

**DETERMINANTS OF JOB INVOLVEMENT OF FRONTLINE EMPLOYEES
IN CLASSIFIED HOTELS IN KWARA STATE, NIGERIA**

BY

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DECLARATION

This thesis is my original work and has not been presented for a Degree in any other University.

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DEDICATION

This thesis is dedicated to Mrs. Adejumo Omozuwa for being a good mentor, mother and sister – I cannot thank you enough.

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ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
EEQ	Employee Empowerment Questionnaire
JDC	Job Characteristics Model
OST	Organizational Support Theory
POS	Perceived Organizational Support
SPSS	Statistical Package for Social Sciences
WDC	Work Design Characteristics
WDQ	Work Design Questionnaire

OPERATIONAL DEFINITIONS OF TERMS

- Employee empowerment** : refers to giving and allowing employees the freedom to make decisions and plan on ways of handling their duties while in the organization
- Frontline employees** : refers to the employees who have extensive direct contact with the guests and are considered the face of the hotel to the external customers. For this study, these are staff working in the front office, housekeeping and restaurant department
- Job involvement** : refers to an inspiration to perform assigned duties and responsibilities effectively and is exceedingly compatible between individual and job-related goals, which brings impetus amongst the frontline employees to work towards accomplishment of assigned work in order to deliver positive results
- Perceived organizational support** : refers to a complete belief of an organization's employees regarding to the extent to which the organization values and incorporates their contributions
- Work design characteristics** : used in the study to refer to the features of the job including task variety, task identity, job autonomy and feedback

ABSTRACT

The hotel industry's growth has been felt globally. Due to its immense growth, it has therefore attracted both skilled and semi-skilled personnel to work in the labor intensive industry. Being an industry that requires fast and efficient services, there is a need for the hotel industry to establish the factors that may affect its frontline employees' job involvement. This is due to the fact that, hotels rely heavily on workforce as an important component for service delivery. Thus the overall objective of the study was to examine the determinants of frontline employees' job involvement in classified hotels in Kwara state Nigeria. Specifically, the study sought to establish the relationship between work design characteristics, employee empowerment, perceived organizational support and job involvement of front line employees in classified hotels of Kwara state. The study used a descriptive cross-sectional survey design approach and targeted all classified hotels in the state. The study used stratified and convenience sampling techniques in order to get the required number of respondents. The former was used to put hotels into different categories (strata) whereas the latter was used to select the required number of the study participants from the hotels included in the sampling frame. Quantitative and qualitative data were collected using self-completed semi-structured questionnaires using both closed-ended and open ended questions. Questionnaires were issued to 384 participants that were selected from the forty three classified hotels in Kwara state. Descriptive and inferential statistics were used to analyze quantitative data. The former comprised of means and respective standard deviations. The latter encompassed Pearson Correlation coefficient (r) that was used to examine relationships between the study variables. Multiple regression analysis was used to establish the relative importance of the study independent variables (work design characteristics, employee empowerment, and perceived organizational support) on the dependent variable (job involvement). Content analysis technique was used to analyze qualitative data in order to offer more meaning on the quantitative data. Correlation results revealed direct moderate correlations between work design characteristics ($r = .361, p < .001$), employee empowerment ($r = .393, p < .001$), and perceived organizational support ($r = .312, p < .001$) and job involvement. Thus, all null hypotheses indicating no relationships between work design characteristics, employee empowerment and perceived organizational support and job involvement were not supported. Multiple linear regression analysis indicated that all the independent variables were significant and together would explain 63.4% of the total variance in job involvement. Nonetheless, employee empowerment was found to be the most significant predictor of job involvement when compared to perceived organizational support and work design characteristics. As a result, managers should take this into account and develop appropriate actions. To this end, they should predominantly develop strategies and put procedures in place to ensure that frontline employees are given the necessary training, allocate duties on the basis of the strength of the staff. Additionally, correct procedures and infrastructure must be identified to build and sustain an enabling work environment in the establishments. Frontline employee need to be assured that they are important to the organization and most importantly, their welfare is well looked into.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The hotel industry today is the largest and fastest growing segment of the hospitality industry with over 500, 000 hotels generating 120 billion dollars in United States alone (Seng, Xin, Tong, & Chin, 2012). Globalization has brought stiff competition and thus an organization's performance is seen as a major ingredient that may inspire its long term success (Seng *et al.*, 2012). In order to enhance an organization's performance, improving employees' performance is seen as a key driver in the hospitality industry and an asset for survival in an environment characterized by stiff competition. For organizations to ensure all employees fully contribute to the overall performance, they should ensure that they are fully engaged in their job as such employees would be willing to offer their very best (Ishfaq & Talat, 2011).

Kanungo (1982) have defined job involvement as a belief state of emotional identification with one's job. This means that, a person's emotional connection with a specific work relies upon the importance of his or her needs and the discernments he or she possess about the outcomes of the job towards satisfying those needs. According to Brown (2010) employees will show high levels of job involvement when job atmosphere compels one to believe that his/her job is significant. It is clear that employees' job involvement is key towards the overall performance of organizations.

The hospitality sector is vastly work demanding with the performance of human resources being a crucial determinant of its sustainability. According to Wood and Wall (2002) probably the biggest theme of human resource management in the world's hospitality arena is associated with employee job involvement. The success of hospitality sector depends on the skills of its employees. Thus, it calls for both operational and well-organized labor force working in a motivated job atmosphere so that employees can provide their best, thus enabling it to remain viable in an environment characterized by global competition (Zopiatis & Constanti, 2013).

The fast growth of the hotel industry clearly requires that employees be fully involved in their job. Employees who are fully involved in their jobs performs better in their duties and responsibilities resulting to the overall success of the organization. Sriyam (2010) has reported that hotels are trying their level best to enhance service quality and hence overall performance. In hotels, there are several categories of staff ranging from top management, middle management to frontline employees. According to Kandampully and Suhartanto (2000) front line staff are considered a decisive that the hotel customers deal with directly and thus a major factor in determining their satisfaction.

In an industry that faces extreme dynamics, getting frontline employees to fully be involved in their job is seen as vital towards the success of any hospitality business. In supportive factor in ensuring the success of any hotel and thus a very important segment of staff. Similarly, front line employees are very important based on the fact that it is them this regard, Amir (2008) has noted that in order to make frontline employees to fully contribute to their work, a hotel establishment should always ensure that they are fully involved in their job. This has further been given more

emphasis by Chang (2010) who argued that a fully involved employee would be more willing to perform better than employee that only engages in a job. This may mean that job involvement may influence the employee and organizational outcomes (Bliganaut & Ungerer, 2014).

A rapid growth of classified hotels in Kwara State combined with a growing middle income class had given rise to high economic gains, creation of more job opportunities, and increase in foreign exchange among other benefits. Despite of this noteworthy contribution, the hotel industry has been faced with a huge staff turnover rate hence putting it into danger (Ho, 2011). As a result, studying the determinants of job involvement of frontline employees in the hotels becomes a major concern among all the industry practitioners. Thus, the current study was premised on this context and sought to investigate the underlying determinants that influence job involvement of frontline employees in classified hotels of Kwara State, Nigeria in the hope that the findings could help hospitality organizations to manage its human resource more effectively and successfully.

1.1.1 Overview of Frontline Employees in the Hospitality Sector

Service in the hospitality industry is characterized by numerous interactions that occur between employees and guests. It then follows that the competence, friendliness and professionalism of the employees are factors that significantly impact on the whole perception of the hotel (Nickson, 2007; Torres & Kline, 2013). Employees in hotels can be categorized as frontline or backline. Frontline employees are those who have direct contact with customers while backline employees rarely have contact with customers. In this study, emphasis is on frontline hotel employees due to their imperative role linking the organization and its external customers.

Based on their role in hotel organizations, frontline hotel employees differ from other employees in the organization. They represent their organization to external customers, build organization's image and improve the entire performance of the organization through advocacy. Frontline employees in a hotel work mainly in three departments – front office, restaurant, and housekeeping. Those who work in the front office department include the telephone or switchboard operator, reservation agents, reception, cashier, concierge, and bell-boy, albeit these categories differ depending on the type and size of the hotel. In the restaurant department, frontline employees include the waiting staff and barmaids. With regard to the housekeeping department, frontline employees comprise of room service attendants or stewards. All these employees are the interface between customers and the organization, thus they represent the organization in the eyes of customers.

Based on the important role played by frontline employees, Karatepe (2014) have pointed out that, they are expected to express emotions that are allied with how the organization wishes the quality of its services to be perceived. In an ideal situation, frontline employees should enjoy serving customers, giving tailored attention to customers, and be capable of delivering the intended service to customers. In addition, they regularly have to deal with many customer requests and complaints while observing the service standards set by the organization. Frontline service jobs require employees to deal with the various customer requests and the same time meet customers anticipations. Thus, an understanding of the determinants that influences job involvement of these employees is critical.

1.2 Statement of the Research Problem

There has been a considerable growth of classified hotels in the world where a good proportion of persons are working (Hung, 2008). However, this growth has faced numerous challenges especially associated with work design characteristics, employee job involvement, empowerment and perceived organizational support (Poddar & Madupalli, 2012). These challenges have resulted to low employee job involvement which has further affected service encounter with customers (Shamsuddin & Rahman, 2014).

In Nigeria, and the study area specifically, several concerns have been raised by frontline employees about their non- involvement in decision-making concerning their jobs. Frontline staff keeps criticizing their supervisors for not involving them in finding solutions to the problems which they bring to the attention of supervisors. This leads to frustration, lack of self-esteem and low motivation on the part of frontline employees. The complaints indicate that work performance follows strict bureaucracies which stifle initiative in finding solution to day- to- day challenges in the hotels.

Hall (2010) has affirmed that frontline employees contribute significantly to an organization's competitive advantage and could seriously affect its bottom-line. Hall (2010) further found out that performance of frontline staff in their various departments such as front office and restaurant in the hotel industry would positively result into customer pleasure or frustration. This is based on the fact that frontline employees interact with customers on one on one basis. Thus, customer satisfaction is to a great degree defined by their involvement.

In addition, job involvement is recognized as a key determinant affecting indispensable individual and organizational outcomes (Chang, 2010). Therefore, the current study sought to identify the determinants of job involvement of frontline employees. The results of the study may help in providing for deeper insight on the determinants of frontline employee job involvement in the pursuit of enhancing service delivery and increased job satisfaction (Carmen, Carmen, & Rebecca, 2014).

1.3 Objective of the Study

1.3.1 General Objective

The overall objective of the study was to establish the determinants of job involvement of frontline employees in classified hotels in Kwara state, Nigeria.

1.3.2 Specific Objectives

- i) To identify the relationship between work design characteristics and job involvement of frontline employees.
- ii) To establish the influence of employee empowerment on job involvement of frontline employees.
- iii) To examine the relationship between perceived organizational support and job involvement of frontline employees.

1.4 Study Hypotheses

*H*₀₁: There is no significant relationship between work design characteristics and job involvement for frontline employees in classified hotels of Kwara state, Nigeria.

*H*₀₂: There is no significant relationship between empowerment and job involvement for frontline employees in classified hotels of Kwara state, Nigeria.

*H*₀₃: There is no significant relationship between perceived organizational support and job involvement for frontline employees in classified hotels of Kwara state, Nigeria.

1.5 Significance of the Study

Study results may be useful in setting standards specifically addressing areas concerned with motivation and welfare. They may also be used to seek benefits of enhancing employee involvement and commitment in classified establishments which may significantly improve job satisfaction hence great service encounters. The findings may be useful to practitioners and employee in developing strategies directed towards employee retention. Besides, the study findings may help address critical success factors associated with enhancing frontline employee job involvement for better service delivery in classified hotels in Kwara state, Nigeria. Moreover, the study will be useful to future researchers who will be interested in conducting further related studies by acting as a reasonable reference.

1.6 Scope of the Study

The study was only confined to the effects of three determinants of job involvement (that is, work design characteristics, employee empowerment, and perceived

organizational support) of frontline employees' in classified hotels, in Kwara state, Nigeria. Moreover, the study respondents comprised of frontline employees working in classified hotels and not any other type of hospitality establishment in Kwara state, Nigeria. That is, only employees working in the front office, housekeeping, and restaurant departments were sampled. Additionally, the study was conducted in Kwara state, Nigeria as it is home to majority of classified hotels.

1.7 Limitations of the Study

The study was limited to all classified hotels in Kwara state, Nigeria. Thus, caution should be applied when generalizing the study findings to other hotels in other states in the country and beyond. In addition, the study target participants comprised of frontline employees (those working in the front office, housekeeping and restaurant departments of the hotels). Therefore, results of this study were based on the opinions of these employees and without considering those of other departments such as security, engineering and maintenance, accounts and controls to name but a few. Based on this limitation, caution should be considered when generalizing results to other staff categories such as backroom employees.

Furthermore, there is no uniform classification of hotels in Nigeria to meet the international standards for classifying hotels. Each state is given autonomy within the country to classify the hotels in the method they feel appropriate which makes the classification method in one state different from the other. In Kwara state, hotels are classified in categories A, B, C, D and E (Kwara State Ministry of Sports and Tourism, 2015). On this basis, the classification that was used in this study is that of Kwara state which limits generalizability of the study results to other states in Nigeria and beyond.

1.8 Conceptual Framework

Figure 1.1 shows the relationships between the independent variables (work characteristics, employee empowerment and perceived organizational support) and the dependent variable (job involvement).

