

Delegation and Employee Citizenship Behaviour of Hotels in Yenagoa, Bayelsa State

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Abstract

The study examined the relationship between delegation and employee citizenship behaviour of hotels in Yenagoa, Bayelsa. The study adopted a cross sectional survey design with a population of 1674 from 11 hotels. The study embraced the Krejcie and Morgan method of sampling, with a sample size of 313. After data cleaning, only data for 268 were used for data analysis. Descriptive statistics were used for data presentation while the hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The content validity of our instrument was achieved using supervisor's vetting and approval while the internal consistency of instrument was achieved using the Cronbach Alpha Coefficient with all the items being above 0.70. Findings showed that: a positive and significant relationship exists between delegation and employee citizenship behaviour of hotels in Yenagoa. Based on the findings, the study concludes that as delegation increases employee citizenship behaviour of hotels in Yenagoa. The study recommends that organizations should encourage: delegation of responsibilities/tasks as ways of building workplace confidence.

Keywords: *Delegation; Citizenship Behaviour; Workplace Democracy*

1. Introduction

Organizational operators' efforts at ensuring a functional and goal-oriented organization has attracted huge concern particularly in relation to having committed workforce with a mindset of getting involved in informal responsibilities that fast track goal attainment (Bassah & Jamoh, 2019). It does not amount to more gain saying that the heightened level of competition amongst firms, a dedicated workforce with extra-role and prosocial orientation is considered strategic for gaining competitive advantage. While it is classical to assign roles to employees formally as a means of attaining goals, the imperatives of informal work engagement for improved performance is underscored.

According to Latef and Azeez (2018), it is crucial to recruit a devoted staff in order to stay competitive in a changing environment. They also characterise this workforce as resilient, inventive, and focused on achieving work goals. The traits that are described are defined as citizenship conduct in the writings of Brief and Motowildo (1986). Ekang (2014) defined employee engagement as the voluntary acceptance of additional responsibilities to help colleagues and the organisation in achieving desired objectives.

Essentially, the concept of citizenship behaviour has attracted huge attention in organizational psychology literature (Ertruk, 2007; Ahmad, 2011; Neihoff & Mooreman, 2014). These contributions amidst other plausible reasons, are interestingly superlative to the extent to which they have expressed the philosophical leaning of promoting voluntary behaviour that are not financial incentive related rather have the primary goal of helping the organization to achieve goals while at same time achieving their individual goals. Employee citizenship behaviour at the workplace infers pro-organisational and pro-individual behaviours which benefits the organization wholesomely directly and indirectly (Boundengban et al., 2012). It considered a strategic behavioural component for organization's wellbeing resulting from multiple levels and cross functional engagement amongst employees that consistently undertake voluntary roles (Loyal, 2013; Kaphalma & Jore, 2016).

Workplace democracy (delegation) according to Ilara and Kwenga (2016) essentially evolves a relational climate that is quite engaging to the extent that it affords creative policy and strategic initiatives that do not necessarily benefit the individual employees alone but ensure a robust approach to organisational survival and sustainability. The contemporary work organisation within its complex environment is viewed as being attentive to increase demand by employees for improved welfare, work environment and conditions, safety and health, work – life relationships, inclusiveness amongst others which are realizable through democratic behaviour that characteristically allow consultation, bargaining, or deputation as the case may be.

This simply means that delegation practices are likely to instigate functional outcomes amongst employees for overall attainment for goals. While this is intuitive conceptually, the need for an empirical perspective is underscored. Importantly, the hospitality sector has re-echoed in recent times as government has reiterated its effort towards improving revenue generation through investment in the tourism sector that share common economic horizon with the hospitality sector. It is common knowledge that labour turnover rate within the sector is unusually high especially among the third star hotel classification (Abel, 2017). This is in addition to counter productive work behaviour that rob-off citizenship behaviour.

The place of delegation in predicting citizenship behaviour among employees in the hospitality sector is a primary concern in this study. This study aims to examine the empirical correlation between delegation and citizenship behaviour in hotels located in Yenagoa.

The growing rate of poor commitment to work goals by employees is fast attracting much managerial attention. It has been commonly noted that there is increased unwillingness to be involved in non-elective roles (Ahamrenne, 2020) by employees especially as such roles and

responsibilities are not linked with pecuniary gains. As competition amongst firms has increased rapidly, the workforce is expected to get more involved in extra-role behaviours that catalyze goals attainment. However, efforts at leveraging work stalls and competencies gap that requires strategic relationship are yet to meet desired objectives due to employee low level commitment rules and collaborative effort.

It is fast becoming a phenomenal occurrence within the hospitality sector that the employees particularly at the lower level of work do not expose counterproductive behaviour of colleagues even when seen to be inimical to the overall interest of the organization. In some instances, the concealment and unwillingness to share information amongst work members has accounted for delayed and poor service delivery with the attendant result of low level organizational performance. All of these suggest that employees in work organization particularly the hospitality sector are only akin to taking only formal roles which do not sufficiently meet the demanding challenges of prompt, reliable and quality service delivery to the customer.

