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Chapter 16
Hotel Employees' Psychological Empowerment Influence on Their Organizational Citizenship Behavior Towards Their Job Performance

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ABSTRACT

The success of the hospitality industry is dependent on its employees and their management towards the achievement of the organization's objectives. One of the perplexing concerns gripping the hotel industry is the dearth of qualified managerial and non-managerial human resources that drastically affects the job performance of the hotel employees and the organization as a whole. In the hospitality industry, especially hotels, where guests are treated with passion, the employees' organizational citizenship behaviour plays a crucial role to influence their job performance. This study is aimed at investigating the employees' psychological empowerment traits and their organizational citizenship behavior traits that influence their job performance. The conceptual model of the study is based on social exchange theory. The study's propositions will help review the policies of the hotel industry in terms of human resource management, add value to the existing body of literature, and give strategies for managers and supervisors in the hotel industry to achieve the desired performance through their employees.

INTRODUCTION

The need for broadening skill sets in terms of nurturing the talents beyond the core functional skills to compete in a more complex operating environment is on the rise. It has been highlighted that there will be a significant 0.20% of labour shortage in Malaysia in the Travel and Tourism industry (Singapore Tourism Board, 2013). It has also been estimated that by 2028, the direct contribution to Travel and Tourism employment that includes employment by hotels, travel agents, airlines and other transportation services will account for 923,000 jobs (WTTC, 2018). The need for nurturing the behavioural competencies arises. The employees Psychological Empowerment is imperative for the progress of the organization as the millennials form the industry's major workforce and they demand a sense of belonging and instant gratification, (Singapore Tourism Board, 2013).

Organizational Citizenship Behaviour drives the employees towards the enhancement of the organizational goals (Lemmon & Wayne, 2015) and it is also claimed that employees act with integrity and treat guests and colleagues fairly (Monga & Cilliers, 2016). Hence, it is essential to study OCB among the Tourism and Hospitality industry in Malaysia. Malaysia's Hotel Industry and Link analysis, (2017) has reported that the Malaysian hotel industry with a good percentage of employee turnover is constantly on the lookout for strategies to maximise the employee's satisfaction to increase the job performance.

BACKGROUND

Psychological Empowerment (PE): The approaches to empowerment basically took two broad perspectives (Ahearne, Mathieu & Rapp, 2005) the structural construct that eases decision making and delegation to employees (Kanter, 1979; Cunningham, Hyman & Baldry, 1996; Forrester, 2000; Nielsen & Pederson, 2003; Melhem, 2004), and the psychological construct that links the motivational state of the employees in any organization (Kanter, 1983; Conger & Kanungo, 1988; Thomas & Velthouse, 1990; Spretizer, 1995a; Amenumey & Lockwood, 2008).

The construct of empowerment, particularly the psychological facet of employee empowerment in organsiations, is always in the limelight of attention among the organizational psychology researchers (Hashemi, Nadi & Hosseini, 2012). Psychological Empowerment (Psychological Empowerment), derived from the Self-Efficacy theory of Bandura (1977), explains that employees are basically confident about the performance at work (Spreitzer 1995a; Conger & Kanungo 1988; Chebat & Kollias 2000, Lashley, 2000; Klidas, 2001; Lee & Koh 2001).

Empowerment was regarded as a motivational variable for subordinates according to Conger and Kanungo (1988), based on the theory of self-efficacy Bandura (1977), it was claimed that psychological empowerment is a process, that creates conducive working environment for employees (Spreitzer, 1995) and enable employees deliver their appointed tasks effectively (Thomas & Velthouse, 1990). The theory builds on the fact the psychological procedures, whatever their form, alter the level and strength of self-efficacy (Bandura, 1977).