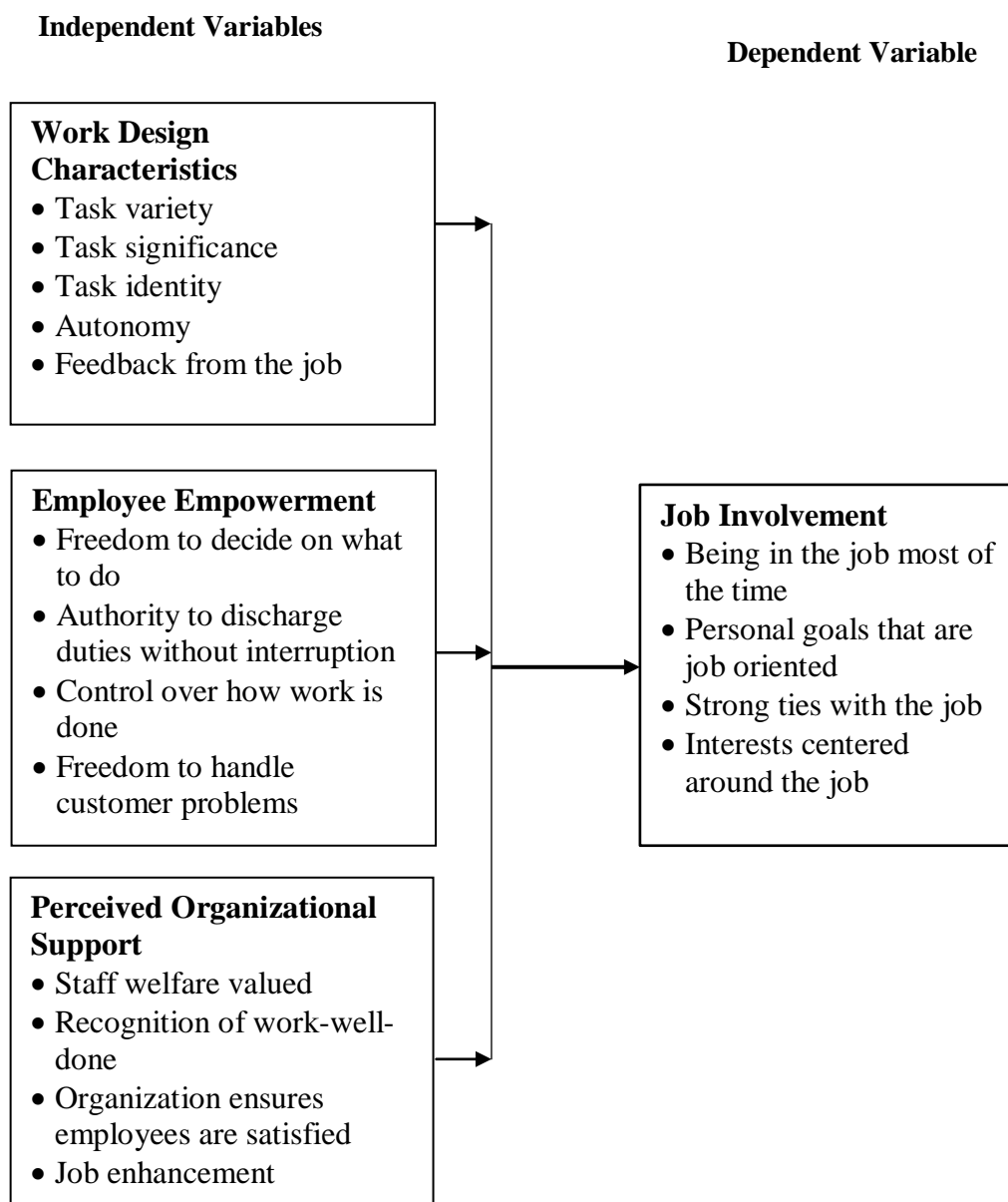


Figure 1.1: Conceptual Framework

Source: Researcher (2017)

1.8.1 Explanation of the Conceptual Framework

The conceptual framework illustrated in Figure 1.1 depicts that, in an organization that fosters positive work design characteristics, where frontline employees are empowered and perceive organizational support of what they do, then, they would feel more engaged towards their jobs. Work design characteristics is expressed in form of variety of tasks, importance of what an employees does, autonomy while discharging duties and job feedback. From Figure 1.1, positive work design characteristics would increase frontline employees' job involvement and hence, better service delivery. In addition, employee empowerment plays a major role towards the success of any organization. In this study, Figure 1.1 depicts a direct relationship between frontline employees' empowerment and job involvement. Moreover, the figure depicts a direct relationship between perceived organizational support and job involvement of frontline employees. Employees whose welfare is valued, satisfied and well recognized for their services would show positive attachment towards the organization and therefore increased job involvement.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section is organized under the following sub headings: an understanding of job involvement, a comprehension of the relationship among concepts that influence employees' job involvement which includes work design characteristics, employee empowerment, and perceived organization support. In addition the chapter discusses the relevant theoretical frameworks and models which supports the study. Towards the end of this section, a summary of the knowledge gaps emanating from reviewed literature is provided.

2.1 An understanding of Job Involvement

Job involvement concept was initially coined by Lodahl and Kejner in 1965 (as cited in Khan & Nemati, 2011). Lodahl and Kejner were the first to try to clearly define job involvement and to come up with a tool to measure and operationalize the construct. They defined job involvement as the degree to which a person's ego is influenced by his/her performance in the job place and the degree to which that person is emotionally identified with his/her job (*ibis*). The concept was later furthered by Kanungo (1982 as cited in Ho, 2011). According to him, job involvement refers to the individual's belief towards his or her present job. He demonstrated that job involvement provides the necessary motivation that compels an individual to feel strongly attached to the organization and hence acts as a catalyst to gratify the individual present needs.

Based on the recent research, job involvement is an inspiration to effectively perform one's duties and responsibilities and is related to employees' individual and administrative goals, which ignites enthusiasm among the employees to produce encouraging work results (Uygur & Kilic, 2009, as cited in Khalid & Rashid Rehman, 2011). According to Liao and Lee (2009) job involvement is vital to any organization. They have argued that it is essential to enhance the organizational effectiveness and thus resulting to positive organizational bottom-line. Besides, job involvement provides employees with high levels of vigor while discharging their duties in the work-places. In this vein, Karatepe and Demir (2013) have demonstrated that employees with high levels of vigor many a times show readiness and persistence to investing a lot of effort when performing workplace duties. Job involvement has been found to have significant effects on the outcome of all organizations. Uygur and Kilic (2009) found out that job involvement is positively related with employees' organizational and professional commitments and that these are important factors that affects employee satisfaction with their works and more so prevents job migration.

2.2 Work Design Characteristics

According to Tang and Todo (2013) work design characteristics refer to attributes that are related to the nature of the job and comprise of the nature of work versus job related skills, benefits, work atmosphere, independence, pay, job security, challenges, response, information learned, relational skills and development opportunities. Based on literature, the first definition of work design characteristics also known as job characteristics was broad and not easy to measure (Hackman & Oldham, 1975). Generally, the job characteristics theory by Hackman and Oldham (1975) postulated that work design characteristics that are positive would create encouraging cognitive

and psychological emotions to employees. These positive cognitive and psychological emotions would eventually result in a positive employee commitment (Hackman & Oldham, 1975). Job characteristics theory, demonstrates that job characteristics could be viewed from the perspective of five main factors.

Skill variety is the first one and is associated with a job that allows employees to use various skills while performing their duties. Ghosh, Rai, Chauhan, Gupta, and Singh (2015) have reported that a job that facilitates employees to engage varied skills will result in positive emotions and perceptions at work. Using hotels as an example, frontline employees would feel that their work is valued if they have to utilize different set of skills while addressing customer needs.

Task identity is the second one and is concerned with the ability to identify with the work available which would result in more pride in the outcome of the job that an employee performs. According to Uruthirapathy and Grant (2015) employees who have distended jobs and are more involved in many tasks are more likely to perform better than those who do not have such a condition in their workplaces.

The third factor is *task significance* which is highly related with the identification of the job done as something massive for the organization (Hackman & Oldham, 1975). Krasman (2012) have argued that employees would see and perceive their jobs as valuable if they certain that their roles would make encouraging contributions on other employees, the departments they are attached to and the organization as a whole.

The fourth factor is *autonomy* which is associated with responsibilities that an employees is assigned to by the management and suggests that enough freedom and

independence to make decisions would ensure employees succeed in their organizations endeavors. This definition is consistent with Krasman (2012) findings that employees that enjoy high autonomy in their jobs will be more likely to develop positive feelings and attachments towards their work and this would result to desirable and favorable outcomes.

The fifth factor is *job feedback* which refers to the knowledge of job outcomes, such as sales and scores related to customer satisfaction. Feedback provides employees with opportunities to periodically make the necessary changes to their work as they so wish in order to improve their level of performance (Hackman & Oldham, 1975). Bacha (2014) and Ghosh *et al.* (2015) reported in their studies that employees who got feedback from their work they have done are more likely to show positive emotions and engagements at work, thus exert more efforts towards improving their performances as well as becoming more involved in their jobs.

Earlier researches on job involvement have linked it to job character with regard to a single or few aspects of job profiles (Ho, 2011). A study by Anitha (2014) entitled ‘determinants of employee engagement and their impact on employee performance in India revealed that employees recognize their job places, and their influence in their different roles at these workplaces, played an imperative slice in their commitment which eventually has serious consequences on their performance. The study further argued that employees aggressively look for meaning through their roles and responsibilities and, unless work organizations endeavor towards the provision of a good environment, employees are probably going to part with such organizations. Thus, from this study, it is apparent that employees personalized opinion of their job atmosphere and conditions shapes and dictates how they are eventually engaged.

Anitha (2014) argued that, in order to encourage positive perceptions on the side of employees, it is quite imperative for organizations to engender a supportive working environment. By doing this, organizations will be able to encourage employee commitment to their roles and responsibilities and thus enhance their involvement. Likewise, studies by Islam and Shazali (2011) showed that a noble physical working atmosphere pointed to excellent customer service and eventually provided support to higher organizations' outcomes.

Amir (2008) has investigated work design characteristics including autonomy and job interdependence whereas Pierce and Aguinis (2010) focused on job independence alone. Both studies were conducted in the context of all employees in the organizations. It is therefore imperative to explore if work design characteristics influence job involvement in any way in classified hotels with a focus on several facets of job profile (such as skills variety, task significance, task identity, autonomy and feedback) using the context of frontline employees.

2.3 Employee Empowerment

The general view of empowerment came from industrial democracy, job enrichment and participative management (Eccles, 1993). It refers to the degree with which employees are encouraged to make certain decisions without seeking help from their supervisors such that changes in the organizations can always begin from the bottom and not the other way round (Michailova, 2002). Carless (2004) has pointed out that empowerment practices devolves power by engaging employees in the processes of decision making, and such is concerned with the behavior of a supervisor (Lee & Kh, 2001).

Robert, Probst, Mortocchio, Drasgow, and Lawler (2010) have argued that empowerment implies that individuals low on the organization chart sometimes know better. By this argument, Robert *et al.* (2010) pointed out that the work of a leader is that of being a coach and a mentor and more significant is the fact decisions can always be initiated and made at all levels of the organizations. According to Haas (2010) employee empowerment generally involves giving and allowing employees the freedom to make decisions and plan on ways of handling their duties while in the organization.

Employee empowerment is critical in service industries. In hospitality industry - a service industry that is increasingly becoming competitive - the significance of employee empowerment cannot be minimalized. Employee empowerment is perceived to improve employee job involvement. For example, He, Murrmann, and Perdue (2010) have revealed that employee empowerment is positively related to perceived service quality and job satisfaction. Pelit, Ozturk, and Arslanturk (2011) found out that empowered employees would have a more energetic role in the organization, would take on initiatives, and their contribution towards the organizational activities would be improved.

In the hotel establishments perspective, the importance of employee empowerment is critical as services and products are manufactured concurrently with consumption and customer service issues requires urgent consideration in order to enhance customer satisfaction (He *et al.*, 2010). Pelit *et al.* (2011) study in Turkish hotels revealed a significant correlation between employee empowerment and job satisfaction. This indicated that employee empowerment yielded job satisfaction which in turn made hotel employees to be more dedicated and committed to their work and organizations.

Although previous research has provided an empirical understanding on the connection between employee empowerment and job satisfaction, it left some gaps to be fulfilled. For example, many studies have focused on the relationship between employee empowerment and job satisfaction. Thus, an approach towards establishing the influence of employee empowerment on job involvement would contribute more towards explaining the relations between the two concepts. Even equally important is the fact that, previous studies on employee empowerment specifically in the hotel industry have been carried out in developed nations where management structures are well documented and followed. This leaves information regarding the influence of employee empowerment on job involvement of hotel frontline employees in a developing nation like Nigeria scarce.

2.4 Perceived Organizational Support

Perceived organizational support is premised on the organizational support theory by Eisenberger *et al.* (1986). Perceived organizational support leads to an increase in job involvement. According to Sharma and Dhar (2015) employees feel fully involved in their job if the organization supports them and shows that it cares for them and their contributions. Allen, Armstrong, Reid, and Riemenschneider (2008) have defined perceived organizational support as a universal belief of an organization's employees regarding the extent to which the organization values and incorporates their contributions. Previous research shows that perceived organization support is an important determinant of job involvement. In general, perceived organizational support instills a sense of responsibility in employees and in return, they heartily contribute towards the organization success and work towards achieving its bottom-line (Dhar, 2012).

In the same vein, Mitchel, Kavanagh, and Tracey (2013) study have indicated that organizations which engenders supportive service climate fosters employees self-efficacy towards their work. Several studies have found perceived organizational support as a significant predictor of job involvement (Garg & Dhar, 2015). A recent study by Dhar (2016) on the impact of perceived organization support, psychological empowerment and leader member exchange and its subsequent impact on service quality in Indian hotels revealed that employees who perceived less support from their supervisor showed low commitment levels towards the organization establishing that perceived organization support is positively related to organization commitment.

Dhar's (2016) study findings were in agreement with those of other studies such as Baranik, Roling, and Eby (2010) which found out that decreased levels of perceived organizational support eventually led to decreased organizational commitment. Similarly, Karatepe (2015) study in Cameroon investigating whether personal resources mediate the effect of perceived organizational support on emotional exhaustion and job outcomes of frontline hotel employees found out that employees assess the environment around them in a more positive way, are independently encouraged and exercise more effort to diligently discharge their roles and responsibilities in an environment that provide human resource practices related with organizational support. In other words, perceived organizational support improves personal resources and enhances frontline employees' job involvement (Hon, 2012; Mitchel et *al.*, 2013).

Karatepe (20..5) further argued that employees with positive perceptions of organizational support show positive feelings and enthusiastically deal with challenges in their work environments. Such employees have heightened levels of

independence and beliefs, and in turn, are less likely to part ways with the organization and in fact goes an extra mile in order to make sure that customers' needs and wants are addressed in the best ways possible while addressing customers' queries. This underlines the importance of perceived organizational support towards developing a culture of good customer service delivery in hospitality organizations.

The above mentioned studies have shed light on the understanding of the influence of perceived organizational support on organization employee commitment, several gaps still remain in the current knowledge base. Particularly, these studies were conducted in developed nations and thus a similar one need to be conducted in a developing nation such as Nigeria. Even more so, a similar study need to be conducted in Kwara state where hotel classification follows a procedure that is only applicable in the state alone.

2.5 Theoretical Models

Job Characteristic Model (JCM) (Hackman & Oldham, 1976) and Organizational Support Theory (OST) (Eisenberger et al., 1986; Eisenberger & Stinglhamber, 2011) were used to provide the theoretical underpinnings for this study.

