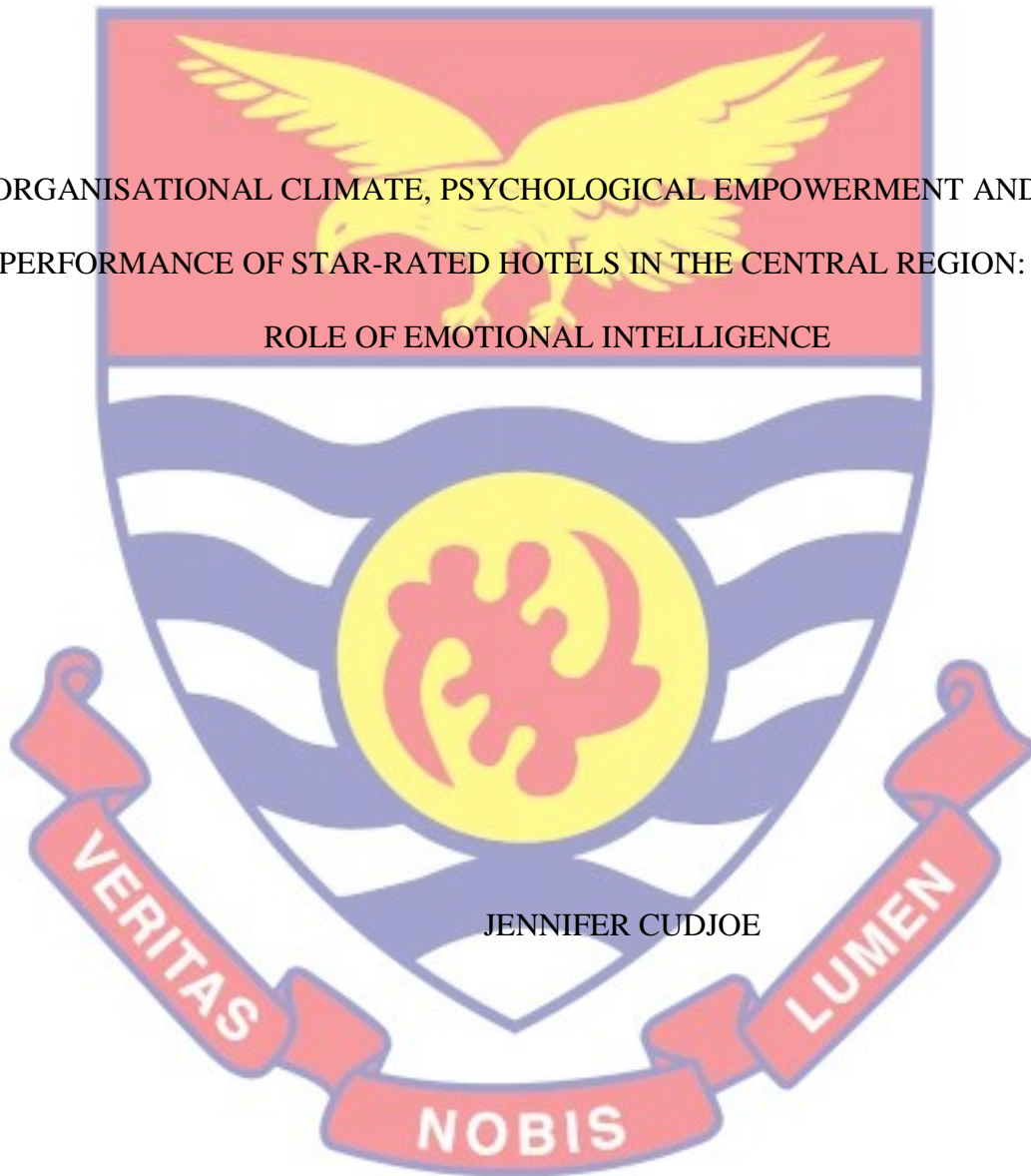


UNIVERSITY OF CAPE COAST

ORGANISATIONAL CLIMATE, PSYCHOLOGICAL EMPOWERMENT AND JOB
PERFORMANCE OF STAR-RATED HOTELS IN THE CENTRAL REGION: THE
ROLE OF EMOTIONAL INTELLIGENCE



JENNIFER CUDJOE

2023

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BY

JENNIFER CUDJOE

Thesis submitted to the Department of Management, School of Business,
College of Humanities and Legal Studies, University of Cape Coast, in partial
fulfillment of the requirements for the award of Master of Commerce degree
in Management.

JANUARY, 2023

DECLARATION

Candidate's Declaration

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

Candidate's Signature: Date:

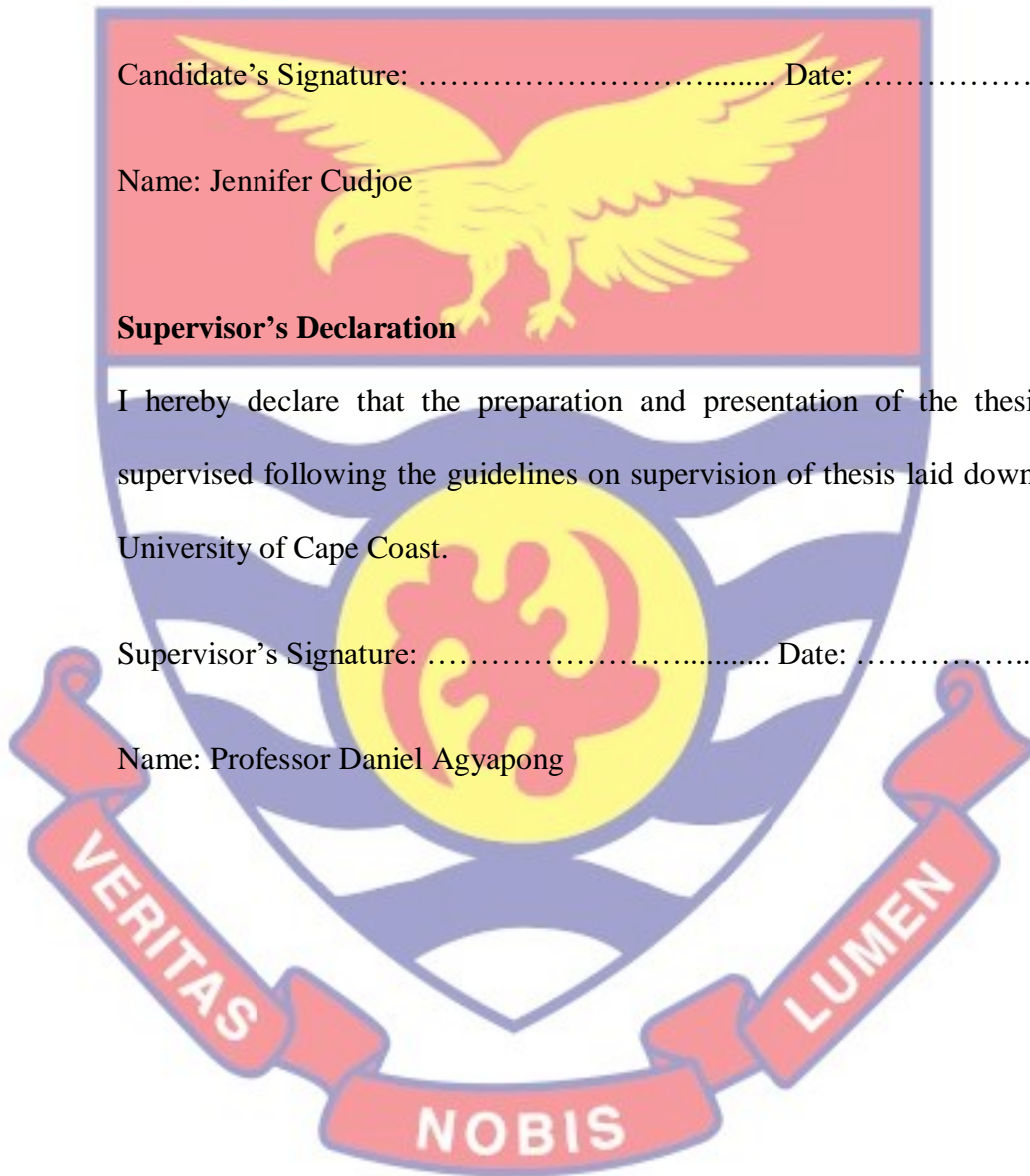
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Supervisor's Declaration

I hereby declare that the preparation and presentation of the thesis were supervised following the guidelines on supervision of thesis laid down by the University of Cape Coast.

Supervisor's Signature: Date:

Name: Professor Daniel Agyapong



ABSTRACT

Relying on social exchange and job demands-resources theories, this study examined the role of emotional intelligence in the relationship between organisational climate, psychological empowerment and job performance in star-rated hotels in the Central Region. The study adopted the positivism research paradigm along with the quantitative approach. The study employed the explanatory research design. Using the lottery method of simple random sampling technique, 289 data were gathered from employees through a self-administered structured questionnaire. Each construct was evaluated on a five-point Likert-like scale. IBM SPSS 26 and SmartPLS 3 were used to process data. The analytical tool was descriptive and inferential statistics. Organisational climate, psychological empowerment, as well as emotional intelligence were found to have a significant positive effect on job performance. Also, it was discovered that emotional intelligence partially mediates the relationship between psychological empowerment and job performance, however, it does not play a role in the relationship between organisational climate and job performance. It was therefore recommended that policy makers; government, managers, and owners of hotels should be concerned with the organisational climate measures that fit into the industry and individual organisations to enhance job performance while ensuring employees are psychologically empowered and emotionally intelligent.

KEY WORDS

Organisational Climate

Psychological Empowerment

Emotional Intelligence

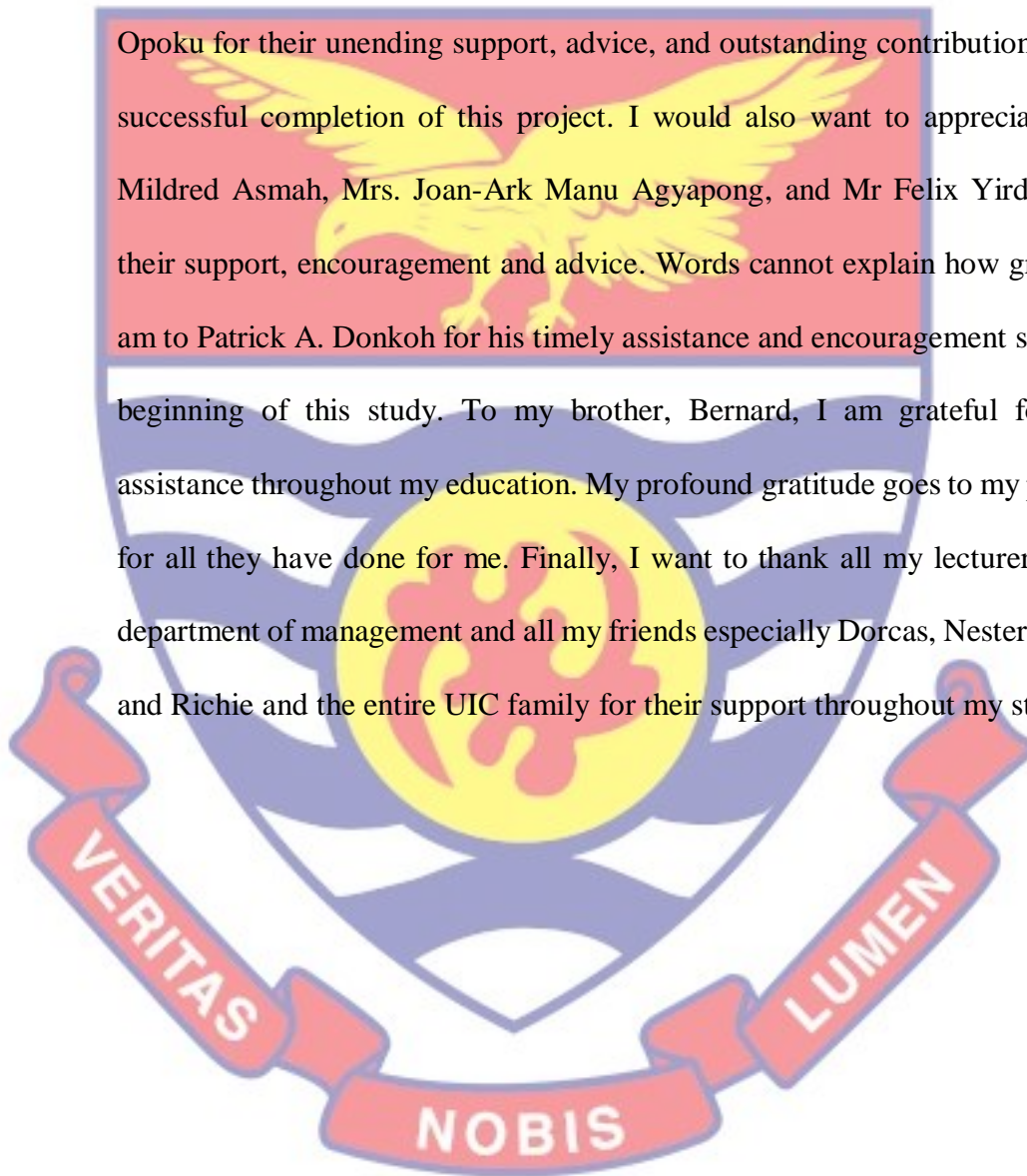
Job Performance

Star-rated Hotels



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DEDICATION

To my parents, siblings, and supervisor.



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LIST OF ACRONYMS

EI	Emotional Intelligence
GDP	Gross Domestic Product
GSS	Ghana Statistical Service
GTA	Ghana Tourism Authority

GTR	Ghana Tourism Report
ILO	International Labour Organisation
JP	Job Performance
MOTAC	Ministry of Tourism, Arts and Culture
OC	Organisational Climate

PE	Psychological Empowerment
SDG's	Sustainable Development Goals
SEM	Structural Equation Modelling
UNESCO	United Nations Education Science and Cultural Organisation
UNWTO	United Nations World Tourism Organisation
WTTC	World Travel and Tourism Council



CHAPTER ONE

INTRODUCTION

Every organisation strives to improve performance, and the Ghanaian hotel industry is no exception. The hotel industry, which is a subset of the tourism and hospitality sector, is a service industry that is both laborious and quality-oriented, with workers being the significant component (Arthur, Mensah & Owusu, 2016). Given this, the success and the effectiveness of the industry is determined by the performance of its employees. In the post coronavirus pandemic economic downturn, hotel companies must significantly improve their activities to guarantee the well-being and security of their employees and customers, as well as boost customer eagerness to patronise their services (Gössling, Scott & Hall, 2020).

In stimulating the job performance of workers in the star-rated hotels in the Central Region, organisational climate is a sensitive antecedent for consideration (Obeng, Zhu, Azinga & Quansah, 2021). Also, the psychological empowerment of employees has been of imperative concern to the industry where employees have to utilise their creativity, innovative abilities, and enthusiasm to serve customers. Even though organisational climate and psychological empowerment may affect job performance, employees' emotional intelligence may play a role in these relationships.

Background to the Study

Globally, the travel and tourism sector contribute significantly to economic development through gross domestic product [GDP] (i.e., taxes, foreign exchanges), employment opportunities, and poverty reduction (World Travel and Tourism Council [WTTC], 2021). In 2019, the travel and tourism

sector which includes the hotel industry was among the fast-increasing sectors, contributing 10.4 per cent (USD 9.2 trillion) of world GDP and 10.6 per cent (334 million) of overall employment. The sector accounts for one out of every four new jobs launched internationally (WTTC, 2021), with the majority of workers being low-skilled (Mouki, 2021).

The sector also contributes immensely to advanced economies. For instance, in the United States of America, the travel and tourism sector contributed USD 1,429 billion to GDP and provided 33.4 million jobs in the year 2020. Similarly, in Europe, the sector recorded USD 1,065 billion to GDP with 34.9 million jobs in the same year (WTTC, 2021). In a fast-developing continent like Africa, the travel, tourism, and hospitality sector has become a major sector that employs approximately 24.7 million people and contributes about USD 169 billion to the continent's GDP in 2019 (WTTC, 2021).

Specifically, in Ghana, the hospitality sector generated around 525,374 jobs as of 2021. In general, the travel and tourism sector contributed about USD 1.9 billion to Ghana's GDP (Statista, 2022). The hotel industry, which is a major segment of the tourism and hospitality sector, currently boasts of more than 4,000 hotels (Ministry of Tourism, 2019). According to the Ghana Tourism Report [GTR] (2019), the country recorded an increase in tourist arrivals from 956,372 in 2018 to 1,130,307 in 2019; presenting the hotel industry with both hurdles and opportunities (GTR, 2019). This is because, accommodation is an indispensable part of tourism, as such, the job performance of employees is important.

The sector is a major driver of the economy of Ghana and stimulates many other economic activities in the country (Ghana Statistical Service [GSS],

2017). This indicates that with the right strategy, it could contribute immensely to economic growth and development. In addition, the sector equally contributes to the attainment of Sustainable Development Goals [SDG] 1, 2, and 8 which represent No poverty, Zero Hunger, Decent Work and Economic Growth respectively. The hotel industry in Ghana has historically been labour-intensive and uses manpower to accomplish duties, regarding employees as frontline workers due to the prominence of their services to customers (Ampofo, Owusu, Coffie & Asiedu-Appiah, 2022).

The hotel services are consumed in situ (on site) thus, the product cannot be carried from the place of production (Anaman & Dacosta, 2017). Also, due to the boundless level of personal interactions between the employees and customers, Asiamah (2017) and Acquah and Chen (2021) highlighted that human resource is an important component in the hotel industry. This is also by virtue of the services' heterogeneity, intangibility, diversity in culture, work intensity, variability, perishability, and notably the inseparability of services (Opote, Obiageli & Iwu, 2020).

Corollary to this, employees in the sector have become a very crucial asset because the success or failure of the industry depends largely on them since they often have direct contacts with the customers (Ghebrejorgis, 2018). Employees in the industry contribute to the sustainability and success of the firm as well as sustaining competitive urge (Ampofo, 2020). They are the ones who interact with customers and provide solutions to their problems encountered. Generally, the relevance of the hotel industry cannot be overlooked as it is linked to the nation's cultural, economic, and intellectual perspective (Ampofo, 2020).

As such, the performance of the employee is very sensitive to the operations and accomplishments of these hotels.

Job performance is considered to be a result of numerous variables that may affect work and working behaviours (Ghebrejorgis, 2018). Thus, customers and management of organisations expect employees to engage in strategies that will satisfy both parties. Yao, You and Zhu (2020) describe job performance as the continuous actions that an individual employee completes in a given unit of time in contributing to an organisation's core activities. Previous research has tried to explain the factors that affect employee job performance in the hotel industry including job embeddedness, intention to stay, motivation, and job satisfaction (Amissah, Gamor, Deri & Amissah, 2016; Arthur, Mensah & Owusu, 2016; Owusu-Mintah & Kissi, 2016; Ampofo, 2021; Ampofo, Owusu-Ansah & Owusu, 2021).

Similarly, in light of the increase in the number of foreign visitors (GTR, 2019), it is imperative to improve job performance to meet the standards of services demanded by visitors and tourists. This would subsequently influence the receipts and profitability of the industry. To achieve this, hotel employees must be induced and stimulated to perform in order to meet international standards as well as satisfy customers. Bearing this in mind, improving job performance has become unavoidable task of the industry. However, despite all the highlighted growth potentials, the industry is limited by several factors that hinder its smooth operations (Heimerl, Haid, Benedikt & Scholl-Grissemann, 2020). Among these factors, poor job performance was eminent. Consequently, the issue of performance has critically been attributed to employees in the

industry. For this reason, hotels must concentrate on enhancing employee job performance (Dadson, 2020; Badreddine, 2021).

Allowing employees to address client requests or complaints immediately rather than waiting for managers to do so could be an excellent way to enhance performance and satisfy customers. In view of that, a fundamental duty in the business is to build an organisational climate that inspires management, labour force, and resources to collaborate successfully to achieve organisational goals and objectives while also rewarding individuals involved (Sekyi, Boakye & Ankumah, 2016). Over time, management has been responsible for creating an appropriate organisational climate to boost job performance (Brimhall *et al.*, 2016).

The social exchange theory is a prevalent organisational principle between members in an organisation (Blau, 1964). Drawing upon this theory, employees willingly perform better when the organisation provides them with a receptive climate. The organisational climate is an essential characteristic of the workplace that has an immediate influence on employee behaviour and performance (Li & Mahadevan, 2017). Ogilvie, Rapp, Bachrach, Mullins and Harvey (2017) assert that there is a correlation among corporate atmosphere, employee commitment, and perceived organisational performance. It has an effects on organisational processes like decision-making, coordination, communication, and control (Shanker, Bhanugopan, Van der Heijden & Farrel, 2017). Organisational climate is a feature of an enterprise that exists independently of its members' viewpoints and understandings, making it more readily apparent and quantifiable (Hadiyatno, 2018).

Researchers in a variety of domains (Conger & Kanungo, 1988; Thomas & Velthouse, 1990; Spreitzer, 1995) have paid close attention to psychological empowerment. Thus, empowering employees through meaningful work, building competences, and giving them an efficient level of autonomy might lead to an enhanced performance and also increase customer satisfaction. This is because employees that are happier appear to be more productive and successful, and are more inclined to stay rather than quit (Santhanam & Srinivis, 2019). Nevertheless, psychological empowerment may also influence the job performance of hotel workers (Francis & Alagas, 2020). To deliver welcoming service to customers, hotels rely on motivated and qualified workers (Heimerl *et al.*, 2020). Despite the significance of empowerment, little research is known about psychological empowerment in the Ghanaian hotel industry.

Empowerment is described by Thomas and Velthouse (1990) as four perceptions about workers: 'meaning', 'competence', 'choice', and 'impact'. Spreitzer (1995) restructured Thomas and Velthouse's concepts by integrating these four cognitions to create the psychological empowerment constructs. These constructs include meaning, competence, self-determination and impact (Spreitzer, 1995). Extant literature has talked about its importance in the organisational setting and how it boosts employee confidence, which in turn improves job performance. Psychological empowerment is both a process and a product. It is an aspect of intrinsic motivation displayed by the individual (Spreitzer, 1996; Shah, Khattak, Zolin & Shah, 2019). However, the overall level of experienced empowerment is diminished but not eliminated when psychological empowerment is absent.