A comprehensive review of literature resulted in few studies in psychological empowerment among hospitality employees. It all started with Brymer (1991), who linked employee empowerment to customer service, Fulford and Enz (1995), studied about the empowerment outcomes in club managers in the Eastern region of USA. Fulford and Enz (1995), claimed that the three variables of psychological empowerment namely meaning, competence and influence enhanced satisfaction, performance, loyalty

and service delivery. The study of psychological empowerment in hospitality setting by Corsun and Enz (1999), claimed customer employee relationship and peer helping was the outcome of psychological empowerment. Lashley and McGoldrick (1994), in their study of empowerment in the hospitality industry indicated that hospitality organisations should choose forms of empowerment to best suit their organisation's needs. According to Lashley (2000), management needs to empower staff for successful service as they feel committed, changes in the management hierarchy and impact of empowerment on reorganisation (Ashness & Lashley, 1995) in hospitality industries indicated the need of psychological empowerment for hospitality employees. However, Lashley (2000), claimed that there is a need to design a standardised programme and emphasized a need to study psychological empowerment among hospitality employees (Hancer & George, 2003). Although the study by Clinton (2014), on Psychological Empowerment and service climate relationship in hospitality industry was espoused still there is a rising need in this area. The four sub components of psychological empowerment are meaning, competence or self-efficacy, self-determination, and impact; these are explained in the following paragraphs.

Meaning is the significance of work goals according to an employee's work standards (Hackman & Oldham, 1980), as it bridges the needs of one's work, core values and behaviours according to (Brief & Nord, 1990). It is the value of a task's objective in terms of one's own standards (Spreitzer, 1995). Spreitzer, Kizilos and Nason (1997), coined meaning as the engine of empowerment the mechanism by which the employees get energized about work. Employees will not feel empowered if their hearts are not in their work and there would be a conflict with their value systems (Thomas & Velthouse, 1990). Meaning refers to the degree of employees work goals in keeping their beliefs or values. It is personified that when employees perceive their job to be meaningful the employee would contribute to the job performance (Zhang & Bartol, 2010; Chiang & Hsieh, 2012).

Competence or self – efficacy is an individual's belief in his or her competence to perform (Gist, 1987). Competence is explained further as similar to agency beliefs, personal mastery or effort – performance expectancy as per Bandura (1977). According to Gist & Mitchell (1992) competence, enhances the motivational element and impacts the employees in their sense of belief on their own skills in performing their work efficiently. Corresponding to one's agency beliefs, personal mastery or effort-performance anticipation (Bandura, 1977). A strong sense of efficacy enhances human accomplishment and personal well-being in many aspects. Competence, is the ability to quickly resolve conflicts and ability to face failures (Bandura & Wessels, 1994) an employee would feel very inadequate and lack empowerment without a sense of confidence in his or her own work (Conger & Kanungo, 1988). The dimension has been labelled competence since it is the efficacy specific to work role rather than global efficacy (Spreitzer, 1995). Furthermore, competence resulted in efforts and persistence in challenging situations (Gecas, 1989), and as well in coping with high goal expectations (Ozer & Bandura, 1990) and a predictor for high performance (Locke, Fredrick, Lee, & Bobko, 1984). It is the belief people have in their own skills and within their scope of competence to perform their work well. This refers to one's beliefs about his or her abilities to mobilize cognitive resources and courses of action need to successfully execute a specific work related task. Competence is dynamic and can be enhanced or improvised over time with new learning, experience and information (Luthans & Peterson, 2002). Research has proven that higher a person's competence higher will be the individual's initiative to perform better and achieve a sense of accomplishment in the task execution (Bandura, 1977; Stajkovic & Luthans, 1998). Bandura (2000), has provided three specific approaches for how to develop competence that includes modelling to acquire competency, guided skill perfection and then transfer the training back to the job to ensure self-directed success. Secondly, it is cognitive mastery modelling which is to learn thinking

skills and how to apply them at work. Thirdly, it is development of self-regulatory competences such as self-motivation or self-monitoring.

Self-Determination is also known as autonomy that reflects the initiation and carry-over of work performances (Buitendach & Hlalele, 2005). Self-determination echoes some pro-activeness over the employees work behaviour and procedures (Bell & Staw, 1989). Greater flexibility, creativity, initiative, resilience and self-regulation are the results of self–determination (Thomas & Velthouse, 1990). It is the degree of freedom one chooses to perform his or her task according to Fullford and Enz, (1995). Self-determination depicts one's feelings of autonomy in decision making in methods of work, time, pace and effort (Spreitzer, 1995) as employees would not feel empowered if they simply had to follow orders (Wagner, Cummings, Smith, Olson, Anderson & Warren, 2010; Zhang & Bartol, 2010).

