otherwise, greater in order to determine the validity of constructs.

Discriminant validity reflects how latent variables separate from other variables. To determine discriminant validity in this study, the AVE in each latent variable was used (Fornell & Larcker, 1981).

Data Collection Procedure

The researcher requested consent from the Human Resource Managers of hostels in the Upper East Region. Also, a copy of the introductory letter was given to the managers of Akayet Hotel, Ex- Tee Crystal Hotel, Blue Sky Hotel, Tap Hotel and Premier Hotel at Upper East Region for respondents to be convinced that the study is for academic purposes. Copies of the introductory letter were made available to all the participants who fell within the domain to participate. The reason was to make it possible for the participants to familiarize themselves with the issues for discussion. Ethical considerations relating to this study was communicated to ensure the protection of information to be gathered from respondents. The questionnaire

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was administered in the second week of March, 2021 and was returned in the last week of March, 2021.

Data Processing and Analysis

The analytical process of data collected of this study was presented in descriptive statistics. In testing the hypotheses formulated, PLS-SEM method was employed. Additionally, the PLS-SEM helped in checking the reliability and validity of the structural model to establish its fitness. It has been argued that the use of partial least square estimation technique (PLS-SEM) prevent researchers from the biased estimate of path coefficients and individual factor loadings. PLS-SEM has been chosen for this current study because it places small request on sample size (Frazier, Tix & Barron, 2004 Götz, Liehr-Gobbers & Krafft, 2010).

Mediation Analysis

Baron and Kenny (1986) reasoned that mediation indicates the transmission through which an independent variable leads to a dependent variable. Although, there are a lot of mediation analysis methods such as (Sobel. 1982; Baron & Kenny, 1986), bootstrapping approach using PLS-SEM is utilized in this study.

Ethical Considerations

Awases (2006) advanced that ethics is mostly associated with morality of right and wrong in the society. Hence, Rubin and Babie (2016) posit that it is important that individuals engaged in research to be aware of issues relating to ethical issues. Ethical considerations involve the issues of confidentiality of the respondents for a particular study (Edginton et al., 2012). The researcher took the greatest care to inform participants of the purpose of the

investigation. The researcher guaranteed the confidentiality of the participant's responses.

Chapter Summary

This chapter gave details of the study designs and methods. Ethical considerations and measures of ensuring the validity and reliability of the study were sufficiently explained.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter contains data analysis and the results of this investigation. It starts with analysis of the demographic characteristics, followed by analysis based on the research question/objectives. Demographic characteristics were analysed descriptively using frequencies. The relationships among the variables of interest were also analysed using PLS-SEM.

Response Rate

The total number of questionnaires administered was 253. However, 253 responses were obtained from the employees of Akayet Hotel, Ex- Tee Crystal Hotel, Blue Sky Hotel, Tap Hotel and Premier Hotel at Upper East Region, resulting in an overall response rate of 98.29%.
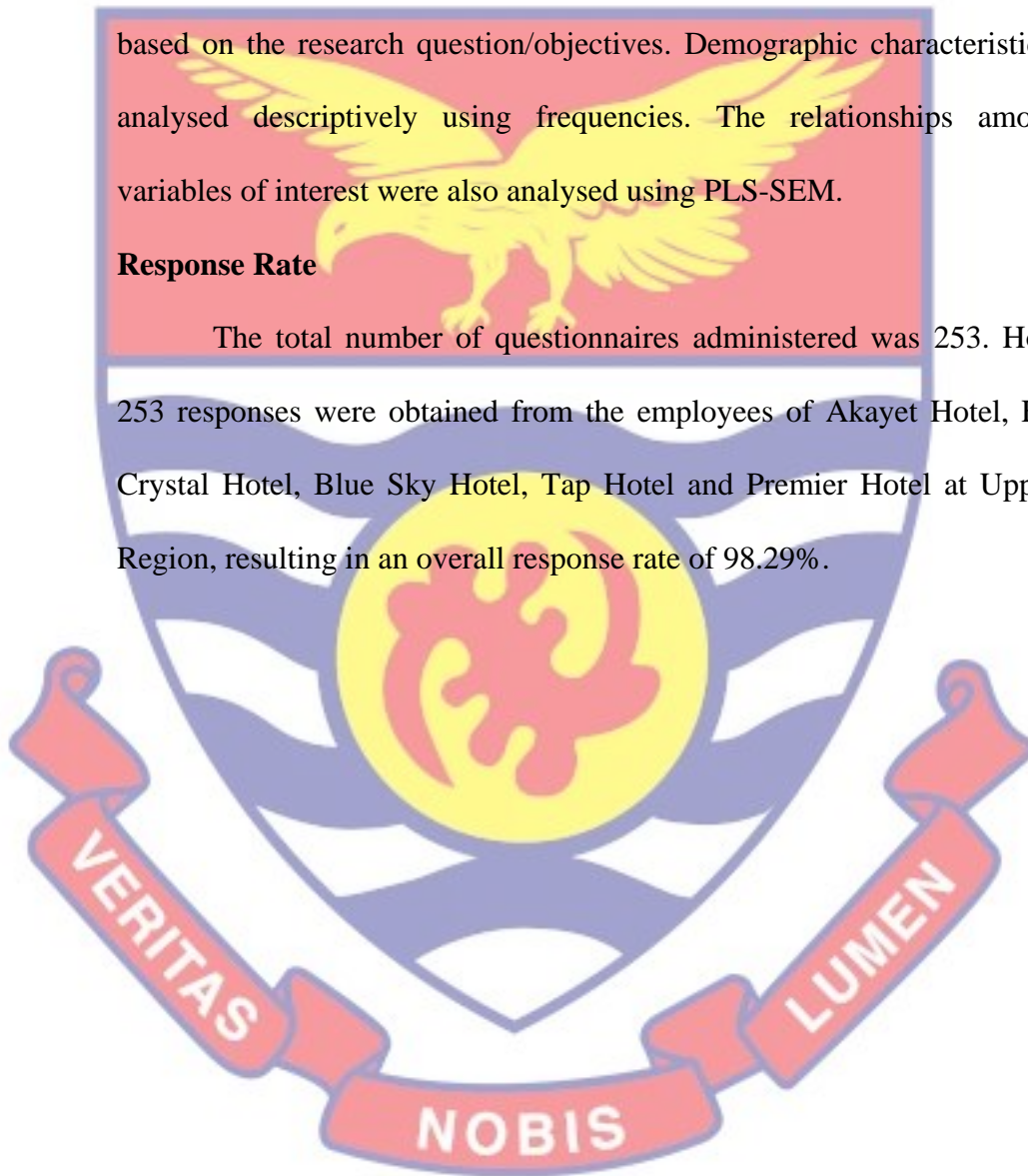
Demographic Characteristics of Respondents