Although, it has been thought of as being a structural construct (Kanter, 1977; Tuuli & Rowlinson, 2009), empowerment in this study centres on the psychological aspect (Thomas & Velthouse, 1990). According to this empowerment ideology, individuals who are empowered outperform others who are substantially less empowered (Spreitzer, Kizilos & Nason, 1997). Lashley (2000) emphasised the need to develop a standardized program to study psychological empowerment among hotel workers (Hancer & George, 2003). Clinton (2014) adds that there is still a rising demand for research on psychological empowerment and service environment in the hotel industry.

In the hotel industry where guests and customers must be treated with passion, warmth, and enthusiasm, the employees must be empowered (Amenume & Lockwood, 2008). This will help them to perform their work better which will result in satisfying customers and subsequently lead to the success of the industry (Wu & Gao, 2019). Moreover, employees who are psychologically empowered are more creative and have greater sense of job ownership, which motivates them to continually improve their abilities and knowledge of their responsibilities. Psychological empowerment does not only improve positive job outcomes but also reduces negative job outcomes, such as unproductive behaviour and employee attrition (Shah *et al.*, 2019).

However, the connection between organisational climate, psychological empowerment and job performance is not always linear. Because an employee's adjustment to organisational revolution especially in the hotel work environment involves both cognitive and emotional dimensions. Emotional intelligence as described by Zeidner, Matthews and Roberts (2004), is extremely fragile and can have either positive or negative associations with job performance contingent on

the context. Thus, a change in the current system can result in a wide range of reactions (Jafri, 2020). As postulated by the Goleman theory of emotional intelligence, employees perform better when they are able to manage their emotions and that of others. Businesses have realised that in today's competitive world, they need personnel who are not only academically educated but emotionally intelligent. As a result, to test this argument, it was proposed to empirically investigate the interrelating role of emotional intelligence in the relationship between organisational climate, psychological empowerment and job performance of employees in the star-rated hotels in the Central Region.

Statement of the Problem

Employees play a crucial role in a service-oriented industry like the hotel which is characterised by excessive labour intensiveness. Therefore, the quest to enhance job performance is critical to the existence and sustainability of the industry (Ghebregiorgis, 2018). A report by International Labour Organisation [ILO] on the Tourism and Hospitality sector, stated that employees in the sector lack essential skills, especially in the star-rated hotels (ILO, 2020) which affects their job performance. Nonetheless, the hotel industry in the Central Region is not an exception to this issue of performance. The industry faces the worse human resource challenge exhibited through decline of job performance behaviours.

These includes poor scheduling of duties, slow response to reservations, poor work methods, lack of cooperation and flexibility, insubordinations, inappropriate work methods and unwillingness to take responsibility coupled with lower friendliness among workers and managers (Anaman & Dacosta, 2017; Amankwah-Amoah, Debrah, Honyenuga & Adzoyi, 2017). The hotel

industry experiences these challenges pertaining to job performance emanating from the fact that management has been more concerned with achieving and growing profit margin than ensuring matters concerning employees and their welfare (Wiyana, Putranto & Zulkarnain, 2020).

The National Tourism Development Plan [NTDP] highlighted that a key challenge facing the hotel industry is the quality of the human resource. Undeniably, the industry is characterised by a shortfall in the supply of trained, skilled and motivated employees to deliver quality service (NTDP, 2013-2027). There are also, twice as many young people and women employed in the sector who become economically vulnerable, hence, there is a need for motivation and required abilities (Morgan & Pritchard, 2019; United Nations World Tourism Organisation [UNWTO], 2019; ILO, 2020).

According to Ampofo (2020), employees experience an unfavourable organisational climate such as fluctuating shift obligations, working extra hours, weekends and public holidays which contributes to poor performance. In addition, the hotel industry is characterised by a lack of flexibility in the workplace (Amissah *et al.*, 2016), and less workplace culture which constitutes a poor organisational climate (Francis & Alagas, 2020). However, figures from Statista (2022) indicate that, Ghana recorded around 1.13million international tourists in 2019 against 956,730 people in 2018. Therefore, the rise in the number of visitors and tourists sojourning in the country stimulates and necessitates the need for enhanced and improved performance in the hotel industry.

The Central region holds four of the Worlds Heritage Monuments sites in the country (United Nations Educational, Scientific and Cultural Organisation [UNESCO]), which attract a greater number of tourists to the region. In fact, the

region had the highest share of tourists visiting the nation (Ghana Statistical Service, 2017). However, most of these tourists and visitors prefer to lodge in Accra or Takoradi (Anaman & Dacosta, 2017). This has been attributed to the poor performance behaviours of employees. The poor job performance has led to dissatisfaction of customers, loss of clients, poor patronage and loss of business investment capital. Also, the Bureau of Labour Statistics report indicated that, the industry has an annual turnover rate of 73.8 percent which has become a global concern (Deri, Zaazie & Bazaanah, 2021).

This has resulted in the collapse of several hotels leading to wastage of resources, with negative effect on employee retention and effective contribution to government income. This has also caused an increase in the region's poverty index. Also, poor performance in the sector negatively affects related services and commodities such as Information Communication and Technology services, food and fuel as they are great component of visitor spending (Powell, 2015). Meanwhile, the Ministry of Tourism's recent "Year of Return" in 2019 and the overall Visit Ghana programs led to a growth in the number of people visiting the nation.

According to the GTA, the expectation was exceeded, with an approximately 45% increase more than the 500,000 visitors expected. Even in the most magnificent locations on earth, tourism development would be difficult without accommodations (Carr, 2016). This present both opportunities and challenges to managers of hotels to provide the right service to enhance their competitiveness. Even though, the job performance of workers in the star-rated hotel has become a great concern, organisational climate, psychological empowerment and emotional intelligence may enhance job performance.

To deal with the problems enumerated above, studies have been conducted in the hotel industry on job performance. Positive correlations have been discovered among motivation, training, and working conditions (Ghebregiorgis, 2018), human resource management practices (Otoo, 2019), motivation (Wiyana, Putranto & Zulkarnain, 2020; Amankwah, Sarfo & Antwi, 2020), leadership style (Dadson, 2020), as well as organisational embeddedness, work engagement and affective commitment (Ampofo, 2020). Although, the abovementioned studies were conducted in the hotel industry, there is lack of empirical evidence on how psychological empowerment and organisational climate and concurrently affect job performance.

Most studies on organisational climate and job performance in Ghana, however, focused on the banking industry (Awortwi-Tandoh, 2013; Obeng, Zhu, Azinga & Quansah, 2021), manufacturing (Boateng, Kanyandewe & Sassah, 2014) and the public sector (Nutsugah, 2021). Thus, studies on organisational climate and job performance in the hotel industry are rare. Additionally, it has been discovered that studies on psychological empowerment concentrated on the service sector in developed economies (Tuuli & Rowlinson, 2009; Ölçer & Florescu, 2015; Commey, Sarkodie & Frimpong, 2016; Li *et al.*, 2018; Shi, Meng & Huang, 2022). Additionally, none of these studies looked at the intervening role of emotional intelligence. Management of hotels usually pay attention to emotional intelligence in the hiring processes following the nature of their job to produce better job performance (Wen, Huang & Hou, 2019).

Concern for high level of emotionally intelligent employees have gained much attention over the years since it helps employees to assess and manage emotions and effectively boost job performance. However, there appears to be

scanty literature on organisational climate, psychological empowerment and job performance along with the role of emotional intelligence in these supposed relationships in the hotel industry in Ghana. On this premise, the focus of this thesis was to examine the relationship between organisational climate, psychological empowerment, and job performance, and the role of emotional intelligence among employees in the star-rated hotels in the Central Region.

Purpose of the Study

The study examined the role of emotional intelligence in the relationship between organisational climate, psychological empowerment and job performance of employees of star-rated hotels in the Central Region.

Research Objectives

The study had the following objectives. Specifically, the study sought to:

1. examine the effect of organisational climate on job performance,
2. investigate the effect of psychological empowerment on job performance,
3. assess the relationship between emotional intelligence and job performance,
4. examine the role of emotional intelligence in the relationship between organisational climate and job performance, and
5. examine the role of emotional intelligence in the relationship between psychological empowerment and job performance.

Research Hypotheses

Based on research objectives, the study tested the following hypotheses.

H₁: There is a significant positive relationship between organisational climate and Job performance.

H₂: There is a significant positive relationship between psychological empowerment and job performance.

H₃: There is a significant positive relationship between emotional intelligence and job performance

H₄: Emotional intelligence plays a role in the relationship between organisational climate and job performance.

H₅: Emotional intelligence plays a role in the relationship between psychological empowerment and job performance.

Significance of the Study

The findings of the study are essential for the hotel industry, management and researchers. The study informs managers and owners on creating an enabling environment to harness a favourable organisational climate and formulate strategies to enhance psychological empowerment of employees. This study would highlight the appropriate empowerment techniques that human resource managers can take advantage of to enhance job performance of employees. It also gives an insight into the techniques of building the emotional intelligence of employees as well as view employees as a treasure for organisations' success. The industry is one of the essential in the country known for the jobs creation, innovation, and entrepreneurial spirit, as well as harnessing individual creative endeavours for its sustainability, therefore, requires critical attention.

Furthermore, the findings of the study is useful to policymakers and stakeholders of the industry by presenting ways of developing policy initiatives and structures within organisations through enhancing organisational climate and psychological empowerment interventions to enhance job performance. More importantly, this study currently one of the few studies that examines the

role of emotional intelligence in the association between the organisational climate, psychological empowerment and job performance in the hotel industry in Ghana. As a result, this study fills this gap and contributes to the body of knowledge and literature by presenting evidence on the significance of these relationships. Finally, this study provides a basis for further inquiries since it gives suggestions for future research.

Delimitations

The study was conducted within the scope of the effect of organisational climate, psychological empowerment, and emotional intelligence on job performance of employees in star-rated hotels in the Central Region. The job performance looked at three dimensions; task performance, contextual performance and adaptive performance. Participants were only employees in the selected star-rated hotels in the study area at the time of the research. The research employed quantitative techniques to perform its analysis with primary data obtained through distributing close-ended questionnaires.

Limitations

The study had the following limitations. The instrument used did not permit respondents to give information other than the ones presented on the scale. This limited the study only to make its analysis from the responses respondents were permitted to give. In addition, this research adopted the cross-sectional design for data collection and relied on respondents' assessment which was not checked with their superiors.

Definition of Terms

Organisational Climate-the perceptions that employees hold about the practices, policies, procedures and the overall systems of the organisation which

differentiate one organisation from another, through a blend of internal and external forces affecting employees and influencing their behaviour in the workplace.

Psychological Empowerment-it is a form of intrinsic motivation based on the belief that one has influence over their work environment and recognises that their values and those of the company are compatible.

Job Performance-is defined as behaviours or the continuous actions that an individual completes in a given unit of time in contributing to an organisation's core activities.

Emotional intelligence-the capacity to pay attention to one's own and other people's emotions, to recognise the differences between them, and use that knowledge to shape one's thoughts and behaviours.

Organisation of the Study

This research is organised into five chapters. Chapter one covers the background, statement of the problem, the purpose of the study, research objectives and hypotheses, and significance along with limitation and delimitation of the study. The second chapter comprises the literature review, which focuses on the study's theoretical foundation, empirical review, conceptual review and framework. Chapter three explained the research paradigm, design, approach, population and sampling, and analytical tools in addition to the measurement of variables. Analysis of data and a detailed discussion of the analysed data were covered in chapter four. Chapter five summarises and gives the main conclusions as well as recommendations and suggestion for future research.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter focused on the literature review of the study. It provided empirical review on the relationships between the organisational climate and psychological empowerment, job performance and the role of emotional intelligence in the aforementioned associations. The chapter is in three subdivisions, the first part explains the theories underpinning the study, and the second part reviewed the conceptual and empirical literature while the last section explains the conceptual model developed drawing on the extant literature.

Theoretical Review

This study draws upon the Social Exchange Theory (Homans, 1958; Blau, 1964, 2017), Job Demands-Resources Theory (Demerouti, Bakker, Nachreiner & Schaufeli, 2001; Bakker & Demerouti, 2007, 2017) and Goleman Theory of Emotional Intelligence (Goleman, 1995).

Social Exchange Theory (SET)

The social exchange theory was propounded by George Homans, a sociologist, in his essay “Social Behaviour as Exchange” in 1958. Homans (1961) defined social exchange as a tangible or intangible exchange of activities between two or more parties that might be rewarding or costly. Cost according to him, is the opportunities forgone by either of the parties. It is a primary theoretical paradigm in the social psychology field (Blau, 1964) that explains the relationship between two or more parties or individuals. According to Blau

(1964), the underlying basis of social exchange theory remains the interactions between humans. The theory explains how these parties exchange resources and how those exchanges influence the connection among the members involved (Cropanzano, Anthony, Daniels & Hall, 2017).

In the organisational setting, the exchange is said to exist between the employer or the management and the employees. This involves the exchange of extrinsic benefits and other social structures that are created through their interactions. Blau (1964, p. 196) stated, “Social exchange refers to the voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do bring from others.” The definition by Blau is adapted for this study. In defining, he argues that, social exchange involves the principle that one person does another a favour, and while there is a general expectation of some future returns, its exact nature is not stipulated in advance (Blau, 1986). The social exchange theory is essential in explaining the interactions existing between the organisation and employees (Adeoti, 2019).

Reciprocity, relationship, and exchange are three key aspects of social exchange. Relationships begin when a party offers something beneficial to the other. As a result, the beneficiary can demonstrate reciprocity, and a series of exchanges can ensue, resulting in a sense of commitment between them (Coyle-Shapiro & Shore, 2007). The social exchange theory postulates that, if employees believe their employers are accommodating their demands at work, they will create an implicit obligation to reciprocate by increasing their desire to accomplish tasks and engage in good workplace behaviours that benefit their employer. Employees appear to reciprocate favourable workplace experiences by doing duties to a better standard (Zou, Tian & Liu, 2015).

Following the social exchange theory, which implies, that the relationship among parties should encompass reciprocal interdependence (Blau, 1964), the provision of the appropriate climate in the organisation increases job performance. Thus, employers and management provide an appropriate organisational climate for employees in order to exchange it for increased and improved job performance. From this vantage point, the social-exchange theory proposes that workers react to a seeming favourable organisational climate by acting in a way that benefits both the company and their fellow employees. Contrarily, employees respond to a dissatisfying organisational climate by adopting unfavourable work behaviours such as absenteeism and tardiness (Hernández, Zatarain & Barrón, 2019).

According to Ndungu (2017), when an organisation pledges to provide employees with rewards, recognition, financial rewards and conducive working environment, it creates a receptive organisational climate. This will develop a strong bond between the employees and their organisation, which will raise their willingness to work hard and to repay the organisation with improved job performance. This study in the hotel industry is on the notion that organisational climate represents an antecedent whilst job performance is considered as a consequent in the reciprocal organisation-employee relationship based on the social exchange theory (Chang & Busser, 2020).

Therefore, organisational climate stands as the organisation's side of the exchange by providing the appropriate climate in the organisation for the employees. In return, the employees execute their side of the exchange by performing their job roles to a higher standard (Blau, 2017; Obeng *et al.*, 2021).

Moreover, this theory helps to highlight how employees contribute to the attainment of managerial aims (Kurtessis *et al.*, 2017).

Job Demands-Resources Theory (JD-R)

The job demands-resources theory explains the relation between psychological empowerment and job performance, which is the study's second objective. This is an organisational theory propounded after the publication by Demerouti *et al.* (2001) to explain how organisational environment affects performance of employees. According to the theory, there are two types of environments in every workplace which are the demands required by the job (job demands) and the resources available or needed to meet those demands (job resources) that affect performance (Bakker & Demerouti, 2007; 2017). The recent extension included to the theory is the personal resources (Xanthopoulou, Bakker, Demerouti & Schaufeli, 2009). This is known as the person's sense of self-efficacy and optimism with their ability to influence their work environment (Bakker & Demerouti, 2017).

The job demands encompass all the physiological, social, and emotional pressures associated with one's work and as such requires a persistent effort and a corresponding psychological cost (Demerouti *et al.*, 2001). Included in the job demands are a hefty workload, conflicting demands from managers and clients, a stressful work environment, emotional labour, poor relationships as well as uncertainty in the role. On the contrary, job resources are the physical, psychological, social, and organisational dynamics that help the individuals to perform well and also reduce negative work outcomes (Demerouti *et al.*, 2001; Bakker & Demerouti, 2017). Autonomy, the opportunity for advancement, coaching, learning, and development are all considered resources. According to

the theory when job resources are high and job demands are low, it improves motivation, upsurges performance, and other positive job outcomes.

Additionally, the theory explains how job demands and resources have multiple effects on motivation as well as stress (Bakker & Demerouti, 2014). Khan, Malik and Saleem (2020) indicated that empowered staff are more sensitive to client needs and deal with consumers with more cordiality, which leads to increased performance. According to this notion, job demands, as well as job and personal resources, activate different processes. Job resources result in a motivational process, therefore possessing those, leads to better job performance. Similarly, in this current study, it was suggested that psychological empowerment is a job resource and a personal resource. Moreover, per the job demands-resources theory employees use their resources to meet the job demands (Bakker & Vries, 2021).

For example, having autonomy in one's work, which is the same as the self-determination dimension of psychological empowerment, can assist an employee in dealing with a heavy workload. Job demands, on the other hand, when high, cause job strain, which harms job performance (Tummers & Bakker, 2021). Additionally, The JD-R model is a two-pronged paradigm, with one focusing on health impairment and the other on motivation. According to the health impairment process, high employment demands lead to burnout and health concerns (example is exhaustion, sleep disturbances, and cardiac dangers). Employees who are subjected to high emotional demands, excessive work overload, or workplace emotional discord, for example, have been reported to experience exhaustion (Bakker, Demerouti & Schaufeli, 2003; Bakker & Vries, 2021).

Alternatively, job resources lead to good job outcomes such as employee commitment, employee performance, and intention to stay in the motivational process (Bakker & Demerouti, 2007). This is because embedded in job resources is both intrinsic and extrinsic stimulus on performance since it supports employee knowledge acquisition, development, and evolution (Bakker & Demerouti, 2007). Also, job resources are intrinsically motivating and enhance job performance (Lupsa, Baciú & Virga, 2019). It assists in fulfilling fundamental human needs including competence and relatedness (Bakker & Vries, 2021).

Furthermore, according to the Resource-Based View (RBV) of the firm (Barney, 1991; 2001), both tangible and intangible as well as job and personal resources are critical for the organisation to improve performance and assist the firm in gaining a competitive advantage. According to research, psychological empowerment significantly contributes to the overall improvement of performance (Ul Haq, Usman & Khalid, 2018). The RBV also holds that psychological empowerment is crucial for organisations to raise their performance and level of industry competition (Khan *et al.*, 2020). Because meaningful work is a defining characteristic of psychological empowerment, empowered employees regard their work as profoundly important and influential. As a result, personnel in star-rated hotels become more enthusiastic and use a range of inventive methods to handle their responsibilities (Javed, Khan, Bashir & Arjoon, 2017; Khan *et al.*, 2020).

Psychological empowerment was recognised by Ugwu, Onyishi and Rodríguez-Sánchez (2014) as a resource, while Schaufeli and Taris (2014) identified risk-taking and performance as job-demands. Also, Ugwu *et al.*

(2014) indicated that psychological empowerment is a resource that retains personnel on track to complete their tasks. The Job-Demand-Resources theory explains the interaction between job demands and job resources as well as their influence on job outcomes (Kirrane, Kilroy & O'Connor, 2018; Iqbal, Ahmad, Nasim & Khan, 2020). This study is of the notion that job performance is a job demand while psychological empowerment is a resource.

The JD-R model (Demerouti *et al.*, 2001; Seibert, Wang & Courtright, 2011) shows that employees can use psychological empowerment as a resource on the job to stimulate job performance. Lupsa *et al.* (2019) highlight that when employees have access to resources and increase these resources, it enhances job performance and improves their well-being. This study broadens the theoretical perspective of job demands-resources theory by looking at how psychological empowerment might be used to deal with workplace demands such as job performance.

Goleman's Theory of Emotional Intelligence

Daniel Goleman's works popularised emotional intelligence and sparked widespread interest in the media and within organisations. Mayer and Salovey's (1997) model were used to build Bar-On's (1997) theory. Mayer and Salovey's (1997) definition are the most acknowledged in research, it described emotional intelligence as a collection of interconnected capabilities related to the four aspects of emotional intelligence that can be a huge advantage to employee activities (Wong & Law, 2002; Offermann, Bailey, Vasilopoulos, Seal & Sass, 2004; Carmeli & Josman, 2006). The concept of emotional intelligence is a relatively new concept that remains a prevalent approach to understanding how

emotions are perceived and expressed in the work environment and its impact on employee outcomes (Kamassi, Boulahlib, Abd Manaf & Omar, 2019).

Though there are numerous emotional intelligence theories, academics acknowledge Goleman's (1995) work to have had a significant effect on the scholarly discussion. This exceptional impact of Goleman's (1995) theory is due to some factors. First, Goleman's emotional intelligence theory expounds the four extents of Mayer and Salovey's (1997) model to five extents, making the emotional intelligence concept more comprehensive. Second, Goleman's theory explained emotional intelligence in a more appropriate field, leadership, and is thus capable of articulating the relevance of emotional intelligence in everyday life. This conjures up the fact that many emotional intelligence theories are based on proponents' attempts to explain emotional intelligence in many fields. Undoubtedly, either of these theories is valid as long as it delivers the correct information in its discipline.

In reality, Salovey and Mayer's (1989) proposition was the foremost to be fully integrated into literature. Even though, other latest theories such as Goleman's (1995), are prevalent, intricate, and thorough somehow negate the importance of Salovey and Mayer's theory. According to Bar-On's (1997) theory, emotional intelligence is a cognitive capacity or a sort of intellectual ability which harmonises people's daily interpersonal communication, in addition to providing a foundation for many hypotheses (Freshman & Rubino, 2002). This theory continues to be useful in academics' efforts to determine the viability of emotional intelligence models for usage in particular sectors or specialities.

A thorough examination of all emotional intelligence theories reveals that ideologues and scholars of emotional intelligence seek to explain the same concept from various perspectives. They typically argue that emotional intelligence is required for effective interpersonal relationships. In essence, Alotaibi, Amin and Winterton (2020) agreed that emotional intelligence is required in everyday behaviour. Thus, emotional intelligence allows people to interact successfully and adequately with others by first accepting and empathising with their own emotions, and then using that understanding to respond constructively to information and conduct, including potentially exasperating behavioural patterns.