Impact, this variable is the degree to which an employee can influence working (Spreitzer, 1995b), strategic and administrative outcomes at work (Ashforth, 1989) and influence others to buy in your thoughts (Quinn & Spreitzer, 1997). Impact, refers to the degree to which an individual's believes that his or her work can influence the organisational outcomes and has a significant difference in achieving the purpose of the task (Spreitzer, 1995). This dimension of psychological empowerment is claimed to represent the degree to which one views one's behaviours as making a difference in work outcomes (Thomas & Velthouse, 1990).

The four sub components of Psychological Empowerment namely meaning, competence, self –determination and impact have been used across various countries by researchers in the United Kingdom, Australia, Canada, Singapore, Phillipines and Turkey (Holdsworth & Cartwright, 2003; Carless, 2004; Laschinger, Finegan, Shamian, & Wilk, 2004; Avolio, Zhu, Koh, & Bhatia, 2004; Hechanova, Alampay & Franco, 2006; Ergeneli et al., 2007). Moreover, according to Faulkner & Laschinger (2008) greater views of meaning, autonomy / self-determination and impact are a result of structurally empowered work atmosphere. Whereas, Siegall and Gardner, (2000) claimed that the sub components of psychological empowerment namely meaning, self-determination, impact but for competence promotes in the employees' inter relations within organisations. Whereas, Amenumey and Lockwood (2008), informed that the service climate in the organisation was strongly influenced by hotel worker's psychological empowerment.

Extant literature, according to Singh and Sarkar (2012), Hochwalder (2007), Laschinger et al. (2001a), proves that Psychological Empowerment (PE) makes a substantial contribution towards work environment and burnout, structural empowerment, job strain, and job satisfaction. Hence, it is evident that psychological empowerment has a stronger influence on the work environment. The debate, therefore, is regarding the extent of psychological empowerment's influence and its significance in the hotel and tourism industry, as the service climate is always evolving (Clinton, 2014; Chiang & Hsieh, 2012).

In the world of competitors, organisations focus on to achieve their potential for their stakeholders, this hospitality system seems to have weapons in the course of the war that passes through different situations, so it continues to search for this scientific and administrative processes and thereby creating organisation citizens (Al-Hawary & Hadad, 2016). From self-centred behaviours so far, many researchers are interested in Organization Citizenship Behaviour (Organizational Citizenship Behaviour) as it has the ability to alter the behaviour of individuals to help organisational development, (Lee, Ung, Kim, Hye, Kim & Young, 2013). Organizational Citizenship Behaviour refers to the extra-role behaviours and the unrestricted behaviour, which enhances the employee performance beyond the basic requirement of their duties (Organ, 1988; Ruiz-Palomino, Ruiz-Amaya, & Knörr, 2011; Yadav & Punia, 2012).

Organizational Citizenship Behaviour provides an appropriate work environment, it is a key source of accomplishment to make the employees complete their work and accomplish their tasks, and it serves as

a key source of accomplishment (Obamiro, Ogunnaike, & Osibanjo, 2014). Despite the fact that Organizational Citizenship Behaviour is not clearly documented or rewarded but Organizational Citizenship Behaviour distinctively enhances the job performance (Abdullah & Boyle, 2015).

Job performance and organizational functioning is impacted by Organizational Citizenship Behaviour (Podsakoff et al., 2000), but particularly in the hospitality setting, Organizational Citizenship Behaviour improves employees' job performance (Chiang & Hsieh, 2012; Walz & Niehoff, 1996) with the intervention of social exchange as a motivator to enhance Organizational Citizenship Behaviour among hotel employees (Ma & Qu, 2011). In addition, the positive mood of the employees elicits Organizational Citizenship Behaviour (William & Shiaw, 1999), in turn, Organizational Citizenship Behaviour helps in achieving the organisation's goal (Lemmon & Wayne, 2015). However, the mediation of Organizational Citizenship Behaviour between emotional intelligence and psychological empowerment requires further verification in the hotel and tourism industry (Langhorn, 2004; Jung & Yoon, 2012; Varca, 2004; Korkmaz & Arpaci, 2009; Kim & Agrusa, 2011; Hancer & George, 2003).