Akang (2016) observed that the hospitality sector has evolved rapidly considering increase in globalization practices and government policies targeted at improving hospitality and tourism. This has also signaled increased work responsibilities on the workforce which requires extra roles behaviour particularly offering co-worker support and volunteering to undertake role beyond assigned. This being the case, the inability of employee to be involved in prosocial work behaviour has been commonly linked to poor incentive schemes, non-transformative work climate and structural rigidities (Bada, 2014). These notwithstanding, Mara and Obadore (2017) have argued that organizational operators not willing to create a mix between governance and individual behaviour at work undermine the required synchrony that permits employee engagement and dedication to work tasks and organizational goals. This prism of conceptualization though intuitive has drawn attention to democratic practices as opposed to classical practice that restricts employee's involvement in the administrative latitude of work organizations.

While studies exist in extant literature that correlates some delegation variables like incentive schemes and citizenship behaviour the governance factor is yet to be explored. For instance, Zarayan and Njerre (2020) have examined manager reward system and employee citizenship behaviour in the private educational sector in Nigeria. The result showed a strong and significant correlation. All the same, the contextual variation presents a gap since the work culture between sectors vary. Again, the constructs were examined without recourse to their theoretical composition therefore viewed as mono-constructs which will not necessarily create the means for in-depth understanding. This in focus, this study seeks to investigate the empirical relationship between delegation and employee citizenship behaviour in the hospitality sector in Yenagoa.

Research Hypotheses

The following null hypotheses were raised from the research questions:

1. There is no significant relationship between delegation and civic virtue of hotels in Yenagoa.
2. There is no significant relationship between delegation and sportsmanship of hotels in Yenagoa.

3. There is no significant relationship between delegation and conscientiousness of hotels in Yenagoa.

Aim and Objectives of the Study

This study primarily investigates the empirical relationship between delegation and employee citizenship behaviour of hotels in Yenagoa. Specifically, the objectives are to:

1. Determine the relationship between delegation and civic virtue of hotels in Yenagoa.
2. Determine the relationship between delegation and sportsmanship of hotels in Yenagoa.
3. Investigate the relationship between delegation and conscientiousness of hotels in Yenagoa.

2. Literature Review

2.1 Conceptual Review

The study conceptual review was drawn from existing body of knowledge and it shows the relationship between delegation and employee citizenship behaviour. The independent variable which is workplace democracy has dimensions of joint consultation, collective bargaining and delegation. For the dependent variable it used civic virtue, sportsmanship and conscientiousness as measures and were drawn from the works of Olamide, Jere and Ajajaye, (2015) and Organ and Brief (1996). The conceptual framework resulting from the examined constructs is shown below as figure 2.1.

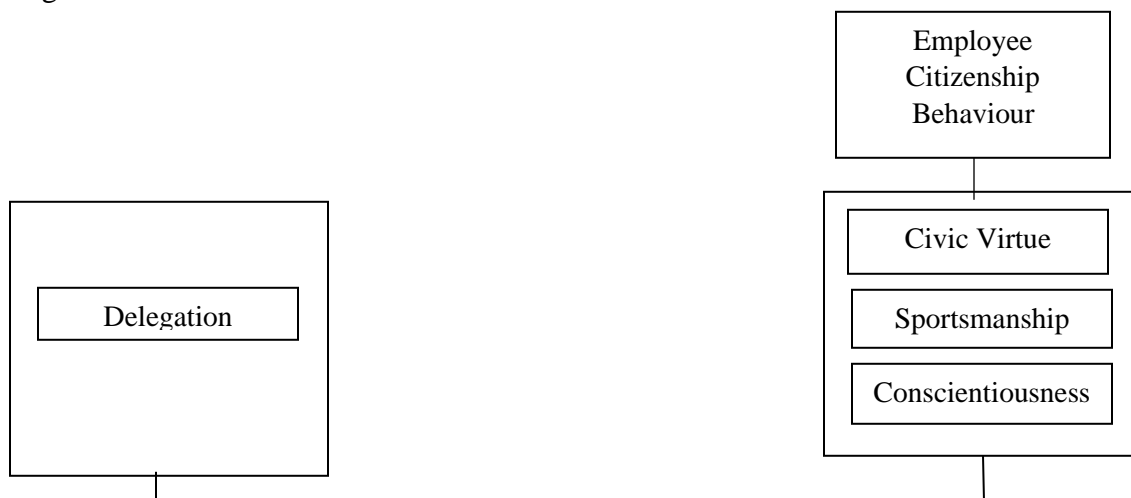


Fig 2.1: Conceptual Framework showing the Relationship between Workplace Democracy and Employee Citizenship Behaviour

Source: Adapted from Olamide et al. (2015) and Organ and Brief (1996)

2.1.1 Concept of Delegation

The definitions of several concepts and terminology in management science might change slightly depending on the source (Omale, 2006). This also pertains to the notion of delegating authority. According to Millet (2012), delegation is the act of transferring responsibility or power from a

management to a subordinate in order to accomplish certain tasks. Delegation, as defined by Jayed (2013), is the act of managers granting a portion or majority of their positional power to subordinates in order to complete certain duties inside the organisation. Delegation of authority involves dividing and assigning authorities to subordinates in order to obtain optimal outcomes. Decentralisation refers to the process of distributing authority and powers to lower levels of hierarchy, whereas delegation involves the act of utilising the power of assistance from others.

