THE IMPACT OF PSYCHOLOGICAL EMPOWERMENT ON THE SERVICE QUALITY OF FRONT-OF-HOUSE STAFF IN THE JORDANIAN HOTEL SECTOR

BY

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PhD

26 March 2020

University of Salford MANCHESTER

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BY

Dima Nu'man Bseiso

26 March 2020

A thesis submitted in partial fulfilment of University of Salford's requirements for the Degree of Doctor of Philosophy

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Dedication

Dedicated to my family who have been extremely supportive and motivating throughout my PhD journey.

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I would like to start by thanking God for granting me the power and patience to achieve this thesis of the Doctor of Philosophy. This has expanded my knowledge and understanding of research methodology and process; it has enlightened me with vision and enhanced my awareness by linking my academic work to the real business world.

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Abstract

This study examines the impact of role clarity, job satisfaction, organisational commitment, customer-orientated behaviour and psychological empowerment on service quality in Jordanian hotels by employing a sample of three-to-five star hotels within the capital of Jordan. Moreover, this study seeks to assess the importance of role clarity as a new factor, alongside other variables, in terms of influencing psychological empowerment and service quality. A quantitative approach, underpinned by the empowerment theory, was adapted for this study. 89 hotels were included in the sample, with 443 front-of-house staffs acting as participants. 375 were returned and 26 were eliminated thus, 349 questionnaires were utilised for the purpose of the analysis. A reliability analysis, factor analysis, and multi-regression analysis were employed in order to analyse the results and determine the findings of the study.

The results of the descriptive analysis demonstrate that front-of-house staff in Jordanian hotels in the city of Amman who possessed appropriate understanding and direction on how to fulfil their duties tended to experience a high level of satisfaction with their roles, felt committed to their jobs and therefore, felt more empowered and confident that they had the required skills to perform their roles and fulfil the work expectations placed upon them. Moreover, the results of the regression analyses identified a significant positive impact of the five independent variables on service quality, indicating that front-of-house staff's job satisfaction, clarity regarding their roles, commitment to the organisation, perceptions of customer-orientated behaviour and their psychological empowerment were positively and significantly correlated with service quality. Therefore, when employees experience a high level of these factors above, they are more likely to offer good service that impacts positively on customers' perceptions of the quality of service.

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List of Abbreviations

PE	Psychological Empowerment
JOD	Jordanian Dinars
BERA	British Educational Research Association
GDP	Gross Domestic Product
CF	Conceptual Framework
OCB	Organisational Citizenship Behaviour
QIZ	Qualifying Industrial Zones
UNESCO	United Nations Educational, Scientific and Cultural Organisation
CA	Cronbach's Alpha
TAGSB	Talal Abu Ghazaleh School of Business
ILO	International Labour Organisation
SPSS	Statistical Package for the Social Sciences
VIF	Variance Inflation Factor
KMO	Kaiser-Meyer-Olkin
MENA	Middle East and North Africa

Chapter 1: Introduction

1.1. Chapter Overview

This chapter provides an overview of the research by providing the background, scope and aims of the study, as well as the reasoning behind investigating the effects of psychological empowerment (PE) on service quality. There is also justification offered concerning why the study was chosen to be conducted in a non-Western context, i.e. Jordan. The chapter begins with an introduction to the terms service quality and PE. It is argued here that most of the prior studies in this field have been carried out in Western contexts. However, variations in socio-economic, socio-political, and/or socio-cultural contexts of nations has led to PE being implemented and experienced differently. Thus, these factors can impact upon the manner in which PE initiatives are implemented and consequently, how these can influence on service quality. Therefore, due to this shortfall in PE research, this was the inspiration behind this study. The chapter also presents the significance of why this study had to be carried out and the concluding section is a presentation of the purpose of the remaining five chapters in this dissertation.

1.2. Service Quality

Across the world, service quality has increasingly become an area of focus in the international business sphere as a means of gaining competitive advantage and a way in which to boost business profits, function and reputation. Hence, the role of service quality in relation to the competitiveness of hotel entities cannot be ignored nor denied. Literature on quality presents a dominance of the manufacturing sector in previous years, which has led to most studies concentrating on researching quality within this sector (e.g. Eshghi, Roy and Ganguli, 2008). However, there is now evidence that in most economies, particularly developed and emerging countries, the service sector has overtaken the manufacturing industry and its contribution has hugely increased. Other researchers argue that service quality is essential not only for the survival of businesses, but also impactful in relation to the success of organisations in volatile and competitive contexts (Kotler and Keller, 2009). Hence, interest in service quality, both from an organisational and research level, has noticeably increased (Michael, 2009). It has been reported that customer loyalty is nurtured when individuals experience superior service quality, and by extension, word of mouth influence can result in new customers being attracted to a business. Some studies have

correlated high quality service with increased business performance, reduced costs, enhanced public image and even employee satisfaction and commitment (Parasuraman et al., 1985, 1988; Tomic et al., 2018). While, other researchers conclude that organisations with perceived high-quality goods and services tend to hold a higher market share and increased financial performance as compared to those deemed to have lower quality products and services. The above debates have thus influenced the conclusion proposed by many researchers that the quality of goods and services is the single most significant factor that impacts on the performance of a business and also differentiates between businesses (Ahmed et al., 2010).

Despite the dominance of the service sector in most economies, and the attention given to quality as a core ingredient for competitive advantage, some concepts related to the idea of service quality are not well developed (Eshghi et al., 2008). Furthermore, despite the variety of studies on service quality within the service sector, researchers are yet to reach a consensus on the definition of service quality. There is a consensus however that service quality occurs when customers' expectations in relation to a service and their perceptions of such service are compatible (e.g. Saravanan and Rao, 2007). It is also agreed that service quality should be interpreted from a customer's point of view. Hence, most of the service quality studies explain and research the concept from a customer's perspective and how the service quality perceived by customers can be measured. This study therefore adopts Grönroos's (1984, p. 37) definition of service quality as being, "the outcome of an evaluation process where customers compare their expectations with the service they have received."

Further, Michael (2009) indicated that service quality cannot be measured in the same way that manufactured goods are measured. According to this author, evaluating service quality is more complicated when compared to evaluating products due to the subjective nature of its evaluation. Moreover, it is difficult to separate production and consumption, as well as perishability and intangibility.

Within the hotel industry in particular, it is also argued that many factors closely related to service complicate its evaluation, namely, the defining and delivery aspects: distribution channels, one-on-one interactions, the exchange of information, consistency, among other attributes. Furthermore, Ahmed et al. (2010) pointed to the fact that demand in this sector is based on peak times (days, weeks, yearly), seasons, check-in and check-out times, which makes it difficult to ensure consistency in the quality of service provided. However, as

competition increases and hotels seek to differentiate themselves through their service quality, it is important to understand one key dimension that determines a hotel's quality of service – which is EMPLOYEES. At the core of developing quality products and offering outstanding services are the employees. Furthermore, it would be beneficial for knowledge to be advanced with regard to how certain areas of employee empowerment can influence the enhancement of service quality.

1.3. Employee Psychological Empowerment

Globally, fierce competition within business sectors has resulted in organisations devoting their attention not only to concentrating on their products and services, but also to their workforces, who were suggested by Saravanan and Rao (2007) to be the 'warehouse' of organisations. Empowerment of employees, according to Rothmann and Stander (2010), refers to the ability of organisations offering employees a particular degree of autonomy and responsibility for decision-making in terms of their roles at work. However, different authors have defined this concept differently, thereby presenting a number of definitions. The one common aspect though, that all the definitions tend to agree on is the fact that empowerment centres on employees' discretion over their specified roles at work, without neglecting their responsibility to report to managers (Gerlis and Terziovski, 2003). Moreover, there are variations in the types of empowerment. This study will investigate Psychological Empowerment (PE), which has its roots in the work of Spreitzer (1992). Spreitzer (1995) explained that psychological empowerment as an employee's experience of intrinsic motivation, which is rooted in cognitions concerning oneself with regard to their working role. Therefore, one of the main contributions of the current study is the testing of the Spreitzer (1995) scale in relation to a non-Western hotel context and it is the only study to situate this model within the Arabic language with regard to the hotel industry. According to Conger and Kanungo (1988), PE is the positive experience which is achieved by employees when their work is perceived to be motivating and satisfying.

As the development of PE advances, close attention has been paid to the relationship between this concept, when reflected under four variables (role clarity, job satisfaction, organisational commitment and customer-oriented behaviour), and service quality (Snipes et al. 2005; Aziz, 2008). For instance, Fulford and Enz (1995) found that when an employee in the service industry is given the opportunity to influence their duties, organisational goals are also influenced since service is directly related to employee behaviours.

However, despite the advancement and increased attention of the impact of PE on service quality, this study argues that there has not been sufficient consideration of PE and its effect on service quality from a Jordanian perspective. PE research has advanced greatly in Western countries and moreover, there has been a fair increase of these studies conducted in Eastern countries (e.g. Yang, Zhang & Tsui, 2010; Hartmann, Apaolaza & D'Souza, 2018). However, aside from a few identifiable studies (e.g. Odeh, 2008), the Jordanian perspective has largely been neglected. Furthermore, of the few studies carried out in Jordan, none have examined the influence of PE on front-of-house staff who are the first point of contact for any visitors to the hotels. Using 173 hotels of varied classifications as case examples, this study therefore aims to address this shortfall in the literature. Hence, this research will examine the impact of PE on service quality, and by extension, seek to examine how Jordanian experiences of PE implementation differ from Western contexts, where most existing studies have been carried out.

A front-of-house employee is defined as an employee that is responsible for direct interaction with customers (Sriyam, 2010). These employees are considered to be a representative face, or the "front" end, who deliver business objectives to customers. In this study, front-of-house employees will be those who work in the front office of hotels in Amman, such as receptionists, clerks, guest relations officers and the concierge (Clinton, 2014). The term 'front-of-house' can be used synonymously with 'frontline' employees. However, the data to be collected will focus on those working, quite literally, at the front of the 'house' in the selected hotels – i.e. receptionists – rather than waiting staff and other employees that also have contact with customers.

1.4. Problem Statement

As discussed in sections 1.2 and 1.3 above, the impact of PE on service quality has led to organisations capitalising on empowering employees in order to increase competitiveness through exceptional service quality. This trend has been reported on widely in the hotel industry (Hamed, 2010; Adil, 2011; De Zilva, 2014). The reason for this is due to the fact that employees' contact with customers and the behaviours accompanying their service delivery within the hotel sector have been found to have a significant impact on customers' perceived level of service quality (Hall, 2008; Cousins, Foskett and Pennington, 2011). Front-of-house staff are usually a customer's first point of contact in hotels. Thus, it is believed that a customer's impressions of a hotel's quality of service are hugely determined by their

interaction with the front-of-house staff. Al-Kilani and Altarawneh (2010) therefore argue that for hotels to be successful in increasing their quality of service, they have to seek effective ways of managing and retaining their workers. By extension, giving employees the opportunity for discretion in their work situations is vital for maintenance of a high quality of service (Larson and Hewitt, 2012).

1.4.1. Context of Jordan

The review of the literature demonstrates that despite the impact of PE on service quality being positively related, as well as front-of-house staff being 'the face of hotels', very little research has been devoted to the experiences of front office staff within Jordanian hotels. The review of literature on PE revealed only a handful of Jordanian studies, though these mainly focused on PE in relation to healthcare (e.g. Saif and Saleh, 2013; Al-Madadha, 2014). Moreover, a significant proportion of previous studies have been carried out in Western countries, and thus only focus on portraying Western perspectives of PE and service quality. It is therefore questionable as to the extent to which existing knowledge on PE and service quality in the hotel industry is applicable to non-Western contexts, such as Jordan and other Arabic countries. This argument complements that of Kossek and Ollier-Mallaterre (2013), who declared that national contexts may influence various social research aspects differently in various countries, hence cross-country research should be encouraged in order to unravel the differences in experiences.

Due to the lack of studies focused on non-Western countries, Jordanian hotels and the working experience in relation to PE and its influence on service quality have largely been overlooked. The national context in Jordan (social, political, economic, cultural, religious) may differ from that of Western countries, therefore it is arguable that the implementation and impact of PE initiatives may be experienced differently.

Jordan is an Arab country situated in Western Asia, which is classified by the World Bank as an "upper-middle income country". As a country, Jordan has faced significant pressures on its economy in the last few years. The primary challenges for the Kingdom's economic development include high unemployment, poverty, a lack of natural resources, dependency on international grants and reliance upon remittances from Gulf countries (World Bank, 2016). Furthermore, the rapid influx of Syrian and other refugee populations has placed a strain on access to, and the availability of, local services, paired with increased pressure on

already scarce natural resources and employment opportunities. Moreover, the turmoil existing across much of the Middle East region, particularly in Jordan's neighbouring countries, has discouraged a number of international tourists from visiting the Kingdom. In March 2016, the Jordan Times reported that tourism revenues had dropped by 220 million Jordanian dinars (JOD) in 2015, primarily attributed to regional instability.

Jordan's economy is highly reliant upon the tourism sector, and, despite a recent decline, tourism is the fastest growing sector in the Jordanian economy, contributing to 12 percent of Jordan's Gross National Product (GDP) in 2010. In 2008, over 6 million foreign visitors arrived in Jordan, with 3 million of them being tourists. In the same year, tourist receipts amounted to around US$3 billion (Jordan Tourism Association, 2015). Following on from the above discussion, this thesis attempts to answer the following question: Does front-of-house employee PE have a positive effect on the perceived service quality in Jordanian hotels?

1.5. Research Aim, Research Questions and Research Objectives

Based on the contexts and debates discussed above, this research is guided by the following aim, questions, objectives and hypotheses.

1.5.1. Aim of the Study

The overall understanding of the impact of psychological empowerment on service quality delivery in the Jordanian hotel industry will contribute to the knowledge in this research area. This study aims to analyse the implication of the role clarity, job satisfaction, organisation commitment, and customer-oriented behaviour have on service quality, as well as the impact of the psychological empowerment on the service quality within the Jordanian hotel industry.

1.5.2. Objectives of the Study

Based on the aim of the study, the specific objectives of the study are:

1. To conduct a literature review to critically evaluate the concept of psychological empowerment, specifically within the hotel sector.
2. To analyse the impact of front-of-house employees' role clarity, job satisfaction, organisation commitment, customer-oriented behaviour on psychological empowerment, as well as service quality.

3. To examine the impact of front-of-house employees' psychological empowerment on service quality for the Jordanian hotel industry.
4. To provide recommendations on implementing psychological empowerment initiatives within the hotel sector, both in Jordan and worldwide.

1.5.3. Questions of the Study

While the state of the reviewed literature provides a theoretical foundation for this investigation, more investigation is required in order to fully understand and explain how service quality is developed in the Jordanian hotel context in general, and those of Amman in particular. A critical review of the available literature has enabled this thesis to focus on three research questions in order to address the gap in the literature:

1. What is the impact of front-of-house employee's role clarity, job satisfaction, organisation commitment, customer-oriented behaviour and psychological empowerment on service quality?
2. What is the impact of front-of-house employees' psychological empowerment on service quality?
3. What is the impact of front-of-house employees' role clarity, job satisfaction, organisation commitment, and customer-oriented behaviour on psychological empowerment?

1.6. Hypotheses and Conceptual Model

For both people and organisations, being responsive to the ever-changing trends within the global business environment is potentially the most significant concern. In order to respond to the customers and stakeholders' diverse and evolving requirements, employees are confronted by a number of challenges with regard to how they perform. Frequently, employees struggle with seizing and restraining their managerial authority (Checkland 2004) to react to such challenges. For enterprises, one of the key challenges in this globalisation era is to give customers prompt responses to keep them satisfied, alongside increasing productivity. Nonetheless, employees' jobs are often made more difficult due to poor ***organisational arrangements,*** such as a lack of authority when taking decisions in their role, having limited information, lack of job control, meaningless or vague responsibility, and an

unsuitable reward system. All of these issues can also lead to poorer service quality. Thus, in order to enhance the service quality and improve organisational performance, organisations need to provide employees with sufficient authority and support**.**

Lashley (1999) suggested that empowerment is a process that offers employees independence via appropriate information sharing and providing control circumstances that impact upon the organisation's job performance, particularly by recognising employees for making a contribution and giving them the power to make influential decisions. While, Buitendach & Hlalele (2005) described the empowerment process as offering employees confidence alongside good management in order to use their experience and skills through offering them with the power to employ increased discretion and judgement in their roles. In particular, psychological empowerment has been explained as an employee's experience of intrinsic motivation, which is rooted in cognitions concerning oneself with regard to their working role (Spreitzer, 1995). According to Fourie and van Eeden (2010, p. 10), "research on psychological empowerment done as recently as 2009 is still based on Spreitzer's (1995) groundwork, which operationalized and validated the construct.". Moreover, Hewagama, et al. 2019) argue that that the management should foster the empowerment of front-line service employees so that they are enabled and incentivised to respond to service failures.

Yukl and Becker (2006) explained that empowerment is believed to be significant due to its potential resulting advantages, for instance, enhanced service quality. Empowerment is characterised as delegating power to employees and thus, decentralising an organisation's decision-making (Carson & King, 2005). It is argued that empowered employees grow into active problem solvers who make a contribution to task planning and execution (Cunningham et al., 1996). While, Lee and Koh (2001) stated that employee empowerment results from leader behaviour that empowers those below them.

The service sector has increasingly become a huge component of the activities of international businesses. Moreover, the hotel industry is one of the most rapidly expanding industries and is integral in all countries' social and economic growth. Specifically, the hotel industry has a world value of US$3575 billion and internationally employs over 98 million people (World Travel & Tourism Council 2012). By nature, the hotel industry is labour-intensive and is commonly referred to as a 'people business' (Hayes & Ninemeier 2009). The current day hotel industry increasingly has a focus on customers and employees as the primary components for organisational success (Narayang, 2010). Due to the fierce

competition that the hotel industry experiences, management is being urged to concentrate on strengthening and managing the quality of the employee-customer service encounter as a core strategy for success so as to combat the risks and threats the industry faces (Hasan & Kerr 2003; Barrows & Powers 2009).

In the hotel environment context, a considerable number of empirical and theoretical studies have been undertaken in order to gain an understanding of the concept of psychological empowerment and its value (King & Garey, 1997; Klidas, 2001; Lee et al., 2006; Klidas, Berg & Wilderom, 2007; Kruje & Oelfke, 2009; Casimir, Chan & Ng 2010; Pelit, Öztürk & Arslantürk, 2011; Raub & Robert, 2013). It has been recognised by hospitality managers that there is a necessity to empower frontline employees to react in an innovative and timely manner to the requests and problems presented to them by hotel guests, thus increasing competitive advantage. Empowerment's impact on the attitudes and behaviours of frontline employees emphasises the significance of this notion's implementation in the hotel industry (Pelit et al., 2011). This research therefore, not only intends to develop understanding further and offer insights into the nomological network of psychological empowerment in the hospitality industry workplaces, but also aims to present empirical support for psychological empowerment's value.

In the service industries, empowerment is viewed to be of huge importance since it leads to better performance outcomes and outputs; increased customer loyalty (Bowen & Lawler, 1992); lower turnover of labour and costs; enhanced productivity and increased profits (Lashley, 1995); improved competitive advantage (Hardy & Leiba-O'Sullivan, 1998); gains in productivity ns (Geralis & Terziovski, 2003); enhanced service recovery performance (Ashill, Krisjanous & Carruthers ,2004); higher organisational commitment levels (Avolio et al., 2004); improved utilisation of employee skills and knowledge (Mullins, 2005); a higher proportion of employee self-determination and participation (Greasley, Bryman, Dainty, Price, Soetanto & King, 2005); increased employee involvement in work practices (Gibson et al., 2007); enhanced self-efficacy and knowledge-sharing (Srivastava, Bartol & Locke, 2006); better job satisfaction (Liden, Wayne & Sparrowe, 2000), and lastly, enhanced voice behaviour (Raub & Robert, 2012).

It was suggested by Michael et al. (2012) that employees may exhibit better performance, thus, offer improved service quality, when they believe that the managers and their organisation are interested in their wellbeing, which encompasses helping them to understand

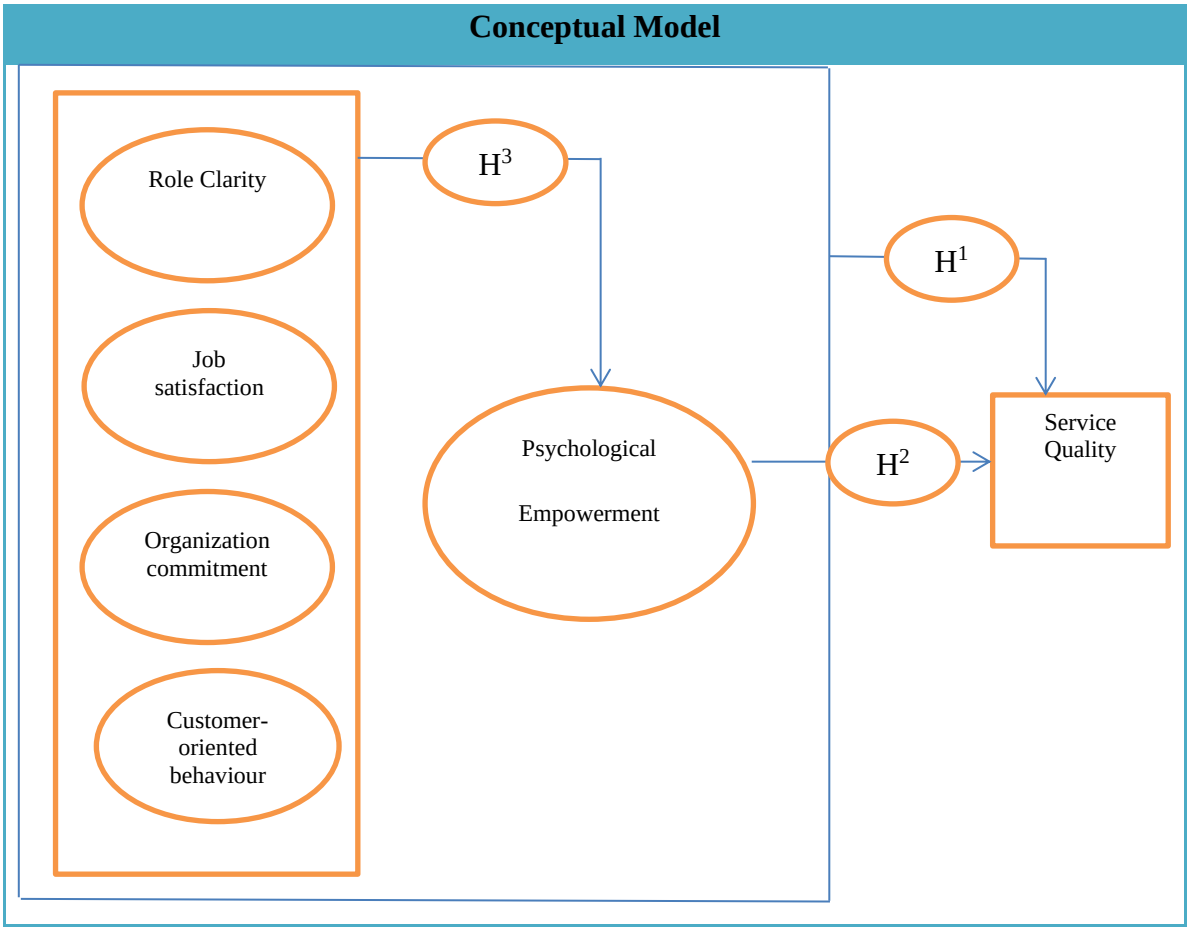
their purpose in the workplace. This also includes discussing any service-related goals with employees and assisting employees in working towards reaching these goals (Clark, Hartline and Jones, 2009). Moreover, Karakoc and Yilmaz (2009) perceived that an organisation's performance and employee work quality could be boosted by employee empowerment since it allows employees at every level to use their creative thinking and abilities to great effect. Despite there being different views and opinions in the literature with regard to empowering employees and its results, organisations are beginning to realise that employee empowerment can be the difference between their failure or success in the long-term (Brown, Harvey, 2006). Many organisations believe that employee empowerment will eventually lead to greater profitability and higher customer satisfaction. Developing on these arguments and due to this study's objectives, the research hypotheses and conceptual model that follow have been formulated:

H^1: There is a significant impact of role clarity, job satisfaction, organisational commitment, customer-oriented behaviour and psychological empowerment on service quality.