Basically, Organizational Citizenship Behaviour comprises five variables: altruism, conscientiousness, sportsmanship, courtesy, and civic-virtue (Costa & MacCrae, 1992; Organ, 1988; Podsakoff, MacKenzie, Moorman, & Fetter, 1990)., as discussed below.

Altruism is the dimension where an employee assists their co-workers who have heavy work pressures, assisting also in their personal issues and guiding the new employees when they are on board. The term altruism would be recurring in the terminology of Organizational Citizenship Behaviour as it denotes the various forms of assistance provided to colleagues, clients, subordinates or superiors. Altruism is best described as the behaviour to assign specific cause for the behaviour or the motive stark towards self – interest is at work (Organ, 1997). Altruism according to Smith and colleagues (1983) is an auxiliary behaviour that is exhibited to contribute to certain employees or colleagues related to their organizational tasks and assignments for example helping associates through their heavy work load. Altruism also refers to all the voluntary deeds of employees in the notion of helping employees in work – related tasks or problems (Ariani, 2012).

Generalised Compliance or Conscientiousness, dimension demonstrates principles one has in terms of attendance, being timely, appropriate use of organizational resources and good time management at work. The behaviours that guides the person in performing his or her duties in marginally higher expected levels without being asked for (Smith et al., 1983). Tasks such as employees skip lunch break during work hours. Conscientiousness refers to going the extra mile at work, which is more than the required level expected from the employee. This is the act of doing more than what is required like going the extra mile (Basu, Pradhan & Tewari, 2017). Behaviours such as obeying organizational rules and regulations, working extra-long hours beyond the normal working hours to complete unfinished tasks at work, assist co-workers with task related issues (Nnedum, Ezechukwu, Chine, Abah, Chukwura, Okeke & Emma-Echiegu, 2017).

Courtesy, dimension is demonstrated in the interest of preventing problems that one would encounter at the workplace. Such courtesy behaviours includes giving advance notice to workers, consulting other before implementing actions (Organ, 1988, 1990) and represents the behaviour to prevent possible issues with the co-workers. According to Podsakoff, Mackenzie, Paine, & Bachrach, (2000) this dimension of Organizational Citizenship Behaviour reduces the recurrence of problems that would take time to resolve thus earning more time for performance or organizational effectiveness. In other words, it is the deed of discussing issues before actions are taken such as giving reminders to co-workers (Basu, Pradhan & Tewari, 2017).

Sportsmanship, dimension of Organizational Citizenship Behaviour refers to the willingness of workers to avoid actions that may lead to unfavourable tension at the workplace and helps to maintain a synergistic atmosphere within the organization event at the expense of one's personal interest (Organ, 1988, 1990; Podsakoff et al., 2000). Refers to behaviour that always strives to preserve a good amicable relationship with co-workers even if they have been ruthless to them or even when the organization is going through a rough time. This dimension refers to the actions where the employees willingly embark on difficult tasks without having to complain (Nnedum et al., 2017). Sportsmanship is exhibited through activities such as not complaining attitude over small issues and inconveniences highlighted (Basu, Pradhan & Tewari, 2017).

Civic virtue refers to becoming voluntarily involved in the organisation's welfare-related meetings and keeping abreast with the organisation's notices. There have been various views of Organizational Citizenship Behaviour s, which were similar to Organ's (1988) model, with a noteworthy construct connection. Various researchers (Morrison, 1994; Van Scotter & Motowidlo, 1996; Lee & Allen, 2002; Williams & Anderson, 1991) have shown Organizational Citizenship Behaviours to be either organizationally focused or individually focused, such as staying late to finish a project in order to help the organization. For individually focused OCBs, it would be taking on the responsibilities of a co-worker while he or she is away from the office (Norman, Avey, Nimnicht, & Pigeon, 2010). In simple words, it is the active participation of employees in the organisation's affairs and activities (Basu, Pradhan & Tewari, 2017).