Job Characteristics Model (JCM) is based on the idea that the task itself is key to employee motivation. The model holds that, a boring and monotonous job smothers motivation to perform well, whereas a challenging one encourages it. The model posits that, there are five core job characteristics, namely; skill variety, task identity, task significance, autonomy and feedback from job which influences three critical psychological perspectives (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results). Based on the model, task job

characteristics are related to task environment. JCM was used to explain the influence of work design characteristics on job involvement of frontline employees.

Organizational Support Theory (OST) by Eisenberger *et al.*, (1986) posits that, employees develop a general belief regarding the extent to which the organization values their contributions and put emphasis on their well-being (that is, perceived organizational support (POS)). Based on this theory, if employees perceive that an organization supports their work and their contributions in work, they feel cared for and the result is increased job involvement and satisfaction. Organizational Support Theory (OST) was used to provide a platform for an understanding of the relationship between Perceived Organizational Support (POS) and frontline employee job involvement in classified hotels in Kwara state, Nigeria. Moreover, together with JCM, OST was used in the study as a basis for designing the questionnaire for data collection.

2.6 Summary of the Reviewed Literature and Identified Gaps

Review of literature has indicated that job involvement is a multi-dimensional phenomenon with many determinants coming into play in order to make it successful in organizations. These factors include work design characteristics, employee empowerment and perceived organizational support. Studies have revealed that all the determinants have to be integrated into the organizations' strategic philosophy in order to ensure frontline employees are committed and are fully involved in their job. Findings from earlier studies have indicated the importance of work design characteristics, employee empowerment, and perceived organizational support on employee job involvement. However, little has been done to integrate all the three aforementioned variables into a single study. Thus, the current study integrated work

design characteristics, employee empowerment and perceived organizational support to determine job involvement of frontline employees in Kwara State, Nigeria.

In addition, review of literature has established several knowledge gaps that the current study fills. First, literature reviewed has showed that work design characteristics enhance employees' involvement in their jobs. However, these studies have been carried out in developed nations where there are clearly defined human resource structures that enhances the working conditions of employees. It would be important to carry out a study that looks into the effects of work design characteristics in a developing country with clearly different human resource structures such as Nigeria. Second, majority of the studies have been carried out in Europe, Turkey, India and few in Africa which may pose a challenge to generalize the findings in a third world economy. In addition, there is scarce information on the determinants of frontline employees in classified hotels in Nigeria as a whole and Kwara state in particular.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter focuses on the research design, study area, target population, sampling techniques, sample size, instruments, validity and reliability, pre-testing, data collection procedures, analysis techniques, and data presentation. In addition, the chapter discusses the logistical and ethical considerations that the researcher put into considerations when collecting data from the study participants.

3.1 Research Design

According to Kombo and Tromp (2006), a research design is defined as a structure of research and acts as a blueprint for data collection, measurement of variables and analysis of the collected data. In line with this definition, the present study used descriptive cross-sectional survey design to establish the effect of the independent variables investigated in the study, (namely, work design characteristics, employee empowerment, and perceived organizational support on the dependent variable (job involvement) (Mugenda & Mugenda, 2012). This design suited the study as it was useful while explaining the existing status quo of the effect of the independent variables on the dependent variable at the time of research, without manipulation of the variables.

3.2 Study Area

The research study was carried out in Kwara state, Nigeria. Kwara State is one of the 36 states that make up the Federal Republic of Nigeria, Africa's most populous country. Kwara State shares her boundaries with the Republic of Benin at her west and the Niger River at her North. The capital city of Kwara State is Ilorin and is

situated 306Km inland from the coastal city of Lagos and 500Km from the federal capital, Abuja. Major towns include Offa and Jebba, located on the Niger River. Other towns include Patigi, Erin-Ile, Iloffa, Adeleke Igbewere, Ejidongari, Osi, Lafiagi, Gure, Afon, Kaiama, Isanlu-Isin, Omu-Aran, Egbejila, Iota, Iponrin and Igbaja.

Kwara State was created in May 1967, as one of the first of 12 states to replace the nation's four regions. Originally the state was known as West Central State but the name was changed to Kwara, a local name for the Niger River. The size of the state has been reduced over the years, as new states have been created within the federation. The total landmass of Kwara State today is 32,500 square kilometers (Kwara Ministry of Sports and Tourism Report, 2015) (*see appendix 6 for the Map*).

Kwara State is home to two hundred and seventeen ($N=217$) hotels. Out of these hotels, only forty eight (48) are registered and classified (Kwara Ministry of Sports and Tourism Report, 2015) and therefore suited the study.

3.3 Target Population

Mugenda and Mugenda (2003) have defined a target population as the entire units for which data collected in the study are to be used to make inferences. Therefore, the study targeted all classified hotels in Kwara state of Nigeria. According to the report published by Kwara State Ministry of Sports and Tourism (2015), there are 217 hotels, but only forty eight (48) are classified hotels in the region. These hotels are classified into different categories, namely; class A, B, C, D and E. Table 3.1 demonstrates the number of classified hotels in each category.

Table 3. 1: Summary of Classified Hotels per Each Category

Category	Number of Classified Hotels
A	5
B	6
C	10
D	17
E	10
Total	48

Source: Kwara State Ministry of Sport & Tourism (2015)

3.4 Sampling Techniques

In research, sampling refers to a process of selecting individuals or items from the target population while ensuring that the selected individuals or items have characteristics representative of the entire population (Orodho & Kombo, 2002). Thus, the present study used stratified and convenience sampling techniques to select the required number of participants in order to enable the process of data collection. According to the report published by Kwara state Ministry of Sports and Tourism (2015) a total number of forty eight (48) classified hotels from all the categories (A, B, C, D, and E) constituted the sampling frame. Stratified sampling technique was used to place the hotels into various strata (that is, A, B, C, D, and E) and to categorize the frontline employees into three departments (front office, housekeeping and restaurant). Whilst this was case, convenience sampling technique was used to select the required number of frontline employees from each department for inclusion into the sample size for data collection. In addition, it was used to select managers for interviewing during data collection.

3.5 Sample Size

The sample for the study comprised of frontline employees and managers in the forty three (43) classified hotels. Five (5) classified hotels (one classified hotel from categories A, B, C, D, and E were considered for pretesting the questionnaires) thus reducing the number of classified hotels to be considered in the sampling frame to forty three. As there was no estimate available of the proportion of frontline employee in the target population assumed to have the characteristic of interest, Fisher, Laing and Stoeckel (1983; as cited in Mugenda & Mugenda, 2003) suggest considering 50% as suitable while computing the sample size.

Fisher *et al.* (1983) have argued that 50% of the target population is suitable for studies based on descriptive cross-sectional survey design. Thus, the actual sample size of frontline employees was arrived as follows:

$$n_0 = \frac{Z^2 pq}{e^2}$$

Where:

n_0 = the desired sample size,

Z^2 = standard score at 95% confidence level (1.96),

p = the proportion in the target population estimated to have characteristics being measured (50%),

$q = 1-p$

e = desired level of statistical significance (5%)

$$n_0 = \frac{1.96^2 * 50\% * 50\%}{0.05^2} = 384 \text{ study participants}$$

Based on the formula, a total number of 384 frontline employees was selected from the forty three classified hotels. In order to have an appropriate representation of frontline employees from all the classified hotels, a proportionate percentage was used

in regard to the number of classified hotels in each category. Table 3.2 demonstrates the total number of frontline employees that was selected from each category of classified hotels in the sampling frame.

Table 3. 2: Number of Participants Selected from each Category of Classified Hotels

Hotel Category	Number of Classified Hotels	Percentage of Proportion	No. of Participants
A	4	9.3	36
B	5	11.6	45
C	9	20.9	81
D	16	37.2	141
E	9	20.9	81
Total	43	100.0	384

Notes: Percentage of proportion = number of hotels in each category/total. Number of participants = percentage of proportion * sample total

Source: Researcher (2017)

The total number of participants from each category of classified hotels was selected from the three departments as shown in Table 3.3.

Table 3. 3: Number of Participants to be Selected from Each Department

Department	Hotel Category					Total
	A	B	C	D	E	
Front Office	12	15	27	47	27	128
Housekeeping	12	15	27	47	27	128
Restaurant	12	15	27	47	27	128
Total	36	45	81	141	81	384

Source: Researcher (2017)

3.6 Research Instruments

Data for this study were collected using a cross-sectional, self-administered questionnaire and interview schedules.

3.6.1 Self-completed Questionnaires

The questionnaires had both structured questions and unstructured questions. This type of the questionnaire with structured questions encourages respondents to willingly complete the survey and at ease (Kothari, 2012). Moreover, this type of the questionnaire consumes a reduced amount of time and is less costly to collect data. Unstructured questions were used to gather the participants' opinions regarding the variables measured in the study. Responses from unstructured questions yielded qualitative data whose analysis was used to elaborate on the quantitative analysis.

The questionnaire comprised two sections – A and B. Section A was used to collect data on respondents' bio-data such as gender, age, work-status, and work experience. These data was used to describe the profile of respondents in the study. Section B consisted of postulated determinants of job involvement of frontline employees in classified hotels. All the questions in Section B were designed to measure the independent variables (work design characteristics, employee empowerment and perceived organizational support) and the dependent variable (job involvement).

3.6.2 Interview Schedules

These were designed for the managers of all classified hotels in Kwara State, Nigeria. This called for interview guides which were suitable for qualitative methods which involved working according to a set of concepts using non-standardized questions. Information that was collected using interview schedules was used for purposes of providing a greater understanding and depth of the questionnaires' data and for insightful information regarding the concepts of the study.

3.6.3 Measurement of Variables

The study used established constructs to measure the study independent variables (work design characteristics, perceived organizational support and employee empowerment) and the dependent variable (job involvement). The researcher employed standard scales that had previously been used in other studies to measure work design characteristics, employee empowerment, perceived organizational support and job involvement constructs. Work design characteristics was measured using a modified Work Design Questionnaire (WDQ); initially devised and authenticated by Morgeson and Humphrey (2006). Truxillo, Cadiz, Rineer, Zaniboni, and Fraccaroli (2012) have argued that WDQ offers an excellent platform for research related to work design. Task job characteristics items were measured on a 5-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5). Task job characteristics are centrally concerned with how employees' complete the work itself and the range and nature of tasks related with a particular job (Morgeson & Humphrey, 2006).

Frontline employee empowerment was measured using nine items adapted from Hayes' (1994) Employee Empowerment Questionnaire (EEQ) which allows organizations to identify the extent of employee empowerment. All the nine items were evaluated on a 5-point Likert scale with (1) indicating strongly disagree and (5) strongly agree to assess the participants' perception of empowerment at work.

Perceived Organizational Support (POS) was measured using (Eisenberger, Huntington, Hutchison, & Sowa, 1986) ten-item scale, where all the items were assessed on a 5-point Likert-type scale ranging from 1 to 5 (1 = strongly disagree and 5 = strongly agree). To measure job involvement, Kanungo's (1982) 8 - item scale

was used. The construct was assessed on a 5-point scale, ranging from 1 = strongly disagree to 5 = strongly agree. Variables measured on Likert scale are easy to code and allow for fast data entry and subsequent analysis.

3.7 Pretesting

Mugenda and Mugenda (2003) have encouraged trying out the questionnaire in the field once it has been finalized. Thus, a pretest was conducted in order to test the design of the questionnaire. The main purpose of pretesting was to assess the respondents' understanding of the meaning and clarity of the questions used to address the study variables. In addition, the process was necessary in order to modify the questionnaire before conducting actual data collection.

Questions that were considered unclear were rectified and transformed in the way that respondents would understand for ease in answering. This enhanced validity of the responses. One hotel from each category (A, B, C, D, and E) of classified hotels in Kwara state was targeted for pretesting. In order to eliminate sampling bias and enhance validity and reliability of the participants' responses, classified hotels that were used as the basis for pretesting the questionnaires were excluded from the sampling frame of the main study data collection. According to Mugenda and Mugenda (2003) the number of cases in the pretest sample is generally between 1% and 10% depending on the sample size. Therefore, 15 questionnaires (n=15, equivalent to about 3.9% of sample size) were administered for pretesting as presented in Table 3.4.

Table 3. 4: Sample Distribution for Pretesting of Questionnaires

Department	Hotel Category					Total
	A	B	C	D	E	
Front Office	1	1	1	1	1	5
Housekeeping	1	1	1	1	1	5
Restaurant	1	1	1	1	1	5
Total	3	3	3	3	3	15

Source: Researcher (2017)

During the process of pretesting of the questionnaires, selected respondents were requested and encouraged to insert necessary corrections regarding the design and framing of the questions, clarity and to establish their relevance. For example, respondents suggested reordering of the sequence of Likert scale items in all constructs (that is from 5, 4, 3, 2, 1 to 1, 2, 3, 4, 5) in order to ensure ease while responding to different items of the constructs thus improving the questionnaire. The process of pretesting helped in honing the reliability of the study questionnaire. Additionally, in order to ascertain the relevance of interview guides to the purpose of this study, 5 managers from the hotels that were considered for pretesting were interviewed.

3.8 Validity and Reliability of the Questionnaire

3.8.1 Validity

According to Mugenda and Mugenda (2012) validity refers to the degree to which obtained findings of a study from various analysis of the data collected actually represent the phenomena under study. Thus, it has to do with how accurately the study collected data really represents the variables of interest. Content validity technique was used to ensure validity of the questionnaires. Content validity refers to

the extent to which collected data using questionnaires represents a specific content of a specific concept under investigation (Kothari, 2012; Mugenda & Mugenda, 2012). This technique was determined through the use of supervisor's advice.

3.8.2 Reliability

Reliability analysis for all the constructs designed in this study was assessed using internal consistency technique. Cronbach's Coefficient Alpha for internal consistency was used to establish the reliability of the constructs used in the study where high Cronbach's Coefficient Alphas were used to express homogeneity of data collected. Four separate Cronbach's Alpha assessments were run to determine the reliability of work design characteristics, employee empowerment, perceived organizational support and job involvement constructs used in the present study. The reliability statistics for all the constructs are demonstrated in Table 3.5

Table 3. 5: Reliability Statistics

Constructs	Number of Items	Cronbach's Alpha
Work Design Characteristics (WDC)	5	0.716
Employee Empowerment (EE)	9	0.714
Perceived Organizational Support (POS)	10	0.726
Job Involvement (JI)	8	0.806

Source: Researcher (2017)

As indicated in Table 3.5, Cronbach's Coefficients Alpha for all the four constructs investigated indicated high internal consistency. Respective Cronbach's Coefficient Alphas were significantly above the threshold value of 0.60 (Bagozzi & Yi, 1988).