Following the results in relation to the demographic characteristics of respondents, it has been documented that more males (58.1%) than females (41.1%) dominated the sample for the research. The result shows that the ages between 21-30 years documented the highest responses whiles ages above 51-60 years documented the lowest response. In general, it can be stated that respondents had one form of education or the other. The demographic information of the respondents regarding the type of hotel shows that most hotels are 1- Star hotel representing (81.8%) whilst the remaining 9.1% are 2-Star hotel, whereas 4.7% are 3-Star hotel, 2.8% representing 4-Star hotel and 1.6% representing 5-Star hotel.

Most respondents (87.0%) earn below GHS 1000. More than 20 years. The findings relating to the length of service respondents showed that most of the respondents have served less than 1 year (65.2%). 24.1% of the respondents have served between 1-5 years whilst 4.0 % have served between 6-10 years. 3.6% have served between 11-15 years whereas 2.4% represented those who have served 16-20 years and 0.8% above 21 years. (see Table 3).

Table 2: Demographic Characteristics of Respondents

Variable	Frequency	Percentage
Sex		
Male	147	58.1
Female	106	41.9
Age (years)		
21 – 30	217	85.8
31 – 40	29	11.5
41 – 50	6	2.4
52 - 60	1	04
Educational Level		
Post Graduate Degree	132	52.2
First Degree	56	22.1

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Table 2 continued

HND	29	11.5
SHS	33	13.0
Professional Certificate	3	1.2
Types of Hotels		
1-Star	207	81.8
2-Star	23	9.1
3-Star	12	4.7
4-Star	7	2.8
5-Star	4	1.6
Income Level		
Below GHS 1000	220	87.0
GHS 1001 – 2000	25	9.9
2001 – 3000	5	2.0
Above 3000	3	1.2
Number of years working with your current organization		
Less than 1 year	165	65.2
1 – 5 years	61	24.1
6 – 10 years	10	4.0
11 – 15 years	9	3.6
16 – 20 years	6	2.4
Above 21 years	2	.8

Source: Field work (2021)

Common Method Bias

The available respondents for the study are 253 which are many times more than servant leadership, job satisfaction and perceived organizational support. Based on this, I do not expect any difficulties relating to imbalanced assessments of the path coefficients and factor loadings. Therefore, this study adopted collinearity test to examine the presence of common method bias. The full collinearity test from the PLS-SEM results showed that all VIFs (see Table 7) are less than the recommended threshold of 3.3 (Kock, 2015).

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Checking for Reliability and Validity of the Structural Model

Based on the position of some researchers (Fornell & Larcker, 1981; Bagozzi & Yi, 1988; Chin, 1998; Hulland, 1999), the partial least square estimation technique (PLS-SEM) results started with examining the structural model's reliability and the validity to establish its fitness through analysing the following: internal consistency and reliability of individual item, discriminant validity and convergent validity. As a result, composite reliability was determined to confirm the construct reliability in the model. An indicator becomes dependable if its loading is higher than 0.7 (Henseler, Ringle & Sarstedt, 2015)

As clearly shown in Table 4, it can be established that indicators that loaded above 0.7 are more. However, the AVE can be used as a point of reference to determine indicators to be removed from the model. Against this assertion, some of the indicators have not been deleted due to the attainment of AVE. Hence, it can be confirmed from Table 4 that all the constructs have attained values starting from 0.937 to 0.952 which is above the least threshold value of 0.7. This, therefore, indicated that the composite reliability of each construct has been attained thus, confirming the construct reliability.