In the theory of Goleman (1995), three models are represented. One of these frameworks is the mixed model, with the other two being the ability model and the trait model. The trait model examines a person's perception of their emotional capacity (Goleman, 1995; Salovey, Mayer, Goldman, Turvey & Palfai, 1995) The ability model considers a person's own emotions as well as other people's emotions as an important source of information for making sense of and steering a social situation (Goleman, 1998). Individuals differ in their willingness to exercise emotion-driven information as well as their ability to connect psychological processing to higher levels of thinking, according to this model. Perception, comprehension, and management of emotions are the three objectives of the ability model. As a result, this model is adopted for this study.

It is thought to be useful in situations where understanding other people is essential. Understanding and managing emotions and feelings are crucial skills that enhance positive work behaviours (Milhem, Muda & Ahmed, 2019).

Emotional intelligence contributes to positive work psychology and has a beneficial effect on job performance (Chen & Guo, 2020). Emotionally intelligent employees portray better duty performance with dedication, and voluntarily participate in the workplace.

Drawing on this theory and existing literature, it is proven that the emotional intelligence of employees has a significant effect on job performance. A significantly favourable association between emotional intelligence and job performance was also discovered by Gong, Chen and Wang (2019). However, research on how emotional intelligence intervenes in the relationship between organisational climate, psychological empowerment, and job performance has not been fully certified and still awaits further enquiry. In light of this, it is proposed that emotional intelligence plays a role in the relationship between organisational climate, psychological empowerment, and job performance.

Conceptual Review

This section reviews the concepts of organisational climate, psychological empowerment, emotional intelligence, and job performance.

Organisational Climate

Individual assessments of the workplace environment result in complex dimensions. The sum of these dimensions is referred to as organisational climate. Organisational climate is a vital concept in the management of organisations. However, it is characterised by two main limitations which are, defining the organisational climate and measuring organisational climate (Punwatkar & Verghese, 2018). According to Punwatkar and Verghese, organisational climate can be referred to as the characteristics of an organisation that differentiates one

organisation from another through a fusion of internal and external forces that have an influence on employees. These characteristics could include official procedure, physical facilities and structure, autonomy, incentive structures, conflict and tolerance, the need for creativeness, support, consideration, job stress, job satisfaction, the style of leadership, and so on.

Forehand and Gilmer (1964) posit that organisational climate is a distinct combination of traits that identifies and distinguishes one organisation from another. These traits persist for an extended period, affecting the behaviour of those who operate in such a setting. In addition, organisational climate is seen as the collection of attributes that are unique to a given organisation and can be influenced by how that organisation interacts with its members and surroundings. Organisational climate is a persistent aspect of the internal environment that affects members' behaviour. Litwin and Stringer (1968) defined six organisational climate components: organisational structure, individual responsibility, rewards, risk and risk-taking, warmth and support, tolerance and conflict.

Howbeit, according to Tagiuri, Litwin and Barnes (1968), there is no common set of dimensions for determining organisational climate. Climate, instead, takes on several dimensions depending on the sort of organisation and the behaviours being researched. They saw climate as a heterogeneous, synthetic, and changing construct influenced by managerial behaviour. Following these, a conceptual gap was identified through the review of the literature. This study, therefore, intends to fill this gap by focusing on selected components of organisational climate lacking in literature in the Ghanaian hotel industry. For the purpose of this study, selected components of organisational

climate; employee welfare, employee training, innovation and flexibility and outward focus were adopted. Employee welfare measures the degree at which the organisation provides care for its employees and values them (Guest, 1998; Patterson *et al.*, 2005).

Innovation and flexibility measure the organisations orientation towards change, and how change is embraced within the organisation. Innovation refers to the degree to which the organisation encourages new ideas of its members and provide support for innovative approaches (Patterson *et al.*, 2005). Outward focus refers to how the organisation respond to the needs of its customers and the extent of the organisation's responsiveness to the external environment (West & Farr, 1990; Patterson *et al.*, 2005). Employee training dimension of organisational climate refers to the extent to which the organisation is concerned with developing the skills of employees with regard to current trends and needs (Morrow, Jarret & Rupinski, 1997; Patterson *et al.*, 2005). Bellou and Andronikidis (2009), found that innovation and flexibility, and outward focus is among top priorities which affects employee behaviour and performance.

Psychological Empowerment

Conger and Kanungo (1988) defined psychological empowerment as a process that fires emotions of self-efficacy among employees by removing all variables that promote powerlessness through formal organisational procedures and informal means of providing useful knowledge. Thomas and Velthouse (1990) expanded on this premise, stating that a broad collection of activities, including meaningfulness, choice, competence, and impact of employees, might inherently inspire people. Despite their differences, all of these elements

contribute to the overall concept of psychological empowerment (Spreitzer, 1995).

Meaning produces an emotional response to the relevance and significance of work to the individual. Meaning is the importance of the work objectives in relation to one's ideals and the assessment of a task's goal (Spreitzer, 1995). Spreitzer *et al.* (1997) defined meaning as the instrument of empowerment, or the process through which people become passionate about their professions. If employees' hearts aren't in their work, they will not feel empowered, and their value systems will clash. It is recognised that when workers feel their work matters, they are more willing to contribute to job performance (Chiang & Hsieh, 2012).

The self-determination dimension of psychological empowerment implies some control over employees' work habits and procedures (Bell & Staw, 1989). Increased flexibility, inventiveness, initiative, resilience, and self-control result from the self-determination of employees (Thomas & Velthouse, 1990). According to Fulford and Enz (1995), it is the degree of freedom with which one decides to do one's duty. It is concerned with the ability to initiate and complete a task or activity. Self-determination, often known as autonomy, refers to the beginning and continuing of work activities by employees (Buitendach & Hlalele, 2005). If employees are given only directives, they would not feel empowered (Zhang & Bartol, 2010).

Competence is seen as self-efficacy, an individual's confidence and belief in one's ability to execute well within their domain of skill. Bandura (1977) compares competence to personal mastery or effort-performance expectancy. A high sense of competence activates intellectual resources,

improves human accomplishment and personal well-being resulting in attempts and efforts in difficult conditions in a variety of ways (Gecas, 1989), dealing with high expectations (Ozer & Bandura, 1990), and good job performance (Locke, Frederick, Buckner & Bobko, 1984). According to Gist and Mitchell (1992), competency increases motivation and affects employees' conviction in their abilities to accomplish their jobs effectively. Competence is a valid concept that may be developed over time as new information, experience, and learning become available (Luthans & Peterson, 2002).

The impact of employees is described as the extent to which an individual's behaviour or job brings a difference in the workplace. Impact refers to an employee's ability to influence strategic, administrative (Ashforth, 1989), and work results for the organisation (Thomas & Velthouse, 1990), as well as persuade others to buy into their ideas (Spreitzer, 1995). This component is stated to convey one's belief that one's activities have an effect on the results of the department and the organisation as a whole (Spreitzer, 1995). It is also seen as the extent to which an individual perceives his or her labour can affect organisational outcomes and make a substantial difference in attaining the task's goal (Quinn & Spreitzer, 1997).

Emotional Intelligence

Emotional intelligence according to definition is described as a concept with four dimensions: the capacity for emotion management, sensation, and expression of emotions as well as the understanding and use of emotions as a tool for thought (Goleman, 1995). Emotionally intelligent employees may be more conscious of their own and others' emotions. As a result of their great emotional intelligence, people may be able to perform well (Kamassi *et al.*,

2019). Employees must be able to grasp customers' perspectives and form relationships with them to support possible transactions most importantly in the service organisations like the hotel industry.

Wong and Law (2002) established the WLEIS scale, which is linked to the four measures of emotional intelligence: Self-Emotion Appraisal, Others Emotion Appraisal, Use of Emotion and Regulation of Emotion. Self-emotion appraisal is the ability to be familiar with and express one's profound emotions. The ability to detect and comprehend others' emotions is referred to as others' emotion appraisal. Regulation of emotion is explained as a person's capability to control their emotions, which allows them to recover from psychological pain more quickly. The use of emotion gauges a person's capacity to direct their emotions toward useful endeavours and superior achievement (Hur, Van Den Berg & Wilderom, 2011; Yan, Yang, Su, Luo & Wen, 2018).

This study proposed that the links between organisational climate, psychological empowerment, and job performance are influenced by emotional intelligence. The multidimensional construct developed by Wong and Law (2002), which evaluates a person's capacity to successfully recognise, communicate, analyse, and assess his or her own emotions as well as those of others, is used in this study to assess emotional intelligence (Lapalme, Wang, Joseph, Saklofske & Yan, 2016; Yan *et al.*, 2018).

Job Performance

Borman and Motowidlo (1997) classified individual performance into two categories: task performance and contextual performance. Adaptive performance has been included as a distinct domain in job performance evaluation by Sinclair and Tucker (2006) and Haneberg (2011) in response to

recent environmental dynamics. Over all, job performance is described as the behaviour of an individual employee that is relevant to the organisation's aim. Job performance is determined by the behaviours and actions of the employees (Campbell & Wiernik, 2015).

Task performance is characterised as an employee's conduct consistent with the requirements of their job description. It is seen as behaviours that aid in the creation of a product or the delivery of services. It contains work-related behaviours that are largely role-specific and are typically stated in job descriptions (Borman & Motowidlo, 1997). As a result, the universal frameworks for task performance are difficult to obtain because they are related to fundamental job functions, and perspective frameworks are used.

Contextual performance is viewed as the behaviour which supports the ideal corporate, social, and psychological surroundings and is consistent with the organisation's goal. Additionally, it is known as organisational citizenship behaviour (OCB). It is also described as the conduct that assists the organisation in achieving its objectives by enhancing the social and psychological environment (Rotundo & Sackett, 2002). It includes activities that go above and beyond what is required for a job, like initiative, proactivity, teamwork, and enthusiasm (Koopmans *et al.*, 2011). Adaptive performance is concerned with interdependent development, work system uncertainty, and continual changes in the workplace.

Empirical Review

The section also presents a thorough review of studies by scholars relating to the objectives of the study.

Organisational Climate and Job Performance

Researchers define organisational climate as a phenomenon with several resultant effects, therefore to study organisational factors such as performance, it's imperative to look at organisational climate. Organisational climate, according to Steinke, Dastmalchian and Baniyasi (2015), represent employees' perception of the rules, standards, and operations that are expected, reinforced and acknowledged in terms of the organisation's members. Madhukar and Sharma (2017) state that an individual's interactions with the surroundings of an organisation determine its organisational climate. Organisational climate is a vital element with major implications in human resource management and organisational behaviour (Ahmad, Jasimuddin & Kee, 2018). According to Rozman and Štrukelj (2021), organisational climate may have a different influence on larger and smaller organisations alike.

Moreover, an organisation's climate is a significant determinant of its performance and a vital factor in deciding its success (Burton, Lauridsen & Obel, 2004; McMurray & Scott, 2013). According to Bamel, Rangnekar, Stokes and Rastogi (2013), organisational climate includes a company's structure, procedures, employee interactions, workplace conduct, standards for performance, and possibilities for advancement. Different climates exist in organisations, depending on a variety of factors. In general, the climate of an organisation can be seen as either favourable or unfavourable, receptive or hostile. A favourable workplace climate is one of the most crucial components, and it has a major effect on employee behaviour. Several organisational characteristics and social ties have an influence on how employees behave at work (Berberoglu, 2018).

A favourable organisational climate enhances financial results like revenue growth, profitability, and sales turnover. An organisation's climate also has effect on its success (Bhaskar & Ashok, 2012). Jegajothi and Sudha (2015) asserts that there is a link between organisational climate and performance. Therefore, according to Lu, Lu, Gursoy and Neale (2016), organisations should pay attention to the organisational climate factors that can affect the quality of work life. In addition, Individual, group, and organisational levels all benefit significantly from the organisational climate (Ghanbari & Eskandari, 2016). Again, a favourable organisational climate, as postulated by Maamari and Majdalani (2017), increases efficiency and lowers turnover costs associated with human resources. Despite that, employees who perceive their organisational climate as favourable and receptive have more chances of being satisfied and engaged (Albrecht, Breidahl & Marty, 2018).

Furthermore, a study by Balkar (2015) found that organisational climate components; support, fairness, and pressure had positive effects on job performance. It was also revealed that organisational climate measures, support, and pressure had a significant positive effect on innovative behaviour. Also, Al-Madadha, Al-Adwan, Alrousan and Jalghoum (2019) discovered that organisational climate had a positive significant relationship with psychological empowerment and team performance.

Again, it was found that psychological empowerment mediated the relationship between organisational climate and team performance. This brings to light that; the organisational climate will only enhance team performance through members' psychological empowerment. The organisational climate was measured with seven items hence the components of the organisation that affect team

performance were not indicated. For this research, some constructs were used to measure organisational climate with job performance.

Also, a study on the influence of organisational climate on employee performance revealed that organisational climate influences performance in the public sector (Okine, 2019). He measured four components of organisational climate namely; career advancement opportunities, pay and compensation packages, working environment, supervision, and co-worker relationships. The study was confined to the public sector, hence, at some point, further studies might be interested in the private sector of which the hotel industry is among. The data was processed using IBM SPSS. Again, their study was undertaken only in Accra and was just a case study.

One of the most important aspects affecting and altering subordinates' perceptions of workplace contribution and involvement is the organisation's climate (Jung & Ali, 2017). Another study by Rahmat, Abdillah, Priadana, Wu and Usman (2020) on organisational climate and job performance indicated that organisational climate had a positive significant link with job performance. However, the study used only participants from the higher private educational institutions so generalising the results of other organisations was difficult. In the future, research in different national cultures is encouraged to confirm the results. Hence, this study assessed organisational climate and job performance in the star-rated hotels in the central region of Ghana.

In recent decades, studies have demonstrated that satisfaction with work has contributed to increased performance and dedication, as well as reduces absenteeism and intention to quit (Hagmaier & Abele, 2015; Zeffane & Melhem, 2017). In the study of Yawman (2020), it was postulated that organisational

climate comprising the nature of power, communication, leadership styles, and the social environment manifested in the culture, values, and norms behaviours of the employees. It was highlighted that organisations need a favourable climate to improve employee motivation which leads increase commitment and performance. Also, leaders must create a favourable climate to promote to performance of the employees and reduces turnover (Yawman, 2020). As a result, job performance can be improved when organisations place a high value on creating an appropriate organisational climate to achieve their objectives through increased job satisfaction.

Also, a study conducted by Rozman and Strukelj (2021) found that organisational climate affects both job and organisational performance. Their study employed five components of organisational climates; leadership, employee relations, employee motivation, employee commitment, and employee satisfaction which were assessed using a five-point Likert Scale. The present study analyses organisational climate using employee welfare, training, innovation and flexibility, and outward focus. This helps to explain these relationships among employees in the hotel industry compared to their study.

Nevertheless, their study was limited to medium-sized organisations. Contextually, the location of the study, Slovenia, which is part of the European Union (EU) have different business ethics, cultural values, and habit which may influence the organisational climate. Also, the study did not consider the interacting effect of any variable. For this reason, this current study has the objective of assessing the role of emotional intelligence between organisational climate and job performance.

Again, Obeng, Zhu, Azinga and Quansah (2021) in their study found first, that the organisational climate had significantly positive correlations with the constructs of job performance (Task and contextual). Second, the study discovered that harmonious work passion partially mediated the correlation between organisational climate and job performance. Lastly, the link between organisational climate and harmonious work passion was adversely mediated by the leader-member exchange. In addition, coaching as a management tool improved the relationship between organisation climate and job performance.

In their study, organisational climate was measured as a unidimensional concept using the CLIOR Scale (short version) comprising 15 items. Thus, did not consider the individual components of organisational climate. As a result, the component(s) of the organisational climate that influenced performance could not be pinpointed. However, this study measures organisational climate using the selected components based on the problem identified. Also, they measured job performance with the subscales Task and contextual performance. This study measures job performance with task, contextual and adaptive performance.

Organisations now seek to improve their organisational climate in order to advance the performance of employees (Punwatkar & Verghese, 2018). Taking into consideration the above studies, it is evident from earlier scholars that a positive and favourable organisational climate is vital for enhancing job performance in organisations. Corollary to this, several studies have recognised that organisational climate has a handy link with job performance, although different components were used to measure organisational climate (Li & Mahadevan, 2017; Soefijanto & Supriyati, 2019; Obeng *et al.*, 2021). In the hotel

industry, the employees play a key role by serving as a link between the organisation and the customers. As a result, the climate created by management within the workplace directly determines the services provided by employees to customers.

Therefore, it is essential to create a receptive organisational climate for employees for a better job and organisational outcomes. Meanwhile, Bellou and Andronikidis (2009) asserted that the organisational climate in hotels has received little attention and this is not an exception in the Ghanaian context. This is why it was hypothesised that, there is a positive significant relationship between organisational climate and job performance of employees in the star-rated hotels.

Psychological Empowerment and Job Performance

Since the term's inception, scholars have placed a special emphasis on the link between psychological empowerment and job performance, because psychological empowerment's ultimate goal is to improve workplace performance. Research on the effect of psychological empowerment on job performance is still in its early stages. Spreitzer's four-dimensional psychological empowerment measure, for instance, was utilised by Liden, Wayne and Sparrowe (2000) to examine how it affects job performance. They discovered that psychological empowerment had a significant positive effect on job performance. Psychological empowerment has no seeming effect on job performance, according to Dewettinck, Buyens and Singh (2003), although it can boost employee job satisfaction

In the study by Pepra-Menash, Adjei and Yeboah-Appiagyeyi (2015) among hotel employees in Cape Coast and Elmina in the Central Region of Ghana on the effect of work attitudes on turnover intentions, it was found that

satisfaction, motivation, and alternative job opportunities had a significant relationship with intention to quit. Albeit, organisational commitment, and job hopping were not significant to the intention to quit. They concluded that the management of hotel businesses must consider proper compensation and motivational strategies to retain employees to enhance job performance. This raises a key question that needs careful attention in current literature; what motivational strategies should managers in the hotels adopt to retain employees and improve job performance?

Olcer and Florescu (2015) conducted a study to assess the mediating role of job satisfaction in the relationship between the aspects of psychological empowerment-meaning, competence, self-determination, and impact-and job performance in the manufacturing sector. Using a survey questionnaire, it was discovered that the psychological empowerment characteristics; competence, self-determination, and impact had a favourable effect on job performance, whereas meaning had no link to job performance.

Again, meaning, impact, and self-determination had a positive significant effect on job satisfaction. He indicated that employees in the manufacturing industry perceive themselves as empowered psychologically. Job performance and job satisfaction are influenced by high levels of psychological empowerment. The researchers advised that all levels of management in the organisation should support employee psychological empowerment techniques. However, the research was an exploratory study and collected data from only one manufacturing industry, hence, the generalisation of findings to other organisations was debatable.

In Ghana, Okyireh and Simpeh (2016) undertook a qualitative study to evaluate the nature of psychological empowerment of women entrepreneurs. The study, using an open-ended interview, found out that the women found their job to be meaningful, had competence and autonomy, and had influence over what happened in their business. Thus, it was established that women entrepreneurs had a level of empowerment. However, the study was only an exploratory study therefore, an investigation into the relationship between psychological empowerment and performance was difficult.

Again, Al-Makhadmah, Al Najdawi and Al-Muala, (2020) conducted research on psychological empowerment and employee performance in four and five-star hotels in the Dead Sea- Jordan tourist Area. In their study, it was revealed that the performance of employees was influenced by meaning and self-determination dimensions of psychological empowerment, while, competence and impact of employees did not affect performance. Also, the educational level of the employees significantly moderated the relationship between impact and employee performance but did not affect the meaning, competence, and self-determination. The researchers stated that further investigations using different populations and other departments in hotels will be crucial since they only collected data from room division employees.

Mahmoud, Ahmad and Poespowidjojo (2021) undertook a study in Nigeria to investigate psychological empowerment and Individual performance (Task and contextual). Considering the mediating effect of intrapreneurial behaviour, a self-administered questionnaire was used to collect data from Medium Enterprises. Using a stratified sampling technique, it was discovered that psychological empowerment had a direct and significant association with both

individual performance and intrapreneurial behaviour. As a result, individual behaviour served as a mediating factor in the relationship between psychological empowerment and individual performance. They claimed that one notable element in raising worker performance is psychological empowerment.

Nevertheless, the use of subjective data to measure individual performance rendered the results vulnerable to judgment biases. Empirical evidence has been provided by extant studies on the influence of motivation on job performance and other related job outcomes beneficial to hotel organisations. In line with a study by Amankwah, Sarfo and Antwi (2020), examined the impact of motivation on employee satisfaction and work performance. It was revealed that motivational packages including good working conditions, and job security positively affected employee satisfaction whilst salary and skills, and knowledge development positively affected work performance. Overall, there was a significantly positive relationship between motivation and performance.

Psychological empowerment is the process that ignites self-efficacy among employees. It is a form of intrinsic motivation that makes employees feel they have work-related abilities and control over their decision and hence stimulate and induce employees' enthusiasm to work and promote job performance (Meng & Sun, 2019). Most of the studies (Amankwah, Sarfo & Antwi, 2020) focused on the theorised motivational packages and how they influence the performance of employees. It was identified that studies on psychological empowerment as a motivational strategy is scanty, especially in Ghana. Therefore, it was hypothesised that, there is a significant positive relationship between psychological empowerment and job performance of workers in the star-rated hotels.

Emotional Intelligence and Job Performance

Emotional Intelligence (EI) theory, explains emotional intelligence as a set of interconnected social and emotional competencies that connote how well people comprehend and communicate, understand and relate to others, and manage the pressures of everyday life. Countless interaction with clients from diverse backgrounds and high demands on employees from both customers and managers (Siaw, Khayiya & Mugambi, 2018) requires that employees are emotionally intelligent to communicate effectively and control their emotions.

In other words, whether employee conduct reflects the organisation's objectives and its ability to produce the intended outcomes. One of the categories of performance, job performance indicates whether the work done by the employees is effective or whether they can demonstrate good talent, which represents how well a person is exploiting opportunities (Gong *et al.*, 2019). In a study by Chong, Falahat and Lee (2019), it was found that emotional intelligence dimensions (intrapersonal skills, interpersonal skills, adaptability and general mood) have a significant positive relationship with job performance. However, their study was undertaken in private higher educational institutions.

An individual who can thrive in the hotel industry or the hospitality profession, and coordinate closely with customers and managers, must be someone with sufficient emotional intelligence to recognise and take advantage of his/her sentiments and thoughts. In their study, Zhan and Fan (2013), discovered that emotional intelligence has a positive significant relationship with project performance. Their study also revealed that international involvement and contract type moderate the relationship between emotional intelligence and project performance. Another study by Alonazi (2020) on the effect of emotional

intelligence and job performance during the Covid-19 pandemic found that emotional intelligence had a significant relationship with job performance.