Akrani (2010) observed that delegation occurs when an individual grants another person the authority to carry out tasks on their behalf and in their name, while the second person willingly assumes the associated responsibility to fulfil the essential duties. Legally, the principal retains the delegated authority, but in reality, subordinates are permitted to wield it. According to Ebang (2015), delegation is the act of giving someone else, usually a subordinate, the obligation or power to do certain tasks. Delegation refers to the act of a higher individual granting authority to their subordinates, but nevertheless maintaining monitoring and control over them. Delegation involves the act of assigning some tasks of your employment to another person. A manager cannot single-handedly execute all the allocated duties necessary to achieve the objectives; thus, the management must distribute power. Delegation is the act of transferring specific tasks and the corresponding power from a superior to a subordinate. Delegation does not include the act of relinquishing responsibility. The individual who distributes tasks does not relinquish their duty and power that they have been entrusted with. The individual is responsible for both the overall performance and the performance of their subordinates (Akrani, 2010).

Delegation does not include the higher level management surrendering authority, but rather transferring specific tasks to subordinates and granting them the necessary authority to fulfil those obligations effectively. Transferring the power to someone else does not mean avoiding responsibility. The person with the highest power remains ultimately responsible for accountability. Ebang (2015) defines micromanagement as the antithesis of successful delegation. It refers to a managing approach in which a manager excessively oversees and supervises the work of subordinates or workers, providing excessive input, guidance, and evaluation.

2.1.2 Organizational Citizenship Behavior (OCB)

The OCB concept is characterised by three fundamental attributes: discretion, lack of formal rewards, and its impact on organisational success. Nevertheless, the discretionary and non-contractual incentive qualities of the subject have attracted criticism from scholars such as Morrison (1994) and MacKenzie et al. (1991). Morrison (1994) expressed disapproval of Organ's (1988) definition of OCB due to its focus on the discretionary aspect. Morrison suggests that workers may have varying perspectives on their job obligations and may disagree on the distinction between in-role and extra-role behaviour. To clarify, arriving to work early is considered an additional task for one employee, while another employee may perceive it as a regular task. Hence, the extent to which an employee engages in Organisational Citizenship Behaviour (OCB) is contingent upon their personal interpretation and definition of their professional responsibilities. In her study, Morrison (1994) found that the majority of respondents evaluated 18 out of 20 OCB items as in-role behaviours. According to Morrison, OCB is considered "poorly defined and differs

among employees and supervisors" (p. 1561). Organ (1997) assessed Morrison's critique and determined that roles and occupations are undergoing transformation as a result of downsizing, flattening, team-based structures, and flexible organisations. Thus, the definitions of employment might vary based on the specific demands of the workplace. Due to this rationale, Organ (1997) chose to refrain from making mention of extra-role behaviours.

Another critique of the OCB model is centred around the matter of incentives. MacKenzie et al. (1991) suggest that some Organisational Citizenship Behaviours (OCBs) might get financial compensation similar to that of regular job duties. Organ (1997) acknowledged the validity of these arguments and stated that just one of the three necessary elements for OCB remains - that it enhances organisational effectiveness (p. 89). Consequently, Organ (1997) provided a new definition for OCB, stating that it involves actions that contribute to the preservation and improvement of the social and psychological environment that facilitates task performance. This definition does not include the aspects of OCB that go beyond one's work responsibilities, are not officially rewarded by the organisation, and are seen as extra-role behaviour.

2.1.2.1 Measures of Organisational Citizenship Behaviour

The concept of organisational citizenship behavior has been conceptually described as altruism, conscientiousness, civic virtue, sportsmanship, courtesy, and helping co-worker.

2.1.2.1.1 Civic Virtue

Civic virtue encompasses actions that exhibit a conscientious regard for the reputation and welfare of the organisation (Redman & Snape, 2005). Civic virtue, as defined by Borman et al. (2001), refers to the responsible engagement and care for the affairs of the organisation. Civic virtue refers to the conduct of an employee who actively engages in and demonstrates a genuine interest in the affairs of the firm, as evidenced by their voluntary attendance at meetings (Todd, 2003). Baker (2005) defines civic virtue as the act of responsibly and constructively participating in the political processes of an organisation. As previously stated, there is a considerable correlation between Conscientiousness and both Generalised Compliance and Civic Virtue, as found by Konovsky and Organ in 1996.

2.1.2.1.2 Sportsmanship

The ability of employees of any organization to demonstrate the capacity to endure challenges and inconveniences at work and ensue positive behaviours to ensure that is growth in friendship and relationship with colleagues has become very essential for corporate survival. Sportsmanship is seen as the ability of an individual to be ensue fair and generous behaviour while relating with others in the workplace. Sridhar & Thiruvankadam (2014) describes sportsmanship as a temperament exhibited by individual towards tolerating the inescapable troubles and pressure of work without grumbling or whining. It is the ability of an individual in spite challenges faced to demonstrate the comprehension of fair play and exhibit positive ethical attitude, integrity and absolute good will to others around him or her. Uzonwanne (2014), opine that sportsmanship could be attributed as the ability of employees to desist from reporting grievances experienced within the organization. That is to say that it consists the ability of individuals to demonstrate

broadmindedness without being grumpy in behaviours with regards to obvious unpalatable circumstances or not making a big deal out of small matters (Zhang, 2014).