H^2: There is a significant impact of psychological empowerment on service quality.

H^3: There is a significant impact of role clarity, job satisfaction, organisational commitment, customer-oriented behaviour on psychological empowerment.

Figure 1: Conceptual Model of the Study



1.7. Justification of the Jordanian Context

Jaaskelainen (2018) indicated that the tourism industry is one of the world's largest industries with a global economic contribution of over 7.6 trillion U.S. dollars in 2018. Therefore, tourism is the economic leader with regards to the money being invested and foreign currency yields, and moreover, there are a huge number of employees working within this sector in comparison to other industries (Al-Omari et al., 2015).

In observing tourism's valuable role in many countries' overall development, particularly ones considered to be developing, it is no surprise that many countries choose this industry as the main basis for their nation's economy. This is true in Jordan's case, where tourism is viewed as the best industry for growth, especially due to Jordan's heritage, as well as the natural, historical, religious and therapeutic attractions Jordan has to offer. Thus, Jordan, like many other developing countries, rely on tourism as a crucial national income source. Consequently, Jordan is attempting to meet tourism's requirements and is always seeking to

balance what is needed to provide effective tourism that makes a positive contribution to the national economy, as well as increasing the income of the local community and their standard of living. Hotels are perceived to be the essential cogs in terms of the sector of tourism. It constitutes 25% of the overall income generated from tourism. Moreover, it is considered the primary source of employment within the tourism sector since it provides over 30% of the job opportunities within the tourism industry (Al-Omari et al., 2015).

Over the last decade, beginning with the occupation of Iraq in 2003 and moving on to the world economic crisis in 2008, the Jordanian tourism sector has been confronted by many obstacles. Moreover, in 2011, the disorder the Arab region faced hugely impacted upon this industry. There was a dramatic affect in terms of the Jordanian economy, particularly the tourism sector (Al-Omari et al., 2015).

Furthermore, the Jordanian tourism industry has experienced a boom over the last three decades. Thus, employee development and sustainability in terms of their prosocial behaviour with the industry of tourism and hospitality is becoming increasingly challenging to maintain in a competitive context, and is ambiguous with regard to its underlying determinants (Alasal et al., 2016). Moreover, as a source of a country's business and economic development, the tourism and hospitality industry does not merely increase the country's income and economic strength, but also impacts upon its citizens ecological, social, cultural, and political values.

In general terms, empowerment is the shift of accountability and authority in terms of decision making and work task performance from managers to the employees who are performing the work on a daily basis (Dahou & Hacini, 2018). In this study, the researchers intends to investigate the key determinants of a successful employee empowerment initiative and how this can be implemented. Furthermore, as a Middle Eastern country, Jordan's power distance score is high, whereby "subordinates expect to be told what to do and the ideal boss is a benevolent autocrat.". Therefore, testing the research model within this specific working environment can offer insights into the perceptions and readiness of Jordanian hotel employees in terms of adopting the employee empowerment initiative.

1.8. Significance of the Study

As discussed in Section 1.4, this research acknowledges and answers calls by researchers, such as Kossek and Ollier-Mallaterre (2013), advocating for researchers to consider various social aspects in different national contexts and therefore, diversify the literature by studying aspects that have predominantly been investigated in only Western contexts. A universal perspective would unravel the similarities and differences in systems of non-western people and even cultures. By extension, this consideration would lead to the establishment of the manner in which PE influences service quality other than in business environments that are not Western-oriented.

In discussing PE and leadership matters within the hotel industry, Pauliene (2012) believed PE to be experienced differently in non-Western regions due to the relationship between employees and the leaders who manage them being both culturally driven and regionally based. Such an influence between employees and leaders was first revealed in non-Western regions, despite a high percentage of PE in relation to service quality studies being influenced by Western research (Hamed, 2010; Adil, 2011; De Zilva, 2014). A good example of this influence emerged in Odeh's (2008) study, which found Jordan to be a high-power distance society, whereby hierarchical structures are based on varied societal aspects (e.g. age, power, wealth), which in turn, affected the level of respect and consequently, service quality awarded to individuals. In addition, literature suggests that Jordan's tourism industry has recently been faced by economic hardships due to regional turbulence and the Arab Spring (Pillmayer and Scherle, 2014). Yet tourism is still argued to contribute the highest income to Jordan's income, while they also suffer from a high employee turnover rate due to the country struggling with high unemployment rates (Turner, 2014). Due to such views, this study argues that it is possible that PE in Jordanian hotels in Amman would not only be implemented differently, but its impact on service quality may differ from that experienced in Western contexts.

Secondly, the aim of this study is consistent with Odeh's (2008) theoretical model, which was used to study employee psychological empowerment in the Jordanian restaurant industry. Odeh's framework used three variables (***job satisfaction, organisational commitment, and customer-oriented behaviour***) alongside psychological empowerment to determine the impact of these aforementioned variables on the services quality. While, this research adds ***role clarity*** to Odeh's framework, as displayed in figure 1, as an additional variable that may

explain the provision of better service quality. The researcher also believes that the other selected dimensions cannot be achieved without strong perceptions of role clarity since an employee will not know where or how to channel their behaviours if they do not have a clear understanding of their roles. A new theoretical model was therefore born for this study, providing further investigation of the impact of *role clarity*, *job satisfaction*, *organisational commitment* and *customer-oriented behaviour* on service quality, as well as the impact of psychological empowerment on service quality

Various groups of people will be affected by the results of this study, namely: employees, managers, human resource managers, and the overall literature into psychological empowerment and service quality. For research into PE, the findings will expand upon knowledge on how this concept interacts with service quality in a non-Western context. Managers and human resource managers in Jordanian hotels in Amman will also benefit from the recommendations made by this study. Findings will inform the designing, as well as the implementation, of PE to ensure better performance within the Jordanian hotels in Amman. In addition, based on the findings of the empirical study, the research intends to propose a model that will be suitable for application in Jordan.

1.9. Structure of the Study

This study is presented in six chapters. Chapter one is as explained above. The remaining chapters of the thesis are explained below.

Chapter two presents a review of the existing literature. Existing debates on PE and its relation to service quality will be examined. The empowerment theory will be explained and endorsed as the theoretical framework that will guide the study. The chapter recognises that research on PE and service quality has advanced but argues that most of the studies have been carried out in a Western context, which differs from that of Amman in Jordan. Therefore, findings from Western-centric studies cannot be globally applied. The chapter identifies the gaps in existing research and presents the study's conceptual framework (CF). The CF links up the literature, methodological choices, and the potential findings. In addition, the CF influences the research design selected and rationalises the research.

Chapter three offers a detailed background on Jordan and the Jordanian hospitality industry.

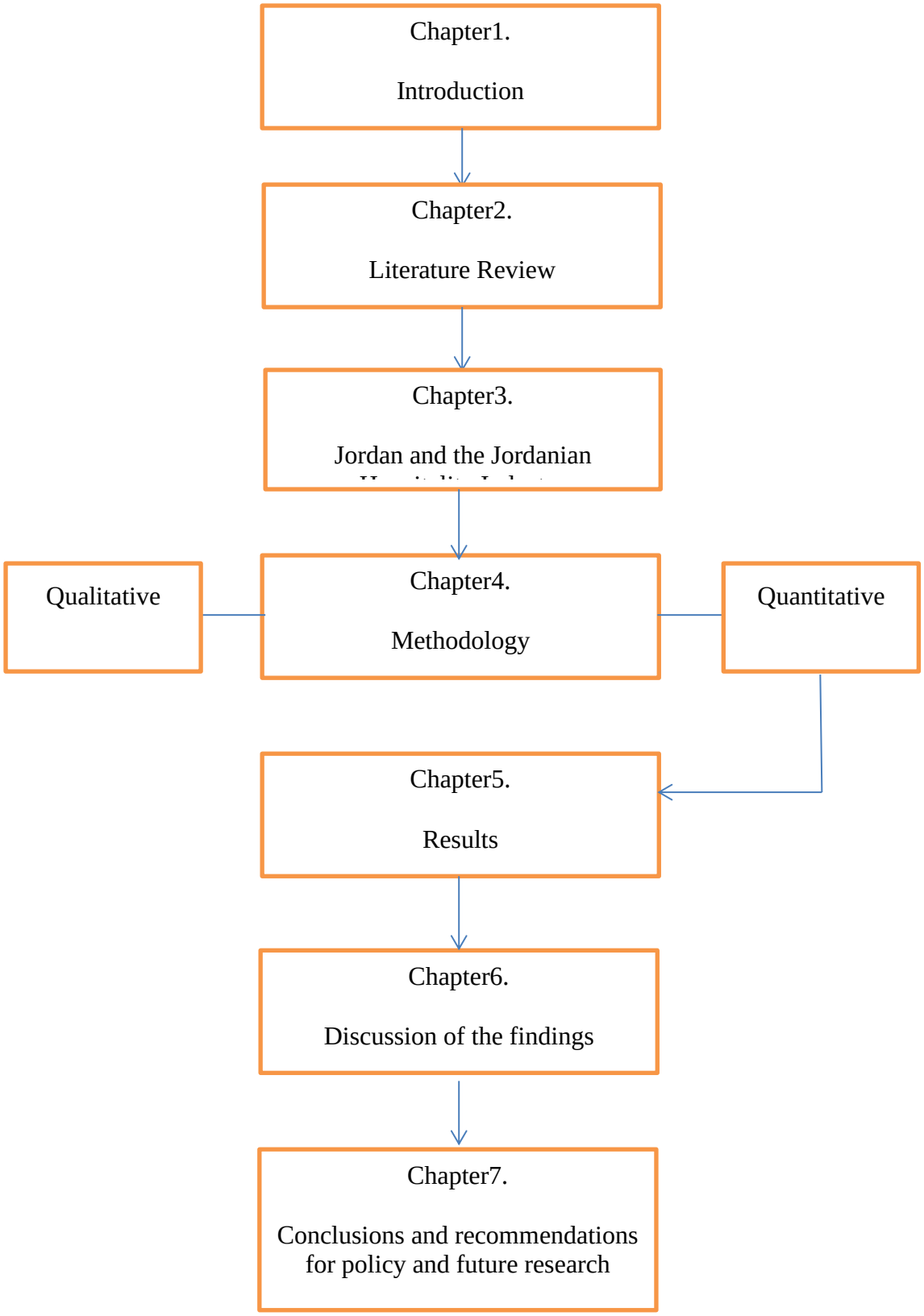
Chapter four is the **Methodology** chapter and its purposes are three-fold. One, the philosophical theories underpinning the choice of methodology is justified and explanations are provided as to how they will assist in achieving the aims and objectives of the study, as well as answering the hypotheses of the thesis. Two, the methods and procedures used for data collection and analysis will be identified and explained. Three, the study's limitations will also be explained.

Chapter five presents the **results.** The results obtained from the questionnaires in relation to the aims and hypotheses of the study will be outlined. The PE and service quality experiences, attitudes and beliefs of front-of-house employees will be examined.

Chapter six is the **discussion of the findings.** This chapter pulls together all the findings and critically analyses them in relation to literature.

Chapter seven encompasses the **conclusion and recommendations for policy and future research**. It will provide a summary of the research findings. The contributions that the findings make to theory, policy and practice are outlined and discussed. The key findings of the study are outlined and their implications for future research explained.

The proceeding chapter provides the literature review.



Chapter 2: Literature Review

2.1. Chapter Overview

This chapter positions the current study into the wider context of existing literature on empowerment, psychological empowerment, and service quality. These factors are discussed distinctly with a purpose of identifying gaps in the literature and developing a conceptual framework for this study. First, literature on the empowerment theory is examined. Second, there is a review of the meaning and significance of the concept of empowerment. Moreover, there is an examination of some of the central debates surrounding the concept, including criticisms regarding terminology used by different authors and in different countries, as well as underlying assumptions that have been made. Previous empirical findings on psychological empowerment are reviewed, alongside its link to employee effectiveness and service quality being explored. Service quality is discussed and related to the broad and diverse area of psychological empowerment. Subsequently, it is linked to employee attitudes and behaviours, while also reviewing various models that are used to measure service quality. The chapter concludes with an emphasis on the research gap that was identified in Chapter 1 and a clear outline of the conceptual framework.

2.2. Empowerment Theory, Debate and Conceptualisations

2.2.1. Empowerment Theory

Rappaport (1981, 1984: 2) explained that, "empowerment is a construct that links individual strengths and competencies, natural helping systems, and proactive behaviours to social policy and social change*".* General empowerment theory and research have demonstrated a connection between the well-being of people and their social and political surroundings. It has also been indicated that mental health is linked with mutual help, which results in a community that is responsive. Hence, empowerment influences peoples' thoughts towards matters relating to wellness against illness, capabilities against inabilities, and ability and inability. Moreover, the theory suggests that adopting psychological empowerment as a positive way in which to impact upon job attitude is integral in moulding the behaviours of workers in organisations (Waheed et al., 2018).

Drawing on Rappaport's (1984) ideas, Conger and Kanungo (1998) suggested that initiatives which are empowerment-oriented tend to promote wellness, while at the same time

alleviating difficulties. Individuals are assumed to be exposed to opportunities where their skills and knowledge can be developed, however this is not always the case. Empowerment-oriented initiatives are normally assumed to be initiated and implemented by professionals who believe in collaboration rather than dictatorship.

There is an abundance of definitions of empowerment in existence (Tutar et al., 2011). For instance, Hanif and Mutakin (2019) claimed that empowerment is when people are provided with the opportunities, resources, knowledge, and skills in order to increase their capacity to decide upon their future, and to be active in affecting the community's life. While, Waheed et al. (2018) indicated that psychological empowerment is a process that assists with improving feelings of self-efficacy for employees. From Waheed et al.'s perspective, empowerment is not merely authority and power delegation to the subordinate, but is also linked to an employee's personal belief regarding their role and organisational relationship. While, Perkins and Zimmerman (1995) warned that empowerment is normally related to psychological constructs, such as self-esteem, self-efficacy, competency, and locus of control. However, they also acknowledged that the majority of definitions insinuate that empowerment is a continuous process, which when put into practice, enables individuals who do not have access to particular resources to gain more access and control of them. Moreover, Rappaport (1987) argued that through empowerment, individuals have more control over their activities and experience more democratic processes in the communal environments they live or work in. The theoretical existence of empowerment consists of both processes and outcomes hence, structures and activities within these procedures become empowering. Consequently, Swift and Levin (1987) indicated that individuals tend to feel empowered via these systems. Whilst Zimmerman (1993) added that there are differences among empowerment processes and the outcomes that arise as a result. On an individual level, empowerment can be achieved via participation in communal activities. On an organisational level, empowerment can be accomplished through autonomy in job roles and the inclusion of employees in decision making, as well as increased responsibilities. Thus, through these empowered processes, empowered outcomes arise. It is upon these assumptions that Zimmerman (2000) developed a model of psychological empowerment, which includes three constructs: *intrapersonal* (perceived control, efficacy, competence, and motivation), *interactional* (critical awareness, decision-making, problem solving, and leadership skills), *and behavioural* (participation and coping). While, Swift and Levin (1987) referred to empowered outcomes as the consequences of empowerment processes. When this concept is

considered from an organisational level, aspects such as networks within organisations and the growth of companies are involved. On a more communal basis, outcomes of empowerment include coalitions within organisations, the ability to access resources, and more.

Based on the above analysis, it is arguable that three aspects are key components of the concept of empowerment, namely: collective working to achieve goals, understanding of the socio-political environments in which individuals and their organisations exist, and attempts to access resources. From an organisational perspective, empowerment includes processes, structures and activities that promote the participation of members for the collective achievement of organisational goals and objectives. Overall, the empowerment theory offers a framework for comprehending the processes and outcomes of control and influence over decisions that eventually have an impact on an individual's wellbeing and functioning, as well as organisational functioning (Perkins and Zimmerman, 1995). According to Zimmerman and Warschausky (1998), the empowerment theory offers a model for organising knowledge. Moreover, the theory offers avenues through which the construct can be measured in varying contexts, while at the same time differentiating between various strands of empowerment, namely: self-esteem, self-efficacy, and control (Zimmerman, 2000).

2.2.2. Empowerment: The Debate

There have been unending debates on the 'empowerment' notion since the 1980s to the present. The multiple debates that have arisen as a result of numerous studies illustrate how important a concept empowerment in relation to employee management has become. Empowerment has been conceptualised in various ways and by extension, led to a wide range of definitions for the same concept. The Oxford Dictionary definition of 'empowering' is to 'give power' (the action of being empowered or a state of being empowered). This forms a foundation upon which most researchers view 'empowerment' in terms of power and control. According to SDC (2004), empowerment is a process of liberation whereby individuals are allowed to exercise their rights and gain access to resources, which they previously had no access to. Thus, they have the chance to engage more in societal activities and decision-making. Some researchers view empowerment in light of organisational politics and employee voice, where collective efforts are used to influence management decisions (Quinn and Spreitzer, 1997; Appelbaum et al., 2013). Others have conceptualised it in terms of agency and individuals possessing the power to make independent decisions and follow their

desires without influence from social structure. While, others view empowerment as the ability to distribute power among people with varying characteristics, such as states, classes, genders, races, in a bid to promote democracy (Kinlaw, 1995; Pettreson and Solbakken, 1998). These differences are therefore a result of varying uses and understandings of the same term.

However, it is also important to note how these differences occur regionally. For instance, Moreno (2005) indicated that the Spanish version of 'empowerment' infers a discourse of 'power over', which translates to individual's decisions being heavily influenced by power vested in social structures or some individuals within a particular society. When the same matter is considered from a German and French point of view, 'to empower' has a double translation of either social structures having 'power over' individuals, or persons being furnished with 'power to' influence their own lives. According to Bucheli and Ditren (2001), societies in Nicaragua relate 'empowerment' to higher levels of participation. In the same vein, Doligez (2003) indicated that in France, empowerment means reinforcement and participation.

Differences also arise in the context or setting in which 'empowerment is being employed. For instance, Linclone et al. (2002) indicated that in teaching, it could refer to the various methods or strategies used in delivering educational services and improving teaching methods, as well as the learning processes. In healthcare, the same authors argued that the concept defines the relationship between healthcare practitioners and the individuals they care for such that the practitioners make the users feel that they have the power to make decisions and are also in control of their own decisions and lives.

In organisational situations, empowerment is two-fold: the *relational/structural* strand and the *motivational/psychological* strand (Waheed et al., 2018). Researchers relate the relational/structural framework to the policies and practices within organisations that enable employees, through managers acting as implementers, to partake in decision making and independently use resources to meet organisational goals and objectives, as well as to get things done (Kanter, 1979; Cunningham et al., 1996; Nielsen and Pederson, 2003; Melhem, 2004). For this reason, this study embraces Kanter's (1977: 99) definition of empowerment in organisations as: "The notion of developing decision-making authority and responsibility for control and enhancement of product and/or service quality to the point of production".

While the relational/structural strand of thought has received increased attention in research, the psychological theorisation of 'empowerment' however, has received limited attention. Thomas and Velthouse (1990) indicated that the psychological theorisation of empowerment centres on intrinsic motivation, while the former dwells more on policies and practices in order to increase employee power. Therefore, psychological empowerment also insinuates that power can relate to energising employees through vitalising employees' states of mind instead of only considering what managers can do to allow employees more participation in company matters. The emphasis here is on what organisations do to create a working environment or climate that is psychologically motivating so as to intensify participation, completion of tasks and commitment (Lee and Koh, 2001). Organisations have been found to achieve this through initiatives focused on strengthening self-efficacy, impact, self-determination, and meaningfulness. While this study recognises Spreitzer's (1995: 1444) definition of psychological empowerment, which is: "Intrinsic task motivational construct manifested in four cognitions: meaning, competence, self-efficacy, and impact. Together, these four cognitions reflect an active rather than a passive, orientation to a work role", it adopts Lee and Koh's (2001) definition. This definition recognises and convenes the various parameters considered when conceptualising 'empowerment', while also incorporating both the relational and motivational features of empowerment. It also acknowledges the behaviours that empowering managers have and suggests that employees develop perceptions as a result of being empowered. Lee and Koh argued that this concept is interchangeably used with terms such as employee ownership, self-enrichment, determination, control, influence, efficacy, and leadership, motivation, authority delegation, participative management and high-involvement and therefore, proposed the following definition: "Psychological empowerment is the psychological state of a subordinate perceiving four dimensions of meaningfulness, competence, self-determination and impact, which is affected by the empowering behaviours of the supervisor," (Lee and Koh, 2001, 686).

These varying conceptualisations of 'empowerment', not only in research but also within different countries and contexts, clearly indicate that the concept may be interpreted differently in Jordan and therefore affect employee empowerment and performance differently.

2.2.3. Conceptualisations of Psychological Empowerment

Psychological empowerment is more intrinsic and considers the experiences of employees towards empowerment rather than structural interventions used to empower workers. Hence, it relates to what workers feel or believe regarding an available empowerment intervention. Conger and Kanungo (1988), as well as Stander and Rothmann (2010), disapproved the idea of empowerment being viewed in light of 'sharing with or delegating power to individuals in a subordinate position' as this view neglects employees' experiences of empowerment. Instead, they conceptualised empowerment in light of motivation and enablement and proposed a five-stage empowerment framework, as illustrated in Figure 2 below.

Figure 2: The five-stage process of empowerment by Conger and Kanungo

The five-stage process of empowerment by Conger and Kanungo				
Stage 1 Conditions leading to a psychological state of powerlessness	**Stage 2** The use of managerial strategies and techniques	**Stage 3** To provide self-efficacy information to subordinates using four sources	**Stage 4** Results in empowering experience of subordinate	**Stage 5** Leading to behavioural effects
Organisational factors Supervision Reward system Nature of job	Participative management Goal setting Feedback system modelling Contingent/ competence-based reward Job enrichment	Enactive attainment Vicarious experience Verbal persuasion Emotional arousal	Strengthening of effort performance expectancy or belief in personal efficacy	Initiation/ persistence of behaviour to accomplish task objectives

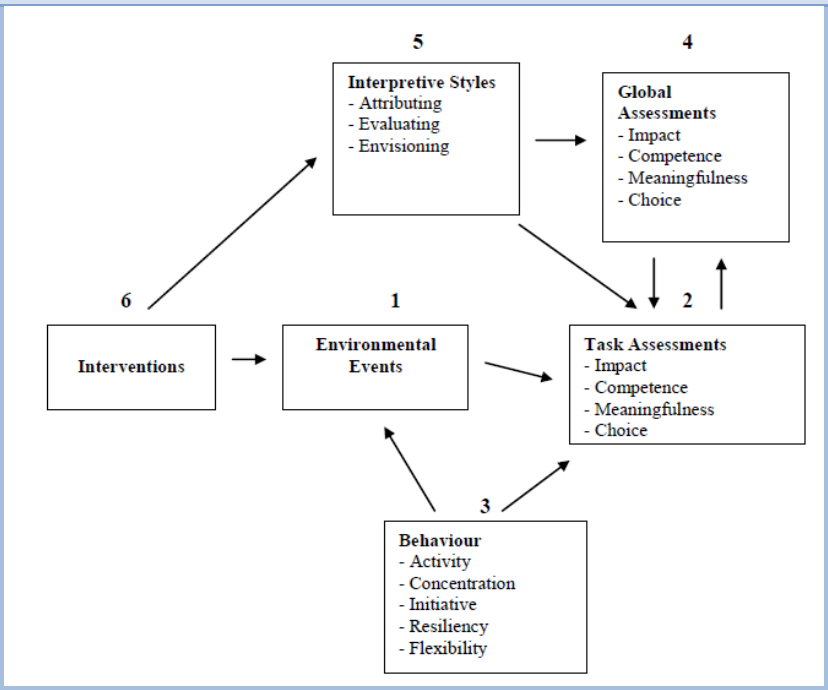
Source: Conger and Kanungo (1998, p. 75)

Bandura and Locke (2003), whose work Conger and Kanungo (1988) advanced, brings to the fore the concept of self-efficacy as a motivational construct intended to empower employees. They argued that organisations (through their managers) can nurture working environments and climates that motivate individuals to complete tasks through eliminating formal organisational practices that promote personal efficacy among people, in this case, employees. Hence, employees would be motivated to not only complete tasks but to complete them in the most effective way.