Similarly, Asiamah (2017) studied the relationship between emotional intelligence and job performance among health workers. It was discovered that emotional intelligence had a significant positive effect on job performance. Also,

it was concluded that employees' emotional intelligence helps them to perform their job roles and thus when improved, employees will increase their job performance (Asiamah, 2017). Edward and Purba (2020) also carried out a study on the effect of emotional intelligence and work environment on employee performance. Using the structural equation modelling, they found that both emotional intelligence and work engagement has a significantly positive relationship with the performance of employees.

From the above literature, it could be concluded that the emotional intelligence level of the employees in various organisations has an effect on the performance of their job. Thus, positive relationships were found between emotional intelligence and job performance of employees. Nevertheless, it was noted that none of these studies were undertaken in the hotel industry in Ghana. Therefore, the hotel industry in Ghana need to expand the scope and level of emotional intelligence of their employees. In response, it was hypothesised in this study there is a significant positive relationship between emotional intelligence and job performance of employees in the hotel industry in the Central region.

Organisational Climate, Emotional Intelligence and Job Performance

There are a number of competencies needed by professionals in the hotel industry. Among these competencies emotional intelligence is outstanding (Alonazi, 2020). Most academics today concur that emotional intelligence

enhances job performance especially with employees who have direct contact with customers (Law, Wong, Huang & Li, 2008; Alonazi, 2020). In the hotel industry, the nature of work environment necessitates a high demand for employee's emotional intelligence. Emotional intelligence is a crucial factor that improves job performance by enabling individuals to control their emotions in order to deal with stress and pressure associated with their work. Additionally, it enables them to maintain a positive composure and adapt to organisational change (Sanchez-Gomez & Bresó, 2020).

It has been argued that emotional intelligence is a crucial skill that must be valued above technical and conceptual skills (Wong & Law, 2008). Emotional intelligence shapes the behaviour of employees to perform better (Al-Ahmadi, 2009). According to Chen and Guo (2020), emotional intelligence has a significant effect on job performance and helps to promote positive work psychology. They described Emotional intelligence as the capacity to monitor one's own and others' moods and emotions, distinguish between them, and utilise this information to inform one's decisions and behaviour.

In the face of the demanding work environment exhibited during the Covid-19 pandemic, for instance, workers who had high levels of emotional intelligence exhibited high resilience and performed well with low counterproductive behaviour at work unlike those with low level of emotional intelligence (Sadovyy, Sánchez-Gómez & Bresó, 2021; Supramaniam & Singaravello, 2021).

Based on Wong and Law (2002) explanations on emotional intelligence, every aspect of emotional intelligence is essential in contributing to the overall level of emotional intelligence. The skill to identify and comprehend the emotions

of those around you is highly essential in the hotel industry. In the hotel industry, emotional Intelligence helps employees to successfully sense, direct, analyse, and evaluate their own and others' emotions including both colleagues and customers (Wong & Law, 2002). Emotionally intelligent employees engage in behaviours such as constructive dispute resolution (Schlaerth, Ensari & Christian, 2013). It is essential in recognising and expressing their intense emotions in a normal way and the capacity to control their feelings. Also, emotional intelligence empowers employees to heal from psychological harm more rapidly (Yan *et al.*, 2018).

Boohene, Gyimah and Osei (2019) undertook a study on the role of emotional intelligence on Social Capital and SME Performance. It was revealed that emotional intelligence significantly and favourably influences the correlation between Social Capital and SME performance. Also, Cuéllar-Molina, García-Cabrera and de la Cruz (2019) assert that emotional intelligence impacts employee performance, thus, workers with extraordinary levels of emotional intelligence exhibit high performance, on the contrary, employees with low emotional intelligence exhibit low performance. Previous research that looked into the relationship between emotional intelligence and performance regarded it as positive and phenomenal.

Drawing on the arguments on the effect of emotional intelligence on job performance and related job outcomes raises the question, can the emotional intelligence of the employees play a role in the relationship between organisational climate and job performance? Even though emotional intelligence is mostly perceived as being individual-centred, building constructive working connections, being successful at work, and managing emotions well are all examples of having emotional intelligence (Setyaningrum, Utami & Ruhuna,

2016). This research asserts that emotional intelligence plays a role in the relationship between organisational climate and job performance. On this notion, it was hypothesised that emotional intelligence plays a role in the relationship between organisational climate and job performance.

Psychological Empowerment, Emotional Intelligence and Job Performance

Scholars have found relationships between psychological empowerment and emotional intelligence. Several studies conducted on emotional intelligence such as (Goleman, 1995; Bar-On & Parker, 2000; Cherniss & Goleman, 2001; Langhorn, 2004), concluded that emotional intelligence and job performance are positively correlated. According to a meta-analysis, employees having high emotional intelligence outperformed those with low emotional intelligence (O'Boyle, Humphrey, Pollack, Hawver & Story, 2011). Similarly, Jung and Yoon (2012) discovered that among food and beverage (F&B) personnel in a luxury hotel, there is a direct positive relationship between emotional intelligence and unproductive work behaviours.

According to Idrus, Alhabji, Al Musadieq, and Utami, (2015), psychological empowerment influences employees' emotional intelligence. Also, Francis, Alagas and Jambulingam (2018), undertook a study to find the causal relationship between employees' emotional intelligence, organisational support, organisational citizenship behaviour, and job performance. It was discovered that there is a positive significant association between emotional intelligence, perceived organisational support, organisational citizenship behaviour, and job performance using Andanco software. Through organisational citizenship behaviour, emotional intelligence and psychological empowerment improved

their job performance. They posit that emotionally intelligent people have stronger organisational citizenship behaviour qualities at work.

Their findings further showed that persons with higher emotional intelligence had better emotional regulation and performance under stress. To enhance organisation citizenship behaviour and raise job performance, organisational management teams should devise viable strategies for increasing emotional intelligence and perceived organisational support. Finally, understanding the good effects of emotional intelligence, perceived organisational support, and demonstrating organisational citizenship behaviour attributes that will improve employees' job performance will benefit the hotel sector greatly.

This four-dimensional construct includes the meaning, (the value of the work to the individual); competence, (the ability to do the job); self-determination (autonomy); and impact (the capacity to influence results) (Spreitzer, 1995b), which may have a direct or indirect effect on work outcomes as per existing literature. In their study, Alotaibi, *et al.* (2020) found statistically significant positive connections between psychological empowerment, job engagement, empowering leadership, and emotional intelligence. Psychological empowerment dimensions including meaningful work, competence, impact and self-determination may influence the emotional intelligence of employees. For instance, the meaningful work dimension of psychological empowerment can boost employee's emotional intelligence. As emotional intelligence unlike intelligent quotient can be learnt overtime. As employees find meaning in their work, they become attached to their work and hence develop the essential skills to perform their work with ease.

Furthermore, Lipson (2020) conducted a study to determine the role of emotional intelligence in the relationship between job resources and employee work engagement, and it was discovered that emotional intelligence had no effect on the relationship between supervisor support and autonomy and employee engagement. When working in the service sector and other businesses where employees must interact with customers, emotional intelligence may be extremely crucial (Karimi *et al.*, 2021). As a result, one of the hypotheses to tested was emotional intelligence plays a role in the relationship between psychological empowerment and job performance.

Conceptual Framework

This section presents the study's conceptual framework based on the variables being evaluated in this research. This framework was developed following the reviewing of empirical literature from the independent to the dependent variables reflected in the study. The conceptual framework collectively provides a thorough understanding of the phenomenon which are mutually supportive and constitute a framework-specific view of this study (Jabareen, 2009). The conceptual framework is depicted in Figure 1.

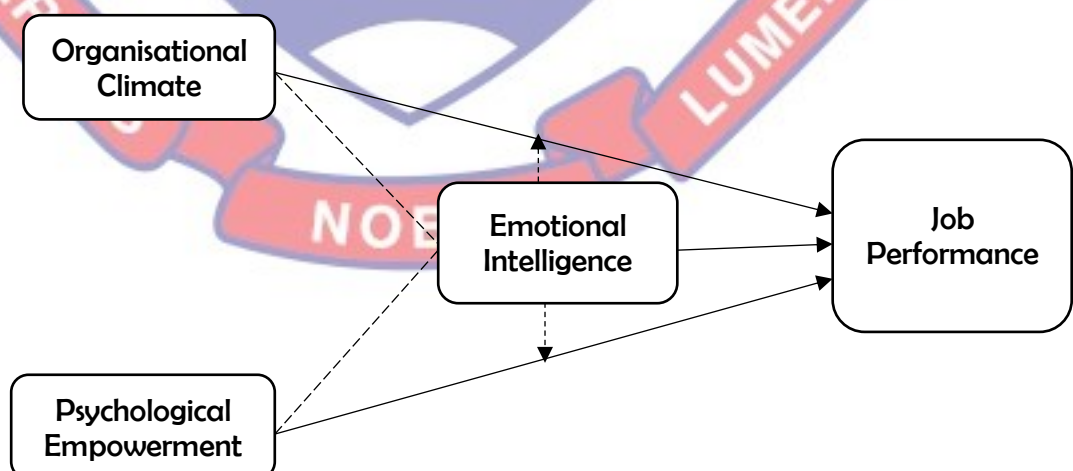


Figure 1: Conceptual Framework

Source: Author (2022)

This framework presents the relationship between the independent variables; organisational climate, psychological empowerment, and emotional intelligence and the dependent variable; job performance as well as the role of emotional intelligence. The role of emotional intelligence in this framework depicts the role (moderating and mediating) which were represented with the broken lines. The framework was developed to provide a schematic model of the concepts between the dependent and independent variables. From Figure 1, job performance of employees in the star-rated hotels is dependent on the organisational climate and psychological empowerment. With that, any change in the organisational climate and/or psychological empowerment is likely to cause a change in job performance. Furthermore, from Figure 1, emotional intelligence plays a role in the relationships between organisational climate, psychological empowerment and job performance. This framework was supported by the review of related literature.

Chapter Summary

This chapter reviewed relevant literature that are related to the aim of the study. The chapter also explained the various concepts of this study as well as the empirical review. Evidence from the review of literature indicated that, though scholars used different dimensions of the organisations to measure the organisational climate depending on the context of the study, organisational climate is however an important concept in every organisation or workplace. The implications of the discoveries in the literature are crucial in examining the role of emotional intelligence in the relationship between organisational climate, psychological empowerment and job performance.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter presents the methodologies that were employed in this study. The chapter explains the research paradigm, research approach, the research design, area of the study, population and the sampling procedure, data collection instrument as well as the procedure, measurements of variables, data processing tools, analytical descriptions and finally, a summary of the chapter.

Research Paradigm

Generally, there are four main research paradigms, they are; pragmatist research paradigm, the interpretivist research paradigm (Galliers, 1991), positivist research paradigm and the realistic research paradigm. In this study, the positivism research paradigm was adopted. This paradigm emphasises the importance of what is offered generally, with a focus on absolute data and facts that are unaffected by bias or subjective interpretation and can be quantified (Taylor & Medina, 2011; Scotland, 2012; Saunders, Lewis & Thornhill, 2012). Also, positivism allows issues in this study to be explained and proven through experiments as well as generalising its findings (Saunders, Lewis & Thornhill, 2016). Furthermore, the positivism paradigm explains the set of beliefs that governs how this study's data was obtained, analysed and interpreted (Malhotra, 2017).

The current study assumes the positivism paradigm because it examined the relationships and cause-and-effects between organisational climate, psychological empowerment, emotional intelligence and job performance. The positivist assumes a deductionistic nature which supports this current study's

focus on drawing inferences from a sample through the testing of hypotheses of a defined set of variables. It is gained through careful measurement or observation of an objective reality that already exists and is regulated by a theory that is either validated or tested to comprehend the world (Creswell, 2017). Thus, this study started with a theory and then conducted the necessary

tests to either support or refute the theory.

The positivism paradigm is of the notion that; there is no absolute truth and thus does not accept hypotheses, rather, it shows that the hypothesis cannot be rejected. Also, objectivity is a key component of the positivism paradigm (Phillips & Burbules, 2000). This study, therefore, created facts from an objective evaluation of the primary data obtained from employees in the star-rated hotels through the testing of hypotheses and examining the findings. This paradigm was chosen for this study based on existing theories applied in the study, that is, social exchange theory, job demands-resources theory and Goleman theory of emotional intelligence.

Research Approach

The quantitative, qualitative or the mixed methods are three main approaches to a research. Considering the objectives of this study, the quantitative research approach was appropriate for the research. The quantitative approach allowed for the use of quantitative tools such as inferential and descriptive statistics to describe issues in this study (Hoover & Donovan, 2008) as well as using standards of validity and reliability. First, this study identified the variables to study, tested the hypotheses objectively and analysed them with descriptive and inferential statistical procedures using predetermined close-ended questions (Creswell, 2009). Also, the research approach in this

study was the procedure that incorporated everything from general assumptions to specific collection of data, analysis, and discussion of results (Creswell & Creswell, 2017; 2020).

According to (Creswell, 2012) this approach also expounds on measuring complex relationships between variables employed in techniques including structural equation modelling, linear modelling and regression which were employed in this study. The study tested the relationships between variables based on numbers and figures with the use of structural equation modelling. Nonetheless, aside from this approach being appropriate for this study, there are some drawbacks, among them is the limited focus on numbers thereby ignoring emotion and behaviours.

Additionally, the reliability of the data surveyed is highly dependent on the organisation of the survey and the correctness of answers given by respondents (Queiros, Faria & Almeida, 2017). Practically, this study examined the relationship between organisational climate and job performance, psychological empowerment and job performance and how emotional intelligence plays a role in the aforementioned relationships.

Research Design

There are three main research designs, this includes descriptive, exploratory and the causal (explanatory) research design (Creswell, 2005). The study employed an explanatory research design. Explanatory research is characterised by the testing hypothesis that specifies the nature of the relationship between variables (Creswell, 2005). This current study analysed the cause and effects through testing of hypothesis to help understand the problem efficiently. The employed an explanatory design in order to increase the

understanding of how organisational climate, psychological empowerment, and emotional intelligence affect job performance by providing detailed information. This design also allowed to access sources such as published articles to gain new insights on the occurrences in this study and generalising of findings (Creswell & Creswell, 2017).

Notwithstanding these strengths, an explanatory design has some shortcomings (Creswell, Goodchild & Turner, 1996). Among them are, the study could have been prone to receiving biased information from the participants of the study as well as the results being influenced by time and incorporative of respondents. Considering the shortcomings, the content of the questionnaire was clarified to respondents and the need to provide honest feedback as well as allow adequate time for the completion of the instrument. The objectives of the study provided in-depth comprehension of the research and allowed the gathering of data about the variables using a well-designed questionnaire (Creswell, 2005).

Practically, the study looked at the effect of organisational climate and psychological empowerment on job performance and the role of emotional intelligence among star-rated hotel employees in the Central Region. Finally, the study was a cross-sectional study. That is, the gathering of data was done at a particular point in time among the employees of star-rated hotels.

Study Area

The area of study is the Central Region of Ghana. The area was selected for the study because of its numerous contributions to tourism and ecotourism in Ghana. The capital of the region, Cape Coast was the first Capital of Ghana. Thus, tourism in Ghana cannot be mentioned without Central Region as the

region is a major centre of tourism. Tourism, particularly high-end leisure and ecotourism, is already having a significant influence on jobs and community income in the Cape Coast, Elmina, and other districts along the region. The Central Region attracts a large number of tourists attributable to its castles (which are part of UNESCO World Heritage Sites), attractive beaches along the coast, national parks, and forts (Ministry of Tourism, 2019). Hence, there is a need for improved job performance to meet customer expectation.

According to the GSS (2017), the central region is known as the “heartbeat of Ghana Tourism”. The region has major cities including Cape Coast, Winneba, Agona Swedru, Kasoa, Saltpond, and Twifo Praso among others. And has a sizable population. The hotel industry is directly connected to tourism since most of its customers are visitors, foreigners and tourists from diverse cultural backgrounds. According to Statista (2020), tourist sites in the Central region were among the most visited place in Ghana with Kakum National Park ranked first with over 126 thousand people visiting the place. Cape Coast Castle and Elmina Castle ranked third and fourth respectively.

The region has several hotels ranging from 3-star hotels to numerous budget hotels (GHA, 2021), and is highly commercial, contributing to economic activity. Aside from these, the region has a large number of firms and enterprises. According to the Ghana Hotels Association (GHA), there are 197 registered hotels as of 2022. Also, a report by Statista (2022) stated that the Central Region was the second leading hotel in terms of the number of rooms for use by visitors. The region also contributes to economic, social and cultural development. Based on all these, this area was deemed suitable and therefore chosen for the study.

Population

In this study, the target population were employees working in star-rated hotels in the Central Region at the time of the survey. These hotels are organised based on the widely used star rating system. The categories include budget hotel, guesthouse, 5-Star, 4-Star, 3-Star, 2-Star, and 1-Star. The establishment size, location, target market, average room rate, ownership, number of rooms, affiliation, levels of services, facilities provided, and other establishments in the surrounding region, in general, determine the categories of these facilities.

Information from the Office of the Ghana Tourism Authority in Cape Coast indicated that the total number of employees of the star-rated (3-star, 2-star and 1-star) hotels in the Central Region was 1,145 employees as of 2022. The Ghana Tourism Authority evaluates these categories yearly and oversees the approval and inspection of hotels (GSS, 2017). This evaluation is done to ensure the hotels meet the requirements for operation, keep up with trends and ensure efficient delivery of service. Star-rated hotels are considered large with high numbers of employees working in a different environment.

Sampling Procedure

Since it is impossible to reach all of the population due to several constraints and the difficulty associated with getting data from a large population, it is prudent to resort to samples. To represent the entire population, a sample was chosen. With a population of 1,145 hotel employees, a sample size of 289 hotel employees was generated using Krejcie and Morgan sample size determination table (see Appendix) (Krejcie & Morgan, 1970). The lottery method of simple random sampling technique was used. This technique gives every employee in the target population an equal chance of participating in the

study, thus, ensuring that biases associated with the collection of data was minimised. This technique was used because all the employees in the star-rated hotels were considered a homogenous group with similar characteristics

With the lottery method under the simple random technique, all the respondents in the various hotels were assigned numbers to represent them on paper cards. These papers were folded and placed into a container, afterwards, these paper cards were blindly selected until the sample size was obtained. Table 1 represents the sample frame for the employees of star-rated hotels in the Central Region and the proportion of the sample. These employees were randomly chosen from the hotels to participate in the study.

Table 1: Sample Frame

Hotels	Number of Employees	Proportion of the sample
3-star	309	78
2-star	280	71
1-star	556	140
TOTAL	1,145	289

Source: GTA (2022)

Data Collection Instrument

The instrument employed for gathering data for the study was a structured questionnaire. The questionnaire contained closed-ended items which were self-administered. Questionnaires are usually appropriate for both large and small groups of participants and also ensure anonymity, however, may be susceptible to nonresponse bias. The respondents were educated on how important and helpful completing the questionnaire is, to cover the challenge of nonresponse bias. These questions were self-structured from the evaluation of

related literature which is consistent with the research objectives. To avoid common method bias, the questions were interspersed with unrelated items for the systematic answering of questions. The questionnaire contained five sections. Section A gathered information on the demographics of the respondents.

Section B looked at the organisational climate of the star-rated hotels by adapting the Organisational Climate Measure (OCM) questionnaire (Patterson *et al.*, 2005). This measure was adapted since its validity and reliability had been examined in both western and African cultures (Nieuwoudt, 2011; Patterson *et al.*, 2005). It was also adapted by Bellou and Andronikidis (2009). Section C captured questions on psychological empowerment by adapting the Psychological Empowerment Scale (PES) given by Spreitzer (1995) and was supported with psychological empowerment questionnaire items from Singh and Sarkar (2019). Section D comprised questions on emotional intelligence. The Wong and Law Emotional Intelligence Scale (WLEIS) was adopted (Wong & Law, 2002).

The last section, Section E, also presented questions items on the job performance of the employees of the hotels. It was measured by “The Individual Work Performance Questionnaire” (IWPQ) by Koopmans *et al.* (2014) for the task and contextual performance. Individual Adaptive Performance measure given by Marques-Quinteiro, Ramos-Villagrasa, Passos and Curral (2015) was used to measure Adaptive Performance. Respectively, all items presented on the instrument were keyed positively and were rated on a five-Point Likert-like Scale with ‘1’ being Least Agreement to ‘5’ being Strong Agreement. The five-point Likert-like Scale was adopted for this study because of its efficiency in

measuring human behaviour on an interval basis when using close-ended questions to gather respondents' opinions. This scale is relatively simple to understand and use, it also takes less time to complete as well as allows for regression analysis to be undertaken.

Also, this scale allowed for feedback from respondents on a special rating scale on the extent of their agreement based on the objectives of the study (Sekaran & Bougie, 2003; Agyapong & Attram, 2019). This Scale has been used in several studies (Al-Madadha *et al.*, 2019; Al-Makhadmah *et al.*, 2020; Rozman & Strukelj, 2021; Mahmoud *et al.*, 2021) to measure organisational climate, psychological empowerment, emotional intelligence and job performance respectively.

Measurement of Variables

The measurement of variables was presented in Table 2.

Table 2: Measurement of Variables

NO.	COMPONENT	INDICATORS	SOURCE
1.	Organisational Climate	Innovation and flexibility Outward focus Employee training Employee welfare	Patterson <i>et al.</i> (2005)
2.	Psychological Empowerment	Meaningful work Competence Self-determination Impact of employees	Spreitzer (1995)
3.	Emotional Intelligence	Self-emotion appraisal Others Emotion appraisal Use of emotion Regulation of Emotion	Wong and Law (2002)
4.	Job Performance	Task Performance Contextual Performance Adaptive Performance	Koopmans <i>et al.</i> (2014) and Marques-Quinteiro <i>et al.</i> (2015).

Pre-Testing

After data collection instrument was developed, sample questionnaires were given out to pre-test the instrument before the main questions were distributed to the target respondents. A survey questionnaire must be pre-tested, (Sekaran, 2003), the purpose of this preliminary test was to test the effectiveness of the questions in measuring their respective construct and also to refine and identify the errors in the questionnaire (Calitz, 2009). Again, according to (Van Wijk & Harrison, 2013) the objective of pre-testing was to ensure that the phrasing and order of the questions are correct such that the participants are able to understand all questions completely prior to the final distribution. This pre-test was conducted to ensure the questionnaire's validity and reliability. Thus, to enhance the readability, clarity and face validity.