2.1.2.1.3 Conscientiousness

Conscientiousness refers to voluntary actions that exceed the fundamental expectations of a job, such as adhering to work regulations, maintaining regular attendance, and achieving high job performance (Redman & Snape, 2005). Conscientiousness may be defined as the meticulous adherence to norms and processes within an organisation, especially in the absence of supervision. It is often accepted that mindfulness is the quality of being consistently aware of and engaged with a system or organisation. According to Colquitt et al. (2000), when adaptation is necessary, conscientiousness and openness are more accurate indicators of decision-making performance compared to decision-making performance before unexpected changes occur. In their study, Konovsky and Organ (1996) discovered a substantial correlation between conscientiousness and favourable job outcomes. Furthermore, there was a substantial correlation between conscientiousness and employee work satisfaction. Employees that are more conscientious will make an effort to keep educated on the latest knowledge regarding the items or services being given (Neihoff & Yen, 2004). persons with high levels of conscientiousness exhibited greater persistence compared to persons with lower levels of conscientiousness, regardless of the presence of an additional advantage or variations in the process throughout performance (Morgan et al., 1999). The trait of conscientiousness, which prioritises responsibility and dedication, is likely to be the underlying factor behind the initial motivation for interpersonal helping. Conscientiousness can manifest in various ways within organisations, most notably through job performance (King, 2005). Conscientiousness has a significant impact on significant work results (Goldberg et al., 2005). Conscientiousness is potentially a significant predictor of workplace behaviours due to its ability to give the essential organisation and direction for achieving certain behaviours (King et al., 2005). When combined, higher values are linked to increased conscientiousness (Yorges, 1999). The study conducted by Ladd and Henry (2000) found that conscientiousness was responsible for a distinct amount of variation in citizenship behaviour directed towards the organisation.

2.2 Theoretical Framework

The study is premised on social exchanges theory by Blau (1964).

2.2.1 The Social Exchange Theory

It is a psychological theory that elucidates the social elements that exert a significant impact on a person's interaction in a mutually influencing relationship. The social exchange hypothesis posits that workers exhibit favourable responses towards the company when they are treated favourably. Put simply, when a company fosters a sense of encouragement, it guarantees positive organisational conduct and work dedication. The notion linking mindset and devotion to democracy via organisational behaviour is discussed by Indradevi (2010). Employees can demonstrate their attitude towards the organisation and their colleagues by acts of charity and other prosocial behaviours. The core principle of the social exchange theory is that the individuals engaged engage in voluntary exchanges and mutually provide advantages to one another

(Chinomona, 2012). Typically, when one party receives benefits, they are expected to reciprocate those benefits in return (Yoon and Sur, 2005).

Blau (1964) defined social exchange theory as a deliberate choice made by persons who are driven by the anticipated benefits they hope to get, which are usually realised, from others. This statement is accurate since social interaction leads to the development of duties, appreciation, and trust, which in turn establish a basis for social solidarity and order, even without the presence of formal contracts (Yoon & Sur, 2003; Thye et al., 2002). According to Lavelle et al. (2009), a social exchange relationship may be defined as a subjective and relationship-focused agreement between employers and workers, where both parties engage in a reciprocal exchange of socio-emotional advantages. In this study, the theory of social exchange is applied to suggest that when managers or owners of organisations create a work environment that promotes fairness, job satisfaction, and other factors that encourage democratic behaviour among workers, it is likely to stimulate pro-social behaviour among employees. This, in turn, can lead to improved performance, increased competitiveness, and long-term growth and viability of the organisation.

2.3 Empirical Review

The idea that an employee is able to know how to maintain positive relationships with other people is the foundation around which delegation is built. Specifically, it entails the exchange of reciprocal obligations and promises that establish a connection between the persons involved. According to Haryokusomo (2015), these values have a significant role in shaping the employees' sense of belonging to the group and, as a result, their sense of connectivity with others in the workplace, as well as the development of their soul and spirit. According to the findings of Sheep's (2006) research, delegation is an essential component of employee job performance, particularly when there is high-level collaboration among employees.

Employees will typically have a profound connection with one another, which will result in an increase in the presence of shared internal sentiments and a greater sense of concern for one another (Soha et al., 2016). Milliman et al. (2003) pointed out that this delegation part of workplace democracy happens at the group level of human behaviour and consequently included social interaction between and among employees in the workplace. Maynard (1992) and Miller (1992) argue that delegation is founded on the belief that employees see themselves as connected entities and that there is the existence of a relationship between one's inner self and the inner self of other employees. This understanding is in agreement with the position that Ashmos and Duchon (2000) and Milliman et al. (2003) have taken.

A research was carried out by Yang et al. (2020) on the subject of the relationship between a sense of delegation responsibility and altruistic behaviour among Chinese delegation residents: the function of delegation identity as a mediator. In order to carry out a psychometric scale study, a representative sample consisting of 615 Chinese citizens was requested to participate. An indirect relationship between a sense of delegation responsibility and altruistic behaviour was shown to exist, as evidenced by multiple regression studies, between delegation identity and the relationship.

Using data collected from industrial companies in Rivers state, Nigeria, Tarntua and Osuamkpe (2019) investigated the relationship between workplace democracy and employee performance.