In relation to construct validity, Chin (1998) and Hair, Sarstedt, Hopkins and Kuppelwieser (2014) established that the AVE should be 0.5 or higher. As shown in Table 5, the model has attained convergent validity ranging from the AVE values, 0.612 to 0.849.

Table 3: Summary of Measurement of Scale

Latent Variable	Indicators	Mean	SD	Loadings	CR	AVE	Cronbach Alpha
Servant Leadership					0.949	0.516	0.852
	SL1	5.360	1.232	0.856			
	SL2	5.704	1.103	0.853			
	SL4	5.712	1.026	0.820			
	SL5	5.904	1.929	0.835			
	SL5	5.832	1.022	0.864			
	SL6	5.956	0.891	0.870			
	SL7	5.816	1.065	0.723			
	SL8	6.060	0.872	0.863			
	SL9	6.128	0.921	0.851			
	SL10	5.896	0.995	0.797			
Job Satisfaction					0.952	0.654	0.800
	JS1	5.512	1.503	0.914			
	JS2	5.712	1.205	0.931			
	JS3	5.740	1.121	0.920			
	JS4	5.772	1.121	0.913			
	JS5	5.472	1.284	0.784			
	JS6	5.612	1.212	0.776			
Perceived Organizational Support					0.937	0.537	0.806
	POS1	5.892	1.409	0.947			
	POS2	5.972	1.157	0.933			
	POS3	6.068	1.095	0.942			
	POS4	6.112	1.018	0.922			
	POS5	6.096	1.042	0.945			
	POS6	6.900	6.587	0.160			
Service Delivery					0.949	0.655	0.905
	SD1	5.676	1.514	0.927			
	SD2	6.080	1.259	0.957			
	SD3	5.992	1.207	0.897			
	SD4	6.152	1.190	0.918			
	SD5	6.148	1.109	0.914			
	SD6	6.160	1.084	0.914			

Source: Fieldwork (2021)

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Discriminant Validity

One of the traditional methods used for evaluating discriminant validity is Fornell and Larcker (1981) criterion (Hair, Hult, Ringle & Sarstedt, 2016). Fornell and Larcker (1981) discriminant validity is acceptable when the square root regarding the AVE of each construct is higher than the correlations with all other constructs. Hence, it can be confirmed from Table 5 confirmed the discriminant validity of the study.

Table 4: Discriminant Validity of Constructs for Model

	SL	SD	POS	JS
SL	0.955			
SD	0.824	0.927		
POS	0.805	0.889	0.899	
JS	0.762	0.842	0.804	0.876

Source: Fieldwork (2021)

Note: Servant Leadership (SL), Service Delivery (SD), Job Satisfaction (JS), Perceived Organizational Support (POS).

The researcher proceeded to examine the study hypotheses having met construct and indicator reliability, convergent and discriminant validity criterion. In testing the hypotheses formulated, partial least square (PLS-SEM) technique was employed analyse 253 responses.

Table 5: Summary of Findings

IV	DV	Path coeff.	S. E	t-Stats	P-Values	R^2	f^2	VIF	Q^2
SL	SD	0.237	0.075	5.403	0.001	0.841	0.162	2.110	0.707
SL	JS	0.727	0.073	20.054	0.000	0.662	1.567	1.000	0.405
SL	POS	0.806	0.029	29.072	0.000	0.624	1.779	1.000	0.404
JS	SD	0.296	0.036	7.278	0.000	0.841	0.150	1.149	0.707
POS	SD	0.405	0.080	8.392	0.000	0.841	0.328	2.159	0.707

Source: Fieldwork, (2021)

Note: Independent Variables (IV), Dependent Variable (DV), Servant Leadership (SL), Service Delivery (SD), Job Satisfaction (JS), Perceived Organizational Support (POS)

Results and Discussion

According to Fritzsche and Oz (2007), examining study hypotheses begin once the right estimations have been structured. As disclosed in Table 6, the R^2 values of service delivery, job satisfaction and perceived organizational support in the structural model have been presented. The R^2 values in the structural model determine its general goodness of fit. It has been stated that the R^2 value of 0.25 is considered as weak, 0.5 is moderate and 0.75 is large (Hair et al., 2014). Based on this, it can be established that servant leadership largely explains about 84% variance in service delivery, signifying that there are many factors that could validate the difference in the service delivery.

Job satisfaction has R^2 value of 0.662 and perceived organizational support has R^2 value of 0.624, it can be verified that servant leadership moderately describes variance in job satisfaction and perceived organizational support respectively. The path coefficients and its associated p-values were used to affirm the hypotheses formulated. The path coefficient ($\beta = 0.237$, $p < 0.001$) as revealed in Table 6, indicates that the path from servant leadership to service delivery can be documented as significant and positive. The finding relates to hypothesis 1 that the link between the two construct is positive.

This finding implies that hotels that incorporate servant leadership into their daily activities are more likely to enhance service delivery. Moreover, the study finding is consistent with Berry et al. (1994) assertions that providing excellent service in the hospitality industry is dependent on good servant leadership. The authors were with the opinion that since servant leaders coach, teach, inspire and listen to their employees because they believe in them, this could improve the way employees serve clients. In addition, Winston (2003)

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reasons that employees see the need to deliver quality service to their customers once they feel their leaders care and encourage them could explain the positive nexus between servant leadership and quality service delivery documented in this study. Others studies (Barbuto & Wheeler, 2006; Hale & Fields, 2007; Amy, 2012; Mazarei et al., 2013; Chen, Zhu & Zhou, 2015; Stock, 2015; Liden, Wayne & Meuser, 2015; DeConinck & Deconinck, 2017) holds that proper implementation of servant leadership leads to employees service delivery especially, when the feel their inputs contributes significantly.