Job Performance (JP) is coined as volitional actions and behaviours on the part of organizational members or employees that contribute to, or the other behaviours negatively impact the directions of the organization (Campbell, 1990; Murphy, 1989; Griffin, Neal, & Parker, 2007). There are three significant types of work behaviours that explains Job Performance such as task performance, Organizational Citizenship Behaviour & CWB (Rotund & Sackett, 2002). And according to Borman, (2004); Borman & Motowidlo, (1993) job performance refers to the proficiency with which employees perform the basic core activities that are officially recognized by the job. Job performance vary considerably within-individuals (Kane & Lawler, 1979) and can be measured on an occasional, short-term basis or as overall general evaluations of a person's typical performance (Neal, Weiss, Barros, & MacDermid, 2005; Gooty, Gavin, Ashkansay, & Thomas, 2014). Raub and Liao (2012) claimed that with the existence of environmental constraints, work role reinforcement achieved only a fraction of the scope of behaviours expected of an employee. There is no existing framework that differentiates and integrates the various variables that describe individual performance and its relationship to overall performance (Griffin et al., 2007).

Despite the prevalence of extant literature on performance frameworks and classifications developed over a period of time (Borman & Motowidlo, 1993; Campbell et al., 1993; Johnson, 2003; Welbourne, Johnson, & Erez, 1998), there is a dearth in the theoretical rationale of job performance in the context of various dimensions of extra role behaviours and perceived organisation support. Although the model of positive work role behaviours developed by Griffith et al., (2007) classifies job performance in three levels such as Individual, team and organisation and they studied on the proactive behaviours as it could be easily observed at a group level. However, the model was not developed or tested in the hospitality setting.

In their study among 1,136 U.S. Air Force mechanics Van Scotter and Motowidlo (1996) observed the performance and identified that, to measure subordinates overall performance it is best to classify task performance, interpersonal facilitation, and job dedication. Performance, was measured using the tool developed by Van Scotter and Motowidlo (1996) in a study among 599 employees from the restaurant and lodging companies in Hong Kong by Iun and Huang (2007) and a study among 1,351 hotel

customers of 279 hotels by Hartline and Jones (1996) where, it was claimed that performance among the operational staff was strongly linked to the overall quality. Welbourne, Johnson, and Erez (1998) developed the Role-Based Performance Scale, by analysing 90 employees and found the Role-Based Performance Scale to be reliable and valid and was used by researchers (Bono & Judge, 2003; Purvanova, et al., 2006). However, the sub components for Job Performance as proposed by Borman and Motowildo (1993); Shore and Thornton III (1986); Lee et al., (1999) is; efficiency, effectiveness and quality and is explained in the below paragraphs;

Efficiency is referred to the output rate of the employees and it is the ability of the employees to accomplish the tasks before deadline. The distinction between task and contextual performance is emphasized by behaviour itself while efficiency is the consequence of behaviour (Campbell, Gasser & Oswald, 1996; Campbell, McCloy, Oppler, & Sager, 1993). Efficiency is obtained when the employees maximise their task performance by following their processes (Borman & Motowildo, 1997). It is recommended, that the hospitality industry should re-evaluate the growth systems for employees along with their wage and benefits to strengthen employee efficiency at work (Tsai, Cheng & Chang, 2010).

Effectiveness is the second dimension of job performance as proposed by Lee et al. (1999). It refers to the employee's goal accomplishment at work. The work goals could be enhanced by the supervisor and are achieved better if the employee accepts the goals well (Tsai et al., 2010).

The third dimension is quality, which is classified as the objective performance in accordance with the indicators of the task performance category, such as quality of interactions with others at work (Motowildo and Van Scotter 1994; Van Scotter & Motowildo, 1996). The quality of interactions has a definite impact on job performance.