The sample for the cross-sectional study consisted of thirty-two employees from manufacturing companies at the time of the research. In the research, democracy in the workplace was operationalized via the use of a feeling of community, and employee performance was operationalized through the utilisation of creativity and efficiency. In order to do the analysis of the data, the Spearman Rank Order Correlation Coefficient was utilised. In order to determine the reliability of the instrument, the Cronbach Alpha coefficient was utilised, and all of the items were found to be more than 0.7. The findings indicated that there is a beneficial connection between democratic values in the workplace and the performance of employees.

A research of mediating factors was conducted by Khari and Sinha (2020) to investigate the relationship between organisational democracy and employee volunteering. In essence, it investigated the impact that organisational democracy, and more specifically the democratic values of welfare and wellness, has on the willingness of employees to volunteer for organizational-supported delegation development programmes. This was accomplished by examining the impact of affective organisation commitment and psychological flourishing as intervening components. Using partial least square and structural equation modelling, data was collected from a sample of 288 employees working in the Indian telecommunication business. The data was collected through the use of copies of questionnaires. The results of the study demonstrated that there is a significant overall indirect impact of organisational democracy on the intention of employees participating in voluntary work.

A model of multiple mediation was the subject of study conducted by Khari and Sinha (2018) on the topic of organisational democracy and knowledge sharing. In the study, the integration of democracy in the workplace was examined in terms of its influence on the attitude of employees towards information sharing in organisations. In order to evaluate a research model that connects workplace democracy (an organisational culture that is characterised by higher order ideals) with knowledge sharing behaviour through psychological flourishing and workplace trust as mediating factors, the empirical study utilised a multiple mediation analysis technique. Based on the findings of the study, it was concluded that the intervening factors of psychological flourishing and organisational trust entirely moderated the impact of workplace democracy on the conduct of employees regarding the sharing of information.

In 2018, Yusof et al. conducted research to investigate the association between workplace democracy and organisational citizenship behaviour. Specifically, the focus of the study was on the ways in which workplace democracy might improve the performance of organisational civic conduct among nurses. There were three components that made up the characteristics of workplace democracy: a sense of community, meaningfulness, and alignment with organisational ideals. while the characteristics of altruism, civic virtue, civility, conscientiousness, and sportsmanship were utilised in order to evaluate the conduct of organisational citizenship. Three hundred and eighty sets of questionnaires were sent to patients at four different public hospitals in Malaysia. In order to arrive at the sample of respondents, a strategy that utilised both cluster and basic random sampling was utilised. For the purpose of the data analysis, SPSS 23 and Amos 23 were utilised. According to the findings of the study, workplace democracy has a favourable connection with organisational citizenship conduct. This was the general conclusion reached by the researchers.

The authors Aguma and Tende (2020) investigated the relationship between workplace democracy and the efficiency of teams at private hospitals located in Port Harcourt, which is located in the state of Rivers in Nigeria. According to their findings, there is a strong and positive correlation between workplace democracy and the performance of teams when leadership style is incorporated to regulate the link between the two variables. Hu, Li, Jia, and Xie (2016) conducted research on the act of warming oneself and aiding others. An increase in sensations of warmth in the surrounding environment is brought about by acts of altruism. The researchers discovered that individuals who participated in helpful behaviours in the laboratory, either willingly or randomly, as well as passers-by who made a donation to a charity, reported a warmer sense of the surrounding environment than those who did not participate in the activities. The results of this study indicated that there is an instant internal benefit for helping. Using Joint Consultation, delegation, and collective bargaining as dimensions of workplace democracy, Ullah, Ahmad, and Naheed (2020) conducted research to investigate the missing link of organisational civic behaviour between workplace democracy and job performance. Due to the fact that the study hypotheses were accepted and proven to be empirically significant, positive outcomes were discovered.

Based on their research, Min and Sook (2016) investigated the impact that workplace democracy and organisational civic conduct have on nursing performance. Participating nurses totaled 395, and they came from five different general hospitals throughout four different areas of Korea, each of which had 400 beds. The information was gathered through the use of copies of the questionnaire that were self-reported. Descriptive statistics, an independent t-test, a one-way analysis of variance, the Pearson correlation coefficient, and multiple regression analysis were utilised in the conducting of the analysis with SPSS 21.0. According to the findings, there was a positive association between nursing performance and democratic practices in the workplace as well as organisational civic conduct. As aspects of workplace democracy, the study utilised a feeling of inner life, a sense of calling, a sense of empathy, a sense of delegation, and a sense of transcendence. On the other hand, organisational civic conduct was assessed using conscientiousness, sportsmanship, civil virtue, courtesy, and altruism. A number of factors, including competency, attitude, motivation to develop, and implementation of nursing progress, were considered to be factors in nursing performance.

3. Methodology

3.1 Research Design

Research design is the plan that ensures a systematic and objective conduct of inquiry on a phenomenon. Takeoradi (2008) posits that multiple research designs exist, making it possible for the researcher to have a choice of that which is best suitable for a research exercise. Asika (2009) mentioned that the case study and survey design are most commonly used in social and management science investigations. While the case study design is limited to studying a simple entity for in-depth understanding, the survey design studies a broad sample of similar characteristic for the purpose of generalization to the entire population. The survey design therefore serves the purpose of this study. Particularly, the cross-sectional survey design, which allows the collection of data across sets of participants at a point in time, is deployed for the study. It will also ensure

the use of the questionnaire instrument. The study also relied on the correlational design because it allows the examination of relationship between two or more variables.