The path coefficient ($\beta = 0.727$, $p < 0.000$) indicates that a significant link between servant leadership and job satisfaction. This finding links the research hypothesis that associates servant leadership to job satisfaction thus, confirming hypothesis 2. This finding implies that the more liable hotels are towards adopting servant leadership style, the better employees become more satisfied with their jobs. This finding is in line with the previous studies of Avolio, Walumbwa and Weber (2009), Donghong et al. (2012), Negussie and Demissie (2013), Alemnnew (2014), Markos (2015), Mekdelawit (2016) and Tadele (2016) that servant leadership plays a constructive role in shaping staff attitudes as well as framing administrative principles which improves their job satisfaction.

Also, Bocarnea and Bud West (2008) and Hoch et al. (2018) opined that servant leadership leads to job satisfaction when employees become satisfied with their jobs especially when they realize their leaders also take their interest in to accounts. Raes, Bruch and De Jong's (2013) reasons on this relationship states that, once employees are given guidance and training, they become more satisfied with their job. It has been advanced that providing

employees with guidance and training, servant leaders can enhance the satisfaction levels of their staff (Van Dierendonck, 2011; Ramoo, Abdullah & Piaw 2013; Roulin, Mayer & Bangerter, 2014; Lemoine et al., 2019; Bauer et al., 2019).

The path coefficient (β = 0.296, p < 0.000) linking job satisfaction to service delivery is significant thus, supporting hypothesis 3. This finding indicates that job satisfaction improves service delivery. This finding indicates that employees satisfied with their jobs have the tendency to improve service delivery. Therefore, the finding lends supports to previous studies within the hospitality industry (Zeffane, Ibrahim, Mehairi, 2008; Yee, Yeung & Cheng, 2010; Okeke, 2010; Paul, 2013; Sarwar & Abugre, 2013; Delic, Kozarevic, Peric & Civic, 2014) that satisfied employees untimely deliver excellent service.

Further, this study found a significant connection regarding servant leadership and perceived organizational support with a path coefficient (β = 0.806, p < 0.000). This finding implies that servant leadership enhance perceived organizational support (Liden, Wayne, & Meuser, 2015; DeConinck and Deconinck, 2017). This finding is supported with the reason that once employees have perception that their companies care for their well-being, interests, values and actions, they tend to improve their service delivery (Greenleaf, Covey & Senge, 2002). The finding also relates to the findings of different studies (Liden, Wayne, & Meuser, 2015; DeConinck & Deconinck, 2017) that servant leaders who are caring and supportive to their workers influence the employees opinions concerning organizational support.

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Moreover, the path coefficient ($\beta = 0.405$, $p < 0.000$) established significant association between perceived organizational support and service delivery. This clarifies H_6 that perceived organizational support connects to service delivery. Thus, perceived organizational support is vital to service delivery as it is an essential antecedent to those exchanges that are tied to performance results (DeConinck & Deconinck, 2017).

The structural model depicted by the study hypotheses indicates that the exogenous variables including servant leadership, perceived organizational support, job satisfaction, described 84% of variation in service delivery and can be regarded as small, medium and substantial (Cohen, 1988). Cohen (1988) opined that it is vital to determine how considerable the effects are by measuring their effect size. The effect size values $f^2 \geq 0.02$ means small, $f^2 \geq 0.15$ represent medium and $f^2 \geq 0.35$ denotes large effect sizes (Cohen, 1988).

Based on this background, the effect size measure indicates that servant leadership ($f^2 = 0.162$) and job satisfaction ($f^2 = 0.150$) have a medium effect on service delivery. Also, the effect size of perceived organizational support ($f^2 = 0.328$) has a large effect on service delivery. Likewise, servant leadership ($f^2 = 1.567, 1.278$) have large effects on job satisfaction and perceived organizational support respectively.

Following (Götz, Liehr-Gobbers & Krafft, 2010) position, a Q^2 value higher than zero can be regarded as having a predictive ability. Therefore, the predictive relevance Q^2 values of 0.02 means a small predictive relevance, 0.15 symbolize medium predictive relevance and 0.35 signify large predictive relevance. Following the test criterion (Q^2) assertion by (Götz, Liehr-Gobbers

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& Krafft, 2010; Hair et al., 2014), $Q^2 = 0.707$ shows that the exogenous constructs (servant leadership) has a large relevance to predict service delivery (see Table 6). Besides, a $Q^2 = 0.405$ and $Q^2 = 0.404$ shows that job satisfaction and perceived organizational support describes as large predictive importance for service delivery.