The appropriate sample size for pre-test is between 30-50 participants (Perneger *et al.*, 2015). Therefore, participants of the pre-test were only in Cape Coast with a sample size of thirty (33). From the findings of the test, the readability and clarity of the items were improved based on peer and expert review. Errors in wording and construction of questions were also corrected in assessing the validity of the questionnaire. Additionally, in testing the reliability of the items, IBM SPSS was used to run a reliability test.

Table 3: Computed Reliability Co-efficient for Pre-Test

Variable	No. of Items	Cronbach's Alpha
Organisational Climate	16	0.81
Psychological Empowerment	12	0.83
Emotional Intelligence	16	0.82
Job Performance	15	0.72

Source: Field survey (2022)

The results in Table 3 indicated that all the variables were reliable with a Cronbach Alpha of 0.81, 0.83, 0.82 and 0.72 representing organisational climate, psychological empowerment, emotional intelligence and job performance respectively.

Data Collection Procedure

Primary data was used in this research and the data was gathered through structured questionnaires. The ethical approval from the Institutional Review Board (IRB) and a letter of introduction from the Department of Management, School of Business were obtained for the data collection after a thorough assessment of the instrument. The letters were sent to various hotel managers in the Central Region to seek their permission to execute the data collection exercise. The questionnaires were administered to participants once the hotels as well as the respondents gave their consent. A total of 289 questionnaires were distributed and collected from the employees of the star-rated hotels.

Due to the busy schedules of the participants and also to achieve a timely and maximum rate of answers, the data collection activity lasted for 30 days from 1st June 2022 to 4th July 2022. During the data collection exercise, some challenges were encountered, which includes some respondents' refusal to participate in the study for a variety of reasons, such as confidentiality concerns and restrictive schedules. Some respondents also rejected to participate in the survey, citing rigorous organisational standards, the absence of managers and ethical regulation as justifications. To relieve those concerns, participants were reassured that the activity was exclusively for academic purposes. Respondents were also given the option of filling out the questionnaires at their leisure. These

techniques were implemented to encourage respondents to engage in the survey because their responses were crucial to the success and completion of the study.

Data Processing and Analysis

After the collection of data, a thorough scanning of the data was made to make sure the incomplete and incorrectly filled questionnaire were removed. To prevent any missing values, data was carefully coded and entered into the software. SPSS 26 and SmartPLS 3 applications were used to enter and process the data. Descriptive and inferential statistical techniques were used to analyse the data. Frequencies and percentages make up the descriptive statistical instrument. Also, the inferential statistics made use of Partial Least Square Structural Equation Modelling (PLS-SEM). The processed data was presented using tables and figures. The demographics of respondents were analysed using descriptive statistical tools notably, the percentages and frequencies. Lastly, PLS-SEM was used to test the study's hypotheses and the significance of the effects of the relationships.

Structural Equation Modelling (SEM)

The SmartPLS 3.0 was utilised to test the measurement model and hypotheses, it was used to calculate the path coefficient (β), coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2) to assess the predictive capability of the structural model (Ringle, Sarstedt & Schlittgen, 2014). The path coefficient represents the estimated change in the endogenous construct resulting from a unit change in the exogenous construct (Hair, Matthews, Matthews & Sarstedt, 2017a; 2017b). The amount of variance explained by external factors is shown by R^2 , and the closer the coefficient value

is to 1, the better, the prediction accuracy (Chin, 1998b; Chin, Peterson & Brown, 2008; Henseler & Chin, 2010).

The effect size (f^2) determines how much an exogenous (predicting) construct contributes to an endogenous latent construct (Ringle *et al.*, 2014). It estimates the intensity of the relationship between the set of variables, with effect sizes ranging from ‘small’ (0.02), ‘medium’ (0.15) or ‘big’ (0.35) (Cohen, 1988). Predictive relevance (Q^2) is a metric that measures how well an endogenous component may predict a specific exogenous construct. Q^2 will demonstrate how successfully the PLS parameters may be used to rebuild empirical data. Q^2 assesses the predictive validity of a large complicated model using PLS, based on blindfolding techniques.

If the endogenous constructs have a Q^2 value greater than zero, it means they are sufficiently predictive (Chin *et al.*, 2008; Hair *et al.*, 2017b). With a re-sampling of 5,000, a bootstrapping technique was used, t-statistics and paths were estimated to investigate the hypothesised relationships. Structural Equation Modelling is highly resistant to flaws such as skewness, multicollinearity of indicators and model misspecification (Cassel, Hackl & Westlund, 1999). With this method, correlation, regression, and confirmatory factor analysis can all be done concurrently. Also, the SEM was appropriate because several dependent and independent variables can be examined at the same time showing both direct and indirect effects as well as the total effect which was used in this study.

Moderating in SEM

Baron and Kenny (1986, p. 1174) define a moderator as “a qualitative or quantitative variable that affects the direction and/or strength of the relation

between an independent and dependent or criterion variable.” Sharma *et al.* (1981) establish a typology of moderator variables that distinguishes between moderator factors that alter the intensity of the association between predictor and criteria and moderator variables that affect the form of the relationship. Moderator factors that influence the shape of a connection can be either quasi

or pure moderator variables. A quasi-moderator is a moderator variable that interacts with the predictor variable while also being directly related to the criterion variable. A pure moderator variable is one that only interacts with the predictor variable (Sharma *et al.*, 1981).

In addition, Sharma *et al.* (1981) argued that in the psychometric literature, quasi moderators were not considered moderator variables. This prohibition appears to have been repealed, as (Baron & Kenny, 1986, p. 1174) noted that “there may also be significant main effects for the predictor and the moderator, but these are not directly relevant conceptually to testing the moderator hypothesis.” In this study, it was proposed that emotional intelligence may play a role in the relationship between organisational climate, psychological empowerment and job performance.

Mediation in SEM

Structural equation modelling has been an appropriate analysis procedure for testing mediation effects. According to Alwin and Hauser (1975) and Bollen (1987), the mediation effect in SEM can be described as an indirect effect, such that ‘the indirect effect of an independent variable (X) on a dependent variable (Y) via a mediator (M)’ in which X influences M, which then influences Y. Hair *et al.* (2021) defined that mediation happens once a mediator construct regulates the dependent and independent variables. Thus, a

change in the exogenous variable causes a change in the mediator construct which then results in a change in the endogenous construct. It is represented by the direct and indirect effects. The causal connection between dependent and independent variables is known as a direct effect.

A structural path is considered to have indirect effects when it involves some interactions with at least one intervening construct. As a result, an indirect influence is a chain of two or more direct effects and is visually represented by many connections (Nitzl, Roldan & Cepeda, 2017; Hair *et al.*, 2021). Thorough research of mediation is based on relationships that have been theorised and hypothesised, such as the mediating effect on a model that is theoretically supported. There are three possible outcomes of the mediation process: complementary mediation, competitive mediation, and indirect-only mediation (Nitzl *et al.*, 2017; Hair *et al.*, 2021). When both the direct and indirect effects are significant and point in the same direction, complementary mediation takes place. This is known to be partial (complementary) mediation.

When the direct and indirect effects are both significant but in the opposite direction, a competitive partial mediation-also known as the competing mediation occurs. Additionally, when only the indirect effect is significant, there is an indirect only mediation, thus the full mediation (Baron & Kenny, 1986; Hair *et al.*, 2021). Emotional intelligence's potential to play a role between organisational climate, psychological empowerment and job performance is examined in this current study. Where p_1 and p_2 represent the indirect effect and p_3 represents the direct effect, the mediation procedure is presented in Figure 2.

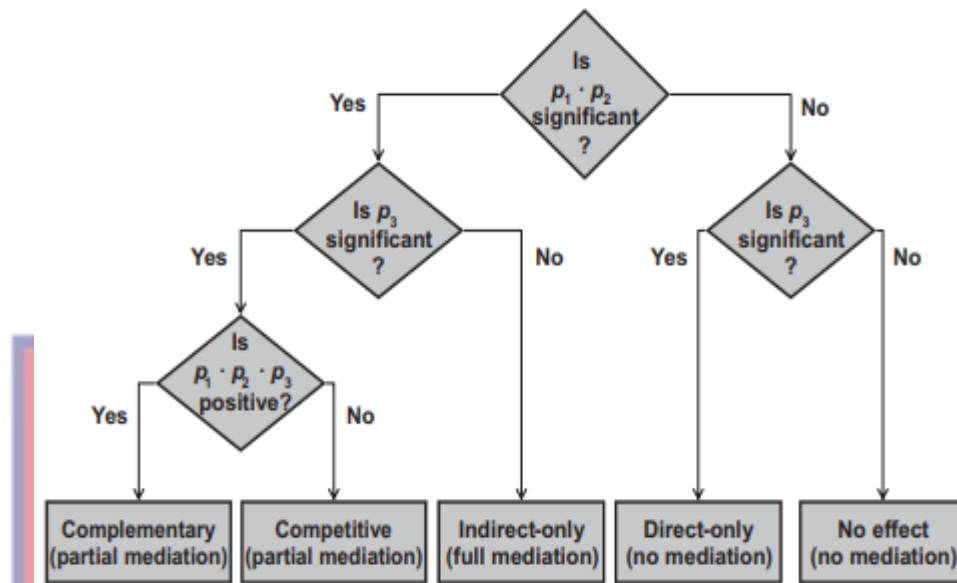


Figure 2: Mediation Procedure in SEM

Source: Hair *et al.* (2021)

Internal Consistent Reliability

A reliability test is conducted using internal consistency. Reliability is defined as, all other factors remaining constant, the extent to which a measure yields the same number or score each time it is administered (Hays & Revicki, 2005). The internal consistency test is employed to see if the result from the multiple items on the same test are consistent or have a similar score (Drolet & Morrison, 2001). In this study, the ρ_A and composite reliability were employed in determining the internal consistency reliability (Rossiter, 2008; Hair *et al.*, 2021). Values of .70 to .90 are acceptable in research in its mature stages (Nunnally & Berstein, 1994).

Convergent and Discriminant Validity

Validity is referred to as the degree to which a measure's scores truly represent the variable they are intended to measure. Convergent validity arises once all indicator loadings for items measuring the same variable are statistically significant (Hair *et al.*, 2021). Assessing the convergent validity

requires collecting data using the measure with the factor loadings and computing the (AVE) average variance (Hair *et al.*, 2021). In other to establish convergent validity, the factor loadings should be .70 and above (Hair, Ringle & Sarstedt, 2011). An AVE of 0.50 or greater, accounts for more than half of the variance in its indicators. Hence, the threshold for assessing the convergent validity is an AVE score of 0.50 and above.

The discriminant validity is the degree to which the measure of a construct is not related to the measure of a distinct construct. This ensures that the constructs used are unique and capture the phenomenon that the model of other constructs does not (MacKinnon, 2008). The Fornell-Larcker Criterion was adopted to determine the discriminant validity, which is the square roots of the expected average variable are compared to the latent variable correlations (Fornell & Larcker, 1981). Additionally, the Heterotait-monotriat ratio (HTMT) has been recommended as a better alternative for assessing the discriminant validity (Henseler, Ringle & Sarstedt, 2015; Hair *et al.*, 2021).

According to Hair *et al.* (2021 p. 79), “HTMT is the mean value of the indicator correlations across construct relative to the mean of the average correlations for the indicators measuring the same construct.” To assess discriminant validity, the HTMT value of less than 0.85 is acceptable. Again, the study used the HTMT ratio to assess the discriminant validity.

Assessment of the Structural Model

In assessing the structural equation model, there are two assessments. These are, the measurement model assessment (outer model) and the structural model assessment (inner model). The measurement model assessment evaluates the reliability and validity of the structural measurement model, thus, the

relationship between the latent variables and their measures (Hair *et al.*, 2021). The structural model assessment evaluates the hypothesis tests between the endogenous and exogenous variables which are depicted in a path diagram. The coefficient of multiple determinations (R^2) for each endogenous component is the most essential parameter for evaluating the PLS-SEM. The R-Squared calculation compares a latent variable's defined variance to its overall variance. The R^2 values are in the range of 0 to 1. R^2 value of 0.25 are classified as 'weak', 0.5 as 'moderate', and 0.75 as 'substantial' (Hair *et al.*, 2014; 2021).

The second critical evaluation is the regression coefficient between the confirmed latent variables in the structural equation model. The regression coefficient represents the strength of the relationship between two latent variables. To be considered significant, the regression coefficients must be significant at the 0.05 level (Bradley, 2007). Finally, the model's prediction ability is evaluated. The Stone-Geissar Q^2 statistic is used to evaluate the prediction capability of structural models (Stone, 1974). In the SEM model, Q^2 values greater than zero suggest that the endogenous latent variable exhibits route model predictive power for the construct. Predictive values of 0.02, 0.15, and 0.35 show that the external construct is moderate, medium, and highly predictive of the endogenous construct, respectively (Hair *et al.*, 2016).

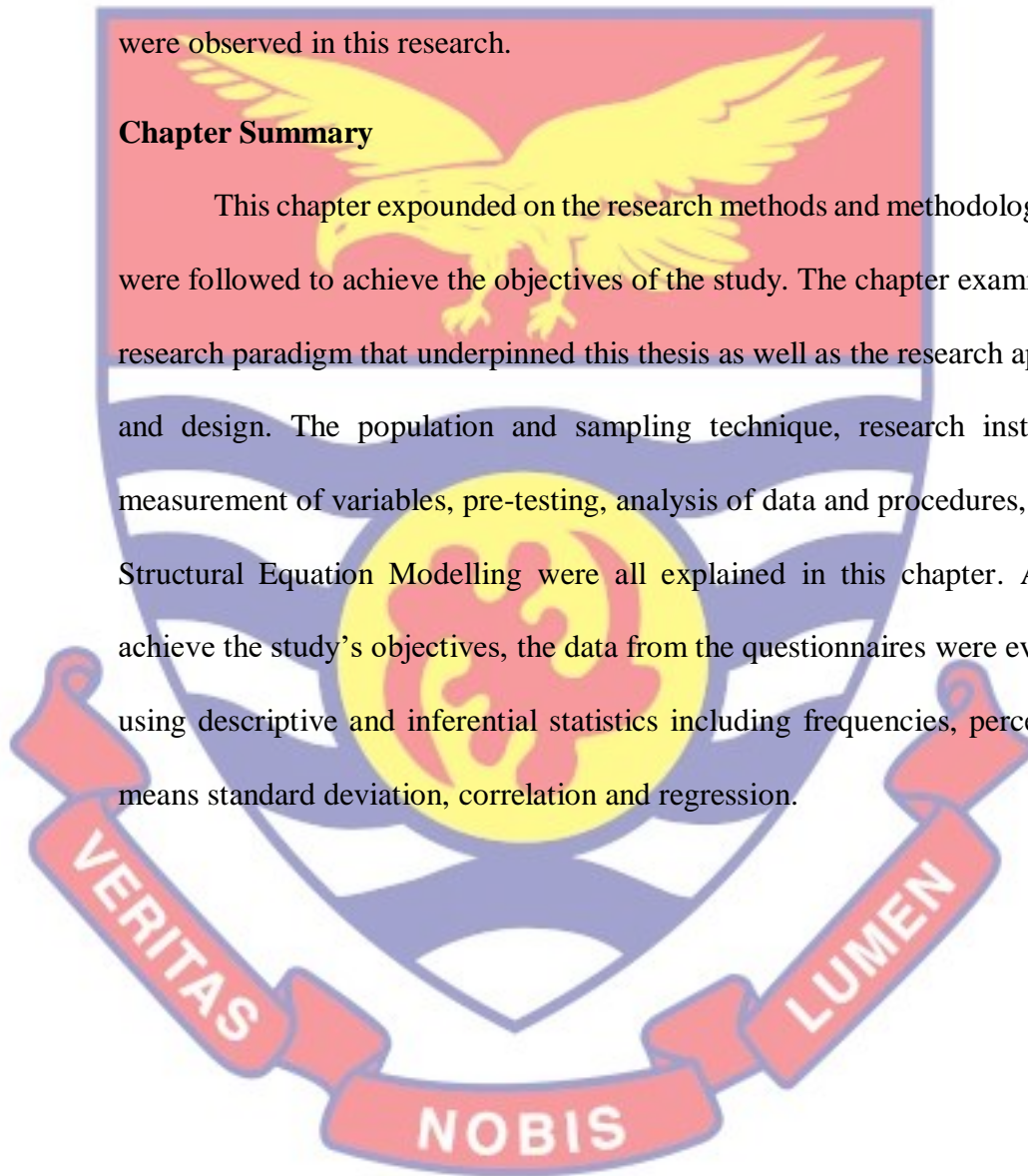
Ethical Considerations

The key ethical factors that were considered in this research were voluntary participation, right to privacy, anonymity, and information confidentiality (Patten & Newhart, 2017). Therefore, every effort was made to address each of these ethical concerns. For instance, all participants were allowed to actively participate in the survey out of their free will. Accordingly,

informed consent, anonymity, and confidentiality were all followed in this study. In addition, all documents used for this research were properly cited to avoid plagiarism concerns. The names of the organisation, participants, and emails were not included in the data collection instrument to prevent the obvious identification of respondents. Therefore, all important ethical considerations were observed in this research.

Chapter Summary

This chapter expounded on the research methods and methodologies that were followed to achieve the objectives of the study. The chapter examined the research paradigm that underpinned this thesis as well as the research approach and design. The population and sampling technique, research instrument, measurement of variables, pre-testing, analysis of data and procedures, and the Structural Equation Modelling were all explained in this chapter. Also, to achieve the study's objectives, the data from the questionnaires were evaluated using descriptive and inferential statistics including frequencies, percentages, means standard deviation, correlation and regression.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This research aimed to evaluate the relationship between organisational climate, psychological empowerment, emotional intelligence, and job performance among star-rated hotel staff in Central Region-Ghana. The results of the demographic characteristics of the participants, indicator loadings, composite reliability, average variance extracted, and model measurement were precisely provided in this chapter. This chapter is divided into two parts. The first section provides the study's findings in light of the objectives and hypotheses that were outlined in chapter one of the thesis. The second section discusses the findings.

Demographic Characteristics of Respondents

This section presents statistics on the background information of the respondents. As shown in Table 4, the demographic characteristics of participants of the study include; sex, age, educational qualification, number of years with the organisation and designation (Current position in the organisation). From Table 4, the employees in the star-rated hotels in the Central Region are female-dominated, 125 of the respondents were male representing 43.3% and 164 representing 56.7% were female. Concerning the age of respondents, 122 representing 42.2% of the respondents were between the ages of 18-29 years, 136 representing 47.1% of the respondents are between the ages of 30-39 years, 26 of the respondents representing 9% are between the age 40-49 years, and 5 of the respondents representing 1.7% are of the ages 50 years and above.

Table 4: Demographics of Respondents

Demographic Variable		Frequency	Percentage
Sex	Male	125	43.3
	Female	164	56.7
	Total	289	100
Age	18-29years	122	42.2
	30-39years	136	47.1
	40-49years	26	9.0
	50 years and above	5	1.7
	Total	289	100
Educational Qualification	SSCE/WASSCE	110	38.1
	Diploma	76	26.3
	First Degree	81	28.0
	Master's Degree	15	5.2
	Others	7	2.4
	Total	289	100
Number of years with the Organisation	5 years or less	174	60.2
	6-10 years	82	28.4
	11-15 years	22	7.6
	16-20 years	8	2.8
	21 years and above	3	1.0
	Total	289	100
Designation	Front Office	116	40.1
	House Keeping	96	33.2
	Restaurant	64	22.1
	Administration	13	4.5
	Total	289	100

Source: Field survey (2022)

This means that most of the employees in the hotel are youth and young people. Thus, the hotel industry has a youthful population. With the majority of the respondent being between 30-39 years (47.1%) followed by 42.2% being

between 18-29 years. Concerning the educational qualification, all respondents had some level of educational qualification. Aside, a higher proportion of the respondents representing 110, 38.1% had SSCE/WASSCE, 81 of the respondents representing 28% had a first degree, 76 of the respondents representing 26.3% had a diploma, 15 of the respondents representing 5.2% had a master's degree and lastly, 7 of the respondents representing 2.4% had other educational qualification including professional and other lower qualification.

The results also show that most of the respondents, 174 representing 60.2% had 5 years or less work experience with the hotel, 82 of the respondents representing 28.4% had worked with the hotel for 6-10 years, 8 of the respondents representing 2.8% had 16-20 years' work experience with the hotel and 3 of the respondents had worked with the hotel for more than 20 years (21 years or more), with the least number of the respondents. And lastly, concerning the designation of the respondents, the majority of the respondents, 116 representing 40.1 per cent were currently working as front office staff, followed by the housekeeping staff with 96 of the respondents representing 33.2%. 64 representing 22.1% of the respondents were restaurant staff with the administration staff being the minority position with 13 representing 4.5% of the respondents.

Assessment of the Model Measurement of the Study

This section presents the assessment of the PLS-SEM measurement. Assessing the measurement model includes the reliability of the indicators, the internal consistency reliability, convergent validity and discriminant validity. The model measurement assessment is evaluated using the factor loadings, the Rho_A and composite reliability were used to assess the internal consistency

reliability. Also, the convergent validity was assessed using Average Variance Extracted (AVE) and the discriminant validity, using the Fornell-Larcker Criterion and HTMT.

Factor Loadings

For this study, the independent variables are organisational climate, psychological empowerment and emotional intelligence while the dependent variable is job performance, as well as emotional intelligence being the mediating variable. The model is presented in Figure 3. Figure 3 presented the PLS Algorithm of the latent variables, organisational climate, psychological empowerment, emotional intelligence and job performance.