Thomas and Velthouse (1990), while agreeing with the above authors regarding self-efficacy, developed a model that focused on how management and organisational practices could be used to stimulate employee motivation. The intention of these authors was to encourage empowerment to be viewed as a motivation for intrinsic tasks, whereby employees linked positively valued experiences with particular tasks. The model included a set of four cognitive variables (referred to as task assessments), which, according to the two authors, caused intrinsic satisfaction and motivation. The authors disengaged from viewing individual judgements as reflecting objectivity and instead considered judgements to be subjective interpretations of reality, such that the way individuals assess tasks is affected by individual differences in how they interpret their experiences. Thus, the manner in which individual employees understand and interpret their experiences of a task determines how empowered they feel they are to perform it. These cognitive assessments are affected by global assessments, interpretive styles and environment events. This shapes what employees would perceive as their level of empowerment and therefore, their behaviour is affected. Figure 3 below depicts Thomas and Velthouse's (1990) model.

Figure 3: Cognitive model of empowerment

Cognitive model of empowerment



Source: Thomas and Velthouse (1990, 670)

The works of Conger and Kanungo (1988) and Thomas and Velthouse (1990) were expanded upon by Spreitzer (1995) when the researcher attempted to review interdisciplinary literature on empowerment. Aside from proposing an operational definition, Spreitzer validated empowerment as a motivational construct, exhibited by four cognitions, namely: *meaningfulness, competence or self-efficacy, choice or self-determination* and *impact*. Together, these four elements *influence* the experiences of employees when they are performing tasks. According to Thomas and Velthouse (1990) and Garrin (2014), when employees have positive perceptions of these four elements, they are motivated to reinforce their efforts and perform better in their tasks. In addition to motivation, strong feelings in relation to the four elements are argued by the same authors to shape feelings with regard to acquiring prospective intrinsic rewards. Hence, power is invested in the employees in order to help them decide whether they feel that they are empowered or not, as well as what they perceive as the extent of empowerment. The four cognitions are discussed in detail below:

2.2.3.1. Meaningfulness

Hackman and Oldham (1976) stated that meaningfulness occurs when employees assess their functions in the workplace as meeting their own personal needs, values, beliefs and ideas in relation to their work. This process also involves assessing their contribution to the organisation they work in, their team and the wider community (Hutmire, 2016). To feel meaningful, there must be harmony between employees and these attitudes, and meaning is individuals' self-evaluation of the work objective and goal (Hossein et al., 2012). Some researchers have linked high levels of meaningfulness to increased job satisfaction, which is a pre-requisite for increasing job performance (Saif and Saleh, 2013). Moreover, if an employee feels that their work is meaningful and their workplace provides something that fulfils their personal goals and visions, they will be more likely to feel committed to their organisation (Choong, 2011; Goudarzvand and Chegini, 2013).

2.2.3.2. Competence or self-efficacy

This dimension is concerned with the inner confidence of an employees' own skills. Goodale et al. (1997) highlighted that when employees feel that they are competent in the workforce, they are more likely to take on new challenges and act beyond their roles, as well as being more determined to succeed in the tasks that they take on. While, Kara (2012) stated that each employee must have an adequate level of competence to engage positively in the working environment. Furthermore, Goodale et al. (1997) argued that the higher an employees' self-efficacy, the more they endeavour to achieve high levels of performance.

2.2.3.3. Choice or self-determination

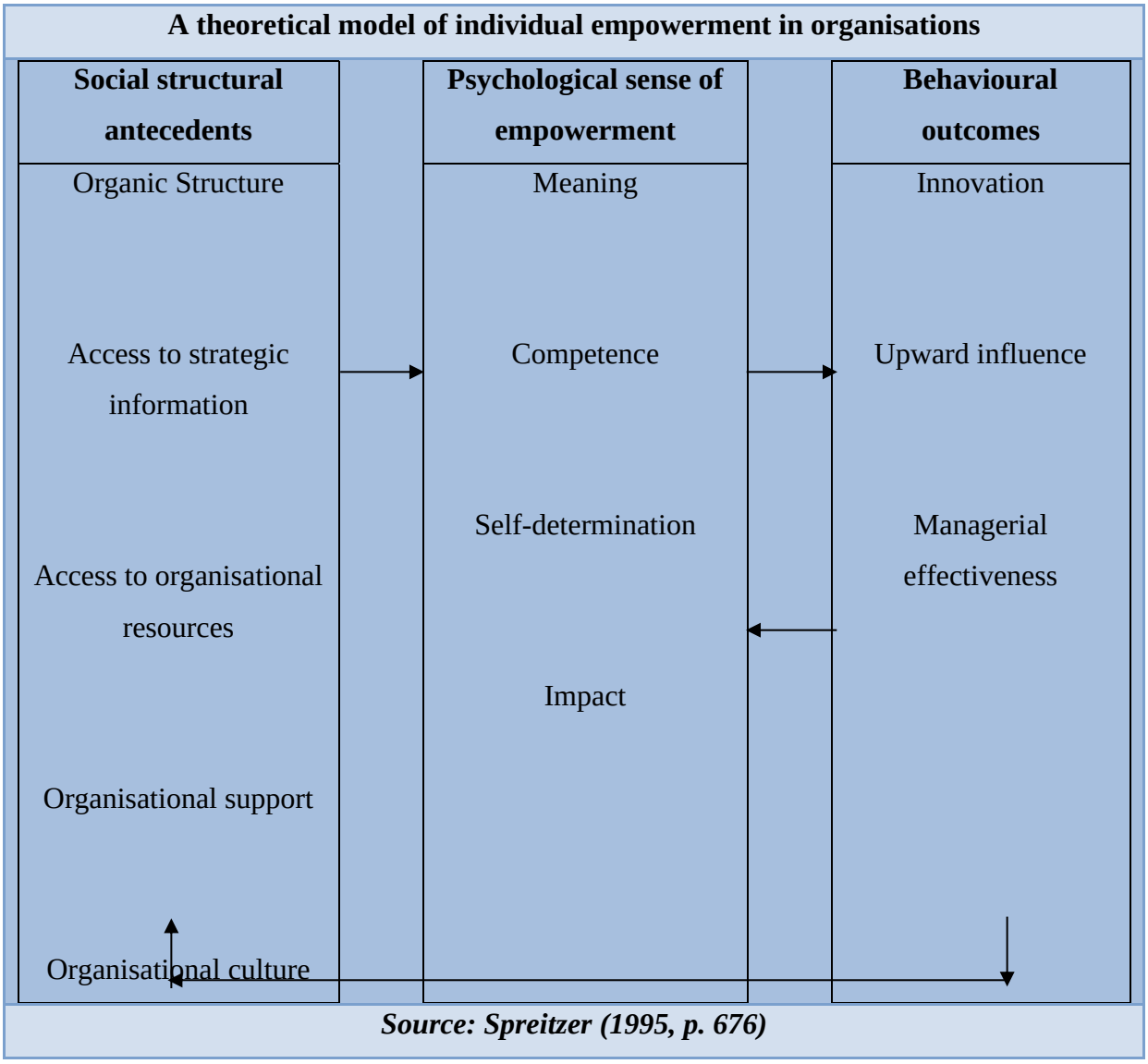
Self-determination can be defined as the individual's sense of freedom to decide and manage their daily tasks and decisions (Hossein et al., 2012; Buitendach and Hlalele, 2005). This dimension also indicates the independence of individuals to choose their tasks and to choose which task he/she would like to start with, as well as being able to freely take decisions regarding how exactly to perform their tasks. Therefore, self-determination can be recognised as an individual's independence to perform their tasks and responsibilities (Kitayama and Cohen, 2010). Thomas and Velthouse (1990) further indicated that autonomy over work behaviour and processes has positive effects with regard to self-regulation, resilience, initiative, creativity, and flexibility.

2.2.3.4. Impact

Impact refers to the level in which individual employees can influence the work outcomes from strategic, administrative or operating perspectives (Abdollahi and Naveh Ibrahim, 2011), as well as their capacity to get others in the workplace to listen to their ideas (Quinn and Spreitzer, 1997). Employees that feel that their actions can have a positive impact on the workplace might be more likely to gather information, particularly regarding customer preferences and requests, and subsequently act upon them. The term impact can also be connected to the influence of specific behaviour toward completing a task objective, or the ability to utilise the desirable work environment in order to produce the required influence. This therefore links strongly to the variable of customer-oriented behaviour, as, in the hotel sector, the impact that an employee should largely be focused on is the successful delivery of service to a customer (Gronfeldt, 2000; Zeglat, 2014).

De Zilva (2014) stated that these dimensions, or cognitions, take an active approach rather than passive to employees' role in their organisation, and that the feeling of being empowered comes from achieving these four dimensions, which the researcher in this study has thus linked to the key variable of the theoretical framework (psychological empowerment). However, it is important to note that the absence of one or two dimensions does not mean that the feeling of empowerment is eradicated – it is rather that the feeling of empowerment is present to a lesser extent, or conflated, based on the of level these cognitions within the employee (Spreitzer 1995). Whilst, Saif and Sale (2013) identified that these core dimensions of empowerment are important, justifying the huge role that they play in enhancing the connections between employees and managers, which consequently can enhance the overall performance of an organisation. Spreitzer (1995) took these four cognitions and expanded on them, building a five-stage process of empowerment model to further elaborate on these concepts and how empowered behaviour can manifest itself within the workplace, shown below in Figure 4.

Figure 4: A theoretical model of individual empowerment in organisations



This above model suggested by Spreitzer (1995) displays that social structure antecedents influence the psychological sense of empowerment, which in turn influences employees' behavioural outcomes. In their study, Fulford and Enz (1995) applied the four dimensions suggested by Spreitzer to the service environment and found that that the impact and self-determination dimensions overlapped conceptually when applied to the service industry and that a third dimension, 'influence', was created. This refers to the influence that employees can have over meeting organisational goals, as well as in shaping customer perspectives. While, Hancer and George (2003) studied front-of-house employees in restaurants and their findings supported the findings of Fulford and Enz (1995). Since the establishment of these four cognitions of empowerment, they have been applied across studies in the United Kingdom (Holdsworth and Cartwright, 2003), Australia (Carless 2004), Canada (Laschinger

et al., 2004), Singapore (Avolio et al., 2004), the Philippines (Hechanova, Alampay and Franco, 2006), and Turkey (Ergeneli et al., 2007).

Currently, the results regarding how psychological empowerment affects job performance are not consistent. For example, Liden, Wayne & Sparrowe (2000) used the four-dimensional structure of psychological empowerment scale developed by Spreitzer to study how the four dimensions affect job performance, and found that self-efficacy had a significant positive impact on job performance. However, Dewettinck, Buyens & Singh (2004) found that psychological empowerment had a positive relation with employees' job satisfaction, but the impact on job performance was not found to obvious.

Some researchers have also aimed to investigate the relationship between psychological empowerment and employees' demographic variables. For example, Koberg et al. (1999) and Miller, Goddard and Laschinger (2001) explained that demographic variables (such as the level of education, and gender) have no effect on employee empowerment practices. On the other hand, Hancer and George (2003) found that there is a positive relationship between employee experience and their perceptions of empowerment, and indicated that male employees felt more empowered than females. They also added that younger employees could be influenced by the empowerment practices more than older ones.

In summary, psychological empowerment is the process of constructing a motivational attitude that could appear in four cognitions, which are meaning, competence, self-determination, and impact, as discussed above., All of these cognitions tend to be reflected positively in the employees' orientation in relation to their work requirements, which could be recognised as active empowerment; or the behaviours and attitudes that are displayed in the workplace as a result of empowerment. A main conclusion that can be taken from the above discussion is that psychological empowerment concentrates directly on intrinsic motivation more than managerial practices, which the above identified can be implemented via structural empowerment to enhance employees' performance.

2.2.4. Conceptualisation of Empowerment and Employee Effectiveness

According to Spreitzer (1995), employee effectiveness refers to the degree to which workers meet their work expectations or even surpass the expectations of their roles. He insinuates

that empowered employees tend to be proactive and carry out their job responsibilities effectively. While supporting Spreitzer's views, Ribley and Ribley (1992) ascertained that the reason for effectiveness in terms of performance arises due to the employees feeling competent in handling their duties, able to influence work processes, and also view their job as being meaningful. Moreover, the belief that they can impact on organisational processes and that their contribution to final outcomes is recognised also motivates their eagerness to maintain effectiveness in their work (Ashforth, 1989; Wallace et al., 2011). Therefore, if the reverse occurs, employees are considered to be more ineffective.

Various researchers have attested to the fact that high psychological empowerment among employees results in higher levels of commitment, not only with regard to their jobs, but to their organisation, thus leading to increased degrees of performance effectiveness (e.g. Harmon et al., 2003; Laschinger et al., 2004). Higher levels of job satisfaction (Janasz and Quinn, 1999; Laschinger et al., 2013), employee commitment (Avilio et al., 2004; Abdullah et al., 2015), and higher levels of productivity (Harmon and Behson, 2007; Chang et al., 2010) have also been positively associated with psychological empowerment.

The above positive influences of psychological empowerment have been supported by various frameworks of intrinsic motivation, including that of Thomas and Tymon (1994). Their framework asserts that employees who have the ability to make decisions on how to carry out their duties exhibit a high level of effectiveness in performance, largely manifested in their levels of creativity and initiative as compared to those who do not have this same level of independence. In the same vein, Spreitzer et al. (1997) found those who possessed autonomy displayed high levels of job satisfaction, thus leading to higher performance levels. Furthermore, Liden et al. (2000) found that within organisations, employees who possessed control over how to undertake their work were rated as high performers by managers during appraisals when compared to those who did not. The same results were obtained by Chang et al. (2010) and Walumbwa et al. (2010). In summary, all the above studies exhibit that when there is autonomy in decision-making and work planning within organisations, there is a tendency for performance to be increased among workers.

At the root of employees increasing their performance are internal psychological motives, which demands employees' feelings to be directed as such. This is where the motivational theory emanates from. Hence, Thomas and Velhouse (1990) and Spreitzer (1995) indicated

that performance may be triggered by internal, as well as external, motivational factors. This study adapted Spreitzer's (1995) model.

2.3. Service Quality

2.3.1. What is Service Quality?

The concepts of quality and service will be defined under the context of the hotel industry, presenting the views of relevant stakeholders that operate within this sector. Ghylinet al. (2008) denoted that quality is a necessary and an essential consideration for every product or sector in order to ensure the competitiveness and sustainability of a business. While, Wicks and Roethlein (2009) defined quality as the sum of a product or service's characteristics that affect the needs of individuals, and its ability to meet these needs. Whilst many studies have proposed a range of definitions surrounding quality, particularly in the context of service delivery, it seems that most of the studies conclude that customer satisfaction is the objective and measure of successful quality delivery (Prince and Khaleq, 2013). This is reaffirmed by Asubonteng et al. (1996), who stated that service can be labelled as being high quality if it surpasses customers' expectations. While, in marketing services literature, the quality of service can be defined as the customers' evaluation of the service which is offered from a company or a particular sector (Eshghi et al., 2008), or the amount of the service's ability to meet the needs of customers and how compatible it is with the client's expectations (Asubonteng et al., 1996; Lu et al., 2015). One of the elements that directly affects the level of service quality is what the customer expects from the service that is provided to them, which is directly linked to the consumer's needs and their previous experience (Negi, 2009; Al-Sayyed, 2015). Thus, the consumer's perception with regard to a particular service originates from whether his/her expectations are met (Parasuraman et al., 1988; Douglas and Connor, 2003; Ladhari, 2009). However, as has been determined in the literature, the increasingly competitive market and importance of tourism to the economy has constituted the need for a focus on service quality, with an analysis needed of the different methods to measure quality in order to support the continuous evolution of these concepts (Al-Sayyed, 2015).

Zeithaml (1988) defined service quality as, "the consumer's judgement about a product's overall excellence or superiority". Service quality in particular has become recognised as being a core pillar of businesses, and has been identified as a major factor for the success of

companies. It should be regarded as one of management's priorities in terms of supporting competitive advantage and is also a prerequisite to the foundation of growing a sustainable business. Therefore, the delivery of service can have significant implications for business success (Hung et al., 2003; Berinyuy, 2010; and Al-Sayyed, 2015).

As mentioned previously, Ghylin et al. (2008) and Borgave (2012) denoted that quality is a necessary and essential property in every product or sector. The literature has demonstrated that quality must not end after providing a suitable product; it also includes monitoring the results of providing the product or service in order to note the feedback of customers, taking the feedback into consideration, and improving any aspects that need to be developed. Hardie and Walsh (1994) defined quality of service as the performance of the product, with good results obtained if customers are satisfied with the provided service. Whilst, Wicks and Roethlein (2009) defined the quality as the sum of a product or service's characteristics that meets the needs of individuals and its ability to meet these needs. Moreover, Daniel and Berinyuy (2010) defined quality as the sum of the components of the product, the characteristics of the marketing service, and the ability to improve performance dimensions, thus leading to the meeting of the customer's needs. Previous definitions also indicate that quality may adopt many definitions, though in the end, the majority of them seem to emphasise that the primary concern is to ensure customer satisfaction (Ghylin et al., 2008).

Furthermore, Parasuraman et al. (1985) defined the quality of service as the gap between the consumer's expectations with regard to a particular service and expectations relating to the companies that offer such services. Some of the elements that directly affect the level of service quality are what the customer is expecting from the service which has been provided, whether the service has responded to the consumers' needs, and what the customers' previous experience or exposure to the service has been (Negi, 2009; Al-Sayyed, 2015). Consumers' perceptions regarding a particular service can result from both their expectations and whether this service complies with those expectations (Parasuraman et al., 1988; Ladhari, 2009).

2.3.2. Models of Service Quality

Service quality is increasingly being recognised as a key strategy used by organisations. The costs and major benefits of service quality have been outlined by many authors (Reichfield and Sasser, 1990; Adil, 2012), and can be summarised as being:

1. Satisfied and retained customers and employees.
2. Opportunities for cross-selling.
3. The attraction of new customers.
4. Development of customer relationships.
5. Increased sales and market shares.
6. Enhanced corporate image.
7. Reduced costs, decreased staff turnover, increased profit margins and business performance.

Most of the literature concerned with the concept of quality service delivery utilises service models to display the service relationship and the positioning of its potential stakeholders (Grönroos, 1984; Brogowicz, Delene and Lyth, 1990; Ekinci, 2008; Alvarez, 2011). The literature review has revealed that many of the models in use were created in the 1980s and 1990s, and little has been done to produce new models in the 21st century, which seems to represent a significant gap in the research concerning service quality. This is particularly relevant as globalisation has caused the environment in which businesses and employees operate to change significantly, especially in recent years. A review of the models showed that the available service quality models can be categorised into two distinct streams: The Nordic European School and The North American School (Ekinci, 2008).

2.3.2.1. Nordic European School of Service Quality (the Grönroos Model of Service Quality)

Within the Nordic European School of Service Quality, researchers maintain that a customer's perception of quality of service is built upon several key dimensions. Kang and James (2004), cited by De Zilva (2014), suggested the process, outcome and image of delivering high quality service are the core elements that constitute this explanation of service quality. This school founded itself upon determining the characteristics and dimensions of service quality in order to be able to predict how customers might interpret the service quality delivered to them. Grönroos (1984) offered one of the earliest models within the Nordic European School of Service Quality view. He proposed that in order to be a successful organisation and to be able to compete with other businesses across similar sectors, it is necessary to understand consumer perceptions of what makes high quality service and then match it with quality specifications. In order for employees to realise that quality exists, three components must be provided: technical quality, functional quality and image

While, Lehtinen and Lehtinen (1991) presented another model for quality of service, under the Nordic European School of Service Quality, and this has been employed in recent studies, such as Seth and Deshmukh's (2004) analysis of service models and Alvarez's 2011 paper on service quality provision. Alvarez's(2011). Both these studies put forward two methods to help the characterisation of quality of service: two-dimensional and three-dimensional methods. The three-dimensional method is used to highlight the production of service within an organisation, including physical quality, interactive quality and corporate image as measurements. The dimension of physical quality refers to the materials, resources and facilities in which the service/product is delivered. The authors stated that this is crucial in terms of shaping the customers' evaluation of the quality of service since it frames the encounter they have with the organisation. The physical quality of an organisation relates to the evaluation of service quality between the provider and the customers. On the other hand, the two-dimensional approach put forward by Lentinenand Lehtinin (1991), focuses on the service quality process and the quality of the process output. This method is similar to the three-dimensional style, but more focused on the customer's perspective (De Zilva, 2014). The two-dimensional method is similar, to a large extent, to Grönroos's (1984) model, which focuses on the process quality and the output quality. The quality of the process output is linked directly to the assessment of customer service, including the assessment of tangible and intangible elements. The quality of the process is undertaken by evaluating the interaction between the customer and the service provider.

The Nordic European School of Service Quality has made several contributions to the concept of service quality through distinguishing between several of the dimensions. It highlights the importance of the customer employee relationship, particularly as Gronroos (1984) identified, that that the functional quality of a service can hold more weight in the service delivery than the technical aspects. However, the service quality model proposed by Grönroos (1984) is based on the assumptions that consumers make about an organisation providing a service and the methods they use to acquire services. Grönroos (1984) argued that the way customers perceive service quality depends on the service they expect and the level or quality of service they perceive they received. However, Ekinci (2008) and Odeh (2008) highlighted that Grönroos' model was developed based on a Swedish sample of participants only, while Lehtinen's model was tested and developed in a restaurant context only. Therefore, when considering the results obtained from these methods, researchers need

to be mindful as they were developed based on one context, and may not be applicable to others.

2.3.2.2. The North American school of service quality

SERVQUAL GAP model

From the perspective of the North American School of service quality, the SERVQUAL model was designed by Parasumaran, Zeithaml and Berry (1985), and is cited in more recent studies, such as De Zilva (2014). This model is based upon focusing and measuring the possible gap(s) that can exist between customer expectations and their perceptions of what they received during the service encounter. Parasumarana et al. (1985) suggested that there are five gaps that may explain why a customer might experience poor service – or view it to be poor. The model provides a guideline for organisations to understand where there may be gaps or oversights between the service that they are providing and what their target customers might experience or interpret. From this, the model hopes that organisations are then able to determine which strategies, concepts, training and decisions might be required in order to diminish these gaps between customer expectation and actual experience (Zeithaml and Bitner, 2000; Borgave, 2012).

The SERVQUAL model emphasises the three factors that might impact upon customer expectations prior to approaching the organisation to access a particular service, which include the personal needs of the customer, what they have gathered from word-of-mouth, and any past experience they may have had. The model suggests that, during and after the service encounter, the customer's perceptions of the quality of service delivered are shaped by four gaps that rest on the side of the service provider (the organisation and its employees) (Zeithaml, Bitner and Gremler, 2006), which, if present, can ultimately contribute to the existence of a fifth gap – the service gap. The model therefore proposes that managers and service providers must focus upon minimising the other four gaps so as to narrow the fifth gap. Table 1 presents further details regarding the gaps. The researcher in this study developed this based on the literature and arguments of Parasuraman et al. (1985) in order to deliver a clearer idea of the service delivery process. This intends to support managers and employees in understanding the five types of gaps that may arise between service delivery and customer expectations. A clear idea of the gaps will thus support better programming and clearer organisational objectives to minimise the gaps and deliver better quality service.