Cronbach Alpha coefficients for each variable construct above the cut-off criterion of 0.70 were considered adequate for data analysis and reporting (Jagannathan, 2008).

3.9 Data Collection Techniques

Data collection process begun after determining the validity and reliability of the questionnaires. The researcher obtained a letter of authorization from the graduate school of Kenyatta University to proceed for data collection. In addition, a clearance permit was sought and obtained from the Ministry of Culture and Tourism of Kwara State where a letter of introduction to classified hotels managers was issued. Accordingly, permission was sought from the respective managers and supervisors of all classified hotels after which the researcher administered self-completed questionnaires to frontline employees in the front office, housekeeping and restaurant departments. Questionnaires were only issued to the frontline employees who agreed to participate in the study.

Questionnaires were distributed to respondents through drop-and-pick method with the help of the respective departmental supervisors. This method of distribution is an effective way to collect data from a large sample of working people within a short period of time.

3.10 Response Rate

A total of 384 questionnaires were distributed to study participants in housekeeping, front office and restaurant departments of classified hotels in Kwara State, Nigeria for data collection. Out of these questionnaires, 354 were completed and returned for a response rate of about 91.5%. However, data cleaning process was conducted using frequencies in order to establish the completeness of data in the returned

questionnaires. Thirty eight ($n = 38$) questionnaires were found to have missing data and were therefore discarded, leaving only 316 (89.3%) available for further statistical analysis. Figure 3.1 illustrates the study response rate.

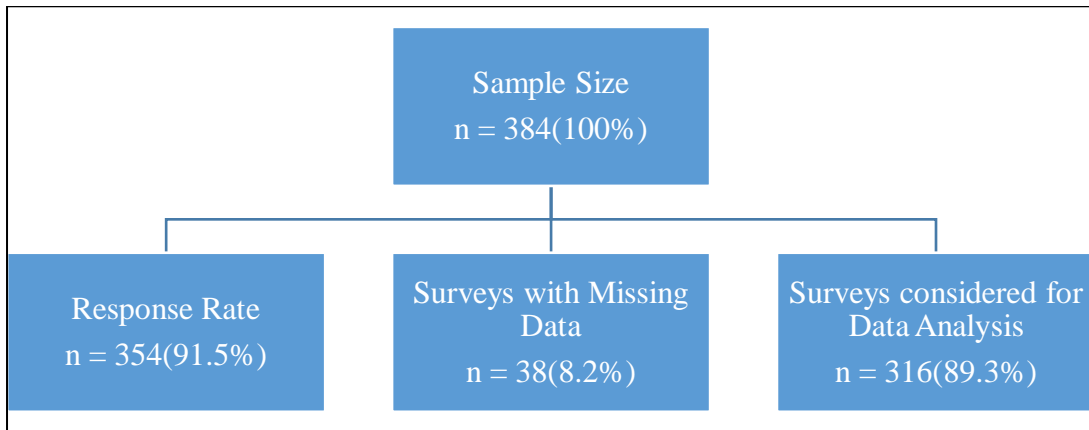


Figure 3. 1: A Flow Diagram Illustrating the Study Response Rate

Since interview schedules were designed for the managers of classified hotels, only one interview schedule was given to each manager totaling to forty three ($n=43$) schedules based on the number of classified hotels from which data was collected.

3.11 Data Analysis

The process of analyzing data was initiated after collecting all the filled questionnaires from the field. Data processing was conducted before any data analysis. The data preparation process consisted of checking, editing, and coding of collected questionnaires. Checking was done to ensure that all the questions in the questionnaires were completely filled by the respondents without omission. Questionnaires with incomplete data were discarded in order to enhance data quality. Following this step, coding, data entry, data cleaning and transformations were conducted in order to facilitate data analysis using Statistical Package for Social Sciences (SPSS) version 20.0.

Descriptive and inferential statistics were used to analyze various quantitative data. According to Sekaran (2003) descriptive statistics describe the phenomena of interest. In this study, descriptive statistics that were used included the means, standard deviations and percentages obtained from all the constructs. These statistics were utilized in order to clarify and describe the characteristics of the variables of interest in a situation (Sekaran & Bougie, 2010).

Inferential statistics are those that allow the researcher to present data collected in a way that it can allow generalizations from a sample to the entire population under investigation (Sekaran, 2010). Inferential statistics that were used in this study include the Pearson Product Moment Correlation represented by (r) and multiple linear regression analysis.

Pearson Correlation Coefficient was used to establish whether a statistically significant relationship existed between independent variables (work design characteristics, employee empowerment, and perceived organizational support) and dependent variable (job involvement) in line with the research hypotheses. This statistic provides an index of the strength and direction of the relationship between two variables (Kothari, 2012), and was therefore suitable for this study. Additionally, the coefficient of determination (R^2) was found in order to approximate the change in the dependent variable as a result of the investigated independent variables.

Multiple linear regression analysis is a multivariate statistical technique that is utilized in order to investigate the relationship between more than one independent variables and one dependent variable. This technique offers a model to forecast the variations in the outcome variable in reaction to variations in at least one predictor variable and

thus, helps the researcher to determine the comparative importance of each predictor under investigation (Sekaran, 2010; Kothari, 2012). Here, work design characteristics [WDC], employee empowerment [EE], and perceived organizational support [POS] were considered as the predictor variables and the influence of these variables on the outcome variable (job involvement [JI]) was examined. Whether the multiple linear regression model was significant or not was tested through Analysis of Variance. The overall regression model equation was:

$$Y (JI) = \alpha + \beta_1 WDC + \beta_2 EE + \beta_3 POS$$

Where

Y = Job Involvement,

α = intercept term,

β = regression coefficients based on the predictor variables.

Qualitative data was analyzed using the content analysis technique. Similar themes from the interview schedules were identified, recorded, and presented in percentages. Table 3.6 presents a summary of data analyses methods that were used in line with hypotheses.

Table 3. 6: Summary of Data Analyses Methods

Objectives	Hypothesis	Statistical Test, Alpha (α) Level and Decision Rule
i)	H_{01} : There is no significant relationship between work design characteristics and job involvement of frontline employees.	Statistical Test = Pearson Product Moment Correlation Coefficient (r) Alpha (α) level = 5%. Decision Rule = Reject H_{01} , H_{02} , and H_{03} when $\alpha < 0.05$, fail to reject when $\alpha > 0.05$)
ii)	H_{02} : There is no significant relationship between employee empowerment and job involvement of frontline employees.	
iii)	H_{03} : There is no significant relationship between perceived organizational support and job involvement of frontline employees.	

Source: Researcher (2017)

3.12 Logistical and Ethical Considerations

3.12.1 Logistical Considerations

Logistics refers to the activities a researcher should carry out to ensure effective accomplishment of the research project (Mugenda & Mugenda, 2003). Thus, the researcher obtained permission approvals from the graduate school of Kenyatta university and from the respective managers of classified hotels in Kwara state. Study logistics comprised of pretesting the questionnaire and budget planning, administering questionnaires, data collection, and gathering the filled questionnaires from the field, sorting filled questionnaires on the basis of completeness of data, coding and entering responses into SPSS.

3.12.2 Ethical Considerations

On ethical considerations, each questionnaire was accompanied by an authorization letter explaining in detail the purpose of the study and it was clearly pointed out that the participation by the respondents was voluntary. Moreover, participants were notified of their rights to withdraw from the study at any stage if they wished to do so. Only aggregated results would be presented in the document. Data collected were handled with ultimate confidentiality. Participants were not requested to indicate their names in the questionnaires as a way of concealing their identities in order to ascertain anonymity.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the research findings and their discussions. Analysis of the data used the Statistical Package for the Social Sciences (SPSS v.20.0) which allowed reliability analysis, descriptive analysis, and correlation analysis between the study variables. This chapter discusses the descriptive analysis, correlation analysis among research variables, and the results of the multiple linear regression analysis. The data were collected and then processed in response to the research objectives set in chapter one of the study. Three fundamental objectives directed the collection of data and the subsequent data analysis. These objectives were to:

- i) To identify the relationship between work design characteristics and job involvement of frontline employees.
- ii) To establish the influence of employee empowerment on job involvement of frontline employees.
- iii) To examine the relationship between perceived organizational support and job involvement of frontline employees.

4.2 Profile of the Study Sample

This section discusses demographic results of the study sample in terms of gender, age, work status, and work experience.

4.2.1 Gender

Figure 4.1 illustrates the results of the respondent's gender profile.

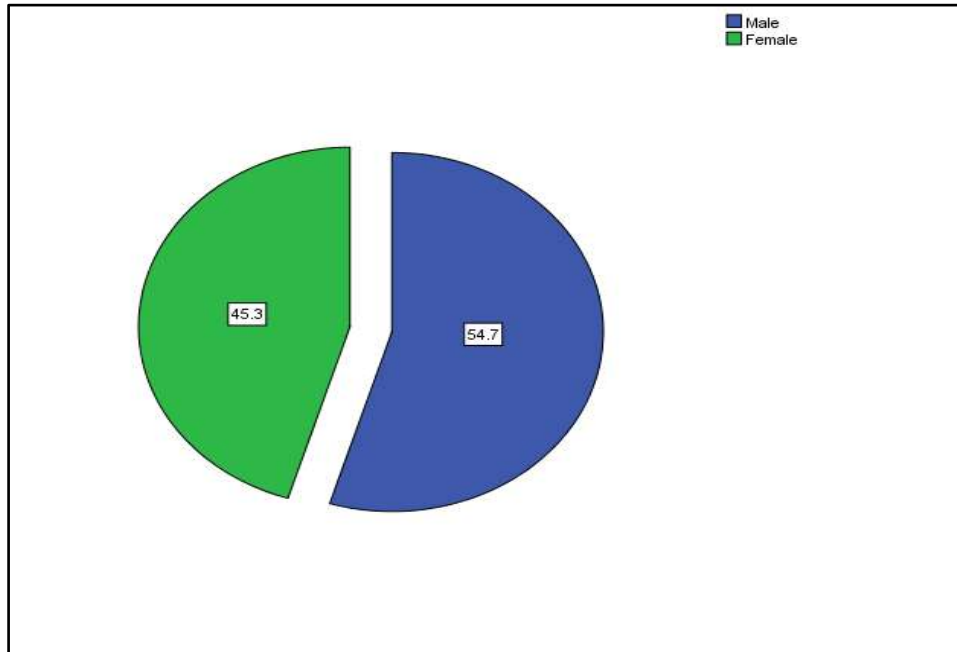


Figure 4. 1: A Pie-Chart Showing Respondents' Gender

Source: Researcher (2017)

According to the findings in Figure 4.1, the majority of employees (54.7%, $n=173$) were male and 45.3% ($n=143$) were female. From this findings, it could be concluded that hotels in Kwara State of Nigeria employ more males than female. This could be due to low involvement levels by female workers due to their multiple responsibilities and the nature of the hotel work.

4.2.2 Age

Results of the analysis of respondents' age profile are illustrated in Figure 4.2. Looking at the age of the respondents, 13.6% ($n=43$) were below 20 years, 50.9% ($n=161$) were between 21 to 25 years, 20.3% ($n=64$) were between 26 to 30 years, 9.5% ($n=30$) were between 31 to 35 years, 4.4% ($n=14$) were between 36 to 40 years, 0.3% ($n=1$) was between 41 to 45 years, and 0.9% ($n=3$) were above 36 to 50 years. A cumulative analysis of the sample age ranging from those below 20 years to 35 years

indicating that 94.3% ($n=298$) were youthful frontline employees working in the classified hotels.

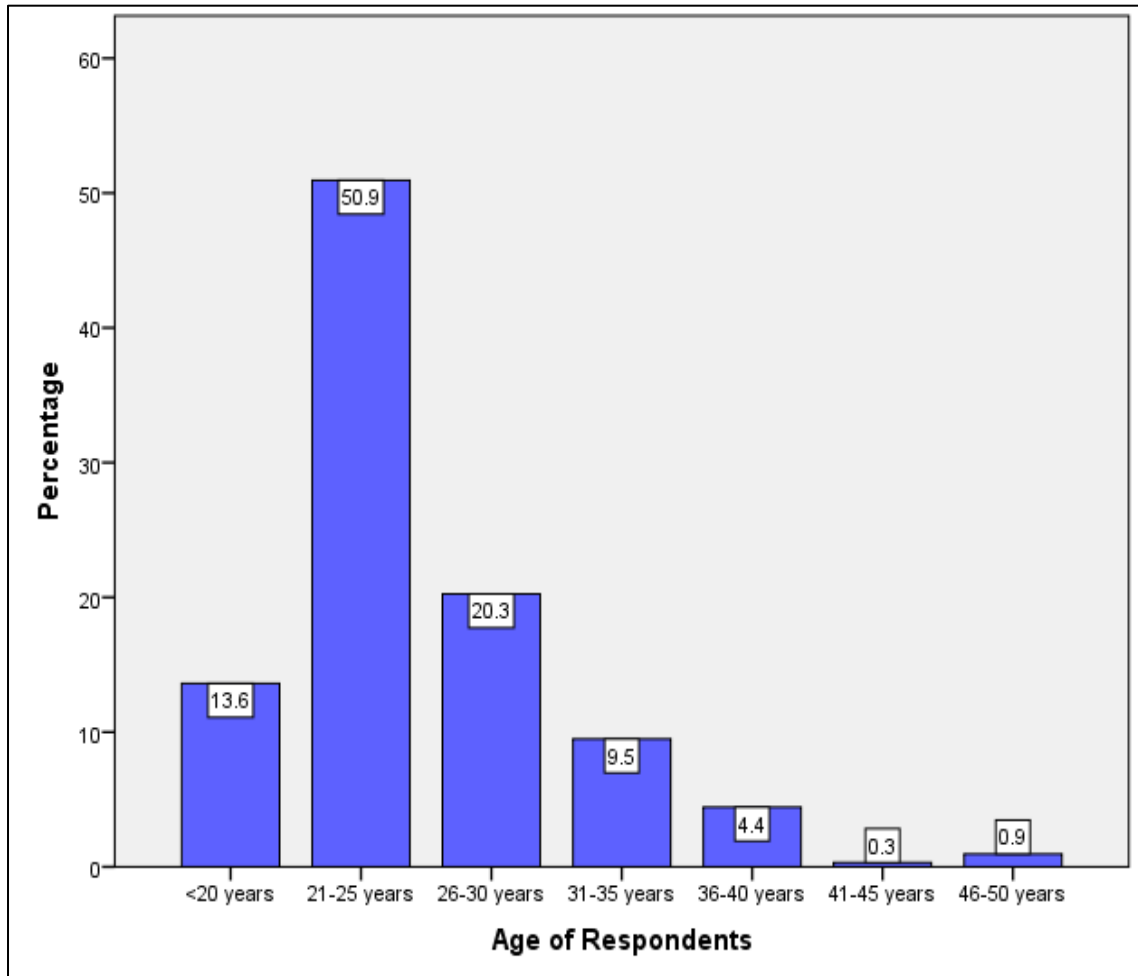


Figure 4. 2: A Bar Chart Illustrating the Age of Respondents

Source: Researcher (2017)

Results illustrated in Figure 4.2 showed that hotels in Kwara State of Nigeria have employed workers in their mid-twenties. These are youthful workers most likely from colleges.