Mediation Analysis

Table 6: Mediation Analysis

IV	MV	DV	Path coeff.	S. E	t-Stats	P-Values
SL	JS	SD	0.368	0.086	4.593	0.000
SL	POS	SD	0.231	0.039	5.864	0.000

Source: Fieldwork, (2021)

Note: Independent Variables (IV), Dependent Variable (DV), (MV) Mediating Variable, Servant Leadership (SL), Service Delivery (SD), Job Satisfaction (JS), Perceived Organizational Support (POS)

As revealed in Table 6, it can be inferred that servant leadership helps in describing service delivery given the path coefficient as ($\beta = 0.237$, p < 0.001). The path coefficient ($\beta = 0.727$, p < 0.000) characterize that companies engagement in servant leadership induce them to satisfy their employees jobs. The path coefficient ($\beta = 0.806$, p < 0.000) means that companies commitment to servant leadership help them to enhance perceived organizational support. Likewise, this finding ($\beta = 0.296$. p < 0.000) signifies that job satisfaction provided by firms through their servant leadership enable them to highlight the extent to which employees increase their service delivery. Also, this finding ($\beta = 0.405$, p < 0.000) depicts that perceived organizational support leads to service delivery.

Given this argument, whereas, the path coefficient ($\beta = 0.237$, p < 0.001) signifying constructive link regarding servant leadership and service delivery, the indirect effect ($\beta = 0.231$, p < 0.000) regarding servant leadership

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and service delivery is also strong as revealed in Table 7. Establishing from these findings, it can be verified that job satisfaction fully mediates servant leadership and service delivery lending support to hypothesis 4. As a result, hotels that practice servant leadership enhance employees' job satisfaction such that, the employees improve on their service delivery. Thus the execution of good servant leadership improves employees attitude toward the services delivered (Sarwar & Abugre, 2013; Delic, Kozarevic, Peric & Civic, 2014) which leads to quality service delivery (Patterson, 2003; Ehigie, 2006).

The implication of this finding is that hotels that practice servant good leadership are better positioned to satisfy employees' job to improve their service delivery. This result can be related to the previous studies (Valentine & Fleischman, 2008; Tamm, Eamets, & Motsmees, 2010; Yee, Yeung & Cheng, 2010; Yuen, Loh, Zhou & Wong, 2018) that hotels servant leadership impact the extent to which employees become satisfied with their job which later lead to their service delivery. The findings support the stakeholder theory that holds that, the management of hotels should be interested in addressing the concerns of key stakeholders such as employees of an organization.

Further, from the above argument, whereas, the path coefficient (β = 0.237, p < 0.000) demonstrating significant link regarding servant leadership and service delivery, this result (β = 0.368, p < 0.000) means that the indirect effect regarding servant leadership and service delivery is significant (see Table 7). Therefore, it can be agreed that perceived organizational support mediates servant leadership and service delivery thus, support hypothesis 7. The findings revealed that service delivery is driven by perceived organizational support which is then driven by servant leadership.

The results connect to the previous work of some scholars (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002; Fisher, 2001; Newman, 2001; Caruana, 2002; Duncan & Elliot, 2002; Portela & Thanassoulis, 2005; Ehigie, 2006) that perceived organizational support plays a mediating role in nexus between servant leadership and service delivery. It has been advanced that the significant role of perceived organizational support on the connection between servant leadership and service delivery is recognized due to the vital effects it has on hotels.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This section detail on the summary, conclusions and recommendations of the investigation.

Summary of the Study

The applicable literature and hypotheses showing the associations among the variations of concern have been reviewed. Moreover, two theories including the social exchange and social identity theories have been reviewed as the main base for the research. Besides, the investigation had some limitations. Mainly, the limitations were in relation to getting a reliable sampling frame. However, I used a simple random sampling method wring on pieces of papers from 1 to 100 and each respondent was made to pick a paper randomly. Respondents in a stratum that randomly picked even numbers were considered for the study.

Despite the fact, the study enables us to detect the mediating mechanisms through which servant leadership could lead to service delivery, it should be regarded as the first time results in the context of Ghanaian hotel industry till other studies reproduce that with tests from wide scope of firms.

Key Findings

Servant Leadership and Service Delivery

The result of this study pays largely to the servant leadership-related works. Firstly, the study advances the stakeholder theory view that managers of corporations should be concerned in addressing the concerns of all key

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stakeholders such as employees of a company (Freeman, 1984). Particularly, the argument for adopting servant leadership is supported given that these practices brings about benefits such as service delivery which at the long run will lead to superior financial performance. Moreover, the study advances support to the social identity theory which advocated that individuals get linked with companies with good leadership (Stanaland, Lwin & Murphy, 2011).

Job satisfaction Mediate the Relationship between Servant Leadership and Service Delivery

Moreover, the results extend discoveries of earlier investigations concerning servant leadership and service delivery by detailing more on job satisfaction (Valentine & Fleischman, 2008; Tamm, Eamets, & Motsmees, 2010; Yee, Yeung & Cheng, 2010; Yuen, Loh, Zhou & Wong, 2018). It has been affirmed that the influence of servant leadership on service delivery is fully intervened by job satisfaction (Yuen, Loh, Zhou & Wong, 2018). It was also recognized that hotels with good leadership style are more inclined towards satisfying their employees' job. Besides, the results support the stakeholder theory managers of corporations should be concerned in addressing the concerns of stakeholders (Freeman, 1984).