MAIN FOCUS OF THE CHAPTER

Job Performance in Malaysian hospitality and Tourism Industry

The Malaysian Employee Federation (2011), reported in their annual survey that labour turnover rates for 2010 and 2011 were extremely high and it was 32.4% specifically for the Malaysian hospitality industry. Among the top reasons, for employees to leave their company is extended working hours and non-existence of flexibility in the workplace, nearly no workplace culture, career progression deficiency, power distance striking high and almost no room for trainings and further development (Employee Intention Report, 2015). The employee attrition rate and the turnover rate in the Malaysian hotel industry can report for negative impact to the organization (Arrifin & Ha, 2015) in terms of poor job performance. Although there is a wider scope for employability opportunities (Marzuki, 2010) the hotel industry in Malaysia suffers from poor job performance due to the poor working environments (Salleh, Hamid, Hashim & Omain, 2010). In general, the Malaysian hotel industry is consistently challenged to develop strategies to retain employees, improve job performance of the hotel employees.

Since 1920's (Malinowski, 1922), Social Exchange Theory (SET) is recognized as significant in the work place conduct, linking disciplines such as anthropology (Firth, 1967; Sahlins, 1972), social psychology (Goldner, 1960; Homans 1958) and sociology (Blau,1968). Emerson (1976), explained that despite 30 different views of social exchange, theorists supplement to the fact that the theory engages codes of practices which produce commitments. These interactions in the Social Exchange Theory is normally observed as dependent on others (Blau, 1968). SET also suggests that these interdependent

interactions also has the potential to produce high-quality relationships within the organization (Cropan-zano & Mitchell, 2005). Blau (1968), distinguished social and economic exchange and referred social exchange as a bridge that necessitates upcoming commitments. Similarly, social exchange like economic exchange guarantees the expectancy of future return of assistances but in an unspecified nature. Economic exchange is grounded on transactions whereas Social exchange is grounded on mutual trust on each parties involved that they will be fair in the future (Holmes,1981). Furthermore, the social exchange's long term expectations of fairmindedness is contradictory to economic exchange's short term expectations of fairmindedness (Konovsky & Pugh, 1994).

SET was initially framed to account for the expansion and conservation of interpersonal relationships. Since then it has been related to workplace relationships or the employment relationship (Shore, Tetrick, & Barksdale, 1999). According to (Liden, Sparrowe & Wayne,1997) the workers can form distinguish-able social exchange relationships with their immediate supervisors, co-workers (Flynn,2003) and the employing organisations (Moorman, Blakely & Niehoff, 1998). These relationships have implications for behaviour, precisely because individuals return the benefits they receive and they are likely to match goodwill and helpfulness toward the party with whom they have a social exchange relationship (Mitchell & Cropanzano, 2012). In result this creates a feeling of obligation on the employee's part and mainly because the individuals return the benefits they receive, employees are likely to reciprocate the organisa-tion's favourable treatment with behaviours that promote its goal attainment efforts.

Organizational citizenship behaviour the proposed mediating variable for the study is formulated through the Social exchange theory. The theory builds the relationship between the psychological em-powerment and organizational citizenship behaviour thereby affecting the job performance of the sample population. SET is very applicable in the hospitality setting as it directly involves customer relationship (Kanagal, 2009) and moreover the theory has been applied to study the loyalty programmes for its mutual exchange phenomena (Lee, Capella, Taylor & Gabler, 2014). SET has been extensively studied in the tourism literature (Latkova & Vogt, 2012; Nunkoo & Ramkissoon, 2012; Nunkoo, Smith, & Ramkissoon, 2013; Rasoolimanesh, Jaafar, Kock & Ramayah, 2015). As SET motivates mutual exchanges between groups of people (Cropanzano & Mitchell, 2005) it is highly plausible that through the framework of SET the job performance of the employees of the hospitality and tourism industry will be enhanced.

Controversies Identified

The review of literature identifies that there is still scope for more research in OCB. The role of psycho-logical empowerment as independent variables mediated through organisational citizenship behaviour on job performance as the dependant variable, remains unmapped. The proposed framework for this study aims to fill the gap by investigating the mediating influence of organizational citizenship behav-iour on the employee behaviours and stances to explain their job performance. Besides testing the direct influences of various variables, the mediating influence of individual variables are of significant impor-tance to researchers in disciplines such as Human Resources Management, Organization Psychology, Organisational Behaviour, Organisational climate and so on who study the phenomena involving the interactions of two or more independent variables (Stone-Romero & Liakhpvitski, 2002). Especially, when understanding organizational behaviour through the conceptual paradigm - the social exchange theory (Cropanzano & Mitchell, 2005) the neglect of mediating influences leads to a lack of relevance (Henseler & Fassott, 2010).