4.2.3 Duration of Employment

Analysis of respondents work experience in the classified hotels are illustrated in Figure 4.3.

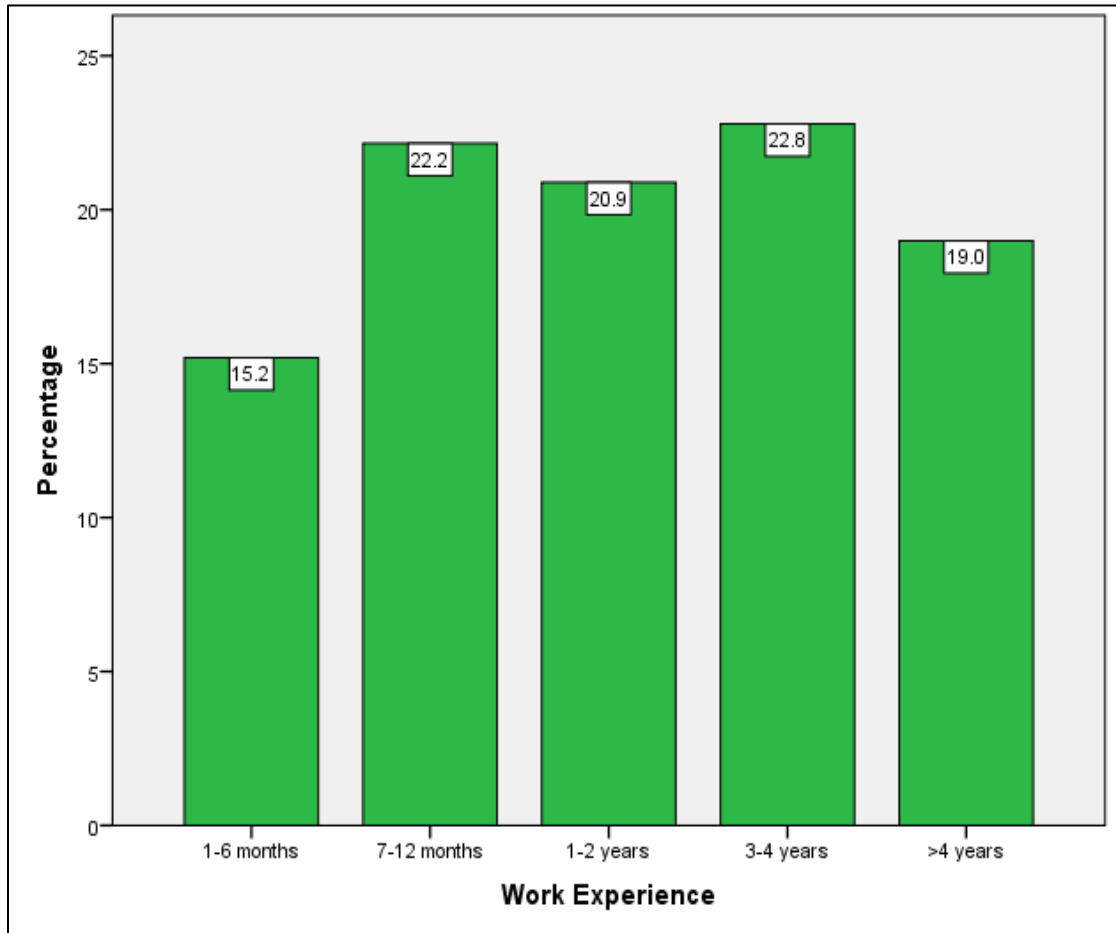


Figure 4. 3: A Bar Chart Illustrating Respondents' Work Experience

Source: Researcher (2017)

According to the findings in Figure 4.3, 22.8% ($n=72$) had been in employment for a period ranging between 3 to 4 years, 22.2% ($n=70$) between 7 months to 1 year, 20.9% ($n=66$) between 1 to 2 years, 19.0% ($n=60$) above 4 years, and 15.2% between 1 to 6 months. Generally, about 58.3% ($n=184$) had been employed between a month and 2 years and only 41.7% ($n=132$) had worked for above 3 years. These results indicated that, the majority (58.3%) of frontline employees had minimal work experience which could have an influence in their level of job involvement and commitment to the organization.

4.2.4 Mode of Employment

Figure 4.4 presents the results of the analysis of the respondents' employment status.

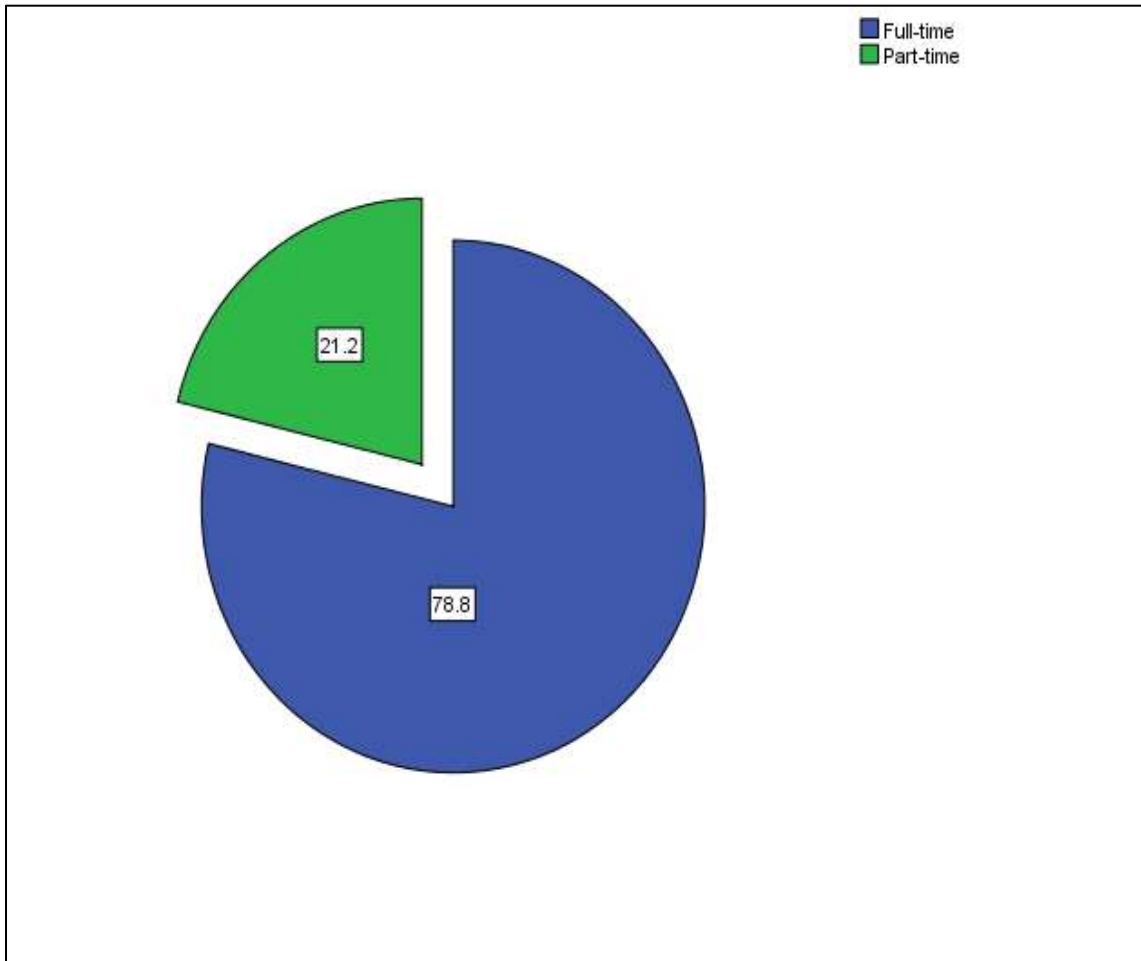


Figure 4. 4: A Pie Chart Showing Respondents' Status of Employment
Source: Researcher (2017)

According to the findings in Figure 4.4, the majority of respondents (78.8%, $n=249$) were employed on full-time basis with only 21.2% ($n=67$) working on part-time plans. These findings indicated that, classified hotels in Kwara state of Nigeria have employed many personnel on full-time basis with only a portion working on part-time basis. This was in line with the stipulation of national labor union that directs hotels to employ more employees on permanent basis than part-time or casuals.

4.3 Descriptive Analysis of Work Design Characteristics

Table 4.1 reports the descriptive results of items that were used to measure work design characteristics.

Table 4. 1: Descriptive Statistics of Work Design Characteristics

Statements	Disagree	Neutral	Agree	Mean	SD
	%(n)	%(n)	%(n)		
Task variety (The job involves performing a variety of tasks).	12.7% (40)	19.6% (62)	67.7% (214)	4.13	1.10
Task significance (I see my job has a direct impact on the organization or its stakeholders).	7.3% (23)	13.3% (42)	79.4% (251)	4.43	0.98
Task identity (I see my job involves doing a complete job from beginning to end).	9.6% (30)	12.7% (40)	77.8% (246)	4.25	0.99
Autonomy (The job allows me to plan how I do my own work).	15.8% (50)	11.7% (37)	72.5% (229)	4.21	1.12
Feedback from the job (I see my job offers me an enhanced acknowledgement or prize for good performances in the job).	5.4% (17)	16.1% (51)	78.5% (248)	4.34	0.88

Note: $n = 316$

Source: Researcher (2017)

As shown in Table 4.1, means and standard deviations of the respondents' opinions were projected and inferred for each statement. Results in Table 4.1 revealed that means for all items were above 3.00. This indicated that employees in this study registered a high level of agreement with task variety, task significance, task identify, autonomy, and feedback from the job. Majority (79.4%, $n=251$) of respondents in this study agreed with task significance indicating that they acknowledged that their job had a significant impact on the overall performance of the organization and/or its stakeholders. These results are consistent with Krasman (2012) who found that employees would consider their jobs meaningful if they have a vehement believe that their roles and responsibilities would make positive contributions on others and the organization at large.

Task significance was followed by feedback from the job (78.5%, $n=248$) which supported Bacha (2014) and Ghosh *et al.* (2015) who reported in their studies that employees who got feedback from their work they have done are more prone to show positive emotions and engagements at work, thus exert more efforts towards improving their performances as well as becoming more involved in their jobs. In this study, task identity (77.8%, $n=246$) was the third factor that majority of respondents agreed with followed by autonomy (72.5%, $n=229$), and task variety (67.7%, $n=214$) respectively.

On the other hand, some respondents in this study disagreed or were neutral with work design characteristics. In this respect, it could be argued that organizations in this study have designed employees' tasks in such a way that good performances are recognized and rewarded, and roles and responsibilities are structured and predefined where employees are allowed to complete one task without being sporadic and with much freedom to plan on how to discharge assigned tasks. When categories of classified hotels in Kwara state of Nigeria are considered (that is, A, B, C, D, and E hotels), the variation that was revealed in employees levels of agreement may hold. This means that respondents in some classified hotels were not sure on whether their job had an influence in the performance of the organization and whether one would complete a task without interruption. These findings revealed that employees' perception about work design characteristics was largely dependent on the type of organization one was attached to. However, results indicated that majority agreed with all items of work design characteristics.

Generally, work design characteristics findings are consistent with other studies. For example, Anitha (2014) who found out that organizations need to engender a

supportive working environment in order to encourage positive perceptions. These findings also corroborated those of Islam and Shazali (2011) which revealed that a good quality physical working environment leads to excellent service to customer and eventually supports higher organizations' output.

4.4 Descriptive Analysis of Employee Empowerment

Table 4.2 presents the results of the descriptive analysis of employee empowerment construct.

Table 4. 2: Descriptive Statistics in Relation to Employee Empowerment

Statements	Disagree	Neutral	Agree	Mean	SD
	%(n)	%(n)	%(n)		
I have the freedom to do almost anything to do a high-quality job.	13.6% (43)	24.4% (77)	62.0% (196)	4.21	0.53
I would like a job that would allow me more authority.	7.3% (23)	18.7% (59)	74.1% (234)	4.36	0.93
I am allowed to be creative when I deal with problems at work.	11.4% (36)	32.5% (71)	66.1% (209)	4.28	0.95
I have a lot of control over how I do my job.	18.4% (58)	22.5% (71)	59.2% (187)	4.03	1.14
I do not need to get management's approval before I handle problems.	38.3% (121)	21.5% (68)	40.2% (127)	3.46	1.61
I am encouraged to handle job-related problems by myself.	21.8% (69)	24.7% (78)	53.5% (169)	4.21	1.10
I can make changes on my job whenever I want.	37.7% (119)	19.3% (61)	43.0% (136)	3.85	1.29
I have to follow procedures closely in my job.	6.0% (19)	13.6% (43)	80.4% (254)	4.52	0.95
I wish management would give me more authority.	9.8% (31)	19.3% (61)	70.9% (224)	4.44	0.10

Note: $n = 316$

Source: Researcher (2017)

As shown in Table 4.2, seven (7) out of nine (9) statements measuring frontline employee empowerment in classified hotels of Kwara state in Nigeria were above 4.00 indicating that respondents in this study agreed with the items. Nevertheless, two statements, namely; "I do not need to get management's approval before I handle

problems” and “I can make changes on my job whenever I want” had means below 4.00. According to these findings, respondents in this study registered greater variations in the two statements. Going with results demonstrated in Table 4.2, 38.3% (121) of respondents disagreed and 40.2% (127) agreed with the former statement whereas 37.7% (119) respondents disagreed and 43.0% (136) agreed with the latter statement. Although, the difference between disagreement and agreement scores in the two statements is minimal, it clearly shows that some organizations investigated in the study do not give frontline employees autonomy to handle customers’ problems without their managers’ and/or supervisors’ approval.