Perceived Organizational Support Mediates the Relationship between Servant Leadership and Service Delivery

The study recognized the important interceding effects that perceived organizational support establishes in clarifying servant leadership and service delivery relations (Rhoades & Eisenberger, 2002). Some scholars have advanced that the connection between servant leadership and service delivery

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is mediated by perceived organizational support (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002; Fisher, 2001; Newman, 2001; Caruana, 2002; Duncan & Elliot, 2002; Portela & Thanassoulis, 2005; Ehigie, 2006). The study evidence that hotels with good leadership style are better placed to improve staff perceived organizational support trust which may finally lead to their enhanced service delivery.

Conclusion

Linked with the study objectives, seven hypotheses were confirmed through PLS technique and the following conclusions were drawn: Firstly, the study highlights the means through which hotels servant leadership transform into service delivery. The study documented the positive connection between servant leadership and service delivery among hotels in the Upper East Region. I, however, argued that hotels can enhance employee performance by adopting servant leadership.

Hotels with good servant leadership style are more motivated towards leading their employees well through employee job satisfaction which may result into improve service delivery. Also, hotels with good servant leadership style are better positioned to enhance perceived organizational support which could result into service delivery.

## Recommendations

The unearthing of this study makes available a number of considerable inferences for the superiors of hotels. Mainly, because it has been recognized that servant leadership leads to employee job satisfaction which intend brings about service delivery, the study recommends that managers of hotels should frame and implement servant leadership policies, which among other things,

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will be more dedicated on satisfying employees job. The managers of hotels are also entreated to use servant leadership as a conduit to enrich employees' perception about the hotels. When this happens, they will perceive their hotel as supportive and the hotel will benefit in return through their service delivery.

Finally, based on the results from the mediation analyses, managers of hotels are required to identify the means through which servant leadership leads to service delivery. Although, the link between the two constructs is direct, both job satisfaction and perceived organizational support partially play a role in this nexus. Hence, managers should pay attention to job satisfaction and perceived organizational support to enhance service delivery.

Suggestions for Further Research

It is believed that future study on servant leadership on service delivery would be extended further in other sectors to confirm the connection in this current investigation.