To date, the review of the Psychological Empowerment and Organisational Citizenship Behaviour have indicated varied relationships and effects on Job Performance (Soha, Osmsan, Salahuddin, Abdullah & Ramlee 2016; Ramos, & Gracia, 2016; Lemmon, & Wayne, 2015; Swaminathan & Jawahar, 2013; Farooqui, 2012; Jung, & Yoon, 2012; Karatepe, 2011; Kim, Yoo, Lee, & Kim 2012; Walz, & Niehoff, 2000; Cho, & Johanson, 2008; Dimitriades, 2007; Langhorn, 2004; Varca, 2004; William, & Shiaw, 1999). However, the need for studying the individual personal traits among the hotel employees in the Malaysian context needs to be explored and the following model in Figure 1: Conceptual Framework is developed with the various propositions formulated accordingly.

The various propositions based on the conceptual model are discussed below.

## Relationship of Psychological Empowerment (PE) and Organizational Citizenship Behaviour (OCB)

Psychological Empowerment (PE), according to Thomas and Velthouse (1990), is multifaceted and it cannot be explained in a single dimension and further explored by Spreitzer (1995), that it is the intrinsic task motivation reflecting the employees' orientation to work role. Psychological empowerment in hospitality and tourism operations has been primarily associated with service quality that aims to achieve a competitive advantage for the organization (Lashely, 1995). It is hoped that empowerment will result in changes in working engagements, which in turn will result empowered employees (Ashness & Lashley, 1995). Literature indicating the prevalence of PE among the employees of hospitality and tourism industries (Chiang & Jang, 2008; Liden, Wayne, & Sparrow, 2000; Tsaur, & Lin, 2004). Originally, Conger and Kanungo (1988), pointed out and as cited by (Chiang & Hsieh, 2012) that PE is a type of internal motivation conducive to promoting OCB. In their (Ashness & Lashley, 1995) study among restaurant, kitchen and bar staff in the Harvester restaurants the 13 interviews indicated that employees found work as being meaningful and the employees were effective and made a difference in the success of the organization when they felt empowered. Hence, it is plausible to propose the following proposition;

P_i: Psychological Empowerment (PE) will be positively associated with Organizational Citizenship Behavior (OCB) among the hotel employees in KL.

Relationship Between Organizational Citizenship Behaviour (OCB) and Job Performance (JP)

OCB is significantly important to organisations functioning; research in OCB has emphasized both the antecedents and the consequences both at employees and organisation levels (Podsakoff et al, 2000). Unit level of OCB was related to unit effectiveness according to Ehrhart et al., (2006). OCB among the employees in a travel agency in Korea has significantly contributed to enhanced performance (Yoon &

Figure 1. Conceptual Framework
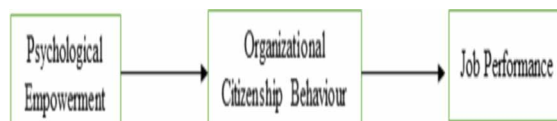
Suh, 2003). Walz and Niehoff (1996), reported that the consequences OCB included overall operating efficiency, customer satisfaction and customer complaints handling thereby enhancing the job performance in a restaurant setting. As was claimed by Farooqui (2012), higher the OCB higher was the job performance among 114 lecturers among the universities of Lahore. Chiang and Hsieh (2012), reported that OCB among hotel employees significantly and positively influenced job performance. A study among 407 valid respondents from various hotels from 7 regions of China linked Social Exchange Theory and OCB and claimed a significant relationship between employees OCB and their job performance (Ma & Qu, 2011). The findings was similar to the study conducted among 100 employees in Kuala Lumpur hotels where the employees perform better when their OCB traits are executed (Francis, Alagas & Jambulingam, 2018). Social exchange theory is considered interdependent to employee's action and response (Cropanzano & Mitchell, 2005; Wang 2014), proposed that social support is an antecedent to an employee's OCB which specifically focuses on the relationship of the superior's action on OCB. However, the cross sectional quantitative study could not be generalised in other national contexts. Based on this, the following proposition is proposed;

P$_2$: Organizational Citizenship Behavior (OCB) positively influences Job Performance (JP) among the hotel employees in KL.