3.2 Population of the Study

The population of a study is the entire universe of objects, humans or institutions that are of interest to a researcher. A research population notably shares common characteristics amongst all members. For this study, the population is made up of employees from all operating hotels in Yenagoa, particularly those classified as three-star hotels. According to the Hoteliers Association Schedule (2021), 10 of these hotels operate in Yenagoa, and from their Administrative and Accounting Departments, the population of employees is recorded as 712.

Table 3.1: Population Distribution of the Hotels

S/No	Hotels	Employees of each Hotel
1	Brass Suites	32
2	Jasmine	21
3	Ebi's Hotel	58
4	Golden Tulop	92
5	Ayallah	136
6	El-Babara	27
7	Honey Hill	53
8	Paakis	31
9	Aridolf	184
10	Matho Crystal	78
	Total	712

Source: Desk Research, 2024.

3.3 Sample Size and Sampling Technique

Where a population is large and cannot be feasibly covered, a sample size is chosen. A sample size is a representative unit drawn from a population with common features. In order to obtain the appropriate sample, the study relied at first instance on the Krejcie and Morgan (1978) sample size determination table (see Appendix II). The sample size therefore is 313. In order to have the sample size for each of the hotels since there is uneven population distribution among the hotels, the stratified sampling method was applied, which entailed the use of the Bowley Proportionate sampling technique. The formula is as follows:

$$nh = \frac{n(Nh)}{N}$$

Where: nh = Sample size of each hotel
 n = Total sample size
 Nh = Population of each hotel

Table 3.2: Sample Size for each Hotel

S/No	Hotels	Employees of each Hotel	Sample Size of each Hotel
1	Brass Suites	32	14
2	Jasmine	21	9

3	Ebi's Hotel	58	26
4	Golden Tulop	92	40
5	Ayallah	136	60
6	El-Babara	27	12
7	Honey Hill	53	23
8	Paakis	31	14
9	Aridolf	184	81
10	Matho Crystal	78	34
	Total	712	313

Source: Desk Research, 2024.

Having known the sample size for each hotel, the sample subjects were obtained using the simple random sampling.

3.4 Method of Data Collection

The instrument used in generating data for this study primarily was the questionnaire instrument. The questionnaire was in structured form as it provides likely response to the question items posed. It also includes section C which has question items on the moderating variables. The questionnaire was also drawn based on 5 point Likert's scale ranging from 1 – Strongly disagree to 5 – Strongly Agree.

3.5 Measurement of Variables

The measures for this study were adapted from extant scales on the independent, dependent and moderating variables. For the independent which is workplace democracy, it adapted Millow and Lee (2011) 16 item scale which have shown reliability in Kregal (2013) with alpha value of 0.74. For employee citizenship behaviours, the study adapted Brief and Motowildo (2000) and Caprara (2005) 14 item scale.

3.6 Validity of Instrument

The content and face validity of the instruments used in this study were adopted in order to determine the extent to which the instrument can be claimed to be accurate and exact in the measurement of the variables that are being investigated. This was done in order to guarantee that the instruments used throughout this study are valid. The survey instrument was administered to professionals in the fields of workplace governance and management, as well as to the supervisor and a few professionals in the field of industrial relations, in order to determine its validity. Their contribution, which consisted of rephrasing several of the question statements, was crucial in the validation of the instrument.

3.7 Reliability of Instrument

Table 3.3 Reliability Coefficients of Variable Measures

S/No	Dimensions/Measures of the Study Variable	Number of Items	Number of Cases	Cronbach's Alpha
1	Delegation	6	268	0.911
2	Sportsmanship	4	268	0.803
3	Conscientiousness	4	268	0.737
4	Civic virtue	4	268	0.848

Source: Research data output, 2024

3.8 Method of Data Analysis

The data obtained were analyzed for common understanding, which is a primary objective of any scientific research effort. For this study, the data were analyzed descriptively and inferentially. The descriptive analysis, which essentially describes the behaviour of the phenomenon, was done using frequencies, means and standard deviation. The inferential analysis was done to show the nature of association between the examined variables. The Spearman Rank Order Correlation Coefficient (SROCC) statistic served the purpose of inferential analysis. The choice of this tool is owed to its ability to show the relationship between two variables. In all, the analysis was conducted using the Statistical Package for Social Sciences (SPSS V.23.0).

4. Results And Discussion

4.1 Results

4.1.1 Questionnaire Administration and Retrieval

Table 4.1: Administration and Retrieval of Questionnaire

	Number of Cases	Percentage
Copies of Questionnaire Administered	313	100
Copies of Questionnaire Retrieved/Returned	275	87.86
Completed but Unusable Copies of Questionnaire	7	2.55
Completed and Usable Copies of Questionnaire	268	97.45

Source: Field Work (2024)

According to the data shown in Table 4.1, it was discovered that 313 copies of the questionnaire were sent to the respondents. There were 275 copies of the questionnaire that were returned, which is equivalent to 87.86 percent of the total. On the other hand, out of this total number, 7 copies of the questionnaire, which represents 2.55 percent, were finished but could not be used. On the other hand, 268 copies of the questionnaire were correctly filled out and were therefore eligible for data analysis.