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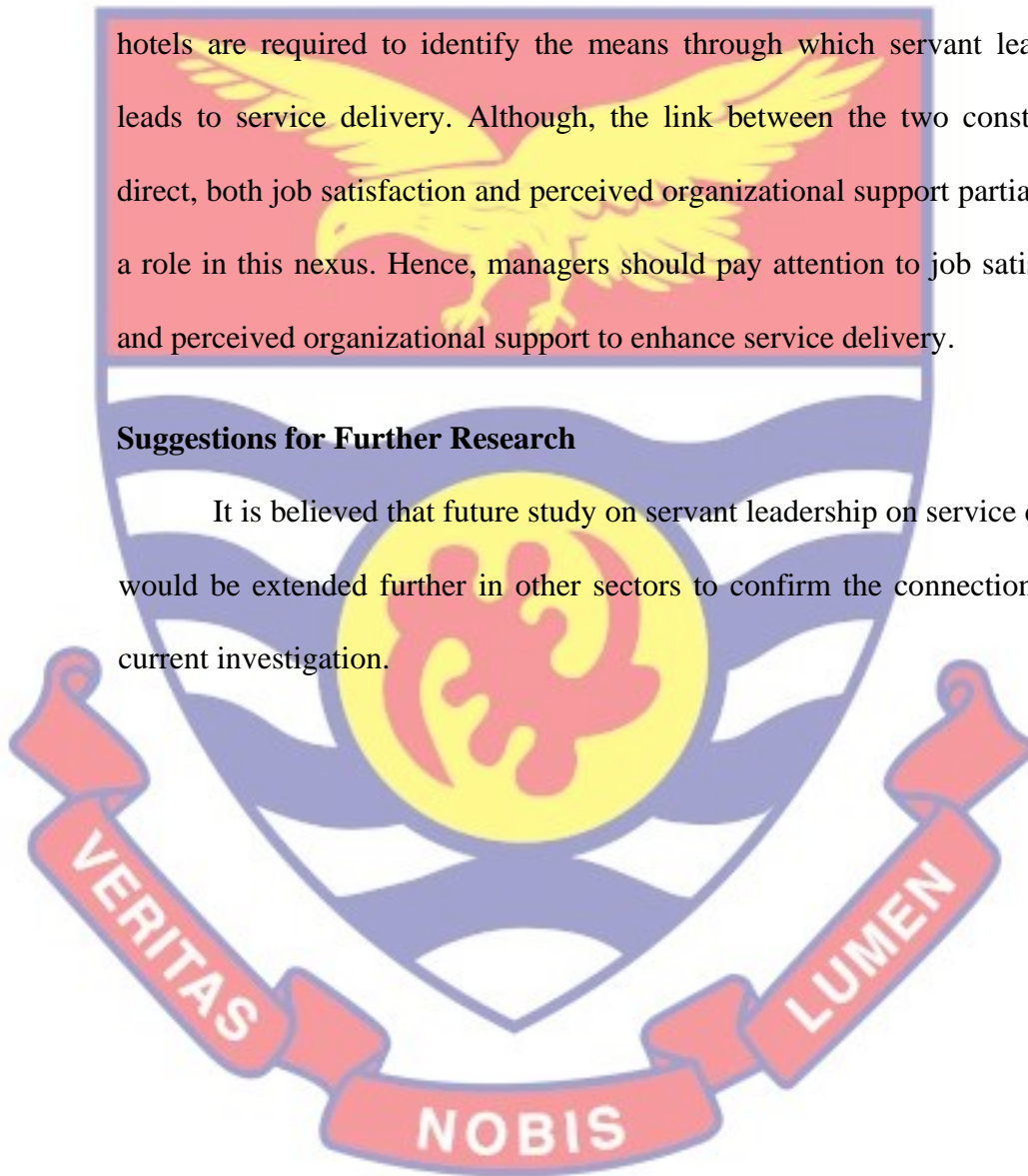
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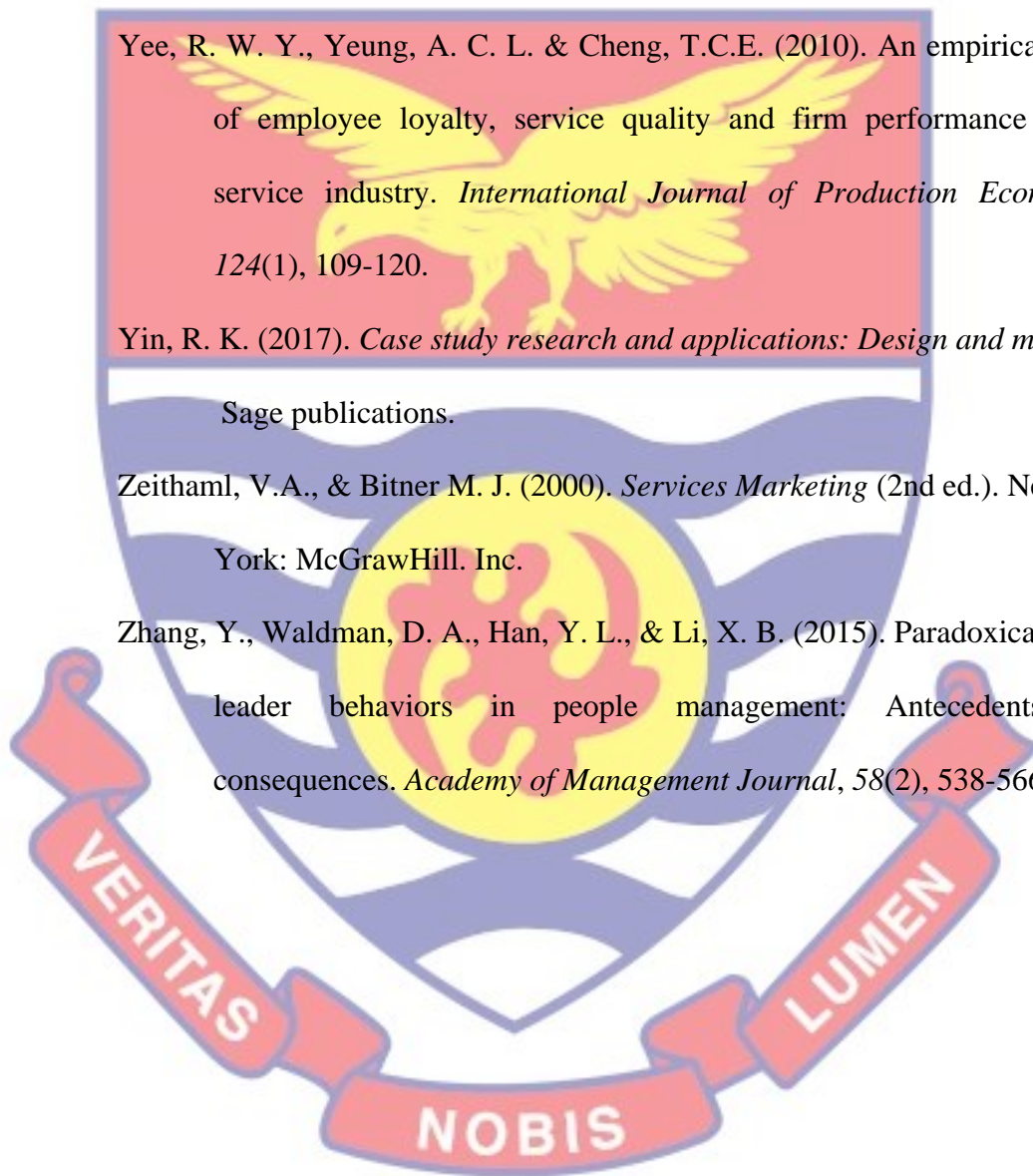
APPENDICES

APPENDIX A: QUESTIONNAIRE

QUESTIONNAIRE FOR EMPLOYEES

Section A: Background of Respondents

1. Age (years) of respondent: [1] 21 – 30. [2] 31 – 40. [3] 41 – 50. [4] 51 – 60. [5] Above 60

2. Sex of respondent: [1] Male   [2] Female

3. Education Level: [1] Post Graduate Degree [2] First Degree [3] HND [4] SHS [5] Professional Certificates

4. Type of Hotel : [1] 1-Star [2] 2-Star [3] 3-Star [4] 4-Star [5] 5-Star

5. Income Level: [1] Below GHS 1000 [2] GHS 1001 – 2000 [3] 2001 – 3000 [4] Above 3000

6. Number of years working with the organization: [1] Less than 1 year [2]1 – 5 years   {3] 6 – 10 years   [4] 11 – 15 years   [5] 16 – 20 years [6] Above 21 years

Section B:

Servant Leadership

Please indicate the extent to which you agree with the following statements on a 7-point scale, **where 1 = least form of agreement and 7= highest form of agreement**. Please tick your answer.