Table 1: The five key service gaps of the SERVQUAL model

Gap 1: The knowledge and understanding gap	This first gap identifies the space between what customers expect and what managers or organisations believe or think customers expect. The wider the gap, the less the organisation understands the needs and expectations of its target customers. Odeh (2008) identified that this gap can occur when there is insufficient market research conducted into what consumers need and want, and when the organisation itself display poor communication. In the service sector, managers should have an understanding of this to be able to hire the right staff and utilise the right strategies to be able to close this gap.
Gap 2: The service standard gap	This refers to the gap between managers' perceptions of the service quality and the specifications of what they actually deliver to customers. It is the inability to transfer what managers believe they are delivering in service against how the organisation and its employees are actually performing and behaving. Managers' lack of dedication to delivering service quality, inability to make service goals, and inability to be flexible or value personalisation in service provision (and therefore this can result in service standardisation) can contribute to this gap.
Gap 3: Service delivery performance gap	This gap is the next step on from gap two, whereby managers may have considered the specificities of service delivery, and yet a gap remains between the intention and the actual service delivery. This primarily occurs when employees are physically unable (or unwilling) to deliver the intended service at the level desired by management and the organisation. According to Zeithaml et al., (1988), this can arise largely due to a lack of team-work, the presence of role ambiguity and when there might be a disjoint between employees and their role, or the wrong technology is being utilised. A key consideration here is that managers must recognise that employees are at the core of how the organisation's goals are delivered to the customers. Even where organisations may have the structure in place to guide employees in their treatment of customers and the delivery of service, managers must recognise that standardisation of employee attitudes and behaviours is entirely impossible. While this can be used to the organisation's advantage through motivational empowerment strategies, it can also mean that a gap arises in this instance. In their study, Parasuraman et al. (1985, p. 45) highlighted that managers consistently mentioned that the, "pivotal role of customer contact employees" is what mostly contributed to service quality problems.
Gap 4: External communications gap	This refers to the gap between the actual delivery of quality service and the quality promoted to consumers. This comes under an organisation's external communications capacities

	and strategy. This can occur when organisations make promises to consumers (and even employees) that they cannot deliver upon, and is linked to the presence of poor communication between management and customer contact employees. This also supports the addition of the dimension of role clarity to this study.
Gap 5: Service quality gap	Odeh (2008) stated that this is the most important gap in this model. It is concerned with the customers' evaluation and perception of the overall service quality versus what they originally expected. This gap can be contributed to by the presence of the other four gaps. After determining this gap, the authors of the SERVQUAL model proposed a list of measurements known as the SERVQUAL, which will be discussed below.

Critique of the SERVQUAL model

Despite being used by most studies focusing on the provision of service quality, there have been many criticisms put forward surrounding the SERVQUAL model. For instance, Anderson (1992) stated that, "the SERVQUAL model is not founded on established statistical, psychological, or economic theory." In fact, it is argued that the model is primarily focused on delivering service to customers, rather than focused on service delivery results. Further, this model cannot be used to actually measure service quality dimensions. Buttle (1996) and Ekinci (2002) also questioned the extent to which this model can be applied universally, particularly as it bases itself upon the processes rather than the technical dimensions of service quality (Kang and James, 2004, Ekinci, 2008). Moreover, Ladhari and Morales (2008) agreed with this statement, concluding that industry-specific scales vary as a result of country, culture, and industry characteristics. While, Carman (1990) conducted a study investigating SERVQUAL across four service firms to establish how generalised the scale could be, and concluded that the scale's dimensions had stability but that he was also unsure regarding whether the model could be used generically.

Buttle (1996) also stated that the concept of customer expectations is incredibly broad and encompasses many definitions. It is possible that the customer uses standards rather than expectations to assess the quality of the service that they receive. He also added that this model does not succeed in measuring the absolute expectations of service quality. Furthermore, Shahin and Abolhasani (2008) suggested that the measurement of some of the SERVQUAL dimensions, such as Gap 2, Gap 3, and Gap 4, require further development in view of the limited studies conducted on this subject.

However, the SERVQUAL model has been used to identify many gaps to support managers in understanding where there may be weaknesses in their service delivery strategy. Thus, determining these gaps can assist managers in predicting what customers may determine from the service they deliver.

In conclusion, De Zilva (2014, p. 41) stated that, "to date, there has been no consensus on the operational definition of service quality, the dimensions that constitute service quality, and which model of service quality is more reliable and more comprehensive."

2.3.2.3. The SERVQUAL Scale

The SERVQUAL model detailed in the section above has since evolved, with the original authors building upon their initial theory in order to produce a scale to measure service. The authors (Parasuraman et al., 1988) have subsequently identified 97 features that are linked to the quality of service. These features are considered to be useful in measuring customer expectations and perceptions in relation to a provided service (Kumar et al., 2009; Lee and Moghavvemi, 2015). These 97 features have since been classified into 10 dimensions (tangibles, reliability, responsiveness, communication, credibility, security, competence, courtesy, understanding, knowing customers and access) in order to test their impact on the quality of service. De Zilva (2014) claimed that within the general service quality sector, the SERVQUAL scale has been the main instrument for measuring service quality, and is a useful tool for managers to ascertain why there are gaps in the delivery of service within their organisation.

Table 2: The five dimensions of service quality

Dimension	Description
Tangibles	The appearance of physical elements such as personnel, equipment, and facilities.
Reliability	The capability of a promised service to be delivered in a specific manner.
Responsiveness	The willingness to assist customers and deliver prompt service.
Assurance	The knowledge and courtesy of employees and their ability to convey confidence and trust.
Empathy	The caring, individualised attention and appearance of personnel.
Source: Parasuraman et al.,1985, 1988	

2.3.2.4. The SERVPERF Model

Cronin and Taylor (1992) and Adil et al. (2013) attempted to build upon the gap framework of Parasuraman, Zeitham and Berry (1985, 1988) through their empirical studies. They attempted to give a greater focus to measuring service and developing a tool that could measure service quality based on performance. Therefore, their model assesses customers' behaviour post-consumption of a service. This tool is called the SERVPERF model, and illustrates that service quality is based upon customers' attitudes and perceptions. The SERVPERF model implicitly evaluates the customer experience based on the same attributes of the SERVQUAL model, and confirms the results of customer satisfaction in relation to the provided service (Cronin and Taylor, 1992; Landrum and Prybutok, 2009). Unlike SERVQUAL, the authors did not attempt to establish the gap between experience and perception. Instead, SERVPEF attempts to build upon the problems that authors have identified with the SERVQUAL model, such as problems with the gap score and the difficulties (or almost impossibility) in gathering insights into customers' perceptions before and after the service delivery (which is the essence of SERVQUAL and this is needed to find the gap).

2.3.3. Measuring Service Quality in the Hotel Industry

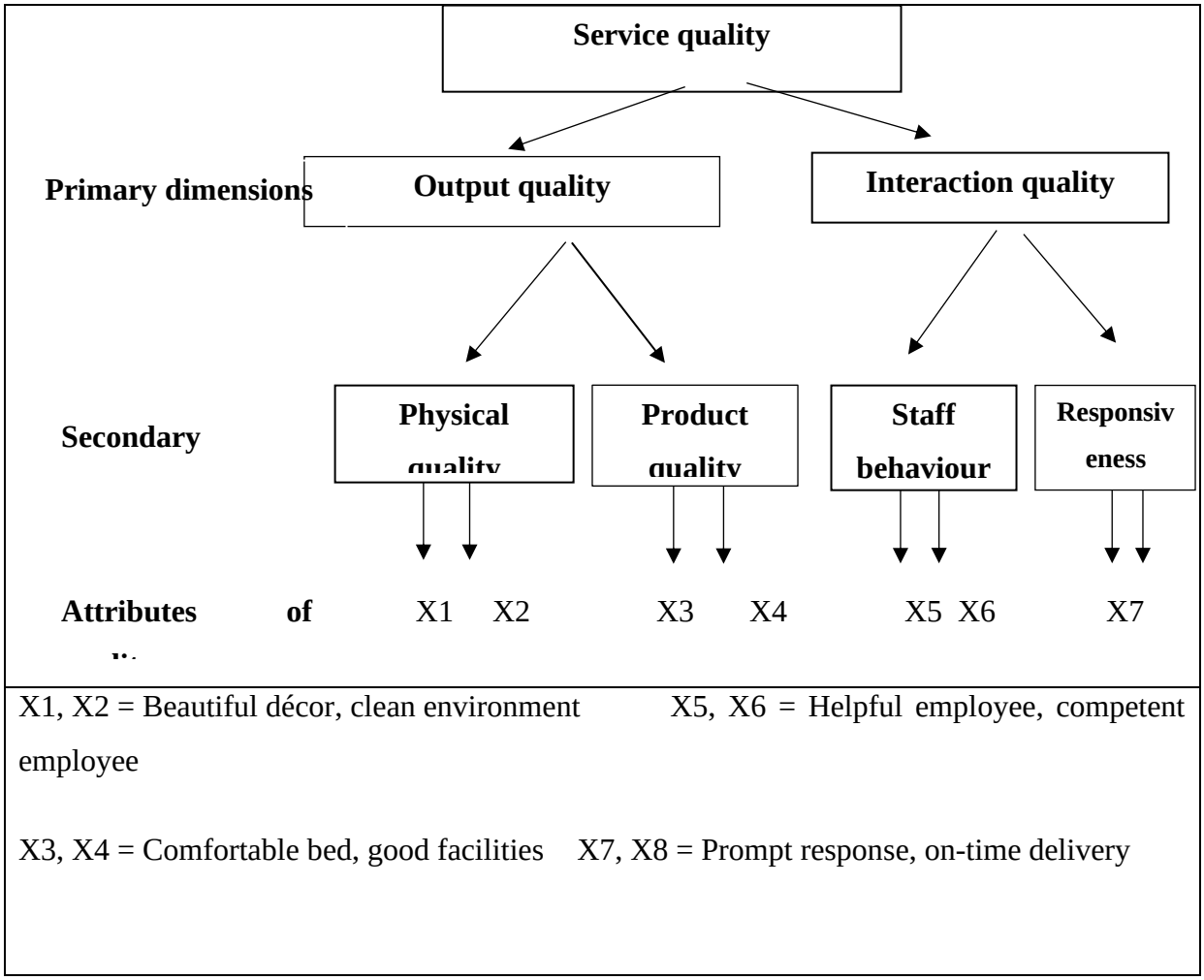
In order to maintain the success of the various public and private sectors, organisations must raise the quality of the provided services (Mushtaq, 2012). This requires organisations to follow certain approaches and methods in order to continuously measure their quality and overcome their points of weakness (Kandampully, 2002). Brady and Cronin (2001) were the first researchers to introduce the multi-dimensional and multi-level nature of service quality,

while Wilkins et al. (2007) were the first ones to apply this idea to the hospitality industry. Ekinci (2008) clarified that service quality is multi-dimensional, and these dimensions are mainly the quality of the interaction between the customer and the service provider and the quality of the processes' outputs.

Various researchers have determined that it is difficult to measure the quality of service in the hospitality industry as interactions can often be brief and it is difficult to access data on customer perceptions before entering the service encounter (Albacete-Saezet al., 2007; Le and Inaba, 2015). However, it is noted that most of the studies that have been conducted in the hospitality industry have considered the physical quality (tangible) and the behaviour of staff (intangible) as the most important dimensions in measuring the quality of service (Odeh, 2008).

Ekinci (2008) designed a scale for assessing the service quality in the hotel sector, which the researcher in this study has chosen to employ. This will be elaborated upon in the next section. Ekinci designed this scale after reviewing some of the theoretical literature related to the dimensions of the service quality in the hospitality industry. The scale characterises service by high efficiency and high quality and can be used to measure the service being offered (both the physical and non-physical aspects). Certainly, the identification of the ways in which to measure and identify service quality is one of the main topics discussed by researchers in order to select the most appropriate dimensions that suit the different sectors and obtain the best results (Mushtaq, 2012). Some authors have stated that service quality dimensions depend directly on the nature of the sector, which the researcher must consider when dealing with a specific area of study (Kandampully, 2002; Nagi, 2009; Le and Inaba, 2015). As the hotel industry is the context of this study, and based on the results of the studies that have been conducted in this sector, the following Figure 5 illustrates the most important dimensions that should be measured in hotel contexts in order to ensure quality of service, as suggested by Ekinci (2008).

Figure 5: Measurements and dimensions of service quality in the hotel industry



Source: Ekinci, 2008, p.8

The model above identifies that the measurements and dimensions of service quality in the hotel industry can be divided into two main groups (Ekinci, 2008). The first group includes the primary dimensions of the service, such as the physical qualities (for example, a clean environment, beautiful décor of the hotel) and product quality (comfortable bed, good facilities). This refers to the setting in which the service is delivered. The second group encompasses the secondary dimensions of hotel service, which includes staff behaviour (whether the employee is helpful and competent) and responsiveness (whether the response is prompt in its delivery). From this figure, it appears that most of these dimensions are related to front-of-house employees (for example, being helpful, competent and responsive) and therefore, this model can be easily applied to the hotel sector. It pairs together both the environment in which the service is delivered and the processes and strategies used to deliver the actual service. This model emphasises that good service may not receive due credit if the

technical aspects of the context in which it is delivered are not up to standard. In some ways, this negates the intangible aspect of service that have been identified. This research will utilise this scale as the measure for service as the researcher feels that it demonstrates the outcomes relating to the processes of service in the hotel sector in a clear and relevant manner, as well as pairing together the organisational goals of the hotel sector in delivering quality service in a customer-friendly environment.

2.4. Hypothesis Development

May et al. (2004) noted that in order for the human spirit to thrive in the workplace, individuals must be able to assert themselves cognitively, emotionally and physically. While, Klidas (2001) and Menon (2001) stated that empowerment has been defined as the extent to which employees can develop their decision-making authority and responsibility for the control and enhancement of products and/or service quality at the point of production or delivery. The basic concept of employee empowerment is that employees are given the means for making important decisions and also knowing that they are trusted to make the "right" ones. Moreover, Osgood (2011) argued that when employee empowerment is enacted correctly, business results and productivity are improved and result in a better quality workplace environment.

The value of employee empowerment has begun to spread as a management tool due to the personal feelings that employees have about their roles in their organisations (Knol and Van Linge, 2009). Here, is it important for the researcher to reintroduce the four components proposed in the theoretical model. The researcher has hypothesised that these four dimensions (role clarity, job satisfaction, organisational commitment, customer-oriented behaviour) are interrelated, and further, can each contribute to achieving psychological empowerment. The researcher believes that front-of-house employees can experience varying levels of each factor, and this does not eradicate the presence of psychological empowerment but posits that it will be felt and displayed at varying levels, based upon the level of fulfilment of these four dimensions.

2.4.1. H1: Linking service quality to job attitudes and behaviours

Creating and sustaining a competitive advantage in the hospitality industry requires an unwavering focus on customer service (Michael et al., 2012). The customer service encounter

relies upon the employee bringing a particular set of attitudes and behaviours in order to inform customers' perceptions of service quality in the exchange between them (Ryan and Ployhart, 2003). This links back to the previous section of empowerment, where the researcher identified four dimensions that can contribute to an employee feeling empowered, and the suggestion that this can contribute to delivery of better service quality, which were: *role clarity, job satisfaction, organisational commitment, and customer-oriented behaviour,* thus giving rise to the first hypothesis which argues that:

H^1: Front of house employees' role clarity, job satisfaction, organisation commitment, customer-oriented behaviour and psychological empowerment have a positive impact upon service quality.

2.4.1.1. Role clarity

Role clarity mainly defines the performance that could enhance the overall organisational outcomes, through clear clarification of the task required from the workforce, and through explicitly defining the consequences of performance (Tubre and Collins, 2000; Mukherjee and Malhotra, 2006; Men, 2010). According to Braxton (2008), the level of role clarity has also been linked to performance, stating that when an individual is clear about his or her role, they are more confident in fulfilling particular expected functions. However, if an employee is not sure of his or her duties and task requirements, then they cannot feel as confident.

Within the customer service encounter, both the employees and customers take on particular roles (Mukherjee and Malhotra, 2006; Furenes et al., 2011; Saif and Saleh, 2013). This idea of role theory was first suggested by Solomon et al. (1985), defining a role as behaviour associated with a socially determined position. Furthermore, Bateson (1998) added that within the service encounter, in order for it to be successful, all parties must act in the role that has been assigned to them mentally, in line with social expectations and cultural norms. This also denotes the idea of there being a 'script' of sorts, whereby customers and employees both feel more comfortable when they are, "likely to share expectations about the events that will occur and the order of occurrence," (Bitner and Hubbert, 1994, p. 96). These comments again support this researcher's decision to include role clarity as a fourth dimension in terms of supporting psychological empowerment in order to achieve better service delivery, since employees who know their roles well can perform better in the service encounter. Parasuraman et al. (1988) stated that role ambiguity is the main cause for the service delivery gap. O'Rourke (2011) supported this by claiming that role ambiguity may

result in a conflict between conducting a role that the organisation has requested staff to perform, and the requirements of a customer during the encounter. Previous studies support this, providing evidence that role ambiguity can diminish job satisfaction and performance with customers, thus affecting service quality perceptions on the end of the customer (Hartline and Ferrell, 1996; Chebat and Kollias, 2000; Saif and Saleh, 2013).

Through understanding their role and the associated tasks, employees are able to feel more competent and also that they have the required skills to perform when they are faced with a higher level of tasks and responsibilities (Hamed, 2010; Yadav and Rangnekar, 2015). Furthermore, psychologically empowered individuals feel that they have an overall control over the work environment, as they have a clearer picture of what is expected of them from their role (Villiers and Stander, 2010). On the other hand, employees who do not realise their role responsibilities and possess an understanding of what is expected of them feel uncertain about their tasks and their ability to achieve these tasks (Spreitzer et al., 1997). Therefore, role clarity enhances employees' ability and self determination to perform their tasks effectively. On the contrary, a shortage in role clarity can decrease the individual's perception with regard to the effectiveness of the role they perform in terms overall organisational performance (De Zilva, 2014).

While some previous studies have indicated that there is no relationship among role clarity and employee performance (for example, Yadav and Rangnekar, 2015), other studies have indicated that role clarity is a vital dimension in enhancing front-of-house employees' performance, and, as a result, aids the delivery of higher quality service (Mukherjee and Malhotra, 2006; Hamed, 2010). Employees that have a clear vision regarding their tasks, abilities and the organisational objectives and how their actions tie in with this, can deliver higher quality service. Therefore, this study will argue with hypothesis one that role clarity can have a positive influence upon service quality delivery.

2.4.1.2. Job satisfaction

Ivancevich and Matteson (2002) defined job satisfaction as the positive feelings that employees have towards their jobs. As the literature has identified in relation to service quality, where it relies upon the reduction of gaps in customer expectations and perceptions, job satisfaction can also be considered to be a reaction by employees to their job, whereby what they expect to find is contrasted with what they actually find in their job (Rothmann and

Coetzer, 2002; Patah, 2009). To encourage job satisfaction, management must give staff rewards and incentives. When staff feel that their work is being valued and that they have some meaning within the organisation, they will feel increasingly satisfied and more likely to deliver higher levels of customer service (Saif and Saleh, 2013). For example, Schlesinger and Zornitsky (1991) examined job satisfaction and service quality, finding that employee perspectives of their job had a positive correlation with their perception of the service quality that they could deliver. Whilst, Eren et al. (2013, p.2) also concluded this in their study, stating that, "service orientation is significantly related to job satisfaction, which in turn impacts customer satisfaction, ultimately leading to higher financial performance".

One of the strongest components of psychological empowerment has been identified as meaningfulness. This refers to what meaning an employee can get out of their job and its functions, and is linked to how content or satisfied one is within their job (Hassard, 2016). Many studies over the last sixty years have confirmed that job satisfaction can be accomplished when employees feel that their work is meaningful (Thomas and Velthouse, 1990). Seibert et al. (2011) aimed to explore the relation between psychological empowerment and job satisfaction and indicated that there is a positive relationship between these two variables, as work supported by psychologically empowered behaviour has a higher level of job satisfaction for employees. In short, more satisfied employees will put greater effort into delivering higher service quality to satisfy the needs of the customers. Moreover, empowered employees, especially front-of-house employees, tend to have better feelings regarding their job and better abilities in terms of performing their tasks more quickly (Baumgartner, 2014). Empowerment practices are considered to be a tool to enhance employees' enthusiasm toward their careers and consequently, as a strategy to enhance the employees' level of job satisfaction (Öçer, 2015). Yoon et al. (2001) and Rachel et al. (2013) found that both service climate and supportive management contribute to employees' job satisfaction and work effort, and indirectly impact on customers' perceptions of employee service quality.

In his study on psychological empowerment and its relationship with service quality, Odeh (2008) identified that job satisfaction is an attitude and one of the strongest dimensions of psychological empowerment as it can carry the other dimensions with it. If an employee feels satisfied in his or her job, he or she will be more likely to be committed to the organisation and perform in a way that is focused upon the customers' needs (Odeh, 2008).

According to Swaminathan and Jawahar (2013), job satisfaction in the workplace has an influence on the level of Organisational Citizenship Behaviour (OCB). Organ (1988) first defined this concept of OCB as being behaviour exercised by employees that is discretionary. For example, when employees behave in ways that are not explicitly directed or recognised by the formal system of performance management, these tasks, if paired with job satisfaction, can however be positive and add to the functioning and performance of the organisation. Therefore, this study will argue in hypothesis one that job satisfaction has a positive relationship with enhancing service quality delivery under the attainment of psychological empowerment.

2.4.1.3. Organisational commitment

Organisational commitment essentially refers to the level of commitment an employee shows to delivering the goals of their organisation, and the degree to which the employee is loyal to the organisation's values (Furenes, 2011). Wei and Tai (2010) stated that organisational commitment is a psychological state, as a sort of contract between the employee and the place of employment. While, Nehmeh (2009) identified that employees feeling committed to their organisation is valuable to management, as highly committed employees will identify with the goals and values of the organisation in which they work, and have a stronger desire to belong and go beyond expectations. Furthermore, when employees feel committed, they will engage in more positive behaviour and delivery higher quality service (Nehmeh, 2009).

The next chapter will identify a tool put forward by Allen and Meyer (1991) to measure organisational commitment. This tool focuses on the "affective orientation" of employees towards their organisation, or the feeling that an employee has regarding the costs of leaving the organisation and the level of obligation they feel to stay. Meyer and Allen (1991) also highlighted two other types of orientation that an employee might have towards their workplace: continuance, and normative orientation, but stressed that the three are not mutually exclusive and that an employee may feel varying levels of them. Continuance orientation refers to the employees' motivation to stay with the organisation, but this may not be emotional in nature. Rather, it may be that the employee does not have the financial means or other options that allow them to leave the organisation (Furenes, 2011). The researcher is unsure whether this could be a positive influence or not, as this could suggest that employees feel frustrated, trapped and disgruntled in their workplace – biding their time until they eventually find a better opportunity. Finally, normative commitment considers the

employee's moral obligation to remain employed in the organisation. More attention has been paid to affective orientation, as this is linked with the emotional aspect of employees' organisational commitment (Babakus et al., 2003; Malhotra and Mukherjee, 2004; Cichy, Cha and Kim, 2009; Rachel et al. 2013). While, De Zilva (2014, p.54) concludes that, "employees with strong organisational commitment are more emotionally attached to the organisation and have a greater desire to contribute meaningfully to it".

Mowday, Richard and Lyman (1979) characterised organisational commitment as follows: (1) strong affirmation of the organisation's values and goals; (2) strong inclination to exercise significant effort on behalf of the organisation, and (3) a strong personal desire to sustain membership and to be engaged with the organisation.