SOLUTIONS AND RECOMMENDATIONS

The model proposed in this study aims to aid the hotel and tourism industry in Malaysia that suffers from lack of stability in terms of human resource management strategies to retain the employees in the sector. It is further, hoped that through the model developed in the study hotel human resources would engage in developing the psychological empowerment traits among their employees and embrace OCB as a behaviour strategy. Training and development activities on psychological empowerment among employees would foster a positive work culture and improve job performance. The propositions made in this study could be useful for managerial practice in Malaysian hotel industry in improving the hotel recruitment strategies and as well as to retain skilled employees through effective human resources practices and foster greater job performance. In summary, hotels in Malaysia are being challenged with stiff competition nationally and internationally. With hotels, being opened across the nation and especially in KL, it is best for the hotels to seriously look into how their employees feel and react the way they do. The job performance of the hotel employees is affected through the various independent and dependent factors and hotel organizations vigorously need to analyse them. The hotel employees OCB being the eminent behaviour as, has been proposed in this study it is advised that hotel organizations pay more attention to embrace this behavioural component in terms of their daily activities.

The study has a wider scope to add to the body of knowledge in terms of the theory enhancement, the policy makers in the relevant hotel and tourism industry to look into the future directions of talent management and the direct implications to the managers in the hotel and tourism industry to have organizational citizenship behaviour embedded training and development programmes for the talents.

FUTURE RESEARCH DIRECTIONS

Although a sizeable area of research in the area of OCB, psychological empowerment and job performance would be covered in this study, it still has various avenues for future research.

The study proposes that psychological empowerment of hotel employees in Kuala Lumpur positively enhance their job performance through their OCB traits. However, since the study engaged only the hotel employees in Kuala Lumpur future research could be done in the other states of Malaysia to see if the results are similar. It is also recommended that the same model could be verified in other data samples among the sectors of hospitality industry namely tourist offices, airlines staff and other service sector employees to check the plausibility of the conceptual model. Moreover, the onus of this study was employee's perceptions future research could analyse the management leader's perceptions with the same set of variables. Longitudinal studies analysing the impacts of OCB with other instrumental variables to further develop the human resources strategies could be undertaken in different service industries apart from hotel industry.

CONCLUSION

The general overview of job performance especially in the hospitality industry plays an important role in determining the quality of service rendered to guests. Psychological empowerment is the key determinant for organizational citizenship behaviour and both the variables provide a unique relationship to share the development of effective human capital development that leads to improved job performance in the service hospitality industry. Based on the literature review and findings it appears that psychological empowerment showed deficiency and is always a great challenge for workers to achieve organizational citizenship behaviour, thus affects the loyalty towards the organization that they work.

Further exploration is required to understand the real factors behind organizational support in the hospitality industry. One key important factor to consider is the lack of team spirit and the autocratic leadership had become a total hindrance to classify the OCB. To conclude, hospitality industry deals with complex guests expectations as such total psychological empowerment is necessary to provide efficient and effective service in order provide a total guest logical experience.

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KEY TERMS AND DEFINITIONS

Competence or Self-Efficacy: This variable is significant motivational construct that influences the employees to have a sense of belief in their own skills in performing their work efficiently.

Impact: This variable is the degree to which an employee can influence working, strategic and administrative outcomes at work and influence others to buy in your thoughts.

Job Performance (JP): Job performance (JP) is coined as volitional actions and behaviours on the part of organizational members or employees that contribute to, or the other behaviours negatively impact the directions of the organization.

Meaning: The significance of work goals according to an employee's work standards as in it fits between the needs of one's work and one's own core values and behaviours.

Psychological Empowerment (PE): The four variables of the PE construct are meaning, competence or self-efficacy, self-determination or choice and impact and are explained below.

Self-Determination or Choice: This variable echoes a sense of self-determination over the initiation of work behaviour and procedures. Greater flexibility, creativity, initiative, resilience and self-regulation are the results of self-determination.