4.1.2 Descriptive Statistics/Analysis

During the time that analysis was being performed on the different variables and measures, the results of the main data are reported in this part. There is also an illustration of the mean scores and the standard deviations. In the beginning of the presentation, the independent variable delegation is discussed. After that, it moved on to the dependent variable, which was Employee Citizenship Behaviour. On the five-point Likert scale, each of these questions is rated from one to five, with one being "Strongly Disagree," two being "Disagree," three being "Neutral," four being "Agree," and five being "Strongly Agree."

Table 4.2 Response Rates and Descriptive Statistics for Delegation

	N	Minimum	Maximum	Mean	Std. Deviation
I am allowed to take up responsibilities on behalf of my manager.	268	1	5	4.01	1.276
My manager ensures that I am assigned tasks when my colleagues are absent.	268	1	5	3.76	1.452
My manager makes me to represent him in meetings/conferences.	268	1	5	3.73	1.442
My company has helped me to balance my family life	268	1	5	3.61	1.280
My manager allows me the authority to reach decision when necessary.	268	1	5	4.00	1.291
My manager ensures that I am answerable for the responsibilities assigned.	268	1	5	3.87	1.342
Valid N (listwise)	268				

Source: Research Survey, 2024

An instrument consisting of six items and a Likert scale with five points is used to measure delegation, and the response rates and frequency for delegation are presented in Table 4.2. The findings indicate that the first question item has a mean score of 4.01, which places it inside the range of the scale that corresponds to agreement. These are the second, third, fourth, fifth, and sixth question items, each of which had a mean score of 3.76, 3.73, 3.61, 4.00, and 3.87 correspondingly. Every single one of the six indications of delegation within the target organisations is confirmed by the results, which are also supported by the minimal disparity in response (standard deviation <2.00).

Table 4.3 Descriptive Statistics for Workplace Democracy

	N	Minimum	Maximum	Mean	Std. Deviation
Delegation	268	1.00	5.00	3.8302	1.12314
Valid N (listwise)	268				

Source: SPSS 23.0 data Output, 2024

Delegation is the components that make up workplace democracy, and the descriptive statistics for this variable is illustrated in Table 4.3. Delegation had a mean score of 3.83 which also indicated that most of the respondents agreed with the measurement items.

Table 4.4 Descriptive Statistics for Employee Citizenship Behaviour

	N	Minimum	Maximum	Mean	Std. Deviation
Whistle Blowing	268	1.00	5.00	3.7360	1.04959
Volunteering	268	1.00	5.00	3.6353	1.09054
Co-Worker Support	268	1.00	5.00	3.8153	1.11591
Valid N (listwise)	268				

Source: SPSS 23.0 data Output, 2024

Table 4.4, which can be found above, presents the descriptive statistics for Employee Citizenship Behaviour. These statistics include whistle blowing, which received a mean score of 3.74, volunteering, which received a mean score of 3.64, and co-worker support, which received a mean score of 3.82. These scores indicate that the majority of the respondents were operating within the agreement range of the measurement scale.

4.1.3 Test of Research Hypotheses

Kothari (2004) who argued that the correlation technique should be used when there is an association or correlation between two variables, and that the partial correlation technique should be used when there is a cause and effect relationship between two variables in the case of a bivariate population or between one variable on one side and two or more variables on the other side in the case of a multivariate population, was taken into consideration when we were determining the statistical technique that would be most suitable for our purpose. This served as the foundation for our decision to use the Spearman's Rank Order Correlation Coefficient (SROCC) in our research project to investigate the hypothesised correlations between the variables. Therefore, the purpose of this part was to offer the responses to the questions and hypotheses that we posed in our research. The first thing that we did was give evidence of the linkages that already existed.

4.1.4. Presentation of Results on Testing of Hypotheses

Relationship between Delegation and Measures of Employee Citizenship Behaviour

Table 4.14 below indicates the result of correlation matrix obtained for delegation and measures of employee prosocial Behaviour. The statistical test of significance (p - value) was also displayed.

Table 4.5 Correlations Matrix for Delegation and Measures of Employee Citizenship Behaviour

	Delegation	Civic Virtue	Sportsmanship	Conscientiousness
Spearman's rho	1.000	.731**	.618**	.816**

	Sig. (2-tailed)	.	.000	.000	.000
	N	268	268	268	268
Civic Virtue	Correlation Coefficient	.731**	1.000	.767**	.696**
	Sig. (2-tailed)	.000	.	.000	.000
	N	268	268	268	268
Sportsmanship	Correlation Coefficient	.618**	.767**	1.000	.628**
	Sig. (2-tailed)	.000	.000	.	.000
	N	268	268	268	268
Conscientiousness	Correlation Coefficient	.816**	.696**	.628**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	268	268	268	268

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 23.0 data Output, 2024

Table 4.5 demonstrates the test for the next three previously postulated hypotheses:

H₀₁: To ascertain the relationship between delegation and civic virtue of hotels in Yenagoa.