Past research has produced conflicting conclusions regarding the relationship between organisational commitment and service quality. Ackfeldt and Wong (2006) argued that there is no relationship between the two concepts, while others have denoted that organisational commitment can have a negative influence on service quality (Hashemi et al., 2015). However, more studies have shown that the three components of organisational commitment have a direct and positive influence on service quality (Malhotra and Mukherjee, 2004; Cichy et al., 2009; De Zilva, 2014). De Zilva (2014) referred to Thomas and Velthouse's (1990) argument that individuals who feel that their jobs have an impact on others, both within and outside of the organisation, will be more committed to the organisation. Moreover, Avolio et al. (2004), Mazumder and Hasan (2014), and Le and Inaba (2015) stated that empowered employees will see themselves as being more capable in their roles, and more willing and able to better influence the organisation as a whole and in a more meaningful way. From considering these ideas, this study will argue in hypothesis one that when organisational commitment is felt by employees, they feel more psychologically empowered and able to deliver better quality service.

2.4.1.4. Customer-oriented behaviour

Brady and Cronin (2001) highlighted that customer orientation is directly related to customers' evaluations of employee service performance and physical goods. Hartline et al. (2000) and Kim et al. (2004) also emphasised the importance of customer-orientated behaviour through making the customer's interest the first priority and concern for employees. Certainly, many theorists identify that customer-oriented behaviour is considered

to be one of the most essential tools for employees who have direct contact with customers (Dimitriades, 2007). However, exactly how this behaviour can be encouraged in employees is difficult to determine. For instance, Zeglat et al. (2014) stated that employees should have the right ability, flexibility, and power to be engaged in customer-oriented behaviour – but exactly what this is, is difficult to determine. However, they suggest that the other dimensions above (role clarity, job satisfaction and organisational commitment) contribute to whether an employee has the capacity or desire to provide customer-oriented behaviour during the service encounter. Whilst, Pimpakorn and Patterson (2010) viewed customer-oriented behaviour as the willingness of subordinates to behave with a friendly, positive and favourable attitude and deliver a high quality of services to customers. Furthermore, Taheri and Gharakhani (2012, p. 12) argued that employees with friendly and courteous personalities have a high level of customer orientation, suggesting that, "If you want friendly, courteous service, you must hire friendly, courteous people…It is possible to provide employees with the technical skills needed for the job, but difficult to train them to be friendly and caring".

Various studies have also investigated the relationship between empowerment practices and customer-oriented behaviour (Odeh, 2008; Gazzoli et al., 2009). For example, Gazzoli et al. (2009) indicated that there is a positive direct relationship between structural empowerment and employees' customer orientation. Furthermore, a study conducted by Chow et al. (2006) on the Chinese restaurant sector aimed to examine the influence of experience enhancement and psychological empowerment on the delivery of customer-oriented behaviour. This study revealed that there is a significant relationship between the psychological empowerment of employees and their delivery of behaviour that is focused upon customers. Other studies have shown similar findings – that employee commitment to serving customers can have a direct influence on service quality (Malhotra and Mukherjee, 2006; Abdullah et al., 2015), service recovery performance (Babakusa et al., 2003; Boshoff and Allan, 2000; Yavas et al., 2003), and the capacity to satisfy customers (Sergeant and Frenkel, 2000; Chang et al., 2010). From exploring these areas, this study will argue in hypothesis one that increasing customer-oriented behaviour will lead to deliver better quality service.

2.4.2. H2: Empowerment Initiatives in the Service Industry

Empowerment has been considered as a method to enhance operations in the service industry (Biron and Bamberger, 2010). Section 2.8 of the literature review will consider the second overarching concept of this study: service and how to define its quality.

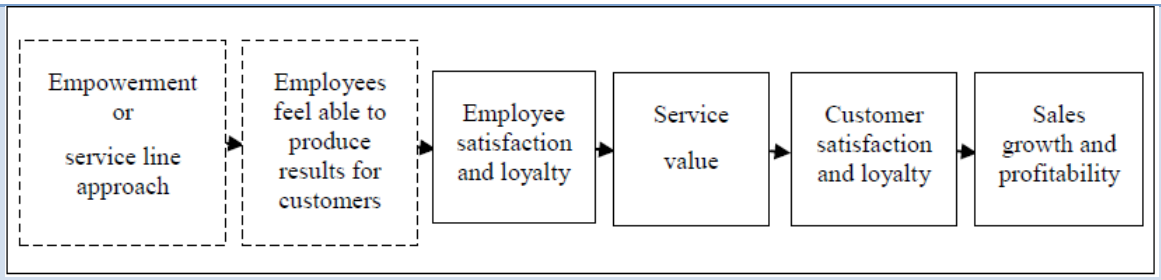
De Zilva (2014, p.82) stated that, “creating and sustaining a competitive advantage in the hospitality industry necessitates an unwavering focus on customer service”. As established, employees’ empowerment is considered by a few studies as a relatively new concern among recent organisational and business research. It has been determined that it is a concept that is still evolving. In today’s increasingly competitive and turbulent global business climate, interest in the employee empowerment concept has grown with a view to boost competitive advantage for organisations. Service providers and firms must cooperate with each other to enhance the quality of delivered services, which has been said to affect their customers’ loyalty and satisfaction. Thus, Lovelock and Wirtz (2010) argued that each organisation could achieve this by using an adequate and desirable set of employees who have the required skills and abilities, particularly though maintaining and empowering them. Consequently, employing the correct empowered individuals could deliver high quality service levels and help organisations to achieve employees job satisfaction and customer-oriented behaviour simultaneously (Chow et al., 2006; Slatten et al., 2011). Michael et al. (2012) suggested that employees can perform better, that is, offer a higher quality of service, when they feel that the organisation and their managers are concerned for their wellbeing, which includes guiding them to understand their purpose in the workforce. This includes establishing any service-related goals with employees, and supporting employees in contributing to reaching these goals (Clark, Hartline and Jones, 2009).

A study conducted by Jarrar and Zairi (2010) suggested that empowerment is one of the main strategies that can contribute to achieving organisational excellence and competitive advantage. In their study, 70 leading service organisations in the United Kingdom were asked about their thoughts regarding the importance of empowerment. The participants in this study clarified that the main empowerment practices include participating employees in decision-making processes and making them feel responsible for their tasks, thus they can offer better service to their customers.

In their study, Hamborstad and Perry (2011) proposed that customer satisfaction and organisational success can be achieved through empowering employees, particularly front-of-house employees, or those that have direct contact with organisation customers. Therefore, service firms must focus significant efforts on empowering front-of-house employees by providing them with the required knowledge and training, as well as employing motivation and reward practices (Melhem, 2004; Steffen and Christopher, 2012). Figure 6 offers a visual

representation of the relationship between empowerment and the service profit chain, adapted from Bowen and Lawler (1995).

Figure 6: The link between empowerment and the service profit chain



Source: **Bowen and Lawler (1995, p. 26)**

The model illustrates that in order to achieve goals, such as employee satisfaction and loyalty, as well as for customers to find value in the service, the competence of the employee must be present. The model shows that value is added to the organisation through employee satisfaction in their jobs. Each variable within this has a direct impact along that chain, and it cannot be successful if one aspect slips, and the inability to inspire employees to produce results will ultimately impact upon profit growth. What is difficult for organisations within the service sector, such as hotels, is that they must build a robust chain and put systems in place to manage their people and identify their goals and branding, while also ensuring that they keep a significant degree of flexibility to be able to manage any problems that occur due to the variety of customers of all cultural backgrounds and purposes (Ford, Heaton and Brown, 2001). The model highlights that those operating in the service sector must be able to, "continuously customise and adapt so that it can respond to the hotel guests' needs" (De Zilva, 2014, p. 84).

The arguments for the empowerment and service profit chain have been applied across many studies. In 2000, Silvestro and Cross applied the model to a British retail organisation, of which the results determined a link between profit, customer loyalty, satisfaction, service value, and productivity. However, their study did not find a link between employee satisfaction and store probability, which Odeh (2008) stated supports the need for further research on service profit propellers across different contexts. While this study will not examine store probability, it incorporates job satisfaction as one of its examinable independent variables. Therefore, this study will argue in hypothesis two that psychological empowerment can have a positive influence upon service quality delivery.

H^2: Psychological empowerment has a positive impact on service quality.

2.4.3. H3: Linking Psychological Empowerment and Performance Behaviours

Empowered behaviour can be explained as the direct influence of employees' actions on enhancing the organisation's performance, to meet the customers' demands, and to deliver services with high quality characteristics (Humphrey et al., 2007; Clinton and Wong, 2012). Ayupp and Chung (2010) also defined empowered behaviour as the level of independency, self-respect and discretion that frontline employees own while performing their tasks.

Sparks, Bradley and Gallan (1997) and Fernandez and Moldogaziev (2015) considered that empowered behaviour relates to an employee's ability to exercise autonomy and discretion. While, Rafiq and Ahmed (1998) and Zhang and Bartol (2013) supported this claim by suggesting that there are three types of discretion (i) Creative discretion, where employees assist in generating the choice of alternatives; (ii) Deviant creative discretion, where employees participate in unauthorised alternatives; and (iii) Routine discretion, where employees possess a choice of options they can implement. Their studies stated that these behaviours could influence the customer perceptions of the service quality. For front-of-house employees, being able to exercise these behaviours of discretion can result in more satisfied customers as employees can respond to problems, queries and needs more readily and capably.

It is important to consider specifically what empowered behaviour might manifest as in order to assist managers in determining what an empowered staff member might look like and to explicitly link empowered behaviour with organisational outcomes. Employees with empowered behaviour may be more likely to transfer creative outcomes through finding new solutions to challenges (Tutar et al., 2011). A recent study conducted by Hashemi et al. (2012) aimed to examine the relationship between psychological empowerment and creative acts of personnel, specifically focusing on the agricultural sector in Iran. This study concluded that psychological empowerment practices may enhance the creative behaviour of agricultural personnel, as the staff under review displayed that they were comfortable in freely deciding which task they should start with and how to tackle problems using discretion based on support from their managers.

Furthermore, Wong and Laschinger (2013) identified that the components of behaviour are: activity, concentration, flexibility, initiative and resiliency – attempting to make the concept

more tangible and easily identifiable. Employees whose jobs require them to have direct contact with the organisation's customers must have an adequate level of empowered behaviour so they can make efficient decisions when needed which, as a result, will enhance the level of service quality and customer satisfaction levels (Wirtz et al., 2008). Babakus et al. (2003), and Yavas et al. (2003) stated that empowered employees are the key factor in shaping whether service delivery is labelled as a failure or defective in nature, and they are crucial to an organisation retaining control over the whole process, as well as in terms of their wider reputation in the community (Chen et al., 2007).

Both employees and managers can benefit from the effects of employee empowerment and empowered behaviour (Baumgartner, 2014). According to Elnada and Imran (2013), empowering employees can lead to more self-confident, committed (to the organisation) individuals who are determined to achieve organisational objectives through completing their tasks as best they can. Empowerment can foster greater self-efficacy, or competence, among personnel who can then make more efficient decisions, thus, in turn enhancing the level of customer satisfaction through using all the authority that has been bestowed on them (Srivastava et al., 2006; Ayupp and Chung, 2010). When employees are more satisfied in their jobs, this is the foundation for other behaviours and attitudes to emerge, as many studies argue that job satisfaction is a requirement for employees to be motivated in order to grow.

Walumbwa et al. (2010) suggested that when employees feel more empowered, they are more likely to experiment with different approaches to harness customer satisfaction or respond to queries and problems. Employees with empowered behaviour tend to be more likely to transfer creative outcomes through finding new solutions to upcoming or present challenging conditions so as to meet customers' needs, through customer-oriented behaviour (Tutar et al., 2011). Furthermore, previous studies (Mukherjee and Malhotra, 2006; Henry and Julius, 2011) also indicate that employees with empowered behaviour own higher levels of role clarity with regard to their responsibilities in order to accomplish the organisational objectives, and therefore, they argue that the dimension of role clarity is positively linked to empowered behaviour.

The five-stage process of empowerment put forward by Conger and Kanungo (1998), which has been employed in more recent studies, such as Croye (2011). Thomas and Velthouse (1990) suggested that judgements are subjective interpretations of reality, which, at the fifth

stage, determine the behaviour that the employee chooses to output. The same views are supported by Wong and Laschinger (2013). This five-stage process highlights that task assessments are very much impacted upon by individual differences in the interpretive processes, and how they act upon their interpretation of the situation. It stresses the idea that an employee behaves and acts based on the four dimensions that precede the fifth: behavioural effects. Thus, an employee's level of perceived empowerment very much shapes their behaviour, based upon this model, which highlights all of the stages of an employee's empowerment. This framework largely underpins the theory of this study. Therefore, this study will argue for hypothesis three as follows:

H^3: Role clarity, job satisfaction, organisation commitment, customer-oriented behaviour have a positive impact on psychological empowerment.

2.5. Conceptual Framework and Research Gap

Researchers have strongly argued that the empowerment theory brings forth a framework through which an understanding of how processes that support the use of high levels of control to influence peoples' decisions have consequences that are negative to organisational functioning and the lives of individuals (e.g. Perkins & Zimmerman, 1995; Zimmerman & Warschausky, 1998). The empowerment theory is argued by Zimmerman (2000) to also offer a model through which various strands of empowerment can be observed and measured, for example, locus of control, self-efficacy, and self-esteem.

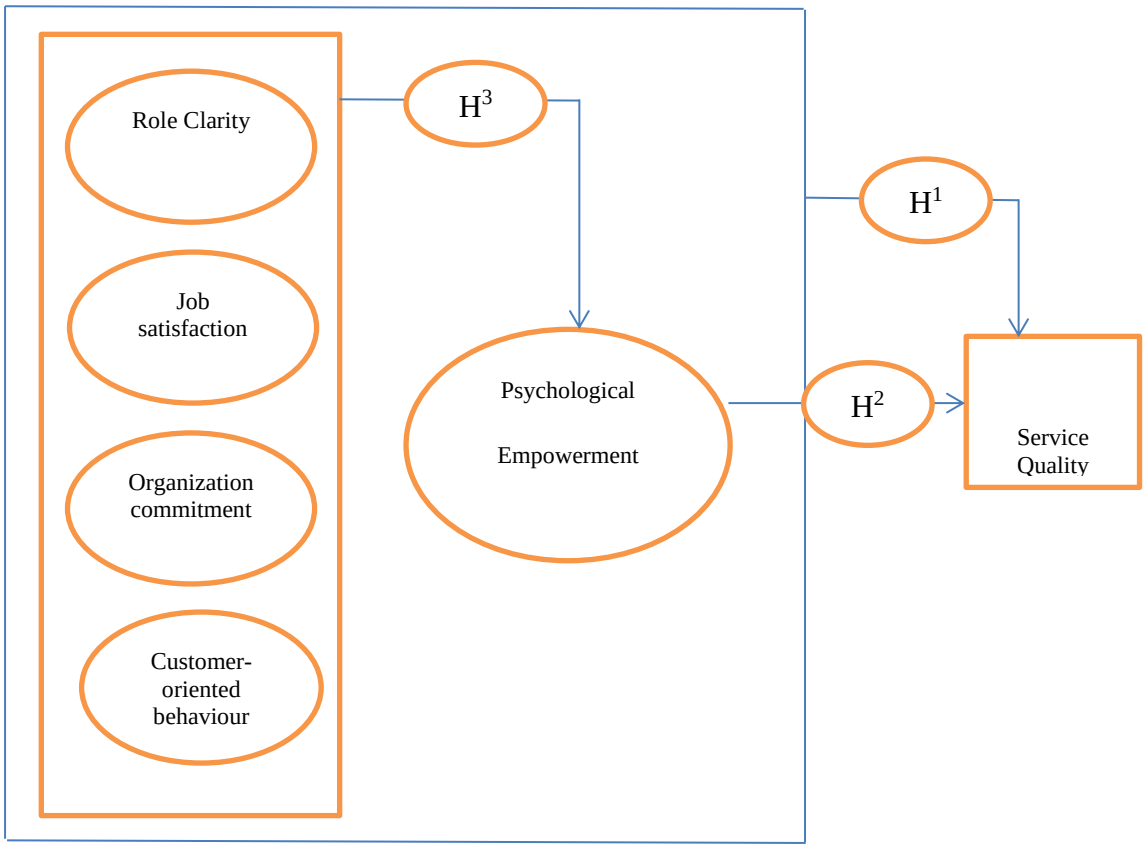
The positive impact of PE on service quality has led to organisations capitalising on empowering employees in order to increase competitiveness through exceptional service quality, even in the hotel industry (Hamed, 2010; Adil, 2011; De Zilva, 2014). The reason for this is because employees' contact with customers and the behaviours accompanying their service delivery within the hotel sector have been found to have a significant impact on customer's perceived level of service quality (Hall, 2008; Cousins, Foskett and Pennington, 2011). Front-of-house staff are usually a customer's first point of contact within hotels. Thus, customer impressions of a hotel's quality of service are hugely determined by their interaction with the front-of-house staff. Hence, Al-Kilani and Altarawneh (2010) argued that for hotels to be successful in increasing their quality of service, they have to seek out effective ways to manage and retain their workers. By extension, giving employees the opportunity for discretion in work situations is vital for the maintaining of a high quality of service (Larson and Hewitt, 2012).

However, the review of the literature has demonstrated that despite the impact of PE on service quality being positively related, as well as front-of-house staff being 'the face of hotels', very little research has been devoted to the experiences of frontline staff within Jordanian hotels. The review of literature on PE has so far shown a handful of Jordanian studies, mainly focusing on PE in relation to healthcare (e.g. Saif and Saleh, 2013; Al-Madadha, 2014). However, a significant proportion of the previous studies were out in Western countries, thereby only portraying Western perspectives of PE and service quality.

The conceptual framework presented as Figure 7 below is a theoretical guide to carrying out a study on psychological empowerment and its influence on service quality in the Jordanian hotel industry. The model has been constructed in order to answer one key research question: is there a significant impact of front-of-house employee's role clarity, job satisfaction, organisation commitment, customer-oriented behaviour, and psychological empowerment on service quality?

This question is consistent with Odeh's (2008) theoretical model, which was used to study employee psychological empowerment in the Jordanian restaurant industry. Odeh's framework was based upon the arguments of popular theorists in the psychological empowerment and service quality literature, utilised to test the dimensions of empowerment and their relationship with service quality. He identified that several attitudes and behaviours of front-of-house employees in the restaurant sector – *job satisfaction* (attitude), *organisational commitment* (attitude) and *customer-oriented behaviour* (behaviour) – could fully mediate the relationship between psychological empowerment and service quality. He also argued that psychological empowerment has an indirect relationship upon service quality. The development of the conceptual framework for the current research was largely inspired by Odeh's (2008) ideas and theoretical model. However, for the current study, the researcher has developed a new model to suggest that psychological empowerment has a direct influence on service quality delivery rather than the indirect relationship that Odeh suggested. The researcher has thus taken the three main variables put forward by Odeh (***job satisfaction, organisational commitment, and customer-oriented behaviour***) but felt the addition of ***role clarity*** was needed to provide a model to highlight the components of this relationship. Therefore, this study examines four dimensions as opposed to Odeh's three, as displayed in figure 7.

Figure 7: Conceptual Framework



A decision was made to add role clarity to Odeh's (2008) model after consulting studies such as Mukherjee and Malhotra's (2006) research on role clarity as an explanation for the provision of better service quality. These authors argued that role clarity combines characteristics such as feedback, autonomy, participation, supervisory consideration, and team support, which then support the creation of key consequences of organisational commitment, job satisfaction and service quality (Mukherjee and Malhotra, 2006). According to Kamalendu (2014), role clarity is something that can often be overlooked when hiring and training staff, with a lack of undefined role criteria and information sharing often getting lost in the pursuit of business growth. Further, in Jordan, front-of-house staff are not often expected or required to be well-educated, and power is typically quite centralised, which can have implications for the behaviour and role understanding of these staff, ultimately impacting on their ability to perform their job. The researcher also believes that the other selected dimensions cannot be achieved without strong perceptions of role clarity, as an employee will not know where or how to channel their behaviours if they do not have a clear understanding of their roles. The researcher also found that similar attitudes and behaviours surrounding psychological empowerment were present in other literature (Hamed, 2010;

Adil, 2011; De Zilva, 2014). Starting from idea that psychological empowerment is a multi-dimensional concept, the researcher has thus introduced the dimension of role clarity. The researcher proposes that meeting the other three dimensions are not possible without a sound understanding of one's role, tasks and what is expected of an employee. Therefore, the theoretical model is put forward by this researcher in order to investigate the impact of *role clarity*, *job satisfaction*, *organisational commitment* and *customer-oriented behaviour*. These dimensions represent the independent variables, while service quality is the dependent variable, which relies upon the presence of the four variables that contribute to psychological empowerment.

Hall (2008) conducted a study on the impact of performance measurement on role clarity, psychological empowerment and managerial performance, concluding that comprehensive management systems could be linked with role clarity, which then contributed directly to psychological empowerment for the sample of employees. However, a full understanding of how role clarity, together with the other three dimensions, interact to influence service quality can only be achieved when an empirical study is carried out.

2.6. Chapter Summary

This chapter sought to review existing literature on empowerment, psychological empowerment, and service quality. The overall consensus from the review of the literature on empowerment is that empowerment strategies can be employed in an organisation to enhance organisational performance (Greasley et al., 2005; Zeglat et al., 2014). This suggests that empowerment is a technique utilised by management on their subordinates. However, the literature also demonstrated that an alternative view to empowerment can also grow from employees' own views of their capabilities and freedom through psychological or motivational means. Further consequences of empowerment strategies are that service can be delivered more efficiently and such practices can retain customer loyalty and satisfaction, while minimising employee turnover (Stander and Rothmann, 2010; Tuckey et al., 2012; Bartram, Karimi, Leggat, and Stanton, 2014).

It was established from the literature that the level of service quality is determined from the viewpoint of the customer, specifically through comparing the customer's expectations before receiving service, as well as in relation to experiences after obtaining the actual service. If expectations coincide with service received; the customer is satisfied, and if service exceeds

expectations; the customer is more than satisfied. The assessment of the quality depends on two key aspects: the service process and the results (outcomes). In addition to that, service quality is evaluated in two ways. First, at the level of service delivery, and second, at the level of responding to customer reactions and any criticisms. The relationship between the customer and the employee at the point of service use / consumption therefore becomes of great importance to the determination of service quality perceptions. Hence, highly empowered employees will enhance understanding of their roles, which impacts on the behaviour of employees and how they handle customers. Researchers have therefore put forward various models to assist with measuring service quality. This study responds in a similar fashion and further develops Odeh's (2008) model to add role clarity as one of the dimensions that contribute to psychological empowerment.

As this study is based in Jordan, it is important to understand the context of the Jordanian hotel industry. The following chapter provides a detailed explanation of the Jordanian tourism industry and influential societal forces at work in this context.

Chapter 3: Jordan and the Jordanian Hospitality Industry

3.1. Chapter Overview

Preceding the methodology chapter and the undertaking of the empirical study, a background on Jordan and the Jordanian hotel industry are presented in this chapter. This chapter provides the context for the methodology and the empirical study and moreover, offers information pertaining to the Jordanian economic, cultural and social context in relation to the hospitality industry. A general understanding of empowerment in its cultural context is offered, which attaches meaning to the results obtained from the empirical study, and furthermore, how the results are related to the Jordanian way of life, tourism sector, and hotel industry is also discussed. This is achieved through reviewing existing literature on psychological empowerment in the Jordanian context.

3.2. The Jordanian Economy

Jordan is a small country located in the Middle East, poor in natural resources, particularly water and oil. Poverty, unemployment and inflation are major problems in the country, as well as a weak industrial sector. Adding to these existing issues is the growing turmoil in the region and a reputation of instability and extremism in surrounding countries, which is deterring tourists and other visitors from coming to Jordan. Therefore, the Jordanian Government has recognised that it must develop its service sector and empower its human resources in order to remain competitive in the global economy (Ministry of Tourism and Antiquities, 2012). Thus, this has resulted in a huge growth of investment in education and training services.