In addition, as shown in Table 4.2, respondents in this study were not fully empowered to perform their jobs. For example, 80.4% (254) indicated that they had to follow procedures closely in their job and would want a job that would give them more freedom (74.1%, $n = 234$). Also, majority (70.9%, $n = 224$) of respondents in this study wished that management would give them more authority when dealing with their daily duties while in their respective sections. These results demonstrated that, frontline employees in this study are not fully empowered to handle tasks differently away from what is prescribed and predefined by their seniors. Here, it is noteworthy to mention that freedom to deal with one’s assigned responsibilities and to address customer complaints whenever they arise is one of the most important facet of frontline employee empowerment that generates win-win results. That is, it leads to customer satisfaction with services provided by hotels and possibly would lead to increased frontline employee commitment to the organization which would yield strong job involvement. These findings are inconsistent with those of He,

Murramann, and Perdue (2010) study which revealed positive influences of employee empowerment on the perceived service quality and job satisfaction.

4.5 Descriptive Statistics of Perceived Organization Support

Table 4.3 presents the descriptive results of perceived organization support comprising means, standard deviations and percentages.

Table 4. 3: Descriptive Statistics of Perceived Organization Support

Statements	Disagree	Neutral	Agree	Mean	SD
	%(n)	%(n)	%(n)		
My organization values my contribution to its well-being.	9.5% (30)	17.4% (55)	73.1% (231)	3.89	1.08
My organization fails to appreciate any extra effort from me (R)	31.3% (99)	19.9% (63)	48.7% (154)	2.72	1.31
My organization does not care about any complaint I raise (R).	24.7% (78)	21.2% (67)	54.1% (171)	2.54	1.19
My organization really cares about my well-being.	12.7% (40)	19.9% (63)	67.4% (213)	3.74	1.13
My organization shows very little concern for me (R).	39.6% (125)	21.5% (68)	38.9% (123)	2.96	1.23
My organization takes pride in my accomplishments at work.	15.5% (49)	21.8% (69)	62.7% (198)	3.66	1.08
Even if I did the best job possible, my organization would fail to notice (R).	25.9% (82)	18.0% (57)	56.0% (177)	2.53	1.28
My organization cares about my general satisfaction at work.	11.4% (36)	27.8% (88)	60.8% (192)	3.60	0.99
The organization tries to make my job as interesting as possible.	6.3% (20)	24.4% (77)	69.3% (219)	3.83	0.92
The organization is willing to extend itself in order to help me perform my job to the best of my ability.	8.9% (28)	19.0% (60)	72.2% (228)	3.89	1.02

Note: $n = 316$. R = Reverse scored.

Source: Researcher (2017)

As indicated in Table 4.3, out of ten (10) statements that were used to establish perceived organization support, four (4) had means below 2.00, the rest had means above 3.00. Moreover, results in Table 4.3 show that respondents did not agree with ‘my organization fails to appreciate any extra effort from me (Mean = 2.72, Sd. =

1.31)', 'my organization would ignore any complaint from me (Mean = 2.54, Sd. = 1.191)', 'my organization shows very little concern for me (Mean = 2.96, Sd. = 1.23)', and 'even if I did the best job possible, my organization would fail to notice (Mean = 2.53, Sd. = 1.28)'. According to these results, it can be seen that respondents' perception about organizational support was positive. In other words, respondents in this study perceived their organizations as providing to them the necessary support when discharging their duties. In particular, organizations investigated in this study seem to appreciate any extra effort by frontline employees and would not ignore their complaints. Additionally, respondents felt that their organizations showed concern and recognized their effort put forward towards ensuring excellent performance.

Furthermore, as Table 4.3 shows, respondents felt that their organizations valued their contributions towards its well-being (Mean = 3.89, Sd. = 1.08), cared about their well-being (Mean = 3.74, Sd. = 1.13), takes pride in their accomplishments at work (Mean = 3.66, Sd. = 1.08), cares about their general satisfaction at work (Mean = 3.60, Sd. = 0.99), tries to make their job as interesting as possible (Mean = 3.83, Sd. = 0.92) and are willing to offer their very best in order to help them perform their jobs to the best of their abilities (Mean = 3.89, Sd. = 1.02). Overall, it can be concluded that respondents in the study perceived their organizations as giving them anticipated support which could have an inclination towards their commitment and job involvement. This would in turn have a major influence on their job involvement. Also, it could be concluded that, an increase in frontline employees' positive perception about organizational support would lead to an increase in job involvement where employees feel part and parcel of all organization operations. These findings

were consistent with those of a recent study by Dhar (2016) on the impact of perceived organization support, psychological empowerment and leader member exchange and its subsequent impact on service quality in Indian hotels which revealed that employees who perceived less support from their organization showed low commitment levels towards the organization establishing that perceived organization support is positively related to organization commitment.

4.8 Descriptive Analysis of Employee Job Involvement

Table 4.4 demonstrates descriptive results of employee empowerment construct comprising of the means, standard deviations and percentages.

Table 4. 4: Descriptive Statistics of Employee Job Involvement

Statements	Disagree	Neutral	Agree	Mean	SD
	%(n)	%(n)	%(n)		
I like to be absorbed in my job most of the time.	14.6% (46)	29.7% (94)	55.7% (176)	3.88	0.73
I consider my job to be very important to my existence.	9.2% (29)	18.0% (57)	72.8% (230)	4.23	0.65
Most of my personal life goals are job oriented.	9.2% (29)	18.7% (59)	72.2% (228)	4.16	0.65
I have very strong ties with my present job which would be very difficult to break.	25.9% (82)	25.6% (81)	48.4% (153)	3.56	0.83
Most of my interests are centered on my job.	15.5% (49)	29.4% (93)	55.1% (174)	3.84	0.74
I live, eat, and breathe my job.	13.6% (43)	25.05% (79)	61.4% (194)	4.03	0.72
I am very much personally involved in my job.	7.9% (25)	19.3% (61)	72.8% (230)	4.21	0.62
The most important things that happen to me involve my present job.	16.8% (53)	22.8% (72)	60.4% (191)	3.94	0.76

Note: $n = 316$.

Source: Researcher (2017)

As shown in Table 4.4, all statements that were used to measure frontline employee job involvement had means above 3.00 indicating that majority of respondents agreed with them. According to the findings in Table 4.4, the majority of respondents

(72.8%, $n=230$) agreed that they considered their jobs to be very important to their existence and that they were very much committed in their jobs (72.8%, $n=230$). Moreover, it can be seen from Table 4.4 that respondents in this study perceived most of their personal to be centered on their jobs, and that they eat, and breathe their jobs. From these findings, it is clear that respondents valued their jobs and were much involved in their daily duties. Considering the aforesaid results, it is apparent that respondents in this study love their job and are committed and involved in what they do in the establishments. It appears that when frontline employees perceive positive work design characteristics, are empowered and perceive organizational support, the end result is commitment and job involvement.

4.6 Relationship between Work Design Characteristics and Job Involvement

The correlation between work design characteristics and job involvement was found through Pearson correlation coefficient. In addition determination coefficient (R^2) was found in order to estimate the variance in the dependent variable (job involvement) as a result of independent variable. Two separate correlation analysis were conducted. The first was performed in order to establish the relationship between each item of work design characteristic and job involvement. The second correlation analysis involved summing and averaging all the items of work design characteristics into an index and then running the correlation analysis between work design characteristics and job involvement.

4.6.1 Correlations among Items of Work Design Characteristics and Job

Involvement

Table 4.5 shows results of Pearson correlations among work design characteristics (task variety, task significance, task identity, autonomy and feedback from the job) and job involvement.

Table 4. 5: Correlations Among Items of Work Design Characteristics and Job Involvement

Items of Work Design Characteristics		Job Involvement
Task variety	r	.216**
	<i>p</i> -value	.000
Task significance	r	.188**
	<i>p</i> -value	.001
Task identity	r	.256**
	<i>p</i> -value	.000
Autonomy	r	.308**
	<i>p</i> -value	.000
Feedback from job	r	.270**
	<i>p</i> -value	.001

Notes: $n = 316$. **. Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher (2017)

As shown in Table 4.5, all items of work design characteristics yielded significant positive correlations when correlated with job involvement. Pearson correlations for all items of work design characteristic ranged from +0.1 to +0.5 indicating that all had positive relationships with job involvement of frontline employees in classified hotels of Kwara State in Nigeria. Moreover, results in Table 4.5 show that autonomy had the highest positive correlation ($r = .308$) indicating that this characteristic of work design in an organization was critical towards ensuring that frontline employees are committed and more involved in their roles and responsibilities. Pearson correlations

for task variety, task significance, task identity, and feedback from the job were .216, .188, .256, and .270 respectively. According to these correlations results, it is apparent that in organizations where autonomy, task variety, task identity and feedback derived from the job are available, frontline employees will be more involved in their job.

4.6.2 Correlation between Work Design Characteristics as an Index and Job

Involvement

Table 4.6 presents Pearson correlation results between job involvement and work design characteristics as an index of task variety, task significance, task identity, autonomy and feedback from the job.

Table 4. 6: Correlation between Work Design Characteristics and Job Involvement

		Work Design Characteristics	Job Involvement
Work Characteristics	Pearson Correlation	1	.361**
	<i>p</i> -value		.000
	N	316	316
Job Involvement	Pearson Correlation	.361**	1
	<i>p</i> -value	.000	
	N	316	316

Notes: Determination Coefficient (R^2) = 0.1303 (about 13.03%). **Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher (2017)

According to the findings in Table 4.6, a significant correlation at 0.01 significant level was found between work design characteristics and job involvement. In other words, the correlation coefficient (r) between work design characteristics and job involvement was statistically significant ($p < 0.001$). In addition, it can be seen from Table 4.6 that there is a moderate positive level of correlation ($r = 0.36$) between work design characteristics and job involvement. Looking at the determination

coefficient (R^2) in Table 4.6, it can be observed that about 13.03% of the total variance in job involvement results from work design characteristics. Thus, the null hypothesis (H_{01}) that there is no significant relationship between work design characteristics and job involvement for frontline employees was not supported. These findings are consistent with previous research by Seng, Xin, Tong and Chin (2012) investigating factors affecting employees' job involvement in Malaysian fast food industry which found a strong positive correlation between job characteristics and job involvement.

4.7 Correlation between Employee Empowerment and Job Involvement

Pearson correlation (r) was used to examine the relationship between employee empowerment and job involvement where determination coefficient (R^2) was used to establish the percentage of the total variation that could be attributed to employee empowerment. First of all, the nine items of empowerment were aggregated and averaged to form an index before running the correlation analysis. Correlation coefficients, significance and determination coefficient (R^2) results are presented in Table 4.7.

Table 4. 7: Correlation between Employee Empowerment and Job Involvement

		Employee Empowerment	Job Involvement
Employee Empowerment	Pearson Correlation	1	.393**
	p -value		.000
	N	316	316
Job Involvement	Pearson Correlation	.393**	1
	p -value	.000	
	N	316	316

Notes: Determination coefficient (R^2) = 0.154 (about 15.4%). **Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher (2017)

As shown in Table 4.7 a significant correlation at 0.01 significant level was found between employee empowerment and job involvement. Furthermore, Table 4.7 shows that there is a moderate positive relationship between frontline employee empowerment and job involvement ($r = 0.393$). The determination coefficient (R^2) was 0.154 meaning that about 15.4% of the total variance in job involvement can be attributed to changes in employee empowerment alone. Thus, the null hypothesis (H_{02}) that there is no significant relationship between perceived organizational support and job involvement was not supported by the study empirical results.

The study results have indicated that employee empowerment is positively correlated with frontline employees' job involvement. From these results, it is apparent that if employee feel empowered, they are going to be fully involved in the job. These findings are consistent with those of Jaiswal and Dhar (2015) study in Uttarakhand hotel industry in India investigating the impact of perceived organizational support, psychological empowerment and leader member exchange on organization commitment and its subsequent impact on service quality. In their study, correlation results indicated that psychological employee empowerment is significantly and positively correlated with organization commitment. Although, the present study was not investigating the effect of employees' empowerment on organizational commitment, the findings of Jaiswal and Dhar (2015) study indicated that, where employee feel empowered, they get more committed and consequently generates increased job involvement.

Jaiswal and Dhar (2015) study discovered that employees working in the hotel industry in Uttarakhand were less psychologically empowered which subsequently lowered their level of organizational commitment. The present study found similar

results. Along similar lines, earlier studies by Bhatnagar (2005) and Chen (2008) revealed that less psychologically empowered employees display minimal emotional attachment toward the organization while those with freedom to plan on how to discharge their responsibilities value their job and demonstrate increased job involvement. Likewise, Pelit, Ozturk, and Arslanturk (2011) found out that empowered individuals will have a more active role in the organization, will take on initiatives, and their participation in the activities of the organization will be improved. Pelit *et al.* (2011) study in Turkish hotels revealed a significant correlation between employee empowerment and job satisfaction. This indicated that employee empowerment yielded job satisfaction which resulted to increased employee job involvement.

4.8 Correlation between Perceived Organizational Support and Job Involvement

Pearson correlation analysis was used to examine the relationship between perceived organizational support and frontline employee job involvement. Correlation analysis was performed at 0.01 significance level and the resultant correlation coefficient was squared in order to find the coefficient of determination (R^2). These findings are demonstrated in Table 4.8.

Table 4. 8: Correlations between Perceived Organizational Support and Job Involvement

		Perceived Organizational Support	Job Involvement
Perceived Organizational Support	Pearson Correlation	1	.312**
	<i>p</i> -value		.000
	N	316	316
Job Involvement	Pearson Correlation	.312**	1
	<i>p</i> -value	.000	
	N	316	316

Notes: Determination coefficient (R^2) = 0.0973 (about 9.7%). **Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher (2017)

Results exhibited in Table 4.8 revealed a significant correlation at 0.01 significance level ($p < 0.001$). Moreover, correlation results revealed a moderate positive correlation between perceived organizational support and job involvement ($r = 0.312$). In addition, the analysis returned a coefficient of determination (R^2) equaling to 0.0973 meaning that, about 9.7% of the total variation in job involvement was as a result of perceived organizational support. Therefore, the null hypothesis (H_{03}) that there is no significant relationship between perceived organizational support and job involvement was not empirically supported.