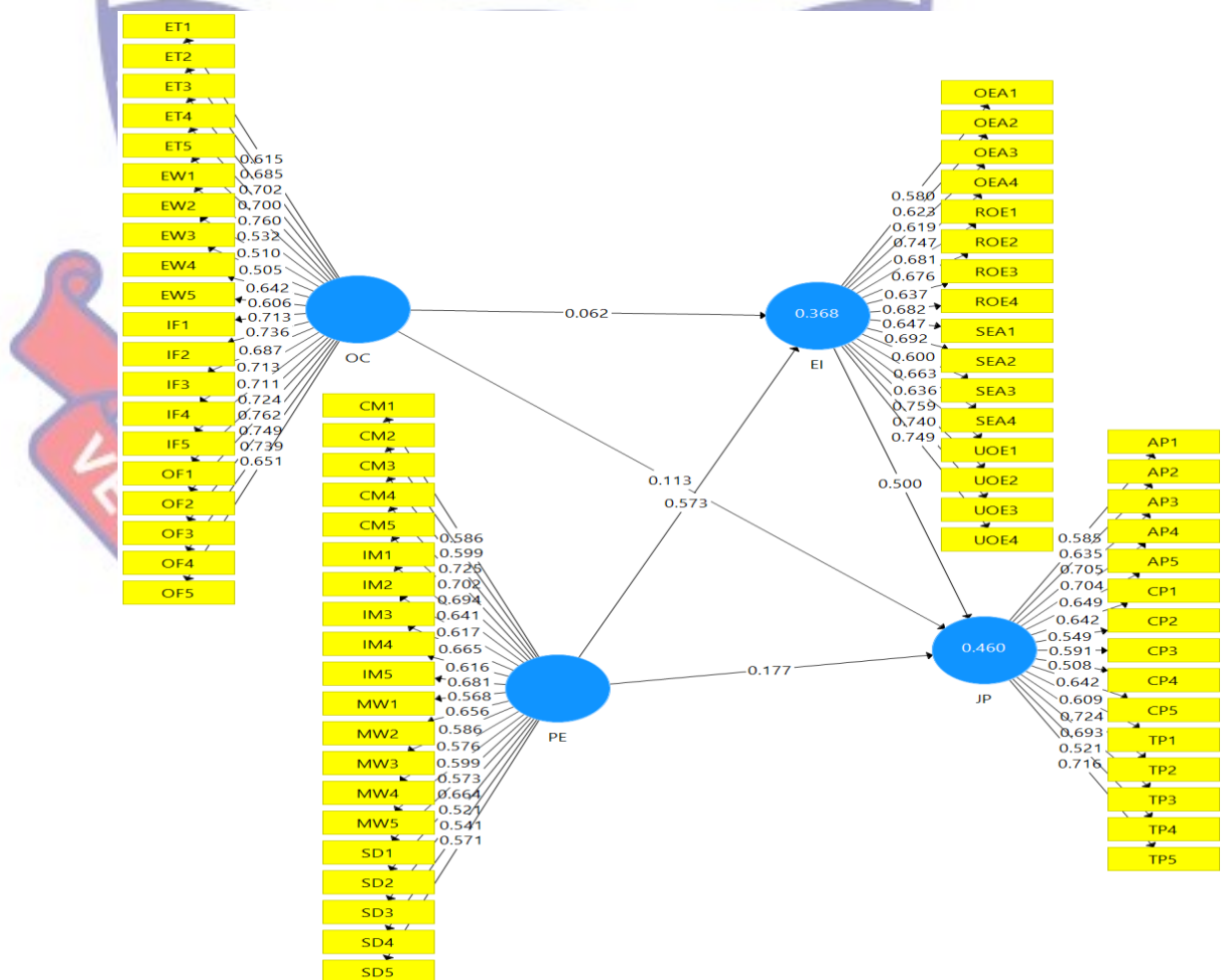


Figure 3: Results for PLS Algorithm
Source: Field survey (2022)

From Figure 3, job performance (**JP**) was measured using 15 indicators; (task performance [TP1-TP5], contextual performance [CP1-CP5] and adaptive performance [AP1-AP5]). Organisational climate (**OC**) had 20 indicators; (employee training [ET1-ET5], employee welfare [EW1-EW5], innovation and flexibility [IF1-IF5], and outward focus [OF1-OF5]). Psychological empowerment (**PE**) had 20 indicators; (meaningful work [MW1-MW5], self-determination [SD1-SD5], employee impact [IM1-IM5], and competence [CM1-CM5]). Lastly, emotional intelligence (**EI**) was measured with 16 indicators; (self-emotion appraisal [SEA1-SEA4], others emotion appraisal [OEA1-OEA4], use of emotion [UOE1-UOE4], and regulation of emotion [ROE1-ROE4]).

Assessing the Factor Loadings

According to Hair *et al.* (2016), a valid indicator must load 0.7 and above. For that reason, all indicators that loaded below the threshold of 0.7 were removed in order to meet the requirement and enhance the reliability of the measurement model. A total of 71 indicators were used to measure all the latent variables in the study. Table 5 presents the indicator loadings for the latent variables.

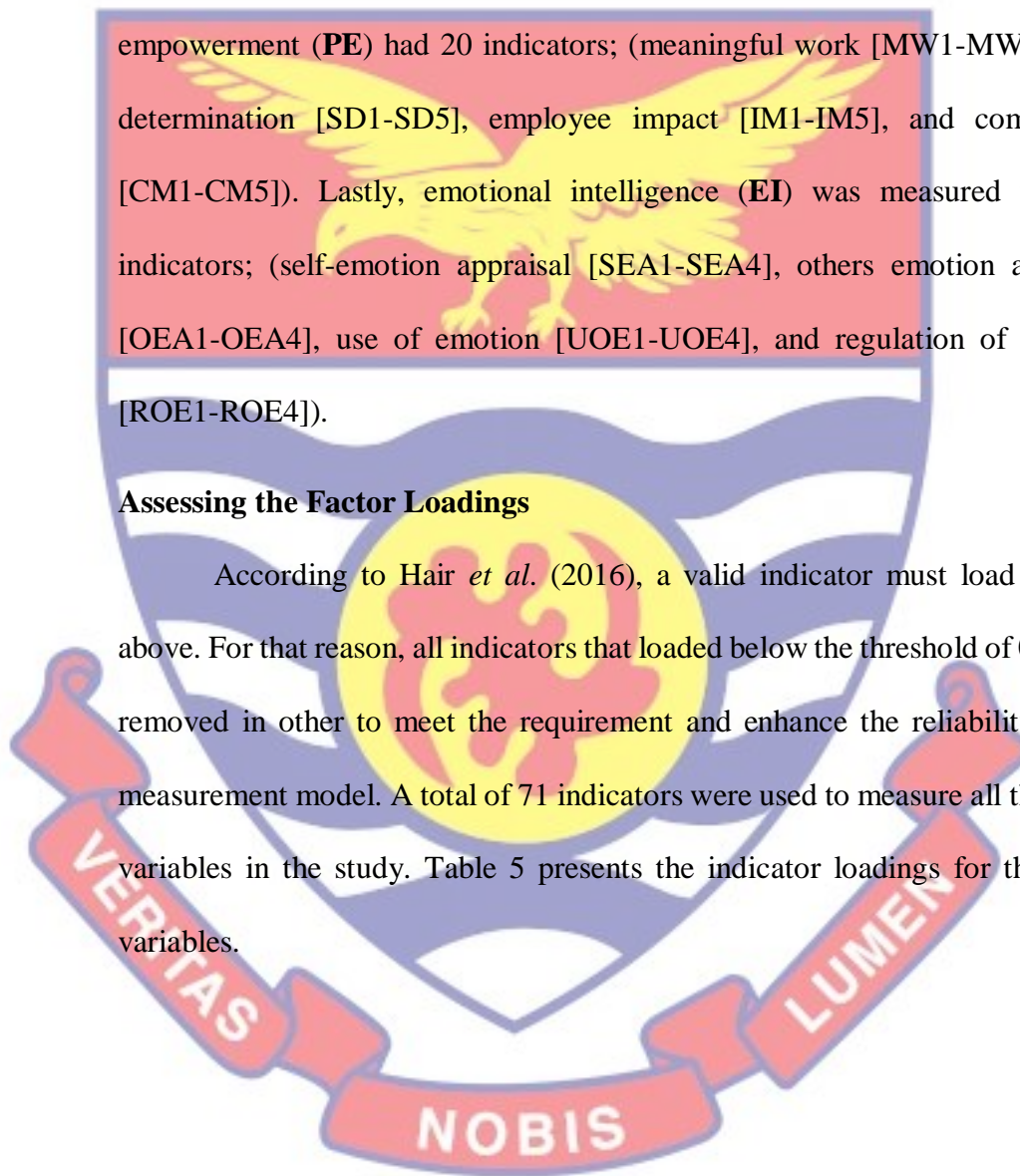


Table 5: Factor Loadings

	OC	PE	EI	JP
IF1	0.738			
IF2	0.759			
IF3	0.746			
IF4	0.753			
OF1	0.796			
OF2	0.807			
OF3	0.807			
OF4	0.784			
CM3		0.801		
CM4		0.840		
CM5		0.856		
SD1		0.701		
SD2		0.706		
UOE2			0.746	
UOE3			0.799	
OEA4			0.792	
ROE2			0.768	
ROE4			0.766	
AP3				0.736
AP4				0.761
AP5				0.711
TP2				0.776
TP3				0.705
TP5				0.706

NB: OC-organisational climate, PE- psychological empowerment, EI- emotional intelligence, JP-job performance.

Source: Field survey (2022)

From Table 5, it is noticed that some indicators have been deleted, thus, all indicators that loaded below 0.7 as prescribed by Hair *et al.* (2016) were removed from the model to increase reliability. Indicator items such as ET1-ET5, EW1-EW5, IF5 and OF5 measuring organisational climate were deleted.

For psychological empowerment, indicators such as MW1-MW5, IM1-IM5, SD3-SD5 and CM1, CM2 were deleted. SEA1-SEA4, OEA1, 2 and 3, ROE1, ROE3, UOE1, and UOE4 measuring emotional intelligence were deleted and job performance indicators TP1 & TP4, CP1-CP5 and AP1-AP2 were all deleted given that they fell short of the requirement as Hair *et al.* (2021) prescribed. Thus, they are not a true measure of their construct in this study.

Assessing the Reliability and Validity of the Model

This section presents the reliability and validity of the model based on the PLS-SEM values. The results were specifically presented in Table 6. The table presented the values for Cronbach's Alpha, Rho_A , Composite Reliability and AVE.

Table 6: Reliability and Validity

	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
Emotional Intelligence	0.833	0.837	0.882	0.599
Job Performance	0.828	0.835	0.874	0.537
Organisational Climate	0.905	0.908	0.923	0.600
Psychological Empowerment	0.843	0.862	0.887	0.614

Source: Field survey (2022)

Internal Consistency Reliability

The internal consistency reliability assesses how closely connected a construct's indications are to one another (Hair *et al.*, 2021). Higher values of reliability indicate that there is good and satisfactory reliability. The internal consistency reliability was measured using the reliability coefficient Rho_A and

composite reliability. According to Hair *et al.* (2021) values ranging between 0.70 and 0.90 thresholds represents a satisfactory to a good level of reliability. The reliability coefficient Rho_A and composite reliability were used in assessing internal consistency reliability because of the limitations of Cronbach's Alpha. The Cronbach Alpha has a limitation of tau-equivalence (it is more conservative and assumes all the population has the same indicator loadings) whereas the composite reliability may also be too liberal to measure the internal consistency (Dijkstra & Henseler, 2015).

Hence, the reliability coefficient Rho_A is more acceptable as it lies between the two extremes; Cronbach Alpha and the Composite Reliability (Hair *et al.*, 2021). From Table 6, the results of reliability using the Rho_A indicated that all the latent variables of the study meet the threshold and are all reliable. The organisational climate had the greatest level of reliability with of Rho_A value of 0.908, psychological empowerment had the second highest with the value of 0.862, followed by emotional intelligence and job performance with values of 0.837 and 0.835 respectively. Also, the composite reliability results indicated the measures are reliable because all the construct loaded more than 0.7 (Bagozzi & Yi, 1988). Organisational climate again had the highest value of composite reliability with a score of 0.923, followed by psychological empowerment, emotional intelligence and job performance with composite reliability scores of 0.887, 0.882 and 0.874 respectively.

Convergent Validity

Convergent validity measures the degree to which the indicators converge to explain the latent variables' variance, thus the degree by which a given measure is positively correlated with other measurements of the same

construct (Hair *et al.*, 2021). The average variance extracted (AVE) was employed. A construct is said to explain at least 50% of the variance of its indicators when the AVE value is 0.50 or higher (Hair *et al.*, 2021). An AVE of less than 0.50, on the other hand, denotes that, on average, more variance is still present in the item errors than in the variance explained by the construct. From

Table 6, the findings show that each construct has an AVE of more than 0.50, with the highest being psychological empowerment (0.614) and the least being job performance (0.537). This indicates that the model's structures can explain more than half of the variation in the indicators.

Assessing Discriminant Validity

The degree to which the constructs in the structural model are distinct from one another is measured by discriminant validity. To demonstrate discriminant validity, a construct must be distinct and capture phenomena that are not captured by other constructs in the model (MacKinnon, 2008). The Fornell-Larcker criterion and the heterotrait-monotrait ratio (HTMT) were both employed in this study to establish discriminant validity. Table 7 presents the results for the Fornell-Larcker criterion.

Table 7: Fornell-Larcker Criterion

	Emotional Intelligence	Job Performance	Organisational Climate	Psychological Empowerment
Emotional Intelligence	0.774			
Job Performance	0.592	0.733		
Organisational Climate	0.325	0.400	0.774	
Psychological Empowerment	0.545	0.561	0.411	0.783

Values that are Bolden represent the Fornell-Larcker Criterion for discriminant validity.

Source: Field survey (2022)

The Fornell-Larcker criterion contrasts the latent variable correlations with the square root of the AVE values (Fornell & Larcker, 1981). Particularly, each construct's AVE should have a square root bigger than its highest correlation with any other construct (Hair *et al.*, 2013). According to outcomes in Table 7, each variable's square root is much higher than its association with other research constructs. This indicates that no two constructions can accurately reflect the same phenomenon.

Even though the Fornell-Larcker criterion for discriminant validity was achieved in this study, Henseler *et al.* (2015) suggest evaluating the correlations' heterotrait-monotrait ratio (HTMT) is more appropriate in establishing the discriminant validity to address the shortcomings in the Fornell-Larcker criterion's inability to reliably identify the discriminant validity. The indicator correlations' average value across the construct is known as HTMT. A latent construct possesses discriminant validity, when the HTMT value is less than 0.850 in accordance with Henseler *et al.* (2015). Due to flaws in the Fornell-Larcker Criteria, the HTMT has been approved and is more appropriate. As a result, the HTMT was also analysed, this is presented in Table 8.

Table 8: Heterotrait-Monotrait Ratio (HTMT)

	Emotional Intelligence	Job Performance	Organisational Climate	Psychological Empowerment
Emotional Intelligence				
Job Performance	0.704			
Organisational Climate	0.361	0.453		
Psychological Empowerment	0.632	0.650	0.460	

Source: Field survey (2022).

From Table 8, the results show that the HTMT values of the latent variables are all below 0.850. This suggests that every construct in the model is different and unique.

Assessing Multicollinearity

Collinearity occurs when the predictor indicators in the model are highly correlated (Hair *et al.*, 2021). The metric for assessing the collinearity of indicators in this study is the Variance Inflation Factor (VIF). In PLS-SEM, a VIF score of 0.2 or lower and a score of 5 or higher indicates a problem of collinearity among the construct. The results for multicollinearity among independent variables are presented in Table 9.

Table 9: Collinearity among Variables

	VIF
Emotional Intelligence	1.448
Organisational Climate	1.225
Psychological Empowerment	1.558

Source: Field survey (2022)

The collinearity results from Table 9 indicate that, the independent variables have no issues with multicollinearity because they all meet the threshold. A common approach bias is not present, according to the VIF data in Table 9. According to the standards outlined by Kock and Lynn (2012), a VIF score of more than 3.3 is indicative of pathological collinearity and a cautionary indicator that the model may be vulnerable to common method bias. The model can be said to be free from the issue of vertical or lateral collinearity as well as common method bias if all of the VIFs from a full collinearity test are equal to or lower than 3.3 (Kock, 2017).

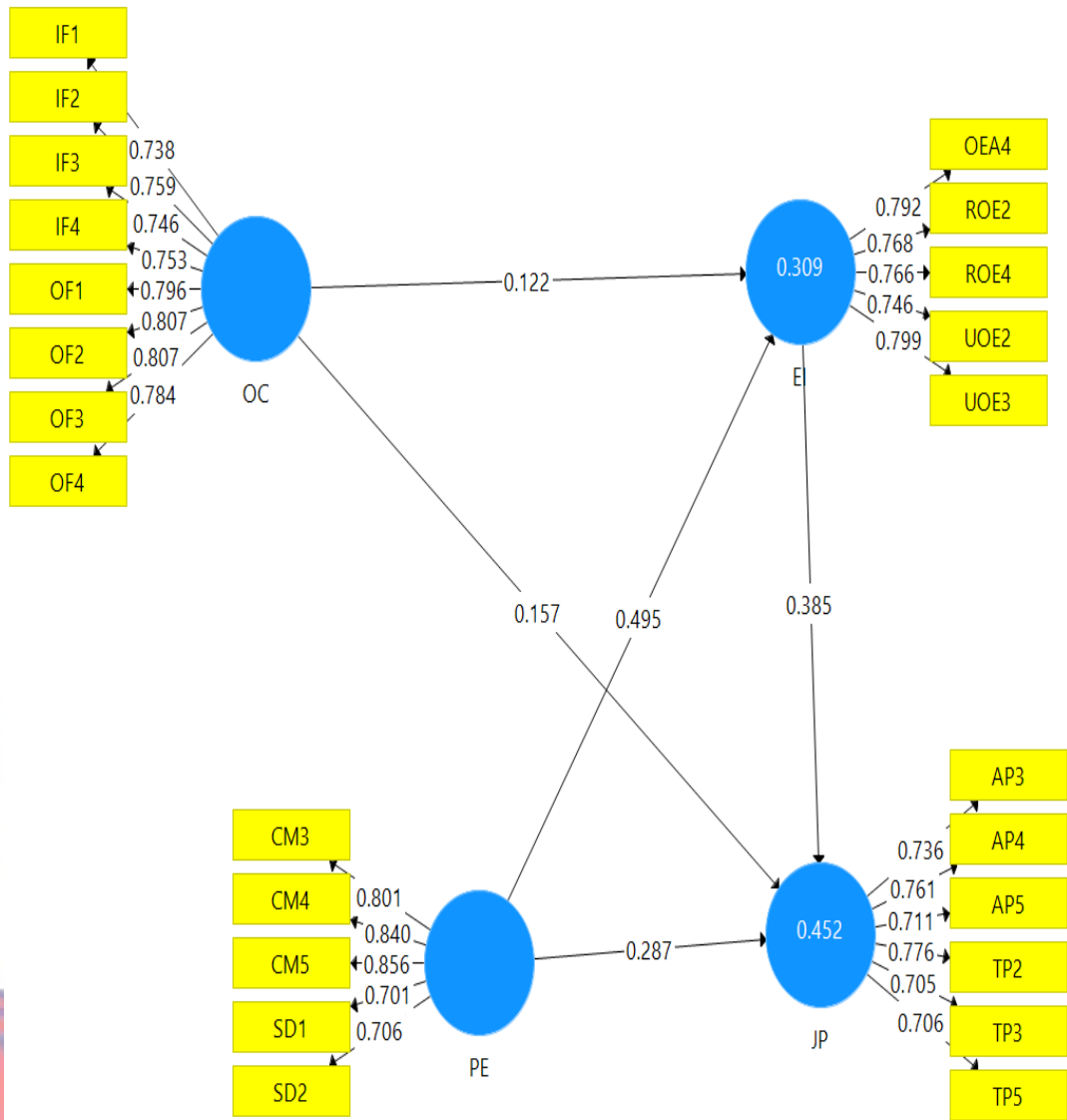


Figure 4: Structural Equation Model

Source: Field survey (2022)

Assessing the Structural Model

Information relating to the evaluation of the research hypotheses is provided in this section. This section assesses the relevance and the significance of the path coefficients. The coefficient of determination (R^2) is used to examines the explanatory power, effect size (f^2), and predictive power (Q^2) are used to evaluate the predictive relevance. These results are presented in Table 10.

Table 10: Coefficient of Determination and the Predictive Power

	R ²	Adjusted R ²	F ²	Q ²
Job Performance	0.452	0.446		
Organisational Climate			0.037	0.232
Psychological Empowerment			0.096	0.221
Emotional Intelligence			0.187	0.180

Source: Field survey (2022)

Coefficient of Determination and the Predictive Relevance

The explanatory power of the model in terms of the endogenous component is measured using the coefficient of determination (R²) (Shmueli & Koppius, 2011). The R² values range from 0 to 1, with values closer to 1 indicating a better explanatory power. Even though R² values are acceptable on the bases of the research context, R² values of 0.25 are considered weak, 0.50 are considered moderate whilst 0.75 are considered substantial in the social sciences field (Hair *et al.*, 2011; 2021). The author also claimed that for structural models, a predictive relevance (Q²) of ‘0.02, 0.15, and 0.35’ and an effect size (f²) of ‘0.02, 0.15, and 0.35’ are viewed as ‘small, medium, and large,’ respectively.

Referring to Table 10, it can be concluded that organisational climate, psychological empowerment and emotional intelligence have a moderate (0.452) R² (explanatory power) on employees’ job performance, accounting for 45.2 per cent of the variation in job performance. Thus, the exogenous (independent) variables explain 45.2% of the variations in the endogenous construct. Hence, the model had a moderate explanatory power. With respect to predictive relevance, the results show that the model has a medium predictive

relevance. It shows that organisational climate, psychological empowerment and emotional intelligence had a predictive relevance score of 0.232, 0.221 and 0.180 respectively.

It also indicates that organisational climate had greater predictive relevance in the model. This demonstrates how accurately the exogenous variables can forecast the endogenous variable. The effect size's findings indicate that organisational climate and psychological empowerment had small effect sizes with f^2 values of 0.037 and 0.096 respectively with emotional intelligence having a medium effect size of 0.187. This implies that emotional intelligence had a greater effect on the endogenous variable.

Testing the Significance of the Model

In PLS-SEM, the bootstrapping process is undertaken to assess the significance of the path model. Bootstrapping is a resampling technique used in SEM to evaluate the significance of the path model. A bootstrap approach is used by creating numerous subsamples from the original sample and estimating parameters for each subsample. To determine whether the estimated coefficients are statistically different from zero or not, estimates from all the subsamples are pooled, yielding not only the "best" estimated coefficients but also information on their predicted variability and the likelihood of deviating from zero. This method bases its evaluation of statistical significance only on the sample data and does not rely on statistical inferences about the population. SmartPLS displays the bootstrap results on the path model presenting the indicator weights (Ringle, Wende & Becker, 2015).

At a 5% significance level (two-tailed), any t-value above 1.96 are considered to be statistically significant. The results of the path modelling are

depicted in Figure 4. Concerning the P-values, any value of 0.05 or lower is interpreted as being significant. The next section presents the results for the hypothesis and discussions of the findings.

Discussion of Results

Organisational Climate and Job Performance

The study's first objective was to examine the effect of organisational climate on job performance among employees in the hotel industry in the Central Region. Therefore, it was hypothesized that:

H₁: There is a significant positive relationship between organisational climate and Job performance.