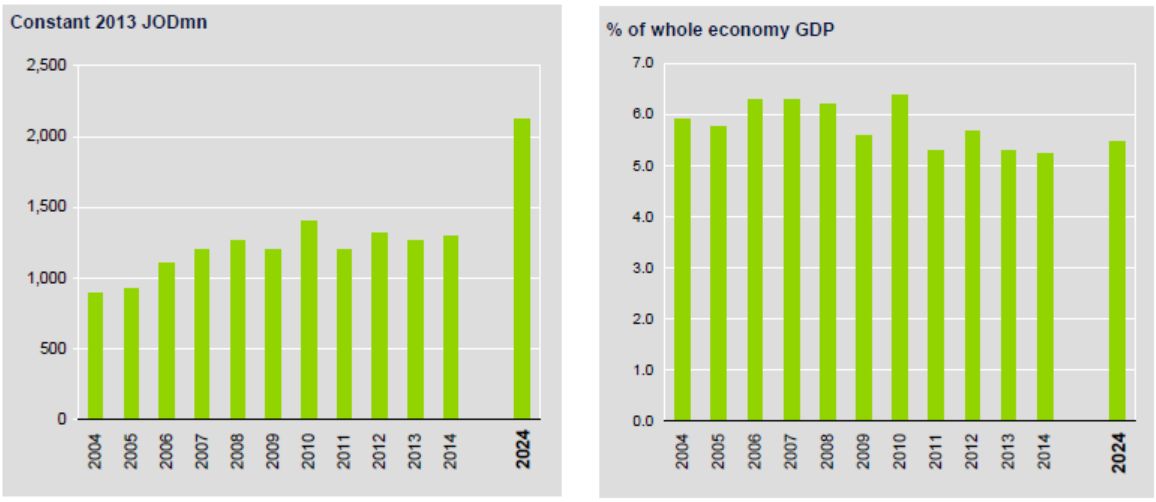
3.3. Tourism in Jordan

Tourism has a huge role in improving Jordan economically and socially, particularly through the creation of jobs, as well as generating income and training. According to the Jordanian Travel and Tourism Economic Impact report (2015), tourism contributed 1.57 billion JODs, or 6.2 percent of Jordan's total GDP in 2014. The Government has focused on developing tourism for this reason, especially as tourism contributes so highly to the Jordanian economy.

The Jordanian Government, alongside the Ministry of Tourism and Antiquities, have focused on developing specific activities and objectives to achieve the goal of improving the competitiveness and sustainability of Jordan's tourism. The aims is to maximise the contribution of the tourism sector to the economic and social development in Jordan, as well as improving business opportunities and the preservation of their cultural heritage (Ministry of Tourism and Antiquities, 2015).

The two graphs below in Figure 8 illustrate the direct contribution of travel and tourism to Jordan's GDP for 2013. According to World Travel and Tourism Council, the direct contribution of travel and tourism in 2013 was valued at 1,268.3 million JODs, or 5.3 percent of Jordan's GDP. The graphs below primarily reflect the economic activity generated by industries such as hotels, travel agents, airlines and other passenger transportation services. They also include the activities of the restaurant and leisure industries directly supported by tourists. The World Travel and Tourism Council (2013) expect that this will grow by 5.1 percent per annum to 2,126 million JODs, or 5.5 percent of GDP by 2024.

Figure 8: Direct contributions of travel and tourism to Jordan's GDP (in JODs)



Source: World Travel and Tourism Council (2013)

The graphs below in Figure 9 detail the direct contribution of travel and tourism to employment in Jordan according to the World Travel and Tourism Council (2013). Tourism in Jordan directly contributed to the creation of 67,000 jobs, or 4.5 percent of the country's total employment. The same study predicted that tourism and travel will directly contribute to

the creation of 96,000 jobs in Jordan, an increase of 3.4 percent per annum over the next 10 years. These four graphs display the important role that tourism and travel play within the Jordanian society, with the above two graphs demonstrating travel and tourism's direct contribution to the economy, and the ones below illustrating their contribution to job creation.

Figure 9: Direct contributions of travel and tourism to employment in Jordan

Source: World Travel and Tourism Council (2013)

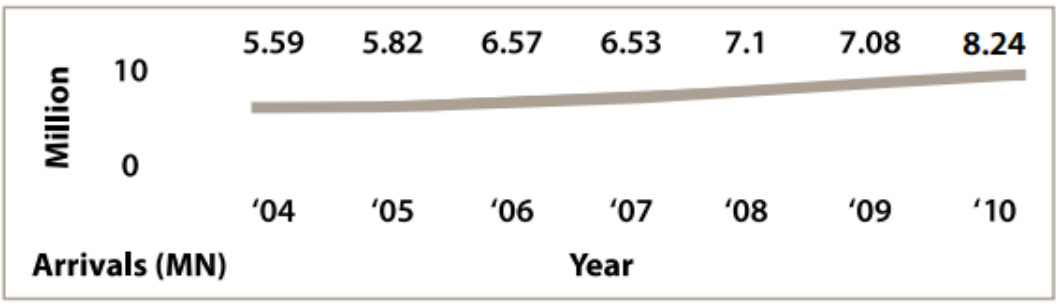
3.4. The Jordanian Hotel Sector

The hotel sector constitutes the most important factor in the tourism sector for Jordan (Alafi, 2013). This, in itself, represents the necessity to study this sector under the human resources banner and to investigate the most important factors affecting the quality of service provided within the country's hotel industry. Statistics have demonstrated that Jordan's hotel sector is comprised of approximately 450 facilities across the different classifications, employing over 15,000 of the 41,900 employees in Jordan's tourism sector (Ministry of Tourism and Antiquities, 2015). This means that the proportion of employment in the hotel sector accounts for 35 percent of the entire tourism sector's employment. The total volume of sales per employee working in the sector accounted for 57,828 JODs in 2010 as compared to approximately 50,000 JODs per employee in 2009. This therefore exhibits an increase in the workforce, and thus an increase in income generated by tourists (Department of Statistics, 2014).

It can be argued therefore that supporting and developing the hotel sector will contribute to creating new jobs, especially if the hotel sector can develop the quality of the services

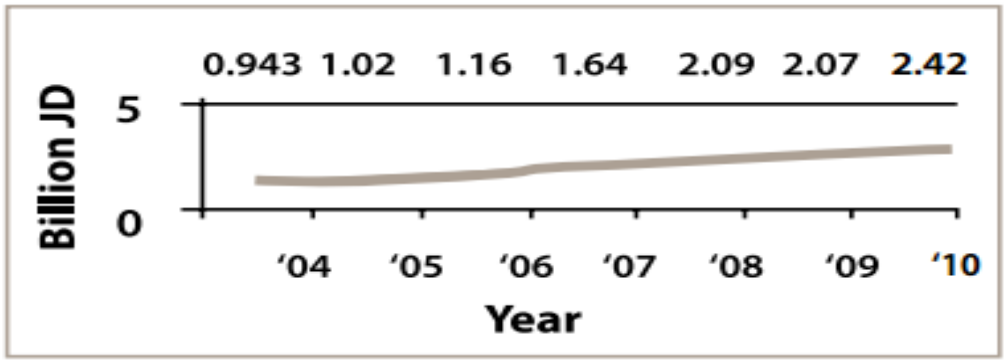
provided. The proportion of total employment in the tourism sector accounts for 5 percent of the total aggregate employment. Figure 10 shows the number of visitors coming to Jordan in millions, and Figure 11 presents the direct employment numbers for Jordanians created by the tourism industry.

Figure 10: The number of visitors coming to Jordan in millions, 2004-2010



Source: Ministry of Tourism and Antiquities (2015)

Figure 11: Direct employment for Jordanians, by income generated, 2004-2010



Source: Ministry of Tourism and Antiquities (2015)

3.5. Jordanian Context: Literary Evidence

There have been very few studies focusing on service and service quality in the Jordanian context (Abu Rumman and Jawabreh, 2013; Zeglat et al., 2014). Of the studies in existence, job satisfaction has been given the most attention in relation to Jordan. Al-Rasheed (1994) illustrated through an empirical investigation that Jordanian bank managers are educated and experienced, experiencing similar patterns of motivation and job satisfaction as Western managers. While, Abu Rumman and Jawabreh's study (2013) focused on how the work environment can impact upon service in Jordan, finding that employees needed to be

motivated in ways other than through financial means. This study focused solely on five star hotels in Al Aqaba, however, rather than on all classifications of hotels. This study will focus on hotels in Amman, which is quite a different context, both socially and economically, to Al Aqaba.

In terms of organisational commitment in Jordan, Suliman and Iles (2000) conducted a study investigating the validity and reliability of affective, continuance and normative commitment with regard to a sample consisting of 1,000 employees in call centres. Their findings highlighted that these dimensions are prevalent in the Jordanian environment in the sample they used, and they confirmed the presence of continuance and normative commitment in call centres upon the delivery of service. However, they failed to confirm that normative commitment to the organisation had any impact upon the delivery of service quality.

Moreover, Maqableh (2003) conducted a study investigating the factors affecting the quality of service in Jordanian hotel restaurants. The study was limited to five-star hotels. The study identified that there are many factors affecting the service quality from the customers' perspectives, which were identified as being employee behaviour, hygienic factors relating to the restaurant's employees, as well as their knowledge regarding restaurant service. This links to the idea of role clarity being an important component of psychological empowerment and in being instrumental in supporting employees in terms of offering high quality service.

In a series of empirical studies, Melhem (2004, 2005, 2006) investigated the factors affecting employees' empowerment in various Jordanian services industries. His first investigation was made in the banking industry, concluding that trust, information and communication, knowledge and skills and incentives are important influencers in terms of employees' empowerment (Melhem, 2004). These are all contributing factors to job satisfaction. Furthermore, Melhem (2005) conducted another study in five star hotel contexts, with similar findings to the first study. In 2005, Melhem advanced his 2004 model by including job satisfaction as one of the dimensions of empowerment. These results determined that there is a strong relationship between employee empowerment and job satisfaction in Jordan in relation to service delivery within the hotel sector. Melhem tested his developed model in Jordanian mobile phone companies in 2006. In this study, he again established a link between job satisfaction and service quality.

A study conducted by Hammam and Maqableh (2005) aimed to investigate the factors that influence employees' satisfaction in Jordanian hotels and to recognise the reality of job satisfaction for these workers in order to help the Jordanian hotel departments improve employee satisfaction. The study sample included 241 employees (who had at least one year of experience in the hotel industry) working in three and four five star hotels in Jordan during 2001. Overall, the satisfaction level for workers in Jordanian hotels was moderate. In terms of the importance of the main factors affecting employees' satisfaction in relation to the Jordanian hotels, the style of leadership came first, followed by the work environment, hotel management, hotel organisation level and the compensation system. The study only focused upon job satisfaction and did not include other variables, such as organisational commitment and customer-oriented behaviour.

A study by Al- Harahsha and Al-Bashabsha (2006) aimed to explore the impacts of employees' needs, which were included in MacCelland's theory of motivation (achievement, power and affiliation), on the employee job commitment among workers in the government sector in Karak City in Jordan. The results of the study included the three dimensions of organisational commitment (affective, continuance and normative commitment). In addition, the findings of the study suggested that there is a positive relationship between employees' needs being fulfilled by their role and workplace and their level of organisational commitment. The study also supported the relationship between MacCelland's needs theory and the three aspects of organisational commitment.

3.6. Jordanian Context: Motivation/Empowerment

Through considering the findings of Melhem's three studies, it is clear that there is awareness in the various Jordanian organisations of the concept of empowerment. Melhem has studied the factors that influence employee empowerment, thus there is a growing need to study the outcomes of empowerment with regard to the job performance of employees in various sectors, as well as to study the other empowerment perspectives (psychological empowerment, and team empowerment), particularly in the hospitality sectors in Jordan, including hotels and restaurants.

Based on findings of studies conducted in the Jordanian context regarding job satisfaction and the work environment, many studies a=have concluded that employees in Jordan value non-financial rewards, and that there is a relationship between the dimensions of the work

environment and employee performance. However, many of these studies also determined that in Jordan, managers are ill-equipped, unable, or perhaps unwilling, to put time and resources into supporting their employees' job satisfaction. For instance, Al Buqami's (2010) study investigated the impact of the working environment on the work performance of staff at the Department of Passports in Makah, Jordan. His overarching recommendation was that more power should be given to the staff commensurate with the size and responsibilities of each job. Likewise, Athamner (2004) found that the leadership and decision-making, academic freedom of faculty members, and organisational climate contributed to employee satisfaction, while Albaker (2008) also identified that independence at work was a key factor contributing to employee satisfaction.

Rummun and Jawabreh's (2013) study focused on combatting the high level of staff turnover in five-star hotels in Al Aqaba city, a resort city in southern Jordan at the crossroads of Egypt, Israel and Jordan. They considered the impact of the working environment of employees, with their findings determining that the most influential factors in relation to average job turnover in this sector were the supervisor's treatment of staff, the provision of training tools and equipment, justice at work, the promotion system, other colleagues at work, and the reward system. Moreover, in their literature review, they determined that all the studies conducted in Jordan put forward various factors for bettering the work climate, yet the core ones were the positive relationship between management and workers, the relationship between the workers themselves, and the attention of management to the job and labour (p. 118). However, they also stated that there remains a scarcity in the literature available on Jordan. The study recommends that five-star hotels in Jordan should concentrate more on these special work environment factors to be better able to support job satisfaction in order to reduce staff turnover and provide more stability, productivity and efficiency. From their findings, they stated that there is, statistically, a significant impact of the working environment on the average job turnover in five-star hotels in Al Aqaba city.

Another aspect the researcher in this study would like to emphasise is that empowerment is viewed differently across cultural contexts. This section will consider two of the core dimensions of cultural differences as presented by prominent intercultural theorist, Geert Hofstede (1970). Although his theory is quite dated, it is still referred to today and his website has up-to-date information on all countries across the world, including their cultural dimensions. He is regarded as a central figure in the development of literature on cultural

variations and classification, using the findings of his study based upon the responses of 116,000 staff members of IBM between 1971 and 1973. His dimensions are particularly useful as he provides a scoring system for national cultures in order to easily identify and compare where they sit on his scale. His thoughts on power distance and hierarchy were felt to be useful to this current study. This determines the type of relationship and communication among Jordanian managers and employees to assist those working in this field to better understand the dynamics surrounding any strategies that might be put into place in order to foster empowerment.

One of the primary dimensions identified by Hofstede that is of relevance to this study is the *power distance* dimension. According to Dickson, Hartog and Mitchelson (2003, p. 737), power distance is one of the most influential cultural dimensions used to indicate and analyse the presence of cross-cultural leadership in the research. Other authors, such as Peterson and Schwartz (2002, p. 12) identified that, "power distance can provide the most specific indication as it directly analyses the relationship between the leaders and subordinates, compared to the other dimensions which consider wider processes and structure within an organisation". Many of the previous studies on psychological empowerment have often been conducted within Northern American and European contexts, and it was of interest to consider whether the models and ideas from previous research could be applied to a Middle Eastern context due to the different cultural perspectives.

3.6.1. Power distance

This dimension is concerned with how inequalities exist within society, and how people from different ranks in society relate to others. Hostede (1970) provided a short definition, stating that, "power distance refers to the extent to which less powerful members of organisations expect and accept that power is distributed unequally". Hofstede gives Jordan a score of 70 out of 100 on the power distance scale, which is quite high and highlights that Jordan remains a hierarchical society. This suggests that empowerment for the individual could be hindered as Hofstede suggests that in cultures with a high power distance, people are more likely to accept their place in the hierarchal chain. Centralisation is a key feature of businesses that operate within these cultures, which challenges the suggestion that autonomy, power delegation and knowledge sharing are key dimensions of structural empowerment and encourage intrinsic empowerment.

3.6.2. Collectivism versus individualism

Another of Hostede's (1991) dimensions refers to, "the degree of interdependence a society maintains among its members". Jordan is ranked low on Hofstede's individualist scale, with a score of 30 out of 100, meaning that the culture in Jordan has been identified as being collectivist, where ties to the group can be very strong. After reviewing the literature, it was determined that the concept of empowerment brings with it notions of autonomy, and/or independence in the workplace. Although the study will not delve deeply into cultural theories, exploring how the pre-determined concept of empowerment within a collectivist culture was of interest, particularly as empowerment is often linked with individualism (Marak, 2016).

3.7. Context Conclusion and Gaps in Literature

This chapter sought to present the background of the Jordanian economic, social and cultural contexts in relation to empowerment issues. By extension, some valuable literature was discussed regarding the Jordanian tourism and hospitality sectors. The chapter argued that efforts to encourage and implement psychological empowerment are a universal issue but will remain futile if Arabian perspectives continue to be excluded from existing research on employee empowerment and its relation to service quality, which has previously been dominated by Western studies. The chapter highlighted differences in power distance and collectivism for Western and non-Western countries that would lead to variations among the interrelationship between psychological empowerment, employee performance and service quality. The dominance of Western studies indicates that less knowledge exists on the degree to which people from Arabian cultures (particularly Jordan) feel about the interrelationship between the above three constructs. Based on the above review of the limited Jordanian literature and Jordan's context, the chapter concludes that some theories that have arisen as a result of Western studies cannot be accurately applied to non-Western (in this case, Arabian) contexts.

Previous studies concerning Jordan have considered service quality in the Jordanian context, yet there is a need to explore this further under the psychological empowerment banner. Moreover, there is a particular need to identify which behaviours and attitudes can mark psychological empowerment and support quality service delivery. Previous studies on Jordan have focused upon the structural components of empowerment, looking at how the

organisations have fostered empowerment through rewards and remuneration. The researcher has identified that there is a need to consider the motivational aspect of empowerment within the Jordanian context, focusing on how employees feel intrinsically motivated to fulfil their roles. This study will seek to address the gap in the literature by empirically investigating the relationship between psychological empowerment, role clarity, job satisfaction, organisational commitment, and customer-oriented behaviour on service quality in the Jordanian hotel context.

Chapter 4 presents the conceptual framework and methodological choices that enable the investigation of the interplay between psychological empowerment, employee performance and service quality.

Chapter 4: Methodology

4.1. Chapter overview

Chapter 2 reviewed the existing literature concerning the core themes of the study (psychological empowerment and service quality) in order to devise the study's conceptual framework (which was also provided in the same chapter). Therefore, this chapter has two aims. Firstly, it provides a discussion on how the conceptual framework influences the research design. Secondly, it explains the methodology that will be utilised to test the model and linked hypotheses. Moreover, there will be an overview of the techniques that will be used to interpret the data and draw conclusions in order to examine the hypotheses. From the literature review, it was established that most of the studies relating to psychological empowerment have been carried out in Western countries. Hence, when compared to Arabian (particularly Jordanian) contexts, there is limited knowledge regarding the degree to which psychological empowerment affects the service quality in Jordanian hotels. Thus, this chapter also provides an explanation of how this shortfall in the literature will be addressed by the present research.

4.2. Conceptual Framework Implications for the Methodology

After reviewing previous empirical studies relating to psychological empowerment and considering various research philosophies, the researcher felt that the *positivist* paradigm[1] was the most suitable for testing the study's hypotheses. It could be suggested that due to study focusing on the service sector, it may have been beneficial to employ an interpretivist approach, which would have incorporated research methods that allow for the soliciting of in-depth explanation. However, due to the large number of hotels and front-of-house employees involved in this study, an interpretivist approach and the gathering of the qualitative data was thought to be too time consuming. In addition, as Creswell (2014) indicates, it is difficult to identify right or wrong answers in an interpretivist study. Creswell posits that respondents could claim anything, thus pooling data that would be difficult to validate; while a positivist

[1] The term "paradigm" has been defined as all questions and concepts that could be utilised to enhance the data analysis process and to recognise the relationship between the study context and its procedures (Corbin and Strauss, 2008).

approach produces data that is able to be more easily validated. Furthermore, statistical and objective data were involved in this study. According to Aliyu et al. (2014), the positivist philosophy is a truth-seeking research strategy rooted in ontological[2] principles. It proposes the use of techniques for testing within the natural realm of science in order to investigate a social reality (Creswell, 2014). This approach is also free and independent of both the viewer and the observer, and dictates that reality exists since it is directly focused on investigating the generated research hypotheses through exploring the study's observed social realities. This approach is therefore suited to conducting quantitative[3] research (Crotty, 1998; Creswell and Plano Clark, 2011; Aliyu et al., 2014), which is in line with the requirements of this study. Moreover, a positivist rather than an interpretivist approach was preferred given that this study was rooted in the testing of a theory, which emphasises the measurement and analysis of causal associations among variables across context and time, rather than developing a theory based on the results (Ticehurst, Veal and Neck, 2000 in Odeh, 2008). The main aim of the researcher was to confirm or disconfirm a theory.

However, the positivist philosophy has been criticised for failing to capture the full richness of the individuals and the environments being studied (Gay et al., 2009). Despite this, since this research was a quantitative rather than a qualitative study, the researcher found this approach to be more appropriate with regard to the achievement of the study's objectives as a positivist philosophy is often utilised in quantitative approaches and especially in social science studies, due to the reliance upon rules and facts that are able to be collected via various data collection methods[4]. Controlled experiments and sample surveys are the primary data collection techniques used with this approach. It is argued that questionnaires can be utilised to gather information in an operationalised and objective manner and can may also be used to test the relationships among the core variables using a paths analysis (Bryman, 1991, in Odeh, 2008). Whilst, Haralambos and Holborn (1997, p.14, in De Zilva, 2014) stated that

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[2] At the ontological stage, researchers must consider whether the reality that they are focusing on actually exists. Scotland (2012, p.9) stated that, "researchers need to take a position regarding their perceptions of how things really are and how things really work."

[3] Quantitative methodology is an approach used when researchers want to quantify variation and to assist with predicting causal relationships between selected variables. It emphasises objective measurements through obtaining statistics and numerical analyses (Babbie, 2010).

[4] The data collection method refers to the way in which the data regarding the core variables is gathered and collected (Sekaran and Bougie, 2009). These methods rely on collecting information from participants for the purpose of analysing participants' attitudes and behaviours (Saunders et al., 2009). They are influenced by a range of factors: available budget, the time frame of the research, type of data required, and research context.

the positivist approach, due to its belief that individuals are governed by social laws, allows for, "the behaviour of humans, like the behaviour of matter, [to be] objectively measured." According to Odeh (2008, p. 121), the positivist theory takes the view that, "reality is assumed to be un-problematically existing 'out there', and independent of the perception, beliefs, and bias of the researcher."

As previously mentioned, a positivist philosophy is considered to be an effective method to represent the reality being studied. For example, it assumes that one cannot realise an organisational truth without investigating the actual information regarding the organisation and individuals' performances (Hatch and Cunliffe, 2006; Tugendhat, 2006). In short, this philosophy firstly aims to generate a specific theory, then it aims to evaluate the presence of this theory within a studied context. Consequently, several responses and recommendations can be generated by the researcher according to the findings from the collected data (Keleman and Rumens, 2008; Creswell, 2009; Saunders et al., 2012).

The rationale behind selecting the positivist approach for this study was as follows:

1. As the researcher needs to remain as independent as possible, an objective approach to the study was employed. This is unlike an interpretivist approach, which is often criticised for researcher bias (Creswell, 2014). After conducting the literature review, the theoretical model was put forward with seven hypotheses to be tested relating to the key focus of testing the relationship between psychological empowerment and service quality delivery within the context of the Jordanian hotel sector, particularly for hotels within the Amman region of Jordan.