The findings of the present study are in line with those of earlier studies by Sharma and Dhar, (2015) which revealed that employees feel fully involved in their job if the organization supports them and shows that it cares for them and their contributions. Similarly, a study of frontline hotel employees in Taiwan by Liang (2012) indicated that conducive working environment created inherent motivation which had a strong positive influence on organizational citizen behaviors; which Mitchel *et al.*'s (2013) study found to reduce employees' intention to leave the organization, thus enhancing their job involvement.

A recent study by Dhar (2016) on the impact of perceived organization support, psychological empowerment and leader member exchange and its subsequent impact on service quality in Indian hotels revealed that employees who perceived less support from their supervisors showed decreased levels of commitment toward the organization demonstrating that perceived organization support is positively related to organization commitment. His study findings were in agreement with those of other studies such as Baranik, Roling, and Eby (2010) which found out that decreased

levels of perceived organizational support eventually led to decreased organizational commitment.

Table 4.9 presents the summary of correlation results showing the decision on hypotheses and the determination coefficients (R^2).

Table 4. 9: Summary of the Hypotheses Results

Variables	Pearson correlation	Job Involvement	(R^2)	Hypothesis	Results
Work design characteristics	<i>r</i>	0.361	0.130	H_{01}	Not supported
	<i>p</i> -value	0.000	(13.0%)		
Employee empowerment	<i>r</i>	0.393	0.154	H_{02}	Not supported
	<i>p</i> -value	0.000	(15.4%)		
Perceived organizational support	<i>r</i>	0.312	0.097	H_{03}	Not supported
	<i>p</i> -value	0.000	(9.7%)		

Notes: $p < 0.001$. $n = 316$. $R^2 =$ Determination Coefficient.

Source: Researcher (2017)

4.9 Relative Importance of Work Design Characteristics, Employee Empowerment, and Perceived Organizational Support on Job Involvement

The relative importance of the study independent variables (work design characteristics, employee empowerment, and perceived organizational support) was established using multiple linear regression analysis. Whether the multiple linear regression model in this study was significant or not was verified through analysis of variance (ANOVA). The significance of the regression model indicates that the correlation between the variables could be explained by the model. Regression analysis was not performed in terms of each statement in the constructs under investigation, but through the averages of all the five (5) statements for work design characteristics, nine (9) for employee empowerment, ten (10) for perceived

organizational support, and eight (8) for job involvement. Multiple linear regression results are presented in Table 4.10.

Table 4. 10: Multiple Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.784 ^a	.634	.642	.580	.642	31.818	3	312	.000

a. Predictors: (Constant), Perceived Organizational Support, Employee Empowerment, Work Characteristics

Source: Researcher (2017)

The regression results exhibited in Table 4.10 suggested that the regression model was significant (f -Test = 31.818, $df_1 = 3$, $df_2 = 312$, $p < 0.001$) indicating that at least one regression coefficient was different from zero (0), which is an apparent sign of the existence of correlation between the variables. Moreover, the multiple determination coefficient was $R^2 = .634$ indicating that, about 63.4% of the total variance in job involvement could be explained by regression model significant predictors (work design characteristics, employee empowerment, and perceived organizational support). In other words, the effect of the predictor variables (work design characteristics, employee empowerment, and perceived organizational support) on the dependent variable (that is, job involvement) is 63.4%.

In addition, beta coefficients were used to establish the most significant predictor of job involvement for frontline employees working in classified hotels in Kwara state of Nigeria. As it can be seen from Table 4.11, all the three model predictor variables were significant.

Table 4. 11: Regression Model Beta (B) Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.094	.261		4.191	.000
Work Design Characteristics (WDC)	.169	.055	.178	3.073	.001
¹ Employee Empowerment (EE)	.324	.060	.289	5.400	.000
Perceived Organizational Support (POS)	.196	.059	.181	3.322	.001

Source: Researcher (2017)

As shown in Table 4.11, employee empowerment had a greater effect on job involvement ($\beta = 0.324$, t -Test = 5.400, $p < 0.001$), followed by perceived organizational support ($\beta = 0.196$, t -Test = 3.322, $p = 0.001$) and work design characteristics ($\beta = 0.169$, t -Test = 3.073, $p = 0.002$) respectively. When these results are considered, it could be concluded that employee empowerment is the most significant determinant of job involvement for frontline employees working in classified hotels in Kwara state of Nigeria. It does mean that, when frontline employees are given autonomy to plan their work and to handle customer complaints as they arise, and feel recognized for work well-done, there are higher chances that employee will be committed to their organizations and get more involved in the job. These findings are supported by correlation results exhibited in Table 4.10.

The following regression model equation is derived from Table 4.11.

$$Y = \beta_0 + \beta_1 WDC + \beta_2 EE + \beta_3 POS$$

Where:

Y = the dependent variable (job involvement)

WDC, EE, and POS = work design characteristics, employee empowerment, and perceived organizational support respectively

β_1 , β_2 , and β_3 = regression coefficients or change induced in Y by WDC, EE, and POS respectively

Overall regression model equation:

$$Y (\text{Job Involvement}) = 1.094 + 0.169 (\text{WDC}) + 0.324 (\text{EE}) + 0.196 (\text{POS})$$

The overall regression equation shows that, when all predictors are absent, job involvement would be equal to 1.094. Additionally, any unit change in work design characteristics, employee empowerment, and perceived organizational support would increase job involvement by 0.169, 0.324, and 0.196 respectively.

4.10 Qualitative Analysis of Classified Hotel Managers/Supervisors Data

Forty-three (43) respondent managers and/or supervisors were asked to indicate ways in which the organization work environment was characterized, ways in which employees were empowered, ways in which the organization supported the frontline employees and to state the level of frontline employee engagement. Data were collected using interview schedules. Interviews were conducted during data collection from frontline employees at the time convenient with the managers and supervisors. Their responses were recorded and content analysis was used to analyze their verbatim quotes on the aforesaid aspects. Similar themes were derived from each aspect interviewed, recorded and percentages used to present the data as presented in Table 4.12.

Table 4. 12: Qualitative Analysis of the Managers/Supervisors Data

Category	Theme	n	(%)
Work Characteristics	Employees perform predefined responsibilities without changing	30	69.8%
	Staff recognition and reward	13	30.2%
Employee Empowerment	Provision of enabling environment	20	46.5%
	Staff promotion	05	11.6%
	Staff training	18	41.9%
Organizational support towards employees	Provision of good working environment	25	58.1%
	Rewarding of staff performances	10	23.3%
	Staff welfare	08	18.6%
Status of Job Involvement	Staff are actively involved	30	69.8%
	Staff not actively involved/dejected	13	30.2%

Source: Researcher (2017)

As can be seen from Table 4.13, two themes were identified for work design characteristics, namely; (1) employee follow standard operating procedures, and (2) staff recognition. Results indicate that 69.8% (n = 30) of managers revealed that frontline employees perform responsibilities in a predefined order and are not allowed to make any changes on the procedures of operations. From this finding, frontline employees do not exercise task autonomy characteristic of work design which may generate feelings of displeasure and influence their job involvement. In addition, thirteen (13) managers cited staff recognition and rewards which showed that some classified hotels give feedback on good performances through rewarding and recognizing frontline employees on better performances.

With regard to employee empowerment, three themes emanated from the analysis. Results revealed that 46.5% (n=20) of managers indicated that staff are provided with a good working environment where they can discharge their duties without being interrupted. In addition, employees good performances are recognized and rewarded (11.6%, n = 05) and organizations provide staff with appropriate training (41.9%, n = 18). When these results are considered, it can be concluded that frontline staff in this study are not fully empowered. In this respect, two managers retorted:

“Employees are provided with the necessary materials and equipment needed to do the job perfectly.” Manager 1

“Employees are given adequate training by grading their knowledge about the hospitality business.” Manager 10

On perceived organizational support, three themes were identified, namely; (1) provision of good working conditions, (2) staff recognition, and (3) staff welfare. Twenty-five (n=25) managers cited theme 1, 10 cited theme 2 and 8 cited theme three as shown in Table 4.12. From these findings it can be concluded that many hotels provide better working environments, few performs staff recognition and fewer are considered about the welfare of staff. This could have an implication on staff commitment and involvement. With regard to whether staff were actively involved in their job or not, 30 managers indicated that staff demonstrated satisfaction with working in the organizations and are actively involved, although 13 managers revealed that they were not. In this regard, three managers had the following to say:

“Employees are being supported on their roles by providing them meals and off days are also given on weekly basis.” Manager 23

“The hotel provide the frontline employees with good working conditions and use recognition of services as a way of encouraging them to perform better.” Manager 42

“The organization checks employees’ workload and use their discretion where needed.” Manager 28

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter deals with the summary of major findings, conclusions and suggestions for policy and practice and for further research.

5.2 Summary of Findings

Analysis of the study data has revealed several major findings. First, there is a significant positive moderate level correlation between work design characteristics and job involvement of frontline employees in in classified hotels in Kwara state Nigeria.

Second, employee empowerment has a significant positive relationship with job involvement of frontline employees. Results have indicated that, when employee are empowered, they work with happiness and are motivated to give their all.

Third, perceived organizational support has a significant positive correlation with frontline employee job involvement. Last, but not the least, when compared with work design characteristics and perceived organizational support, employee empowerment was the most significant predictor of job involvement of frontline employees.

5.3 Conclusions

Based on the results of this study, the following conclusions are made. First work design characteristics and the way establishments create work and working conditions is key to satisfying and ensuring frontline employee are fully involved in their jobs.

Second, work designs, employee empowerment and organizational support are integral elements of enhancing frontline employees' job involvement.

Last but not the least, special attention need to be given to employee empowerment, as this variable was found to have more significant effect on frontline employees' job involvement. Employee empowerment could lead to frontline employee job involvement, which would result in greater profitability for the business and future sustainability.

5.4 Recommendations for Policy

Results of this study have vital practical implications regarding how management of classified hotels can enhance frontline employees' job involvement. First, employee empowerment seems to have the largest influence on job involvement. As a result, managers should take this into account and develop appropriate actions. To this end, they should predominantly develop strategies and put procedures in place to ensure that frontline employees are empowered to effectively discharge duties allocated to them.

In addition to employee empowerment, managers of classified hotels should pay close attention to the other two variables investigated (work design characteristics and perceived organizational support), as empirical results showed that, consistent with the literature review, they too could have an impact on frontline job involvement. For example, correct procedures and infrastructure must be identified to build and sustain an enabling work environment in the establishments. Frontline employee need to be assured that they are important to the organization and most importantly, their welfare is well looked into.

5.5 Recommendations for Future Research

Several recommendations for further research are made to address areas the present study did not look into, yet being important. First, the fieldwork of the study was carried out only in Kwara state of Nigeria. Future research needs to incorporate a bigger sample size and from different states in the country so that results can be compared and generalized.

Second, the current study utilized a cross-sectional survey design which does not allow a researcher to make inferences of causality. Future research should use longitudinal research design in order to allow for strong causal testing.

Furthermore, future research can look into the moderating effect of respondents' bio data such as working experience, gender, age and the mediating effect of job satisfaction.

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APPENDICES

Appendix 1: Letter of Introduction

KENYATTA UNIVERSITY

School of Hospitality & Tourism Management

Dear Sir/Madam,

My name is **Haruna Zainab** and I am completing my Master's thesis at the Department of Hospitality of Kenyatta University. My thesis is titled: *Determinants of Job Involvement of Front Line Employees in Classified Hotels in Kwara State, Nigeria*. Please note that your participation is strongly appreciated and is entirely voluntary. All the responses provided by you will be treated with ultimate confidentiality. Results will be presented in aggregate form and will only be used for the purposes of this thesis. If you have any question regarding the study, you can reach the principal investigator on 08060093835 or email address: bibijubril@gmail.com. Thank You for your participation.

CONSENT

If you accept the above statement, kindly sign as evidence for your willingness to participate in the study. I agree to participate in this study

Sign Date.....

THANK YOU.

Appendix 2: Questionnaire for Frontline Employees

Section A

Personal Data

1. Gender: Male / Female

2. Your age in years [tick appropriately]

Below 20 21-25 26-30 31-35 36-40 41-45
 46-50 51 and above

3. Work Status

Full Time Part-time

4. Work experience

1-6 months	<input type="checkbox"/>
7-12 months	<input type="checkbox"/>
1-2 years	<input type="checkbox"/>
3-4 years	<input type="checkbox"/>
Above 4 years	<input type="checkbox"/>

Section B

Part One: Measures of Work Characteristics

In a scale of 1 to 5 (*1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree*) indicate your opinion regarding the following statements.

Items	1	2	3	4	5
Task variety (The job involves performing a variety of tasks)					
Task significance (I see my job has a direct impact on the organization or its stakeholders)					
Task identity (I see my job involves doing a complete job from beginning to end)					
Autonomy (The job allows me to plan how I do my own work.)					
Feedback from job (I see my job provides me a better recognition or reward for doing a good job)					

Part Two: Measures of Employee Empowerment

In a scale of 1 to 5 (*1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree*) indicate your opinion regarding the following statements.

Items	1	2	3	4	5
I am allowed to do almost anything to do a high-quality job.					
I would like a job that would allow me more authority.					
I am allowed to be creative when I deal with problems at work.					
I have a lot of control over how I do my job.					
I do not need to get management's approval before I handle problems.					
I am encouraged to handle job-related problems by myself.					
I can make changes on my job whenever I want.					
I have to follow procedures closely in my job.					
I wish management would give me more authority.					

Kindly comment on ways in which the organization has empowered you.....

.....

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.....

Part Three: Measures of Perceived Organizational Support (POS)

In a scale of 1 to 5 (*1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree*) indicate your opinion regarding the following statements.

Items	1	2	3	4	5
My organization values my contribution to its well-being					
My organization does not appreciate any extra effort from me					
My organization would ignore any complaint from me					
My organization really cares about my well-being					
My organization shows very little concern for me					
My organization takes pride in my accomplishments at work					
Even if I did the best job possible, my organization would fail to notice					
My organization cares about my general satisfaction at work					
The organization tries to make my job as interesting as possible					
The organization is willing to extend itself in order to help me perform my job to the best of my ability					

In which ways does your organization support you in the discharge of your duties?

(Kindly comment)

.....

.....

.....

.....

.....

.....

.....

Part Four: Measures of Job Involvement

In a scale of 1 to 5 (*1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree*) indicate your opinion regarding the following statements.

Items	1	2	3	4	5
I like to be absorbed in my job most of the time					
I consider my job to be very important to my existence					
Most of my personal life goals are job oriented					
I have very strong ties with my present job which would be very difficult to break					
Most of my interests are centered around my job					
I live, eat, and breathe my job					
I am very much personally involved in my job					
The most important things that happen to me involve my present job					

Kindly indicate your opinions regarding your current job.....