The conclusion that can be drawn from the data presented in table 4.5 is that there is a significant and favourable connection between delegation and civic virtue in Yenagoa hotels. It is clear that the strength and degree of this link is shown by the rho value of 0.731, which provides an answer to the seventh research question. Furthermore, it is worth noting that the relationship is statistically significant at a p-value of 0.000, which is less than the threshold of 0.01. As a result, the bivariate null hypothesis that was presented earlier is hereby rejected, and the alternative is accepted. The study concludes that there exists a significant relationship between delegation and civic virtue of hotels in Yenagoa.

H₀₂: To establish the relationship between delegation and sportsmanship of hotels in Yenagoa.

It was discovered via the analysis of the data presented in table 4.5 that there is a significant and favourable connection between delegation and sportsmanship in Yenagoa hotels. In order to provide an answer to the eighth research question, the rho value of 0.618 provides an indication of the strength and size of this association. Furthermore, it is worth noting that the relationship is statistically significant at a p-value of 0.000, which is less than the threshold of 0.01. As a result, the bivariate null hypothesis that was presented earlier is hereby rejected, and the alternative is accepted. The study concludes that there exists a significant relationship between delegation and sportsmanship in Yenagoa hotels.

H₀₃: To examine the relationship between delegation and conscientiousness of hotels in Yenagoa.

The conclusion that can be drawn from the data presented in table 4.5 is that there is a significant positive connection between delegation and the conscientiousness of hotels in Yenagoa. It is clear that the strength and amplitude of this link is shown by the rho value of 0.816, which provides an answer to the ninth research question. Furthermore, it is worth noting that the relationship is

statistically significant at a p-value of 0.000, which is less than the threshold of 0.01. As a result, the bivariate null hypothesis that was presented earlier is hereby rejected, and the alternative is accepted. The study concludes that there exists a significant relationship between delegation and conscientiousness among hotels in Yenagoa.

4.2 Discussion

Significant Relationship between Delegation and Employee Citizenship Behaviour

The purpose of the seventh, eighth, and ninth hypotheses was to investigate the connection between delegation and the citizenship behaviour of employees. There is no substantial association between delegation and employee civic conduct, according to the hypothesis that was put out. The Spearman Rank Order Correlation Technique was that which was utilised in order to examine these assumptions. After doing a study of the data, it was discovered that there is a positive and substantial association between delegation and the citizenship behaviour of employees.

The results of our study are consistent with the findings of Boyd et al. (2017), who studied the role of public service motivation, feeling of community, and sense of delegating duty as predictors of employee well-being and engagement in public service organisations. A sense of delegating duty was shown to be a more significant predictor of employee engagement than public service motivation and a sense of community, according to the findings of the study. On the other hand, when compared with public service motivation and feeling of delegation duty, the sense of delegation is a more reliable indicator of employee well-being. In addition to shedding new light and providing further explanation on the predictive impact of public service motivation on employee views and behaviour, the findings also suggest that experiences with delegation may be useful in public service contexts.

In addition, in order to provide more evidence in support of the conclusions of this study, Soha et al. (2016) carried out an empirical investigation into the link between work influence, a sense of delegation, and democracy in relation to the performance of an organisation. They made an effort to investigate the ways in which these elements have an impact on the organisational performance of the instructors working in secondary schools. According to the results of the study, the work impact factor is a significant component that has an effect on the organisational performance of secondary schools. among addition, Yang et al. (2020) did a study on the relationship between a sense of responsibility for delegation and altruistic behaviour among Chinese delegation residents. The study focused on the function that delegation identity plays as a mediator. An indirect relationship between a sense of delegation responsibility and altruistic behaviour was shown to exist, as evidenced by multiple regression studies, between delegation identity and the relationship.

5 Summary, Conclusion and Recommendations

5.1 Summary of Findings

1. A positive and significant relationship exists between delegation and civic virtue of hotels in Yenagoa with rho value of 0.731 and a p-value of 0.000 (< 0.05). This suggests that when employees are given autonomy and trust, they are more likely to demonstrate civic virtue.

2. A positive and significant relationship exists between delegation and sportsmanship of hotels in Yenagoa with rho value of 0.618 and a p-value of 0.000 (< 0.05). This implies that when employees are empowered to make decisions, they are more likely to exhibit sportsmanship in their interactions with others.
3. A positive and significant relationship exists between delegation and conscientiousness of hotels in Yenagoa with rho value of 0.816 and a p-value of 0.000 (< 0.05). This indicates that when employees are given authority and autonomy, they are more likely to demonstrate conscientious behavior in their work.

5.2 Conclusion

The motivation for this research was to look at how hospitality workers in Yenagoa relate to delegation and how it affects their civic engagement. A robust positive and statistically significant correlation between delegation and employee civic conduct in Yenagoa hospitality sector was found to exist based on the data collected and examined. The results and conclusions of this study show that in the Yenagoa hotel industry, employee citizenship behaviour improves with more delegation.

5.3 Recommendations

Based on the findings of the study, the following recommendations are hereby made:

1. The relationship between delegation and employee conscientiousness was established therefore, it was recommended that duty/responsibility delegation should be practical to encourage conscientiousness behavior amongst employees.
2. The study recommended the need for joint consultation in order to share and recognize employees' contribution as this will promote civic behavior amongst employees in the hotels.
3. The study recommends that collective bargaining practices should be emphasized as a governance approach in hotels that can enhance citizenship behavior in the hotels.

6 References

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