Number	Item							
1	My manager spends the time to form quality relationships with us (employees)	1	2	3	4	5	6	7
2	My manager creates a sense of community among us (employees)	1	2	3	4	5	6	7
3	My manager's decisions are influenced by our (employees) input.	1	2	3	4	5	6	7

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4	My manager tries to reach consensus among us on important decisions.	1	2	3	4	5	6	7
5	My manager is sensitive to our responsibilities outside the work place.	1	2	3	4	5	6	7
6	My manager makes our personal development his/her priority.	1	2	3	4	5	6	7
7	My manager holds us to high ethical standards.	1	2	3	4	5	6	7
8	My manager does what she/he promises to do.	1	2	3	4	5	6	7
9	My manager balances concern for day-to-day details with projections for the future.	1	2	3	4	5	6	7
10	My manager displays wide-ranging knowledge and interests in finding solutions to work problems.	1	2	3	4	5	6	7
11	My manager makes me feel like I work with him/her, not for him/her.	1	2	3	4	5	6	7
12	My manager works hard at finding ways to help others be the best they can be.	1	2	3	4	5	6	7
13	My manager encourages us to be involved in community service and volunteer activities outside of work.	1	2	3	4	5	6	7
14	My manager emphasizes the importance of giving back to the community	1	2	3	4	5	6	7

Job satisfaction

Please indicate the extent to which you agree with the following statements on a 7-point scale, **where 1 = least form of agreement and 7= highest form of agreement**. Please tick your answer.

Number	Item							
1	I receive recognition for a job well done	1	2	3	4	5	6	7
2	I feel close to the people at work	1	2	3	4	5	6	7
3	I feel good about working at this hotel	1	2	3	4	5	6	7
4	I believe management is concerned about me	1	2	3	4	5	6	7
5	On the whole, I believe work is good for my	1	2	3	4	5	6	7

	physical health							
6	My wages are good	1	2	3	4	5	6	7
7	My talents and skills are used at work	1	2	3	4	5	6	7
8	I get along with my supervisors	1	2	3	4	5	6	7
9	I feel good about my job	1	2	3	4	5	6	7

Perceived Organizational Support

To what extent do each of the following attributes describe the kind of support you receive from your hotel? **Where 1= Not at all and 7 = To a great extent.** Please tick your answer.

Number	Item							
1	My hotel takes pride in my accomplishment	1	2	3	4	5	6	7
2	My hotel really cares about my well-being	1	2	3	4	5	6	7
3	My hotel values my contributions to its well-being	1	2	3	4	5	6	7
4	My hotel strongly considers my goals and values	1	2	3	4	5	6	7
5	My hotel shows great concern for me	1	2	3	4	5	6	7
6	My hotel cares about my general satisfaction at work	1	2	3	4	5	6	7
7	My hotel is willing to help me if I need a special favor	1	2	3	4	5	6	7

Service delivery

To what extent do each of the following characteristics describe your service delivery at the hotel? **Where 1= Not at all and 7 = To a great extent.** Please tick your answer

Number	Item							
1	Follows client service guidelines with extreme care	1	2	3	4	5	6	7
2	Conscientiously follows guidelines for client promotions.	1	2	3	4	5	6	7
3	Follows up in a timely manner to clients'	1	2	3	4	5	6	7

	requests and problems							
4	Performs duties with unusually few mistakes	1	2	3	4	5	6	7
5	Always has a positive attitude at work	1	2	3	4	5	6	7
6	Regardless of circumstances, exceptionally courteous and respectful to clients	1	2	3	4	5	6	7

Thanks for your cooperation.

APPENDIX B

INTRODUCTORY LETTER

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

Telephone: (03321) 32440 / 32444 Ext 219 / 220	UNIVERSITY POST OFFICE
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Our Ref:

Your Ref:

TO WHOM IT MAY CONCERN

Dear Sir/ Madam,

INTRODUCTORY LETTER – MR. MAXWELL MOURRISSON ABAARE

The bearer of this letter, **Mr. Maxwell Mourrisson Abaare**, is an MBA Management final year student of the above-named Department, School of Business, University of Cape Coast

He is doing a research on the topic "**servant leadership and its effects on service delivery, job satisfaction and perceived organizational support among hotels in the Upper East Region**"

We would be grateful if you could assist him with the necessary information that he may need.

We appreciate your cooperation.

Yours faithfully,

Dr. Nicodemus Osei Owusu
Head

DEPT. OF MANAGEMENT
UNIVERSITY OF CAPE COAST
CAPE COAST

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