.....

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.....

.....

.....

Thank You for Your Cooperation

Appendix 3: Interview Schedule for Classified Hotel's Managers

My name is **Haruna Zainab** and I am completing my Master's thesis at the Department of Hospitality of Kenyatta University. My thesis is titled: *Determinants of Job Involvement of Front Line Employees in Classified Hotels in Kwara State, Nigeria*. I would like to ask you some questions about your job in the organization. Kindly be informed that all information provided by you shall be treated with greatest privacy. Results shall be used for academic purposes only.

Name of the establishment.....

Gender: M / F Date: Time: [start]..... [finish].....

Questions

1. Kindly indicate the ways in which your organization motivate employees to better perform in their different roles and responsibilities.....

.....

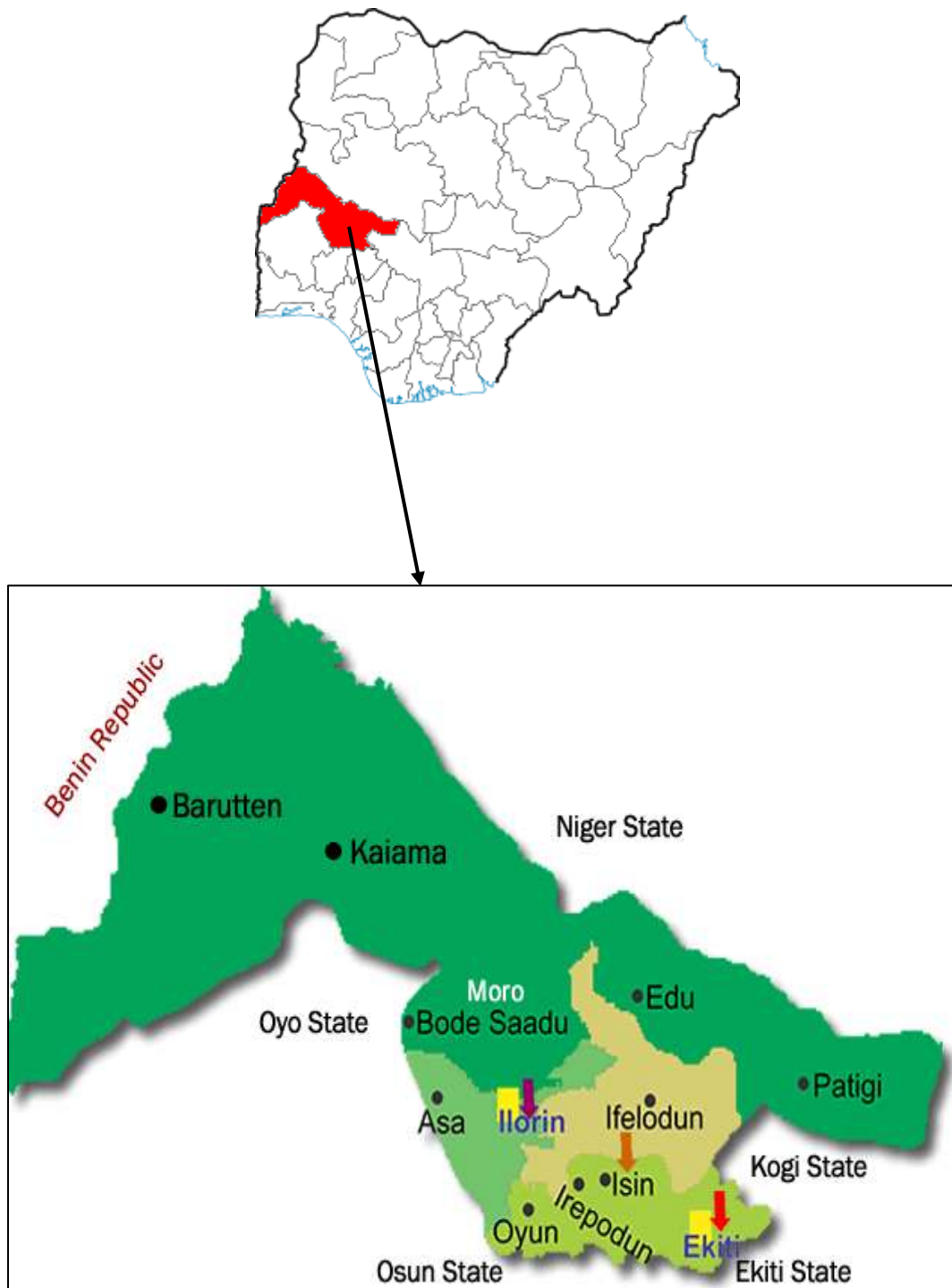
2. In which ways does your organization management support employees in their duties and responsibilities? (kindly indicate them below).....

.....

3. What can you say about your employees engagement with the organization

.....

Appendix 4: Map of Study Area



Source: Nairaland (2017).

Appendix 5: Sampling Frame (Classified Hotels in Kwara State, Nigeria)

S/No	Name of Organization	Full street Address	Town
Category A			
1	Kwara Hotels Limited	Ahmadu Bello Way	Ilorin
2	Bovina View Hotel	New Yidi Road	Ilorin
3	Yebumol Hotel	Western Reservoirs	Ilorin
4	Avalon Hotel	Offa	Offa
5	Savannah Hotel		Ilorin
Category B			
1	Circular Hotel	New Yidi road	Ilorin
2	Dolphin Hotel	Catchments Road	Ilorin
3	White Flage Hotel	Olunlade	Ilorin
4	Adap Hotel	Gaa Akambi	Ilorin
5	Ilorin Airport Hotel	Airport Road	Ilorin
6	Intercontinental Harmony Hotel	Off Offa Garage Road	Ilorin
Category C			
1	Amir Suites	Adewole	Ilorin
2	De Niger Hotel	Niger Road	Ilorin
3	Upral Hotel	Off Ganmo Road, Ita Alamu	Ilorin
4	Olufoda Hotel Limited	Awolowo Road, Off Pipeline	Ilorin
5	Charis Hotel	G.R.A	Ilorin
6	Fairland Hotel	10, Ayodele Street, Tanke	Ilorin
7	Candidate Hotel	Unity Road	Ilorin
8	Alpha Hotel	Adewole	Ilorin
9	Yard 57 Hotel	Adewole	Ilorin
10	TOPMOST Hotel	Oro	Oro
Category D			
1	Broad Way Hotel	Audi Road G.R.A	Ilorin
2	New Super October Motel	Off Pipeline CBN Quarters	Ilorin
3	Splendon Sky Hotel	Off Garage Road	Ilorin
4	Solid Worth Hotel	Off Asa Dam Road	Ilorin
5	Milestone Hotel	Offa Garage Road	Ilorin
6	Rock Motel	Herald Road	Ilorin
7	P. County Hotel & Resort		
8	Alakaka Hotel	Omu-Aran	Omu-Aran
9	Omowanima Island Hotel Ltd	Omu-Aran	Omu-Aran
10	Dignity Hotel	Oro	Oro
11	ESGEE Hotel	Oke-Apon Area Ilundun	Iludun-Oro
		Oro	

12	Leaders Hotel	Edidi	Edidi
13	Farsund Hotel	Offa	Offa
14	Marvelous Hotels		Ilorin
15	Femkem Hotel		Ilorin
16	Geoniks Hotel		Ilorin
17	Airport Hotel		Ilorin

Category E

1	Lafun Hotel	Omu-Aran	Omu-Aran
2	Everbase Hotel	Ajasse-Ipo	Ajasse-Ipo
3	Pisio Hotel	Kaiama	Kaiama
4	Mabolaji Hotel	Kaiama	Kaiama
5	Freedom Hotel	Offa	Offa
6	Offa Central Hotel	Offa	Offa
7	Dennis Hotel	Epe-Opin	Epe-Opin
8	Cape Hotel	Omupo	Omupo
9	Lucky Pat Hotel		Ilorin
10	Lara Hotel		Ilorin

Appendix 6: Research Authorization Letter A by Kenyatta University



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: kubps@yahoo.com
dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: 129F/23847/13

Date: 26th September, 2016

The Honourable Commissioner,
Kwara State Ministry of Culture & Tourism
State Secretariat
PMB 1539
Kwara State
NIGERIA

Dear Sir/Madam,


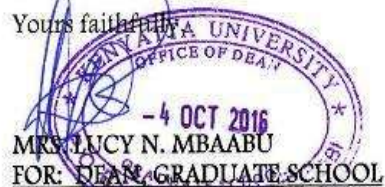
RE: RESEARCH AUTHORIZATION FOR MS. HARUNA ZAINAB REG.NO. 129F/23847/13

I write to introduce Ms. Zainab who is a Postgraduate Student of this University. She is registered for M.Sc. degree programme in the Department of Hospitality Management in the School of Hospitality & Tourism Management.

Ms. Zainab intends to conduct research for M.Sc. Degree thesis entitled "Determinants of Job Involvement of Front Line Employees in Classified Hotels, Kwara State, Nigeria"




Any assistance given will be highly appreciated.

Yours faithfully,





MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL

RM/cao

Appendix 7: Research Authorization Letter B by the Ministry of Culture and Tourism, Kwara State, Nigeria

	<h2>MINISTRY OF CULTURE AND TOURISM</h2>	
Telephone: 031-227350	State Secretariat, Private Mail Bag 1539 Ilorin, Kwara State, Nigeria.	
Ref No. MC&T/H&T/61/VOL.1/43		Date: 13 TH OCTOBER, 2016
<p>Dean Graduate School, Kenyatta University, P.O Box 43844,00100 Nairo, Kenya, Tel 8710901 EXT. 57530.</p>		
<p><u>RE: RESEARCH AUTHORIZATION FOR MS HARUNA ZAINAB, REG NO 129F/23847/13</u></p>		
<p>I am directed to acknowledge the receipt of your letter with Ref. No 129F/23847/13 on the above subject matter and to inform you that Honourable Commissioner for Culture and Tourism of Kwara State, Nigeria duely authorized your student Ms, Zainab Haruna Reg. No 129F/23947/13 to carry out research work in Hotels in Kwara State, Nigeria, through the issuance of letter of introduction to Hotels (Copy attached).</p>		
<p>3. Thanks.</p>		
<p>  MOHAMMED JIYA KOLO For: Honourable Commissioner </p>		

**Appendix 8: Letter of Introduction by the Ministry of Culture and Tourism,
Kwara State, Nigeria**

	<h2 style="margin: 0;">MINISTRY OF CULTURE AND TOURISM</h2>	
Telephone: 031-227350	State Secretariat, Private Mail Bag 1539 Ilorin, Kwara State, Nigeria.	
<i>Ref No:</i>MSDC&T/H&T/61/VOL.I/41		<i>Date:</i>12 th October, 2016

The Manager,
Hospitality outfits (Hotels)
Kwara State.

LETTER OF INTRODUCTION

This is to introduce Ms Zainab Haruna indigene of Kwara State who is presently undergoing M.Sc Degree Programme in the Department of Hospitality Management in the school of Hospitality and Tourism Management in Nairobi, Kenya.

2. The student chose to conduct research for M.Sc Degree on the topic "Determinate of Job Involvement of the front line employee in Hotels" in Kwara State, Nigeria.
3. In the light of the above, I am directed by the Honourable Commissioner for Culture and Tourism to request you to give the student the necessary assistance she requires from your hotel by giving her questionnaires and other enquiries your very sincere response.
4. Thanks for your anticipated cooperation.



MOHAMMED JIYA KOLO
For: Honourable Commissioner

Appendix 9: Reliability Results of Employee Empowerment (EE) Construct

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am allowed to do almost anything to do a high-quality job (EE1).	28.24	23.447	.349	.293	.696
I would like a job that would allow me more authority (EE2).	27.95	23.619	.389	.240	.689
I am allowed to be creative when I deal with problems at work (EE3).	28.13	23.269	.419	.249	.684
I have a lot of control over how I do my job (EE4).	28.34	23.096	.328	.212	.701
I do not need to get management's approval before I handle problems (EE5).	28.84	22.233	.402	.425	.686
I am encouraged to handle job-related problems by myself (EE6).	28.42	23.038	.352	.307	.696
I can make changes on my job whenever I want (EE7).	28.74	21.232	.428	.282	.682
I have to follow procedures closely in my job (EE8).	27.78	23.359	.404	.335	.686
I wish management would give me more authority (EE9).	27.98	22.803	.440	.282	.680

Appendix 10: Reliability Results of Work Design Characteristics (WDC)

Construct

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Task variety (WDC1).	15.72	7.959	.473	.670
Task significance (WDC2).	15.53	7.958	.575	.629
Task identity (WDC3).	15.51	8.073	.539	.643
Autonomy (WDC4).	15.65	8.025	.444	.684
Feedback from job (WDC5).	15.42	9.375	.356	.711

Appendix 11: Reliability Results of Perceived Organizational Support (POS)

Construct

Item-Total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My organization values my contribution to its well-being (POS1).	31.97	30.599	.418	.699
My organization fails to appreciate any extra effort from me (POS2R)	32.57	28.963	.431	.696
My organization would ignore any complaint from me (POS3R).	32.40	29.567	.443	.694
My organization really cares about my well-being (POS4).	32.12	29.344	.496	.686
My organization shows very little concern for me (POS5R).	32.82	32.709	.177	.739
My organization takes pride in my accomplishments at work (POS6).	32.20	31.379	.347	.710
Even if I did the best job possible, my organization would fail to notice (POS7R).	32.39	30.917	.292	.721
My organization cares about my general satisfaction at work (POS8).	32.26	30.940	.439	.697
The organization tries to make my job as interesting as possible (POS9).	32.03	30.818	.496	.691
The organization is willing to extend itself in order to help me perform my job to the best of my ability (POS10).	31.97	31.304	.385	.704

Appendix 12: Reliability Results of Job Involvement (JI) Construct

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I like to be absorbed in my job most of the time (JI1).	25.36	23.279	.360	.807
I consider my job to be very important to my existence (JI2).	24.95	21.626	.565	.777
Most of my personal life goals are job oriented (JI3).	25.01	22.317	.523	.784
I have very strong ties with my present job which would be very difficult to break (JI4).	25.52	20.923	.555	.779
Most of my interests are centered on my job (JI5).	25.35	21.599	.552	.779
I live, eat, and breathe my job (JI6).	25.20	21.267	.590	.773
I am very much personally involved in my job (JI7).	24.99	22.463	.524	.784
The most important things that happen to me involve my present job (JI8).	25.25	21.577	.493	.789