2. Interpretivist studies tend to attract small numbers of participants for examination, while positivist studies normally involve a larger number of participants in order to allow for broader generalisation. The data put forward is intended to be able to be easily and readily applied to other cases, both within Jordan and the wider international hotel and/or hospitality sector. While, Saunders et al. (2007, p. 118) argued that, "in order to be able to generalise statistically about regularities in human social behaviour, it is necessary to select samples of sufficient numerical size". The method used for data collection was a scientific approach (Edirisingha, 2012), thus utilising strategies to check for reliability and validity and allowing for the production of results that are sound and that can be readily applied to other cases. The researcher

ensured that an appropriate sample size was selected in order to produce data that could be generalised to a larger population and moreover, could be useful in terms of future studies, as recommended by Saunders et al. (2009).

3. The research for this study relied upon theory testing rather than theory building, which falls under the positivist approach to research. The discussion in the literature review presented the theoretical model that would be tested, based on Odeh's 2008 model, with the fourth dimension of 'role clarity' added to the existing three. The theoretical model put forward by the researcher led to seven hypotheses being derived from the adapted model, which was tested in this study. Therefore, since the model and hypotheses were built upon existing theories, this paper employed a deductive approach rather than an inductive approach. The section below will define and discuss these approaches in more detail. The researcher wanted to formulate conclusions based on the data that was collected, and therefore quantitative data was able to provide the researcher with data that could be easily measured and facilitate with the confirming or denying of the proposed hypotheses.

The following section discusses the research design of this study.

4.3. Research Design

Research design refers to the overall way in which a researcher decides to approach the collection of data and information on a topic, and the steps that will be taken to analyse this data to draw conclusions. The steps taken are intended to fit together in a coherent and logical manner (Labaree, 2009; Langden, 2009). As explained above, this study adapted the positivist paradigm so as to gather quantitative data. In this section, the study's research design will be considered in more detail, thus considering *how* data was collected, measured and analysed in order to reach conclusions and make recommendations. One of the main components of any research design is the data collection method which is utilised to test the core hypotheses. Sekaran and Bougie (2009) and Saunders et al. (2009) proposed three general classifications of research purpose: *exploratory, descriptive and explanatory*. They separate the research design approach depending on the different goals of the researcher. The basic research design that was employed in this study was a mixture between the exploratory-descriptive designs. It was considered exploratory as the initial focus of the study, which was psychological empowerment, was slowly narrowed down to formulate hypotheses from a

theoretical framework that was generated from the literature review. Whilst, the descriptive design category was utilised since quantitative data was gathered in order to learn more about the variables of interest and gain a clearer picture of how the different variables were interrelated, and interrelated as a collectively to influence psychological empowerment and its consequential effect on service quality.

The quantitative method using a deductive process was applied to this study. The deductive approach is a research strategy that reduces a general theory to a more specific one, which has a more defined focus and is supported by hypotheses that are able to be tested (Gabriel, 2013). The deductive strategy aims to test a theory, with an emphasis on establishing causality among the variables. This falls under the positivist approach as this is an attempt to ascertain the truth regarding certain existing phenomena. There also exists an inductive approach whose main concern is developing new theories emerging from data, which is not the focus of this study and hence an inductive approach was not suitable to the aims of this research.

The researcher began by conducting a literature review of the key identified concepts (psychological empowerment and service quality), and subsequently worked to narrow these down in order to construct seven focused hypotheses that required testing through the collection of data and statistical analyses. The empirical study was undertaken over a period of 4-5 months to ensure adequate data collection and a high participant response rate. The primary data collection method used was questionnaires (discussed in Section 4.3.2). The previous chapter provided a detailed discussion on the background of Jordan and the Jordanian hospitality industry.

The next section will discuss the choice of Amman City and the hotels in this region as a focus for this research.

4.3.1. The Amman Region of Jordan

Amman is the capital and most populous city of Jordan. It is also the nation's monetary, political and cultural centre. The city is thought to be among the most liberal and westernised Arab cities, thus being a noteworthy holiday destination, especially amongst Arab and European tourists (Dumper, 2007). According to the Dunia Frontier Consultants' report (2015), there were approximately 2 million visitors to Amman in 2014, which positions it as

the 93rd most visited city in the world and the 5th most visited Arab city. It is reported to have a relatively fast developing economy and was named as one of the Middle East and North Africa's (MENA) best urban areas as per monetary, work, ecological and socio-social factors (Hachem, 2011). Moreover, the city is among the most prevalent areas in the Arab world for multinational enterprises to set up their regional offices, alongside Doha and just behind Dubai. It is therefore understandable why a majority of the hotels in Jordan are concentrated in Amman, hence, the choice of this city as the focus for this study.

Amman is the 4th most visited Arab city and the 9th most elevated beneficiary of worldwide guest spending (Maslen, 2016). Maslen estimated that tourists around 1.8 million tourists went to Amman in 2011 and spent over $1.3 billion in the city in 2011 and noted that it was the most visited city in Jordan. The main airport, Queen Alia International Airport, is located within the city and is considered a major point of entry to the country. The airport and it's connecting links have seen huge improvements to the transport network and infrastructure due to the increase in annual visits. Thus, Amman and Jordan are viewed by most as the Middle East's centre for restorative tourism. For instance, Jordan has the most medical sightseers in the district, which is the 5th most highest number in the world. Amman receives 250,000 outside patients per year and this generates over $1 billion annually (Khamis-Dakwar and Froud, 2014).

As the hub of business in Jordan, Amman attracts a high number of visitors and is considered to dictate the calibre of hotel service within the country given that most of the hotels are concentrated in this city. The city houses some of the world's and Middle East's biggest investment banks, including Standard Chartered, Société Générale, and Citibank. In addition, several tourist attraction sites are located within the city. It was therefore felt by the researcher that studying the hotels in this city would allow for better generalisation of the findings as the city commands business authority and a vast amount of the activity of the country's hotel industry.

The use of various starred (**) hotels as case studies was consistent with Yin's work (2009) (more detail regarding the choice of hotels/sample is provided in Section 4.3.2). Studying the various types of hotels enabled better understanding of the real-life contexts within the organisations with regard to the front office staff's psychological empowerment. Furthermore, using the case studies enabled the collection of data from multiple sources (the hotels) and provided extra depth to the data. According to Yin (2009), the inclusion of

multiple case studies allows for the broader attitudes and beliefs of individuals to be collected, thereby offering a valid and reliable source of information from which accurate conclusions can be drawn. Moreover, Yin emphasised that studying particular cases facilitates the aim of suggesting recommendations based on the results obtained. Hence, the researcher in this study aimed to present the findings of this study to the hotels under study in the form of reports. Recommendations made as a result of the conclusions drawn from this study will therefore assist with organisational change if put into practice, thereby fulfilling the aim of the case study method of research and contributing to practical change. Thus, this thesis seeks to support other psychological empowerment studies that have employed quantitative methods and case studies (e.g. De Silva, 2014; Alil, Junoh, and Ali, 2016). Furthermore, it develops the model put forward by Odeh (2008), therefore enhancing psychological empowerment theory and will also add another empirical study to the growing body of work in this area.

The following section offers a detailed presentation of the questionnaire employed for the purposes of data collection.

4.3.2. Data Collection

The selection of the method of data collection involves a range of compromises, for example, available timeframe, budget, type of required data, research context, etc. The primary disadvantage of interviews are that they necessitate a huge amount of time and cost in order to gather information. In fact, it may require several interviews to be conducted with different people before a set of questions is refined, while questionnaires can be piloted on a small group and amended for greater distribution. Moreover the length and time of the interviews can vary. However, an interview that is less than half an hour is not likely to be useful; while an interview lasting more than an hour might be unreasonably demanding for busy interviewers. Thus, the number of participants may be reduced to counter this, which may therefore result in biases within the sample.

Whenever data is gathered via either questionnaires or interviews, the process of analysis begins. Analysis of questionnaires is reasonably simple and can be undertaken through employing inferential and descriptive statistics. However, qualitative data from interviews can be comparatively more complex to code and analyse as it can be challenging to separate the responses into categories. One of the key issues with interpreting qualitative data is that it

quickly appears to grow into a huge project, while researchers often report the difficulties of transcribing interviews.

In light of these factors, it can be argued that utilising a questionnaire is the most appropriate method for a study such as this, which is cross-sectional survey research. There is a history of employing survey questionnaires in management and marketing research due to the ease of obtaining a huge amount of data from a targeted sample. Further, in contrast to interviews, the time and cost involved with conducting a survey questionnaire is lower. However, since Jordan is this study's context, and much like most developing countries, the postal system is not well developed. Therefore, the primary manner available for the researcher to undertake the survey is to make direct contact with every hotel. Though it should be noted that questionnaires tend to yield a high respondent rate, which is a huge advantage. In addition, the privacy policy of the Jordanian Hotel forbidden the researchers to making interviews.

4.3.3. Questionnaires

Researchers tend to use the terms *'questionnaire'* and *'survey'* interchangeably to mean the same thing. For this study, *'questionnaire'* is the term adapted for the statistical study. Data, in the form of factual information[5], was collected from front office staff of various hotels in Jordan's Amman City using questionnaires administered face-to-face and via email. The attitudes, opinions and personal views of the staff regarding the psychological empowerment processes in their hotels and how these impacted on their job performance based on six variables were examined using close-ended questions: *psychological empowerment*, *role clarity*, *job satisfaction*, *organisational commitment*, *customer oriented behaviour*, and *service quality*. The review of the literature revealed that a number of previous studies measuring psychological empowerment used questionnaires to gather data and measure the key variables in line with their theoretical frameworks, mainly due to the fact that questionnaires allows researchers to gather measurable, deductive information from front-of-house employees (e.g. Odeh, 2008; Degago, 2014; Ponton, 2010). Qualitative and quantitative approaches are the main approaches of data collection. While a qualitative approach would have potentially allowed for the collection of more in-depth data, providing a deeper understanding of the interrelationship between psychological empowerment (given the

[5] Actual details or information rather than ideas or feelings.

influence of the four variables) and service quality from the perspectives of the front-of-house staff, the quantitative technique of using questionnaires was thought to be more beneficial in terms of gathering primary data in this study as it tends to result in enhanced data reliability . Therefore, this approach also enables the researcher to make more generalisable conclusions in relation to the selected phenomena among the studied population, in this case, the hotel employees (Bryman, 2001; Okoli, 2004). As the aim of the researcher was to give explicit recommendations to hotel management in Jordan, the quantitative approach was selected in order to enable easy transferability of the same results to a wider number of hotels across Jordan (not limited to the Amman City) in the future. With reliable results, managers could potentially utilise the data and recommendations to support successful strategies to improve service quality in their hotel environments.

However, researchers have criticised quantitative research for not offering in-depth explanations and understanding of the underlying reasons, opinions, and motivations for results, unlike with qualitative research (which often employs open-ended interviews) (Bell, 2010). Creswell (2014) also indicated that qualitative research offers researchers with insights into a phenomena, which can also uncover trends with regard to thoughts and opinions. However, qualitative research was deemed unsuitable for this study as the intention was for the researcher to quantify attitudes and opinions, which only quantitative research could offer. Secondly, generalisability of data to other hotels in Jordan was a significant aspect, hence, larger sample sizes were required, which are synonymous with quantitative research.

Some researchers have also criticised questionnaires for being time consuming, particularly when being created, alongside the processes involved in ensuring the validity and reliability of the instruments and data (e.g. Collis and Hussey, 2014; Bell, 2010). Thus, in order to reduce the time involved with creating the questionnaire, previously created scales (i.e. the Likert scale, Spreitzer's scale (1995), Makherjee and Malhotra (2006), Spector (1997), Allen and Meyer (1993) and Bettencourt and Brown (1997)) were employed in order to measure the four constructs mentioned above. According to Bell (2010), the accuracy of pre-set scales tends to determine the accurate representativeness of questionnaires. These pre-set scales can lack accuracy or that they may not be up to date with the research inquiry required. However, accuracy was observed in this study since all of the scale employed exhibited good

Cronbach's Alphas (CA)[6] in relation to the measured variables, as shown in previous empirical studies (CAs were reliable and ranged between 0.70 and 0.92). Thirdly, Collis and Hussey (2014) argued that researchers utilising questionnaires may face challenges due to reluctant participants who fail or delay to respond or return questionnaires. Here, the researcher responded to this by ensuring there was a robust follow up system in place, which allowed for a response period of three months to ensure a high participant response rate. In summary, each of the questionnaires used and the mode of administering was considered the most suitable for the participants under study.

4.3.3.1. Questionnaire design

The questionnaire was divided into two sections, with one section requesting demographic information (i.e. age, length of work experience, gender, and employment), while the second section focused on collecting responses encompassing participants' perspectives of their role clarity, job satisfaction, organisational commitment and customer-oriented behaviour. The questionnaire was composed of structured and closed-ended questions, thereby offering participants several options to select an answer from (Dillman, 2007) and permitting the researcher to gather specific answers that were able to be measured more easily (Dillman, 2007; Creswell, 2014). A close-ended question involves giving the participants a set of choices that they must select an answer from rather than allowing the participant to provide their own unstructured answer. The researcher acknowledges that questionnaires with open-ended questions allow for the collection of individuals' own thoughts and expressions regarding a specific subject and have the advantage of offering more detailed information (Bryman, 2011). However, open-ended questionnaires provide qualitative data rather than quantitative (Fink, 2003). This study adapted a quantitative approach and thus, close-ended questions were more suitable.

The questionnaires contained a cover page explaining the various aspects relating to the purpose of the research and the confidentiality and anonymity of respondents and the information provided. The cover page also explained the respondents' choice to volunteer to

[6] Cronbach's alpha provides a measure of internal consistency of a test or scale to measure reliability. CA is expressed as a number between 0 and 1 (Tavakol and Dennick 2011).

participate and also withdraw from participation at any time (see appendices 2 and 3 for the respondent consent form and participant information sheet). Respondents were not encouraged to participate by being given any incentives. Easy to understand instructions were provided to guide them through the answering of the questions. The questionnaires utilised the five-point Likert scale (Likert, 1932). The study respondents were asked to choose one of five alternatives in response to the questionnaire statements, with "1" indicating "strongly disagree"; "2" indicating "disagree"; 3 indicating "neutral"; "4" indicating "agree"; and 5 indicating "strongly agree". This scale was adopted in this study as it permits the collection of respondents' attitudes through using an interval-level measure, rather than merely obtaining a "yes" or "no" answer, which would not have provided sufficient data allowing the researcher to adequately respond to the hypotheses. The highly structured nature of the questionnaires was a response to calls from other researchers who argue that these types of questions/questionnaires prevent researcher bias since they promote transparency in research and offer a uniform control for the answers provided by utilising the measured parameters (e.g. Easterby-Smith et al., 2012; Neuman, 2011; Zikmund et al., 2010). The final questionnaire administered had 77 questions, which will be explained more comprehensively in the 'procedure of administering the questionnaire' section below.

As mentioned in the previous section, the questions regarding the six constructs under investigation (see Table 3) were based on a previously used scale from psychological empowerment studies. The scale results all exhibited reliable CAs. Bourque and Clarke (1994, in Odeh, 2008) suggested that when researchers are focusing on their questionnaires design, they have the following options: (1) construct completely new questionnaires; (2) adapt questionnaires used in other studies; and (3) adopt questionnaires used in other studies. While option two was originally chosen, after a pilot test of the questionnaire, the researcher decided to adopt questionnaires for the study which have been used in another study in order to access more accurate information. The researcher felt more confident in relation to the reliability of the research instruments and validity of the findings through employing scales that have been developed, validated and used in previous studies rather than developing a new questionnaire. Developing new questionnaires is not only time consuming, but also has the risk of items being inconsistent, thereby leading to low CA scores. The overall design of any research questionnaire is considered an essential element in any study as the research objectives and goals can be more easily achieved when an effective questionnaire is designed

(Aaker, Kumar and Day, 2004). Table 3 presents a checklist that the researcher used as a guide while administering the questionnaires.

Table 3: Questionnaire design checklist

Questionnaire design checklist		
Item	**Considerations of item**	**Researcher's response**
Length of the questionnaire	- Consider whether the questionnaire is too long to avoid participant fatigue	- The researcher discussed the questionnaires with 11 academic advisors from Talal Abu Ghazalel School of Business (TAGSB) Open University – Jordan Branch, Arab University for higher education and Amman University for higher Education, who decided that the questionnaires were too long. Therefore 15 questions were omitted.
Meaningfulness of the questions	- Is every question relevant to the study? - Can any questions be omitted or compiled with another?	- The questionnaires were selected after a review of the literature was conducted. The researcher adopted questionnaires put forward by prominent theorists who have tested the core concepts in other contexts. - See above.
Language and wording of the questions	- Are the questions easy to understand? - Are the questions ambiguous? - Are the questions jargon free? - Is the tone used appropriate? - Are there positively and negatively worded questions? - Are there double-barrelled questions? - Have the questions been ethically approved? - Are the questions pitched at the appropriate level for the respondents?	- The questionnaires have been utilised by many studies focusing on the same or similar concepts. - A pilot test was conducted, during which the participants were asked to report on the language, layout and format of the questionnaires. This will be discussed further below.

Questionnaire design checklist		
Item	**Considerations of item**	**Researcher's response**
Coverage	- Are all of the variables and aspects of the research topic covered in the questions?	- The researcher ensured that each of the research's variables were supported by a related questionnaire to ensure that each variable was tested.
Instructions	- Are visible and understandable instructions provided for completing and returning the questionnaire?	- The researcher distributed the questionnaires in person and supplied human resource managers with a cover letter. Participants received both verbal and written instructions regarding how to complete and return the questionnaire. The researcher returned to the participating hotels to collect the questionnaires in person after agreeing upon a suitable time with the participants. The researcher also offered a soft copy of the instructions to the participants for their records.
Covering letter	- Does the letter adequately explain the purpose of the research? - Does the letter have the researcher's contact details? - Is the letter adequate in length? - Is the letter constructed appropriately for research purposes? - Is there any information missing that the participant needs/would like to know?	- See Appendix 2 for the cover letter. It was provided in both English and Arabic, providing a summary of the project, the researcher's contact details and detailing that the participants' responses would be afforded confidentiality and treated ethically.
Questionnaire layout	- Is the font size appropriate? - Is the layout professional?	- The researcher consulted the opinions of 11 academic reviewers to ensure professionalism.
Confidentiality	- Are all 'confidential details' omitted so that the participants cannot be identified? - Are all questionnaires 'pre-	- The participants were told not to put their contact details or anything that could identify them on the questionnaires.

Questionnaire design checklist		
Item	**Considerations of item**	**Researcher's response**
	coded' for research purposes only?	- Each participating hotel was given a code.
Ethical considerations	- Has the questionnaire been approved by the ethics panel?	- Ethics certificate included as Appendix 7
Overall acceptability	- Has the questionnaire been tested and is it easy to follow and complete?	- A pilot test was conducted, see in the sections below.
Source: Adapted from Sekaran and Bougie (2013); Sarantakos (1998); Kumar (2011) Babbie (2013); Saunders et al. (2012)		

4.3.3.2. Participants and sampling[7]

The research samples were drawn from a population of three, variously starred (**) hotels within the Amman City of Jordan for reasons already stated in the previous chapter and in Section 4.3.1. For the target population, hotels ***of three, four*** and ***five star*** categories were selected. Within the target population, the selection for the sample was full- and part-time receptionists who worked as front-of-house employees. This group was selected due to the fact that they interact with hotel guests on a regular and/or daily basis. They are the first point of contact for guests visiting the hotel and providing good service is at the core of their job responsibilities. Since the research questions were focused on front-of-house employees in the Jordanian hotel sector, this study targeted the whole sample of front-of-house employees (receptionists) at the selected hotels.

Coordinators from the Human Resources departments of all the hotels under investigation assisted the researcher in order to gain access to the front-of-house staff or those responsible for them so as to contact them. Potential respondents were *purposively*[8] selected by the researcher to give the research credibility and also enable the responses to be easily compared (Patton, 2015). According to Creswell (2014), a random selection of a sample is thought to be

[7] Sampling, according to Kumar (2011), is a process in collecting data where the sample is selected from a bigger group (sampling population).

[8] Purposive sampling is also known as judgemental, selective of subjective sampling, as it involves a lot of discretion on the part of the researcher (Gingery, 2009).

effective as each member of a population is given an equal opportunity to participate. However, the selection of participants had to be selective in this study since the first hotel personnel that visitors encounter when visiting the hotels are the front-of-house staff, thus it was key to target them specifically. Moreover, this approach prevented against biases that can accompany convenience and self-selection sampling (Patton, 2002). Furthermore, purposive sampling enabled the researcher to select respondents with varied characteristics (e.g. age, gender, work experience, employment) in order to capture primary variations in the composition of the sample and ensure an adequate representation of the population. In this type of sampling, the researcher tends to rely upon his or her personal judgement when selecting participants. While this may seem more subjective, Sekaran and Bougie (2009) stated that this method can actually produce more reliable and accurate results, as the sample selected can be more useful and informative in terms of the real-life situation under study.

Hair et al. (2006) explained the importance of having an appropriate sample size, stating that results can be sensitive to sample sizes that are too big or too small. Thus, it is important to obtain accurate and representative results, but this can be a concern for researchers due to the cost, time and effort involved in gathering data. Sekaran and Bougie (2009) suggested that sample sizes between 30 and 500 are suitable for most research studies. While, Zikmund (2013) added that the sample size should preferably be over 100 participants. Moreover, Saunders et al. (2009) stated that for every variable a researcher has, they should be able to supply at least five observations. Based on this conclusion, as the total sum of the items on the overall measurement tool equalled 53, the researcher believed that this study required a minimum of 260 employees to participate in the questionnaires so as to generate useful findings.

Another important consideration is that the sample size can impact on the computerisation of the findings. This study employed the multiple regression tool to analyse the data. The size of the sample has a direct impact on the appropriateness and statistical power of multiple regressions, with the multiple regression tool being a statistical tool which is used to establish the value of certain criterion or criteria and their relationship with other independent variables (Higgins, 2009). Odeh (2008)claimed that it is common to have a minimum of 100 observations if a researcher wants to use the multiple regression technique (Hair et al., 2006, p. 197). This is also a significant differentiating factor between qualitative and quantitative research, whereby in qualitative research, data is analysed though examining themes arising

from respondents' descriptions, while with the quantitative approach, data analysis occurs through undertaking numerical comparisons and statistical inferences. While the language of the respondents is used to report data in qualitative studies, data in quantitative studies is reported through statistical analyses.

To access the most up-to-date information, the researcher for the current study called upon the Jordanian Hotel Association to provide the Hotel Index for 2016 (see Appendix 4). This is a list of all the hotels in Jordan, totalling 173 hotels across all of the tiers (stars), as shown in Table 4 below. The researcher chose to collect data from three, four and five star hotels, primarily due to the expectation that these organisations integrate service quality at a higher level in terms of their business functioning (De Silva, 2014). In the Amman city of Jordan, there are 89 hotels classified as three, four and five star. The researcher decided to approach all of these hotels, either in person or via email. Table 4 below illustrates the total number of employees for all hotels in Jordan at the time of the data collection process, including the total number of front-of-house staff in each of the hotel categories. The total number of front-of-house staff members across the selected 89 hotels was 443. All these staff members were included in the sample. Hence, 443 questionnaires were administered to the front-of-house staff. A total number of 375 questionnaires were returned. However, a total number of 26 questionnaires were eliminated due to incomplete or incorrect data.