This hypothesis was formulated to determine the relationship between organisational climate and job performance. The results for this hypothesis are presented in Table 11.

Table 11: Path Estimation Results for Organisational Climate and Job Performance

	Beta	R ²	Adjusted R ²	T-Value	P-Value
Job Performance		0.452	0.446		
Organisational Climate	0.157			3.043	0.002

Source: Field survey (2022)

From the path estimation Table 11, the results of the SEM indicate that organisational climate had a positive significant relationship with job performance ($\beta = 0.157$, $p < 0.05$; Figure 4). As hypothesised; there is a significant positive relationship between organisational climate and Job performance. Also, the path coefficient was in the same direction, therefore fails to reject the hypothesis. Thus, this hypothesis is supported. The findings indicate

that when the organisational climate in hotel organisations is favourable, receptive and supports employees, it enhances their job performance. The hotel industry in the Central Region must take measures to stimulate a positive organisational climate. Organisational climate is vital to the job performance of employees within the hotel industry.

Also, the results from Table 11 revealed that organisational climate positively affect job performance by 15.7%. As posited by Jegajothi and Sudha (2015), the organisational climate has a strong positive relationship with job performance. Additionally, similar conclusion by Okine (2019) also indicated a strong significant positive association between organisational climate and job performance. These findings are similar to the conclusions drawn by Obeng *et al.* (2021), who also found that organisational climate had a significant positive relationship with job performance.

Organisational climate is one of the most important aspects affecting and altering subordinates' perceptions of workplace contribution and involvement (Jung & Ali, 2017). This implies that every aspect of the organisation must be given the needed attention when seeking to improve the job performance of employees (Soefijanto & Supriyati, 2019). Also, Rahmat *et al.* (2020) on organisational climate and job performance indicated that organisational climate had a positive significant association with job performance. This is also supported by Rozman and Strukelj (2021), who found that organisational climate influences both job and organisational performance. Notwithstanding the fact that different components are mostly used by researchers to assess organisational climate, there has mostly been a significant positive relationship with job performance.

Phua (2018) posited that organisational climate shapes the behaviours and attitudes of employees which impacts the individual and the organisation as a whole. Thus, an organisation that always work on improving its climate mostly succeeds and performs better relative to another organisation (Louzeiro, 2019).

On the other hand, Punwatkarn and Verghese (2018) stated that an unhealthy organisational climate leads to dissatisfaction, poor motivation among the employees and higher absenteeism which negatively affect job performance. Therefore, a receptive and positive organisational climate such that, employees in the organisation perceive their organisation as providing training and ensuring their welfare, open to innovation and new ways of doing things, boosts their job performance.

The climate of the organisation in which employee's work induces their perception about the work environment and instils in them needed confidence and beliefs. Therefore, it is imperative that the hotel industry provide the needed organisational climate to the needs and the underlying components of climate that affect job performance in the particular context. This implies that, when employees perceive that their organisation assesses their training needs and provides training for the employees, attends to the welfare of employees and provides an opportunity for innovation and flexibility within the workplace, it enhances their job performance.

Additionally, organisations should concern themselves with the outside environment. Thus, when employees perceive their organisation as being outwardly focused, it increases their job performance. As a result, organisational climate plays a key role in organisations, influencing employees' perceptions, which influences their practices and behaviours, which in turn influence job

performance. Organisational climate alludes to the experience of employees in the organisation and is centred on discernment.

Similarly, this is supported by the social exchange theory which postulates that the relationship between individuals in organisations (employers and employees) involves several exchanges (Blau, 1964). The foci of this theory are the social influences on how people engage in a reciprocal relationship. Thus, one person does provide something to the other with the expectation that the other will return the favour at a future time (Blau, 1986). For that reason, when employees experience favourable treatment from their organisation, they may be compelled to respond with positive attitudes or behaviours, such as improved commitment and job performance (Blau, 2017). Social exchange theory ties the attitudes of employees to the commitment of employers and management through job performance.

Several studies (Balkar, 2015; Li & Mahadevan, 2017; Okine, 2019; Obeng *et al.*, 2021) have supported this argument that organisational climate is key to enhancing job performance. Hence, management of hotels must promote a healthy and receptive organisational climate. Specifically, providing training needs, ensuring matters concerning the welfare of employees with respect to adequate salaries, well-being and benefits, being flexible and innovative pertaining to the way workers perform. As well as being concerned with the outside environment that can influence employee behaviour, all sum up to give the employees a favourable and positive perception of the organisation. They are made to perceive that the organisation is executing its side of the exchange and hence they are propelled to reciprocate by improving their task performance as well as going beyond what has been assigned (contextual performance) and

being dynamic as and when necessary, in relation to job performance, as expected by employees in the hotel industry.

Psychological Empowerment and Job Performance

The study's second objective was to assess the relationship between psychological empowerment and job performance among employees in the hotel industry in the Central Region. It was therefore hypothesized that:

H₂: There is a significant positive relationship between psychological empowerment and job performance.

This hypothesis was formulated to determine the relationship between psychological empowerment and job performance. This objective was tested as part of the structural model, presented by the path connection between psychological empowerment and job performance. The result is presented in Table 12.

Table 12: Path Estimation Results for Psychological Empowerment and Job Performance

	Beta	R ²	Adjusted R ²	T-Value	P-Value
Job Performance		0.452	0.446		
Psychological empowerment	0.287			4.090	0.000

Source: Field survey (2022)

From the path estimation Table 12, the results of the SEM indicate that psychological empowerment had a positive significant relationship with job performance ($\beta = 0.287$, $p < 0.05$; Figure 4). The path coefficient was in the same direction as the hypothesis; therefore, the hypothesis was supported. From Table 12, the results show that psychological empowerment affects job

performance by 28.7%. Thus, psychological empowerment had a higher positive effect on job performance compared to organisational climate. The findings indicate that psychological empowerment is crucial to the job performance of employees in the hotel industry. The hotel industry in the Central Region must take measures to stimulate psychological empowerment.

Psychological empowerment is vital in enhancing the job performance of employees within the hotel industry.

The results demonstrate that psychological empowerment (0.287) had a greater positive effect on job performance than organisational climate (0.157). This implies that psychological empowerment enhanced job performance by 28.7% and thus, it supports the nexus that psychological empowerment boosts the employee's job performance. In their study, Olcer and Florescu (2015) found that competence, self-determination and impact dimensions of psychological empowerment had a positive influence on job performance, while the meaning dimension had no relationship to job performance. Additionally, studies including Liden *et al.* (2000), Okyireh and Simpeh (2016) and Mahmoud *et al.* (2021) revealed that psychological empowerment had a significant positive connection with the job performance of employees.

This present study in assertion supports that all dimensions of psychological empowerment are crucial to job performance since it serves as a personal resource of the employees that helps them to meet their job demands. Contrary to the findings of Liden *et al.* (2000); Okyireh and Simpeh (2016); Mahmoud *et al.* (2021), Dewettinck *et al.* (2003) discovered that psychological empowerment can boost employee job satisfaction but has no discernible effect on job performance. This shows that psychological empowerment in the

Ghanaian hotel industry is key in stimulating the needed response of employees for job performance.

This result implies that, when employees find meaning in their work, have the competence, are self-determined and able to impact their department or the organisation as a whole, it improves their psychological empowerment which enhances job performance. Thus, job roles and duties must have a sense of meaning to the employee, it should align with their personal goals and values. When employees perform roles meaningful to them, they can perform better since they have much control and autonomy over their job and do not struggle to do what is required of them. They can influence their colleagues through decision-making and better communication with customers and clients.

The findings of this objective are also in agreement with the Job Demands-Resources Theory (Demerouti *et al.*, 2001), which is based on the notion that there are two types of work environments, that is, job demands and job resources that impact the performance of employees. The job demands encompass all the physical, social and emotional pressures associated with one's work and as such requires a sustained effort. On the other side, job resources are the physical, psychological, social and organisational dynamics that help individuals to perform well and also reduce negative work outcomes (Bakker *et al.*, 2003).

The four cognitions of competence, impact, self-determination, and meaning were used by (Spreitzer, 1995) to define psychological empowerment as a psychological condition. Psychological empowerment constitutes a job resource, that is, employees are more driven to achieve at a high level as a result of empowerment since it increases their intrinsic motivational resources

(Arshadi, 2010). Consequently, employees tend to perform well as a result of being psychologically empowered. Employees who feel empowered at work perform better because their job is meaningful to them and align with their life goals reflecting a sense of self-control in relation to one's work and an active involvement with one's work role. This makes them have access to essential resources that help them improve themselves in the workplace (Javed *et al.*, 2017).

Employees in turn use their resources to handle work demands such as job performance, according to JD-R theory. For job resources, personal resources like psychological empowerment encourage employees because they assist them in achieving their professional objectives and improving job performance. Per the Resource-Based View of the Firm (RBV), a firm's resources are also critical to its success and competitive advantage (Barney, 1991). According to RBV, psychologically empowering workers could help hotel businesses gain a competitive advantage. According to Shi, Meng and Huang (2022), empowered staff are more receptive to customer needs and treat clients with greater courtesy, which is the lifeblood and fundamental objective of the hotel sector, and this ultimately results in improved organisational performance.

Recovery literature claims that empowerment promotes service recovery which in turn increases customer and employee satisfaction (Bowen & Lawler, 1995; 2006). The Central Region as a tourism hub attracts several visitors and guests from all over the world, hence, psychologically empowered employees will be able to deal with these customers from diverse backgrounds and serve them with passion and enthusiasm. Empowerment practices exhibit

advantageous effects on several individuals and organisational outcomes e.g., employee self-efficacy and job performance (Logan & Ganster, 2007; Wallace, Johnson, Mathe & Paul, 2011).

Personal resources are said to have predictive validity for job resources (Xanthopoulou *et al.*, 2009). Also, the findings of this study are also consistent with those of Lupsa *et al.* (2019), who conducted a meta-analysis of training interventions aimed at boosting optimism, self-efficacy, hope, and resilience. They found that when employees increase these personal resources such as psychological empowerment, their job performance improves.

Emotional Intelligence and Job Performance

The third objective of the study was to investigate the effect of emotional intelligence on job performance among employees in the star-rated hotels in the Central Region. It was therefore hypothesized that:

H₃: There is a significant positive relationship between emotional intelligence and job performance.

This hypothesis was formulated to determine the relationship between emotional intelligence and job performance. The result for this hypothesis is shown in Table 13.

Table 13: Path Estimation Results for Emotional Intelligence and Job Performance

	Beta	R-Square	Adjusted R ²	T-value	P-Value
Job Performance		0.452	0.446		
Emotional Intelligence	0.385			5.988	0.000

Source: Field survey (2022)

From the path estimation Table 13, the results of the SEM indicate that emotional intelligence had a positive significant relationship with job performance ($\beta = 0.385$, $p < 0.05$; Figure 4). The hypothesis was supported since the path coefficient was in the same direction as the hypothesis, which states that there is a strong positive association between organisational climate and job performance.

The findings of the study, based on the results in Table 13, show that emotional intelligence (0.385) had the largest positive effect on job performance compared to the other relationships. Emotional intelligence improves the job performance of employees by 38.5%. For that reason, it supports the statement, that emotional intelligence augments job performance. These findings are also in line with Asiamah (2017) who concluded that emotional intelligence had a positive effect on job performance. It was asserted that employees' emotional intelligence helps them to perform their job roles and improve both job and organisational performance. Similarly, Edward and Purba (2020), found that emotional intelligence had a positive significant relationship with the performance of the employee.

Emotional intelligence allows people to interact successfully and adequately with others by first accepting and empathising with their own emotions, and then using that understanding to respond constructively to information and conduct, including potentially exasperating behavioural patterns. This shows that the emotional intelligence of the employees in the hotel industry is a key stimulant for job performance if it is managed effectively and directed to the right channel through communication and behaviours. The hotel industry in the Central Region should incorporate emotional intelligence

dimensions when recruiting and selecting prospective applicants, specifically, assessing one's emotion, understanding and managing emotions and that of others, using and regulating one's emotions and directing it to valuable positions in the workplace.

This result is also in line with the Goleman's theory of emotional intelligence which states that emotional intelligence can be applied in the organisations to improve job performance. Thus, emotional intelligence is a good predictor of achievement in the workplace (Goleman, 1998). This will help in the attainment of goals and objectives aside creating a happier working environment. This emphasizes the need to adopt emotional intelligence in organisations. From this perspective, successful development of emotional intelligence requires employees to constantly learn from their work experience by growing more adept at controlling their emotions (Shipley, Jackson & Segrest, 2010).

Organisational Climate, Emotional Intelligence and Job Performance

The fourth objective of the study was to examine the role of emotional intelligence in the relationship between organisational climate and job performance of employees in the star-rated hotels in the Central Region. It was therefore hypothesized that:

H₄: Emotional intelligence plays a role in the relationship between organisational climate and job performance.

This hypothesis was formulated to determine whether emotional intelligence plays a role in the relationship between organisational climate and job performance. The objective was the bases for testing this hypothesis. To test this hypothesis, both moderating and mediating effect were tested. However,

there was no moderating effect. As posited by Nitzl (2016), a possible requirement for assessing a mediating effect is the significance of the indirect effect. Organisational climate had a positive significant relationship with job performance ($\beta = 0.157$, $p=0.002$), emotional intelligence also had a significant effect on job performance ($\beta = 0.385$, $p=0.000$). For that reason, the testing of mediating effect was likely. According to Hair *et al.* (2021), a bootstrapping procedure is required to test the mediation of a variable, hence bootstrapping was undertaken to test this hypothesis. The result for this hypothesis is presented in Table 14.

Table 14: Path Estimation Results for Organisational Climate, Emotional Intelligence and Job Performance

Indirect effects	Beta	R ²	T-statistics	P-values	Decision
OC -> EI -> JP	0.047	0.452	1.782	0.075	Not supported

Source: Field survey (2022)

From the path estimation Table 14, the results of the SEM indicate that emotional intelligence does not mediate the relationship between organisational climate and job performance ($\beta = 0.047$, $p>0.05$; Figure 4). From Table 14, the indirect effect from the mediation is also not significant, the threshold for the t-statistics is that it should be more than 2 and p-values less than 0.05. Therefore, the hypothesis that, *Emotional intelligence plays a role in the relationship between organisational climate and job performance*, was not supported. From Table 14, the results indicated that it did not meet the threshold. This shows that emotional intelligence does not play any role in the relationship between organisational climate and job performance of employees in the star-rated hotels in the Central Region.

From Table 11, it was observed that the direct relationship between organisational climate and job performance is significant. Additionally, there is a significant relationship between emotional intelligence and job performance, however, the indirect effect results were not significant. Moreover, the nature of the mediation of emotional intelligence in this relationship is direct- only (no mediation) (Hair *et al.*, 2021). Most previous studies have found the simple effect of organisational climate and job performance (Obeng *et al.*, 2021).

Psychological Empowerment, Emotional Intelligence and Job Performance

The fifth objective of the study was to examine the role of emotional intelligence in the relationship between psychological empowerment and job performance among employees in the star-rated hotels in the Central Region. It was therefore hypothesised that:

H₅: Emotional intelligence plays a role in the relationship between psychological empowerment and job performance.

This hypothesis was formulated to determine the role emotional intelligence plays in the relationship between psychological empowerment and job performance. Psychological empowerment had a positive significant relationship with job performance ($\beta = 0.287$, $p=0.000$, Table 12), emotional intelligence also had a significant effect on job performance ($\beta = 0.385$, $p=0.000$, Table 13). To test this hypothesis, both moderating and mediating effect were tested. However, there was no moderating effect. The result for this hypothesis is presented in Table 15.

Table 15: Path Estimation Results for Psychological Empowerment, Emotional Intelligence and Job Performance

Indirect effects	Beta	R ²	T-statistics	P-values	Decision
PE -> EI -> JP	0.191	0.452	5.329	0.000	Supported

Source: Field survey (2022)

From the path estimation Table 15, the results of the SEM indicate that emotional intelligence mediates the relationship between psychological empowerment and job performance ($\beta = 0.191, p < 0.05$; Figure 4). Therefore, the hypothesis that, *Emotional intelligence plays a role in the relationship between psychological empowerment and job performance*, was supported. The results from the direct relationship found a significant effect between emotional intelligence and job performance. From Table 15, the results indicate that the indirect effect is significant. This shows that emotional intelligence mediates the relationship between psychological empowerment and job performance.

Based on the criteria from Hair *et al.* (2021), it can be concluded that a partial mediation, thus a complementary partial mediation, occurs in the relationship between psychological empowerment and job performance. This is because the direct effect of psychological empowerment and job performance was significant ($p = 0.000, t\text{-value} = 4.090$) and the indirect effect was also significant ($p = 0.000, t\text{-value} = 5.329$).

The findings led to the conclusion that psychological empowerment affects employees' emotional intelligence, which causes them to enhance job performance in the hotel industry. The findings are supported by the results of Shahab, Sobari and Udin (2018) who found that emotional intelligence mediates the relationship between empowering leadership and organisational citizenship

behaviour which researchers (Koopmans *et al.*, 2014) agreed to be similar to employees' contextual performance, a dimension of job performance.

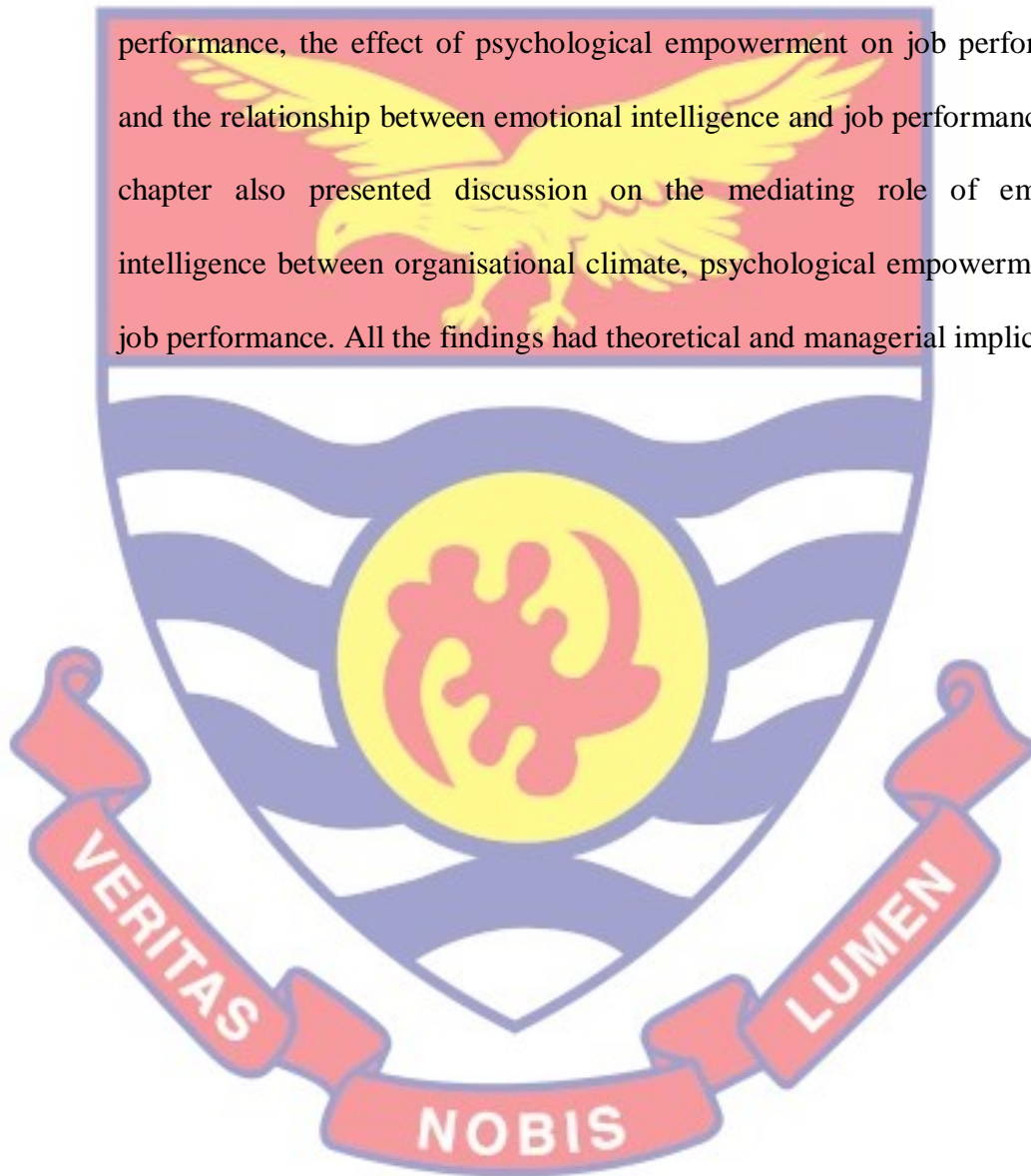
This implies that even though psychological empowerment enhances job performance, it can also boost employees' emotional intelligence. This will then cause them to perform well and better by maintaining a positive composure while handling their job duties. Through communication with clients and managers, constructive conflict resolutions and relations with colleagues in the organisation. Employee control over their roles in the workplace and their feelings of capacity to contribute to the organisation are addressed through psychological empowerment (Najafi *et al.*, 2011).

Additionally, per the job demands-resources theory, when there are too many demands placed on an employee in the workplace and not enough resources available, it can lead to burnout (Bakker & Vries, 2021). Alternatively, this study is in relation to the notion that emotional intelligence reduces job burnout (Schoeps, Tamarit, de la Barrera & Barrón, 2019) and confirms that job performance improves when employees have higher emotional intelligence levels while job burnout increases among employees with lower emotional intelligence levels.

It suggests that job burnout is negatively exhibited by employees' less emotionally intelligent, they are not able to control their emotions and are easily exhausted due to the nature of services provided by employees in the hotels. The findings may represent a turning point for managers of hotel businesses in their effort to lessen employee burnout to enhance job performance through psychological empowerment and emotional intelligence.

Chapter Summary

The chapter, first of all, presented the demographic characteristics of the respondents of the study. This was followed by assessment of the structural model and discussion of results based on the objectives of the study. Precisely, the chapter presented discussion on the effect of organisational climate on job performance, the effect of psychological empowerment on job performance, and the relationship between emotional intelligence and job performance. This chapter also presented discussion on the mediating role of emotional intelligence between organisational climate, psychological empowerment and job performance. All the findings had theoretical and managerial implications.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This is the final chapter of the study, it provides a summary of the study, and gives conclusions based on the findings and discussions. This chapter also offers recommendations for stakeholders and policymakers in the hotel industry and the tourism and hospitality at large as well as future researchers in this area.

Summary

The purpose of this research was to investigate the relationship between organisational climate, psychological empowerment and job performance and the role of emotional intelligence among star-rated hotel employees in the Central Region. Specifically, the study sought to achieve the following objectives: examine the effect of organisational climate on job performance; assess the relationship between psychological empowerment and job performance; examine the relationship between emotional intelligence and job performance; examine the role of emotional intelligence in the relationship between organisational climate and job performance; examine the role of emotional intelligence in the relationship between psychological empowerment and job performance.

Following the objectives, five hypotheses were developed and tested in this study. The study was a quantitative study based on the positivist paradigm adopted in this study. The explanatory research design was adopted, and the target population were all employees working in the star-rated hotels in the Central Region at the time of the research. A sample was developed from the population, this sample was selected using the lottery method of the simple

random sampling technique. A total of 345 questionnaires were distributed to the respondents, and 289 correctly filled questionnaires were analysed.

Prior to the distribution of the instrument and the collection of data, a pre-test of the instrument was conducted in Cape Coast to test for validity and reliability. A total of thirty-three questionnaires were distributed both to employees and experts in the field of research. From the pre-testing, some errors identified were corrected, deleted and modified as well as restructuring of some question items as raised by expert opinions to ensure the face validity. This was to make the instrument more meaningful to respondents as well as satisfy the objectives of the study. Also, the results of the reliability revealed substantial results with all variables' having a Cronbach Alpha above 0.7.

After the pre-testing, the main data collection was done through the administration of self-administered questionnaires to the employees in the star-rated hotels. Responses were rated on a five-point Likert-like Scale for all the 71 items of the questionnaire. All objectives were analysed using Partial Least Square Structural Equation Modelling (PLS-SEM) with the SmartPLS 3 software. Additionally, the demographics of the respondents were analysed. The major findings based on the research objectives are as follows;

Key Findings

For the first objective, the effect of organisational climate on the job performance of employees in star-rated hotels was examined. The findings revealed that organisational climate had a significantly positive relationship with job performance. The second objective examined the relationship between psychological empowerment and the job performance of employees in star-rated hotels. The results showed that there is a significant positive connection

between psychological empowerment and job performance. Thus, meaningful work, employee impact, self-determination and competence greatly affect how employees perform their job duties assigned to them.

The third objective analysed the effect of emotional intelligence on job performance. It was found that emotional intelligence had a positive significant relationship with job performance. This demonstrates that workers are able to control, utilise, and comprehend their emotions and those of others, enhances their ability to work effectively. The fourth objective of this study assessed the role of emotional intelligence on the relationship between organisational climate and job performance. Regarding this objective, it was revealed that emotional intelligence did not have a moderating or mediating effect in the relationship between organisational climate and job performance. Thus, emotional intelligence did not play a role in the relationship between organisational climate and job performance of the employees in star-rated hotels.

The fifth objective was to analyse the role of emotional intelligence in the relationship between psychological empowerment and job performance. The results indicated a mediating effect between psychological empowerment and job performance through emotional intelligence. Specifically, emotional intelligence partially mediates the relationship between psychological empowerment and the job performance of employees in the star-rated hotels.

Conclusions

Based on the findings of this study, the conclusions drawn from this study are as follows;

Empirically, organisational climate had an effect on the job performance of employees in the star-rated hotels in the Central Region. Thus, when employees have a positive and favourable view of their organisation, such as the organisation assesses their training needs and provides the necessary training, ensuring matters of their welfare, it boosts their job performance. Also, when the organisation is flexible and open to new changes, it enhances the overall perception of its employees which causes them to perform their duties better. While management may tend to ignore the organisational climate, forgetting that it has an influence on their performance, the result implied that organisational climate is one of the important factors regarding the organisational environment which directly influence the behaviour of employees in relation to their job performance.

Regarding the second objective, it was concluded that psychological empowerment positively and significantly affects the job performance of employees in the star-rated hotels in the Central Region. Thus, psychologically empowering employees in star-rated hotels is a key stimulating factor for improving job performance. This implies that meaningful work, competence, self-determination and the impact of employees in star-rated hotels have a profound effect on their job performance. Psychological empowerment is a powerful tool to ensure organisational effectiveness and sustainable performance of employees. It ignites their self-efficacy which helps them to be in control of their work. It is considered that when staff feel psychologically empowered, they will behave actively, show initiative and creativity as well as be willing to communicate positively with co-workers and hotel guests.

Another key conclusion drawn from the findings of the study concerning the third objective was that emotional intelligence has a strong positive and statistically significant effect on the job performance of employees in star-rated hotels in the region. It was highlighted that when employees are emotionally intelligent, they are able to maintain a positive composure no matter the issues that may arise from their interaction with their customers and managers. This implies that, when employees are able to assess their emotions and that of their colleagues as well as being able to manage and use their emotions effectively, it improves their performance. That is, trivialising the effect of emotional intelligence will negatively affect job performance. Emotional intelligence is as valuable as providing technical skills aside from it being individualistic. Additionally, with their high level of emotional intelligence, they would be able to deal with customers' issues emanating as they arise from work.

Regarding the fourth objective, it was concluded that emotional intelligence does not play any role in the relationship between organisational climate and job performance. With the fifth objective, the conclusion drawn was that psychological empowerment affects the emotional intelligence of employees in star-rated hotels which in turn affects their job performance. Here, the result implied that psychologically empowering employees will improve their emotional intelligence and then cause them to perform better to meet organisational goals. Currently, customers have been more cautious of the service they consume, hence organisations must develop and implement strategies that will empower employees and build their emotional intelligence to enhance job performance.

Overall, organisational climate, psychological empowerment and emotional intelligence have a positive and statistically significant relationship with job performance. Owners and managers of star-rated hotels through psychological empowerment of employees spur their emotional intelligence. Psychological empowerment reflects a sort of optimistic and motivated condition of workers in star-rated hotels. As a result, the greater the level of psychological empowerment, the more emotionally intelligent they become, the higher their job performance.

Recommendations

The following recommendations were made to management, policymakers and the theoretical implications drawn from the findings of the study;

First of all, it is recommended that managers and owners of star-rated hotel businesses must frequently assess the existing climate perceived by the employees and constantly change and improve the organisational climate by being receptive, positive and sympathetic to the needs of employees. Issues pertaining to organisational climate can be somewhat dicey, such that the climate needed in an organisation to improve job performance may differ from what is needed in another organisation. Therefore, in order to maximise the job performance of employees, managers and owners as well as departmental heads of star-rated hotel businesses, must always engage employees to find out their views and perceptions about the organisation to attest whether they view the organisation as being receptive and concerned to their needs or being hostile.

This can be achieved through excellent business communications with employees such as frequent meetings and dialogues. This will help shape the

organisation into the desired dimension to achieve organisational effectiveness. Particularly, in the hotel business, every organisation is unique in terms of organisational goals and vision even though they all provide the same service. Issues regarding concern for training needs of the employee, accommodating employee welfare such as issues relating to salaries, incentives and general well-being must be prioritised with maximum attention. Also, hotel managers must be open to innovation; encouraging employees to try new ways of performing their job duties must be prioritised. They must also embrace themselves with the outside environment that can affect their business to boost employee job performance. Thus, the work environment has been a potent influence on employee behaviour.

Overall, managers and employers should enhance the working conditions of employees by developing internal policies that create an enabling environment for employees. Also, at the industry level, policies must be developed to sensitise the hotel organisations to compel them to eliminate poor organisational climate since it demoralises employees and negatively affects job performance as well as the profitability and the image of the industry. In relation to the social exchange theory used for the objective, it is recommended that further extensions of the theory should critically emphasise the reciprocity of the exchanges between the organisation and employees. Thus, the organisation's side of the exchange should precede that of the employees. Thus, providing a supportive and receptive climate will induce employees to return this by performing better.

Regarding, psychological empowerment, it is recommended that managers should undertake individual capacity building that concentrates on

developing employees' psychological empowerment. First, managers must post employees to designations that match their life goals and personal values. Also, at the group level, employees must be assigned to teams that will kindle their sense of meaning and help them develop competences reflected through an active involvement in their work roles. Furthermore, employees must be given the opportunity to partake in and influence the decision-making processes in their department which will make them feel their behaviours produces desired outcome in the organisation. This will also increase their competencies by having autonomy to determine how to carry out work roles. Superiors can count on them to initiate new ideas to execute their job duties accurately.

Policymakers including the management, industry stakeholders and the ministries should develop policies that enforce psychological empowerment as a vital job resource that helps employees to improve their job performance and the image of the industry as a whole. Employees may generate several outcomes according to the extent to which they are psychologically empowered. This will reduce employee turnover and promote the image of the industry. Additionally, it will ensure the efficiency and effectiveness of employees that manifest in reducing total cost, smooth operations and customer satisfaction.

In relation to emotional intelligence, it is recommended that aside from looking to employ emotionally intelligent employees during the hiring processes, managers can put mechanisms that will allow personnel in the star-rated hotels to develop and build their emotional capabilities within the context of the work in the hotel. This will help them to understand and manage their emotions with their work requirement and environment since they deal with visitors and customers from diverse backgrounds in order not to affect how they

respond to and serve customers. Thus, maintaining a positive composure at the workplace irrespective of their encounters with customers, colleagues and managers.

Policymakers, it is recommended that they should develop policies encouraging the collaboration with relevant departments of universities and technical universities to provide workshops and seminars on emotional capacity building through understanding and managing emotions, reducing negative emotions at the workplace, and enhancing personal relationships to develop an emotionally intelligent workforce. These workshops and seminars for employees must be focused on building the emotional capacity of employees by being able to assess their emotions, the emotions of their colleagues, professional ways of using emotions and improving their ability to regulate their emotions at the workplace. This study supports the need for a positive and receptive organisational climate, psychological empowerment and emotional intelligence.

Management of hotel businesses should create compatibility and harmony with psychological empowerment and emotional intelligence of employees. Additionally, business' management must support psychological empowerment among personnel by assigning hard duties without always providing directives that will equip employees for other future performance, all employees should also be evaluated for how they can be psychologically empowered to boost their emotional intelligence and confidence which will in turn boost their job performance. Whiles empowering employees psychologically builds their emotional intelligence in relation to their job roles

in the hotel since customers with different issues and emotional needs must all be served to their maximum satisfaction.

In relation to policy, the management and other pertinent stakeholders need to implement policies that will influence the policies and structures of the hotel organisation. Psychological empowerment training for employees in the hotel industry must be stimulated by the hotel associations and various hotel businesses. The focus of the training must be on developing psychologically empowered employees which include the ability of management to ensure that work roles are meaningful to employees, allows employees some level of autonomy, allowing employees create and implement new ideas.

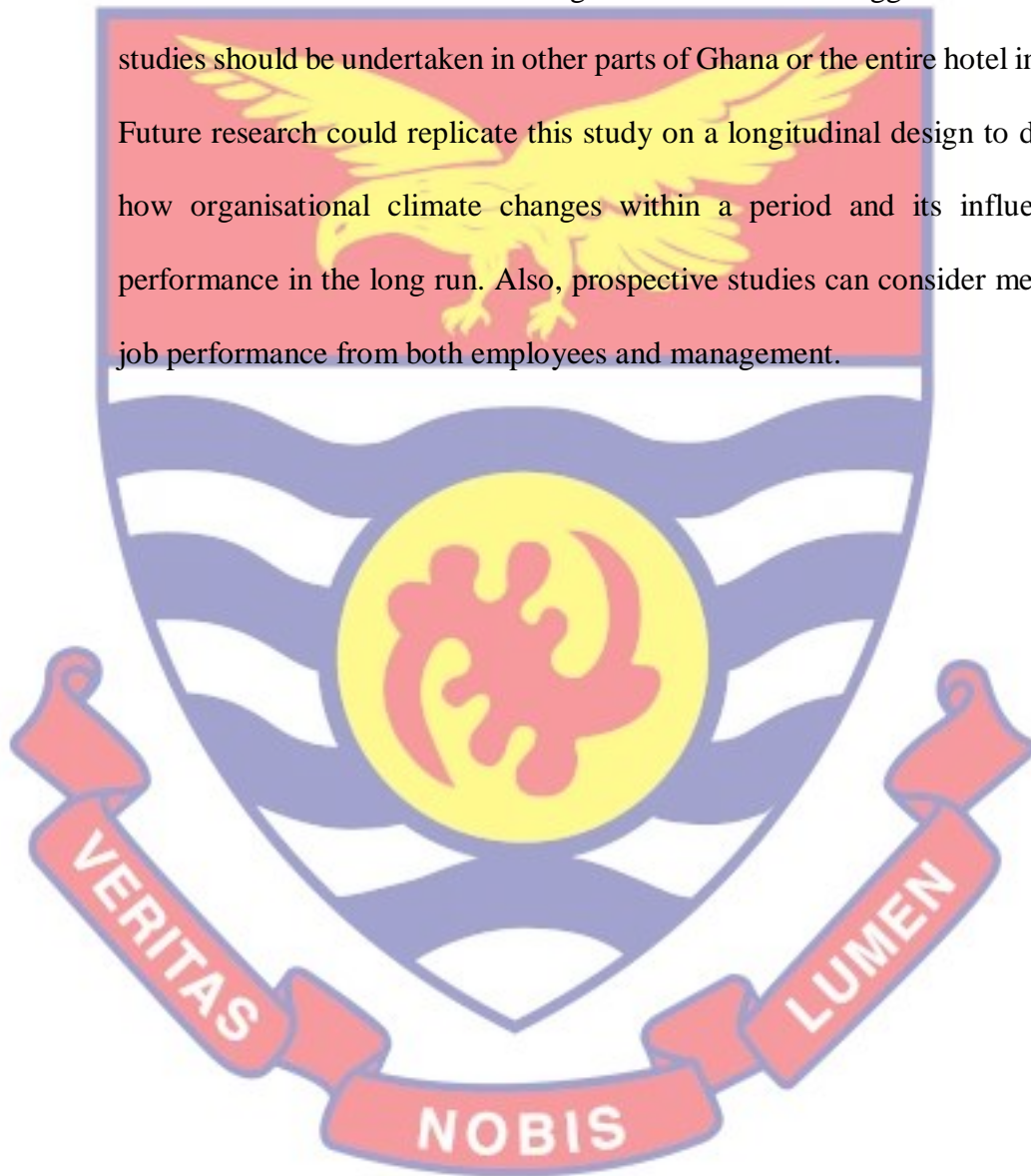
With respect to the job demands-resources theory, future development on the theory must highlight the significance of psychological empowerment as a personal resource in improving job performance. The theory currently focuses on the consequences of having high job demands to low job resources such as job burnout (Bakker & Vries, 2021). The need to increase the job resources to meet the job demands has been overlooked, further development on integrating psychological empowerment as a personal (job) resource will benefit a lot both to the individual and the organisation.

It is also recommended that the personal resource must be updated to include psychological empowerment. Psychological empowerment is an important personal motivational resource which stimulates enthusiasm for work and reduces emotional exhaustion that can lead to job burnout. Tourism in the Central Region would be greatly impacted and enhanced as clients and customers visiting the region would be served by workers who are empowered

and have control over their work to perform their duties with enthusiasm and diligence.

Suggestions for Future Research

This study was a cross-sectional study and was restricted to only the star-rated hotels in the Central Region. It is therefore suggested that further studies should be undertaken in other parts of Ghana or the entire hotel industry. Future research could replicate this study on a longitudinal design to discover how organisational climate changes within a period and its influence on performance in the long run. Also, prospective studies can consider measuring job performance from both employees and management.



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APPENDICES

APPENDIX A

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT



Dear Sir/Madam,

This questionnaire seeks to solicit information from hotel workers to help a final year student in the University of Cape Coast, which seeks to research on “**Organisational Climate, Psychological Empowerment and Job Performance in Star-rated Hotels in Central Region: the role of Emotional Intelligence**” in the hotel industry in the Central Region. This study is purely and purposely for academic exercise and you are assured of protection of the information provided and guided by all other relevant ethical principles. There are no direct benefits as well as risk associated with participating in this study. You are entreated to complete this questionnaire, your anonymity and confidentiality is 100% assured. Participation in this survey is highly valued but voluntary. This questionnaire will take about 10-15 minutes to complete;

Thank you in advance for accepting to participate in the survey.

Instruction: kindly tick { ✓ } or write where appropriate.

Section A: Demographics

1. Please indicate your sex. A. Male [] B. Female []

2. Please indicate your age bracket in years. A. 18-29years [] B. 30-39 years [] C. 40-49years [] D. 50years and above []
3. What is your current level of educational qualification? A. SSCE/WASSCE [] B. Diploma [] C. First Degree [] D. Master's Degree [] E. Others (please specify).....
4. How long have you worked with this hotel? A. 5years or less [] B. 6-10years [] C. 11-15years [] D. 16-20years [] E. 21-25years [] F. 26-30years [] G. above 31years []
5. What is your position currently? A. Front office [] B. Housekeeping [] C. Restaurant [] D. Administration []

SECTION B: ORGANISATIONAL CLIMATE

This section seeks to solicit your knowledge on the organisational climate of your hotel. . **On the scale of 1 to 5, kindly indicate your level of agreement on the following measures. 1=least agreement to 5=Strong Agreement.**

EW	Employee Welfare	1	2	3	4	5
EW1	The management of this hotel look after the employees					
EW2	This hotel cares about its employees					
EW3	This hotel is fair in its action towards employees					
EW4	This company pays much attention to the interests of employees					
EW5	Employees receive appropriate benefits in this organisation					
ET	Employee Training					
ET1	Employees are encouraged to develop their skills					
ET2	Employees receive enough training when it comes to new ways of doing things					
ET3	Employees are properly trained when there is a new machine or equipment					

ET4	We are given the maximum amount of training in specific knowledge and skills needed to do our job					
ET5	Management show an understanding of the employees who work for them and their training needs					
IF	Innovation and Flexibility					
IF1	New ideas are readily accepted in this organisation					
IF2	We are quick to respond when changes need to be made.					
IF3	This organisation is quick to change procedures to meet new conditions and solve problems as they arise					
IF4	Employees in this organisation are always searching for new ways of looking at problems					
IF5	We are quick to spot the need to do things differently in this organisation.					
OF	Outward Focus					
OF1	Customers' needs are considered a top priority in this hotel					
OF2	This organisation is continually looking for new opportunities in the market place					
OF3	Ways of improving services to the customers are given much thought here					
OF4	This organisation is quick to respond to the needs of customers.					
OF5	This hotel is quite outward looking: it concerns itself with what is happening in the market place.					

SECTION C: PSYCHOLOGICAL EMPOWERMENT

This section solicits for information on your personal and cognitive orientations about your job roles. It talks about the degree to which an employee feels he/she has work abilities, control over his work decisions and develops a sense of meaning. **On the scale of 1 to 5, kindly indicate your level of agreement on the following measures. 1=least agreement to 5=Strong Agreement.**

	Psychological Empowerment	1	2	3	4	5
	Meaningful Work					

MW1	My work is meaningful to me					
MW2	My job helps me to become what I want to become					
MW3	My job activities are personally meaningful to me					
MW4	My job activities matches with my life goals					
MW5	My work is important to me					
Employee Impact						
IM1	I decide how to go about doing my job					
IM2	I have great influence over what happens in my department					
IM3	I have great deal of control over my job					
IM4	My impact on what happens in my department is large					
IM5	My influence on my colleagues and customers is large					
Employee competence						
CM1	I am excellent in planning and organising my job activities					
CM2	I am self-assured about my capabilities to perform my job					
CM3	I am confident about my abilities to do my job					
CM4	I have mastered the skills necessary to do my work					
CM5	I am good at communicating with customers and colleagues					
Self-determination						
SD1	I have significant freedom in determining how I do my job.					
SD2	I have considerate opportunity for independence in how I do my job.					
SD3	I can decide on my own how to go about doing my work.					
SD4	My opinion counts in my work department decision making					
SD5	I am not afraid to stand up for myself in this hotel					

SECTION D: EMOTIONAL INTELLIGENCE

This section solicits for information on your ability to understand and manage your own emotional abilities and effective regulation of emotion and those around you. **On the scale of 1 to 5, kindly indicate your level of agreement on the following measures. 1=least agreement to 5=Strong Agreement.**

SEA	Self-Emotion Appraisal	1	2	3	4	5
SEA1	I have a good sense of why I have certain feelings most of the time					
SEA2	I have good understanding of my emotions					
SEA3	I really understand what I feel					
SEA4	I always know whether I am happy or not in this organisation					
OEA	Others' Emotion Appraisal					
OEA1	I always know my colleagues emotions from their behaviour					
OEA2	I am a good observer of my colleagues emotions					
OEA3	I am sensitive to the feelings and emotions of my colleagues					
OEA4	I have good understanding of the emotions of people around me					
UOE	Use of Emotion					
UOE1	I always set goals for myself and then try my best to achieve them					
UOE2	I always tell myself I am a competent person					
UOE3	I am a self- motivated person					
UOE4	I would always encourage myself to try my best					
ROE	Regulation of Emotion					
ROE1	I am able to control my temper and handle difficulties rationally					
ROE2	I am quite capable of controlling my own emotions					
ROE3	I have good control of my own emotion					
ROE4	I can always calm down quickly when I am very angry					

SECTION E: JOB PERFORMANCE

This section solicits for information on the effect of organisational climate and psychological empowerment on your Job Performance. **On the scale of 1 to 5, kindly indicate your level of agreement on the following measures. 1=least agreement to 5=Strong Agreement.**

TP	Task Performance	1	2	3	4	5
TP1	I am able to plan my work to finish on time					
TP2	I keep in mind the work result I need to achieve					
TP3	I am able to distinguish main issues from side issues					
TP4	I perform assigned task with minimal time and eff					
TP5	I plan my work efficiently					
CP	Contextual performance					
CP1	I initiates new tasks when my old task are completed					
CP2	I take on challenging work tasks, when available.					
CP3	I work on keeping my job-related knowledge and job skills up-to-date					
CP4	I continually seek for new challenges in my job					
CP5	I actively look for ways to improve my performance at work.					
AP	Adaptive Performance					
AP1	I remain calm and positive under highly stressful events					
AP2	I use creative ideas to manage incoming events					
AP3	I adjust and deal with unpredictable situations by shifting focus and taking reasonable action.					
AP4	I usually update my technical and interpersonal competences as a way to perform better the tasks in which I am hired					
AP5	I devise alternative plan in a very short time, as a way to cope with new task demands.					

Thank you for participating in this survey.

Appendix B

Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*