Table 4: Classification of hotels in Jordan

Classification of hotels in Jordan				
	Classification of hotel	**Number of hotels**	**Total number of employees**	**Number of front-of-house employees (receptionists)**
1	**Five star hotel**	**14**	3924	**140**
2	**Four star hotel**	**26**	2654	**156**
3	**Three star hotel**	**49**	2561	**147**
4	Two star hotel	48	1603	90
5	One star hotel	36	916	50
	Total	**173**	**11658**	**583**

Classification of hotels in Jordan				
	Classification of hotel	**Number of hotels**	**Total number of employees**	**Number of front-of-house employees (receptionists)**
Source: Jordanian Hotel Association (2016)				

4.3.3.3. Questionnaire administration process

Prior to the questionnaire being administered, a pilot test[9] was carried out with the questionnaire to assess their performance by asking six snowballed[10] front-of-house staff from some of the two and one star hotels in Amman to complete it. This were the first set of two pilot testing processes. All the six pilot questionnaires were administered via email, to individuals who were not part of the respondent group for the actual study. Below were the two main aims of the pilot tests:

1. To assess the actual *time taken* to complete a questionnaire. It was initially estimated that completing all the questions would take approximately 45 minutes. However, the pilot tests displayed variations in completion times of between 30-45 minutes. Four of the pilot respondents attributed their faster completion to the questionnaire being easy to complete as it only involved ticking boxes. Therefore, the researcher changed the completion time from 45 minutes to 10 minutes to accommodate varying respondents' speeds. The intention was for the participants to complete the questionnaire within a reasonable time that would not demand a lot of their non-working time. This would encourage more well thought out answers rather than quick answers in order to complete the questionnaire.

   However, participants of the pilot survey also reported survey fatigue, and therefore the researcher decided to adapt and shorten some of the questionnaire in order to

[9] A pilot survey is a pre-test of a questionnaire prior to the actual collection of data. It plays an important role in the methodology employed by researchers when utilising surveys, as it allows for data collection instruments to be tested on a small sample to smooth out any issues and identify any gaps and weaknesses in the questionnaire design (Creswell, 2009). Researchers can redesign or re-clarify any step should there be any ambiguity or difficulty in understanding reported by the participants of a pilot survey (Creswell, 2009). A minimum of five participants and a maximum of 100 is recommended (Blumberg et al., 2005). This supports the attainment of accurate, valid and more reliable results when completing the full collection of data.

[10] Snowball sampling is a purposive sampling technique mainly used when the target population might be difficult to reach. The researcher relies upon recruited participants to be the link and refer them to other participants (Palys, 2008).

avoid inaccurate responses. The total number of questions asked was reduced from 77 to 53. In doing so, the researcher tried to pair similar questions into one so as to keep the essence and focus of the questionnaire while also reducing participant fatigue. Responding to participant fatigue assists with ensuring the validity of the questionnaires (Collis and Hussey, 2014).

2. To assess how well the respondents *understood* the questions and whether the layout of the questionnaire was supportive in terms of appropriate understanding. According to Creswell (2014) and Saunders et al. (2009), unreliable data is obtained when respondents fail to understand the questions asked. In this study, the researcher requested that the respondents identify and report any unclear questions. It was from this pilot test that the researcher discovered the importance of translating the questionnaires from English to Arabic before delivery. The researcher had assumed that in hotels, as they tend to serve an international range of clients, that participants would be familiar with English. However, this was not the case for everyone in the pilot test. In order to retain the original meaning of the questions when translating them into Arabic, the researcher asked eleven reviewers from the Talal Abu Ghazalel School of Business (TAGSB) of the German-Jordanian University to review the translated questions to ensure accuracy and validity.

In terms of the questionnaire's wording, the only problem reported was that the term "my department" (in Spreitzer's tool, 1995) in the psychological empowerment questionnaire did not easily apply to the hotel settings in Jordan. The employees of one to five star hotels tended to have small employee sets. Moreover, front-of-house employees often worked in a mixed role, and therefore did not have a set department. "My department" was therefore changed to "my work area".

In summary, the amendments were primarily that the original questionnaires were too long. It was found in the pilot that respondents displayed fatigue when there are more than 10 questions in a section. In this case, where questions were deleted, it was due to the researcher feeling that the questions were encompassed by other questions. These decisions were made under the guidance of the academic reviewers consulted to ensure that the variables of the study were still covered. No refinements of amendments were made for the customer-oriented behaviour or service quality sections due to the fact that they already had fewer than 10 questions each. The Arabic version of the questionnaire can be found in Appendices 6b.

The tables detailing the refinements that were made to the questionnaire based on the feedback from the pilot test is displayed in Appendix 5.

A second pilot test was carried out after the adjustments to the questionnaires were made, based on the feedback of the participants from the first pilot test. It was the researcher's supervisors' recommendation (that a second pilot test be carried out, particularly due to the language being changed and the questions shortened. Therefore, the intention was for an assessment to be made on whether: (1) the questions were better understood in Arabic, (2) the time taken to complete the questions would fall within the range of 30-45 minutes, and (3) whether there were any feelings of fatigue after the questions had been reduced. Feedback from this test was positive, with the survey respondents conveying that: (1) they felt the questions had been refined well and they could answer them accurately, (2) the period of 30-45 minutes was appropriate to complete the questions without rushing, and (3) they did not feel fatigued when answering the questions as there were fewer than before. These corrections acted as confirmation that the actual administration of the questionnaires could proceed.

The actual questionnaires were administered in two ways: (1) in person (hand delivered), and (2) by email. The total number of emailed questionnaires was 126 and the total number of those delivered in person was 317**.** The sole purpose of employing two delivery systems was the inability of some of the respondents to use or access computers outside of work hours. Nevertheless, the personally administered questionnaires allowed for a researcher-respondent rapport and motivation phase, while also giving the researcher the opportunity to clarify any doubts with the participants (Creswell, 2014). However, some of the hotels were reluctant to give up company time for the employees to be assembled in one place in order to complete the questionnaires. Therefore, although time consuming, the researcher dealt with employees on an individual basis so as to maximise the response rate. Nevertheless, person-to-person administration of the questionnaire was made easier by the fact that Amman is a small city and the hotels are in close proximity to one another. It is important to note that despite the personal rapport built, the researcher endeavoured to remain professional in their relationship with the respondents to avoid any potential of bias arising when they answered the questionnaires. Thus, this assisted with ensuring transparency of the results. Questionnaires were left with the employees to complete at their own pace to ensure that they were in a relaxed environment when answering the questions. This decision was consistent with Collis

and Hussey's (2014) belief that when respondents are in a conducive environment, without pressure, they tend to provide honest and well thought out answers, thereby impacting on the quality of the obtained data.

The emailed questionnaires allowed for greater outreach via an inexpensive manner. Respondents were also able to complete the questionnaires at their leisure and in any location due to the availability of smartphones and various portable electronic communication devices (e.g. iPads). However, Creswell (2014) argued that this method can tamper with confidentiality if participants use their personal email addresses. This shortfall was managed by ensuring that the researcher accessed emails on a password protected computer and/or laptop, with only the researcher being aware of the password.

All the questionnaires (emailed and hand delivered) contained a cover page (Appendix 2), which consisted of information that: (1) explained the purpose of the research, (2) provided an approximate length of time that the questionnaire would take to be completed, and (3) sought consent for participation. In addition, all questionnaires were accompanied by a participant information sheet (Appendix 3), explaining the benefits of participating, as well as matters relating to confidentiality, anonymity and the voluntariness of participation. The researcher's contact details were also included on the participant information sheet for respondents in order for them to communicate regarding any matter relating to the questions. The staff who received questionnaires by email were given an option of completing the questionnaire and emailing it back to the researcher or printing it out and handing it to the researcher. All hand delivered ones were collected by the researcher at the respondents' convenience.

As the official language of communication and business in Jordan is Arabic, all of the questionnaires and accompanying documentation were presented in Arabic. This is in accordance with Higgins's (2009) directive for researchers to consider using a language that is easily understood and spoken by participants in order to foster a clear understanding of the answers and, by extension, elicit quality and reliable data. It was important for the researcher to provide an accurate and easily understandable translation without losing the original meaning of the questions in doing so. The researcher called upon the assistance of professionals and eleven academic reviewers from the Talal Abu Ghazalel School of Business (TAGSB) of the German-Jordanian University to assist with and approve the

translation prior to the second pilot test, as well as for the actual administration of the questionnaires.

4.3.3.4. Analysis

Data from all the completed questionnaires were entered into SPSS[11], after which they were downloaded into an Excel spreadsheet for re-categorisation[12] before being exported back to SPSS for the analysis process. The SPSS Windows package used for analysis was provided by the University and was a Version 22. The multiple regression[13] technique was used to analyse the data. According to Keith (2006), its general purpose is to understand the relationship among different variables (independent, predictor, or dependent). Hence, the researcher aimed to establish how psychological empowerment (independent variable) impacted on service quality (dependent variable) through measuring the four constructs of psychological empowerment, which are believed to affect employee performance.

4.3.3.5. Measures

Six key variables were measured using previously used and validated scales namely: (1) Spreitzer's (1995) scale was used to measure overall psychological empowerment, (2) Makherjee and Malhotra (2006) for role clarity, (3) Spector (1997) for job satisfaction, (4) Allen and Meyer (1993) for organisational commitment, and (5) Bettencourt and Brown (1997) for customer-oriented behaviour. In order to understand front-of-house employees' perceptions of service quality, Ekinci's (2008) questionnaire was also used. The literature exhibited that these scales had good reliabilities, ranging between 0.70 to 0.91, as reflected in Table 4. According to Bryman and Bell (2015), a CA of 0.70 or higher is thought deemed 'acceptable'. Below is an explanation of each of the scales employed.

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[11] A Statistical package employed to perform complex data manipulations and analysis.

[12] Classifying data

[13] According to Aiken and West (1991), multiple regression is considered to be an extension of linear regression. Researchers employ this analysis technique when they aim to predict the value of one variable based on the value of two or more other variables. The variable to be predicted is the dependent variable or the outcome (in this case it is *service quality*).

Psychological empowerment

A 12-item *Psychological Empowerment Scale,* adopted from Spreitzer (1995) was used to measure the front-of-house staffs' perceptions in relation to four empowerment parameters: (1) meaningfulness, (2) competence, (3) self-determination, and, (4) impact, each concerning three items. This scale has been employed by other researchers (Holdsworth and Cartwright, 2003; Odeh, 2008; De Zilva; 2014). Examples of sample items are: *"the work I do is important to me", "I am self-assured about my capabilities to perform my work activities", "I have considerable opportunity for independence and freedom in how I do my job",* and *"I have significant influence over what happens in my department".* The CA in the literature averages at 0.84 for the four constructs. For instance, Stander and Rothmann (2009) reported the following CAs for each of the four constructs:

- Meaning = 0.89
- Competence = 0.81
- Self-determination = 0.85
- Impact = 0.86

Role clarity

Role clarity was measured with a nine-item scale, the *Role Clarity Scale*, developed by Mukherjee and Malhotra (2006). This was adopted in order to measure the determinants of role clarity, including ambiguity, self-confidence in relation to tasks and clearly planned goals, and the level of shared information (Sharma, 2011). The questions were intended to identify whether the employees had a clear vision of their work expectations and whether they felt they were supported in performing their role well, and that they understood the consequences of their behaviour in the work place (Mukherjee and Malhotra, 2006). Examples of the items are*: "I have a clear vision regarding the influence that my job could have on the overall organisational performance"* and *"my supervisor gives me feedback on my performance"*. The CA in the literature for this scale is 0.85 (Koustelios, Theodorakis, and Goulimaris, 2004).

Job satisfaction

Job satisfaction is one of the major concerns of organisational management studies (Pellegrini, Scandura and Jayaraman, 2010; De Zilva, 2014). It is a complex aspect to measure as there are so many facets of what job satisfaction can include (Spector, 1992, in De Zilva, 2014). Hence, *job satisfaction* was measured by 19 items adopted from Churchill et al. (1974) and Spector (1977) so as to measure five aspects of job satisfaction: cognitive, supervision, co-workers, pay, and customers. Furthermore, De Zilva (2014) highlighted that the multi-faceted scale can be more readily used in statistical tests, which is suitable for this study as it is quantitative in nature. Sample items include: "*I find I have to work harder at my job because of the incompetence of people I work with"* and *"There is too much bickering and fighting at work".* The CA, as reflected in literature, is 0.82 (Chin-Siang et al., 2014).

Organisational commitment

Organisational commitment was measured via 18 items, based on the *Organisational Commitment Scale,* which is derived from the work of Allen and Meyer (1993). This scale measures the three types of commitment proposed by these authors: (1) affective commitment, which measures the extent to which employees feel emotionally attached to the organisation; (2) normative commitment, which measures the extent to which employees feel obligated to remain in the organisation; and (3) continuance commitment, which considers the extent to which employees feel committed to the organisation based on the costs involved with leaving. Examples of items included: *"Right now, staying with my organisation is a matter of necessity as much as desire",* and *"I would not leave my organisation right now because I have a sense of obligation to the people in it".* The CAs average at 0.80 for the three constructs, as reported by Davis (2014):

- Affective commitment = 0.87
- Normative commitment = 0.79
- Continuance commitment = 0.75

Customer-oriented behaviour

Customer-oriented behaviour was measured via 10 items from the *Customer-Oriented Behaviour Scale,* adopted from Bettencourt and Brown (1997). The scale focuses on measuring the two types of customer-oriented behaviour (role-prescribed performance and extra-role performance) as prescribed by these authors and which was intended to measure how well the front-of-house employees were focused on performing their duties based on the organisational guidelines, as well as initiative with regard to performing the same duties beyond the prescribed organisational standards. Examples of the items examined included: *"I perform all those tasks for customers that are required of me",* and *"I voluntarily assist customers even if it means going beyond my job requirements".* The literature demonstrates the CA of this scale as being 0.92 (Po-Hsuan Wu and Jui-Fan Liao, 2016).

Service quality

A nine-item *Service Quality Scale,* adopted from Ekinci et al. (2008), was used to measure front-of-house staffs' perceptions relating to their own empowerment in terms of delivering service quality. According to Behrman and Parreault (1982), there are four primary ways to measure service quality: (1) self-appraisal, (2) peer appraisal, (3) supervisory evaluation, and (4) consumer evaluation. Ekinci et al. (2008) put forward this measurement tool to obtain a supervisory evaluation of employees and other studies have used it for the same reason (e.g. Odeh, 2008; De Zilva, 2014), however, the researcher wanted to evaluate employees' perspectives only. Therefore, the questions were adapted to be answered from the perspective of the employees and how they viewed their own empowerment. Examples of the items included in the scale were: *"I feel competent, talented and display natural expertise in doing my job",* and *"I can answer customers' needs no matter how busy I am".* The literature demonstrates that the CA averages at 0.84 (Ekinci and Dawes, 2009).

4.4. Quality and Rigour

This section explains the measures taken by the researcher to ensure that the results were accurate, the questions that were asked were accurate, as well as determining that the checklists used in the process of the various data collection activities were accurate. According to Kumar (2011), a research methodology will be deemed reliable if it is consistent, stable, predictable and accurate. While, Moser and Kalton (1989, p. 353) stated

that, "…a scale or test is reliable to the extent that repeat measurements made by it under constant conditions will give the same result". Hence, researchers are urged to develop and utilise techniques that ensure reliability and validity (Saunders et al., 2011). This is intended to be considered in relation to the data collection process and results produced. Hence, matters of the reliability of instruments used and the validity of the results will be discussed in the following sections.

Reliability and validity are crucial in evaluating a measurement tool (Donald and Schindler, 2011). Validity is defined as the ability to accurately measure a specific research topic, alongside evaluating the potential to identify any mistakes in the data collection process (Garson, 2002). Reliability refers to the extent to which the tools and strategies used to collect data can generate consistent findings (Easterby-Smith et al., 2008). Sound measurement tools will allow for the researcher to obtain more accurate data and feedback, which the researcher in this study has made every attempt to ensure.

4.4.1. Reliability

Various techniques exist for the testing of the reliability of methods (Veal, 2006). According to Rubin and Bellamy (2011), the most commonly used tool for measuring reliability, which has been used in this study, is *internal consistency.* As explained earlier in the chapter, this is the test through which a researcher can determine whether the items within a scale consistently measure the intended scale. This is achieved through the use of *Cronbach's alpha test*, which indicates that a high consistency valued above 0.70 indicates a high correlation between the variables and that the items included within a construct interrelate appropriately in order to measure that construct (Malhotra, 2006). In this study, the researcher ensured that the previously used and adapted scales were validated and possessed good CA scores. These details were obtained from previous literature, demonstrating that all the scales used to measure the six constructs had reliable CAs ranging between 0.70 and 0.92. It was also established that the scales used have been popularly utilised in other psychological empowerment studies.

Upon completion of the data collection, the researcher also conducted a reliability analysis as one of the data analysis techniques to determine the CAs of the scales used from the data collected. Some researchers have however, indicated that values of at least 0.60 for new scales are acceptable, though those that have been previously used would preferably be rated

at 0.70 or above (Tavakol, 2011; Bohrnstedt and Knoke, 1982). As stated, a multiple regression was utilised to analyse the data. This is a statistical tool used to identify the value of certain criterion or criteria and with regard to how they interrelate with other independent variables (Higgins, 2009). The multiple regression was useful for generalising relationships between the variables and assisted the researcher in determining how to predict a single variable from the weighted linear sum of multiple variables (Higgins, 2009).

4.4.2. Validity

Findings are considered to be valid if they truly indicate the phenomena being examined. It is the extent to which the modes of testing measure what they say they will. To assist with boosting the validity of the research tools, the researcher ensured that a comprehensive review of the literature was conducted for there to be reliable measurement tools. The researcher selected tools most frequently employed across many psychological empowerment studies. The two pilot tests also contributed to ensuring the validity of the data, providing feedback regarding the wording and phrasing of the questionnaire. Based on this feedback, the researcher consulted with 11 academic reviewers to revise the questionnaire in accordance with the comments provided in order to ensure content validity. The questionnaire distributed to the actual study respondents was the final version, prepared after the second pilot test was completed.

The researcher discussed the research objectives and motives when delivering the questionnaire to provide respondents with sufficient information. Such information included ensuring that the respondents were informed of their right to withdraw from participation at any time during the study. They were made aware that their responses were confidential and therefore not accessible to anyone aside from the researcher and their supervisory team. Moreover, respondents were informed regarding anonymity and the understanding that no one, including the researcher, would be able to identify them from their questionnaires. These types of assurances have been found by other researchers to encourage honesty in the delivery of answers, thereby impacting on the quality of responses (e.g., De Silva, 2014)

Malhotra (2006) proposed that there are three approaches to measuring validity: *content*[14], *criterion*, and *construct* validity. As discussed above, a pilot test was conducted on a sample of six hotels, with six employees (from one and second star hotels) to gather useful feedback regarding the language, completion time, wording and layout of the questionnaires prior to the actual study taking place. This resulted in a translation of the questionnaires, reconsidering the period of time that would be spent on answering the questions, as well as a revision of some of the questions. Content validity was also supported through approaching experts in the field in order to judge how well the items in the questionnaire addressed the constructs being measured. As stated, the researcher used questionnaires from other well-established studies, and called upon 11 academic reviewers from the Talal Abu Ghazaleh School of Business (TAGSB) of the German-Jordanian University, as well as several doctors from the Open University Jordan Branch and Arab University for higher studies, in order to approve the questionnaire in English, as well as their Arabic translations. Their suggestions were taken into account so as to improve the validity of the information being elicited.

Criterion-related validity considers whether the measuring instrument can properly estimate or predict information with regard to the variables that have been identified as the criteria. Essentially, it asks the researcher to consider whether the tests used for prediction are successful. Criterion-related validity is confirmed when the measure used can differentiate among the variables through using a criterion that it is expected to forecast (Sekaran and Bougie, 2009). The two types of validity are concurrent validity and predictive validity. Concurrent validity is where the findings of the researcher are consistent with or supported by existing findings (Sekaran, 2003), while predictive validity refers to the way in which the measurement tools can successfully differentiate between criteria in future tests.

Construct validity refers to the way in which the results found fit the theories that influenced the way in which the study was defined (Manning & McMurray, 2011). There are two types of construct validity processes: convergent and discriminant validity (Bryman, 2004; Hairman et al., 2006). The first refers to the extent to which two measures used under the same or similar concept are positively correlated, while discriminant validity is the opposite

[14] Also known as **face validity**, which refers to the adequacy of the sampling and content of the measurement instrument (McDaniel and Gates, 2006) According to Malhotra (2006, p. 286), "face validity is a subjective but systematic evaluation of how well the content of the scale represents the measurement task at hand."

of this. Discriminant validity is concerned with the results that emerge when the tools are used to measure findings from different concepts. A low correlation between the two concepts determines that the measure is discriminately valid.

Table 5: Questionnaire scales and details for each of the constructs

In addition to monitoring the reliability of the instruments used and validity of the data gathered, ethical considerations (as discussed in the following section) were also upheld					
Question number	**Construct being measured**	**Description**	**Type of Scale used**	**Cronbach's Alpha from literature**	**Adopted from**
Q1	***Psychological empowerment***	Assessed perceptions of four empowerment parameters: (1) meaningfulness, (2) competence, (3) self-determination, and, (4) impact, each with three items.	Psychological empowerment scale	0.84 average for the four constructs	Spreitzer (1995)
Q2	***Role clarity***	To identify whether the employees had a clear vision of their work expectations and felt that they were supported in performing well, and that they understood the consequences of their behaviour in the work place.	Role clarity scale	0.85	(Mukherjee and Malhotra (2006)
Q3	***Job Satisfaction***	Measured five aspects of job satisfaction: cognitive, supervision, co-workers, pay, and customers.	Job satisfaction scale	0.82	Churchill et al. (1974) and Spector (1977)
Q4	***Organisational commitment***	Measured three types of commitment:	Organisational commitment scale	0.80 average for the three	Allen and Meyer (1993)

		affective, normative and continuance.		constructs	
Q5	***Customer-oriented behaviour***	Measured two types of customer-oriented behaviour: role-prescribed performance and extra-role performance.	Customer-oriented behaviour scale	0.92	Bettencourt and Brown (1997)
Q6	***Service quality***	Measured perceptions on employee individual empowerment in delivering service quality.	Service quality scale	0.84	Ekinci et al. (2008)

4.5. Ethical Considerations

The British Educational Research Association (BERA, 2015) recommends that research has to be conducted within an ethic of respect, not only with regard to the organisations and communities involved, but also for the participants, the existing literature, and the quality of research, which should be education driven and allow for academic freedom. In the same vein, Manning and McMurray (2011) highlight the need for ethical behaviour and processes to be followed by the researcher during social research. Malhotra (2006) added that deceptive procedures and impacting upon the comfort level of respondents are examples of behaviour that must be completely avoided when conducting a study. The researcher therefore considered the demands being placed on respondents by the research while balancing this with the aims of the research in terms of making positive contributions to knowledge, policy and practice. Questionnaires were therefore completed in the familiar atmosphere of respondents' offices or homes in order to support their frame of mind, and also to assist with collecting accurate opinions. Hence, the below ethical considerations pertaining to quantitative research were observed.

4.5.1. University of Salford Approval

The researcher obtained ethics approval from the University of Salford's Ethics Committee for Research. This confirms that they complied with the University's general codes of research ethics, as well as the specific guidelines relating to the School of Business.

4.5.2. Informed consent

Consent was sought from the hotels for the researcher to conduct research within the organisations, and so as to administer questionnaires to the front-of-house staff. This was facilitated through an application letter, which stated the purpose, benefits and rationale of the research (see Appendix 1). Consent from the organisations was confirmed via word of mouth approval from the Human Resources managers. The original copy was retained by the organisations and a copy given to the researcher for information. Subsequently, the researcher used informed consent letters, made available in Arabic, to seek approval from the respondents to participate in the completion of the questionnaires. The consent letters were issued in advance of completing the questionnaires.

Through the use of the participant information sheet (Appendix 3), the prospective respondents were fully informed about what they were participating in, the purpose of the research, use of the data being collected, and assured that their identity and participation would be kept confidential and anonymous. These were provided to the respondents in the Arabic language, which they understood better than English.

4.5.3. Voluntary participation

The voluntary nature of participation was emphasised to the participants. While being informed that they could withdraw from participating without any consequences, the respondents were also warned that this rule only applied prior to the collected data being analysed and the final report written since any decisions taken by the respondents after this point would have implications for the results. However, questionnaires belonging to any respondents who opted out before this time would be destroyed and none of their information used. The researcher also made it clear that the data for the whole study would be destroyed within three years of the study being published.

4.5.4. Confidentiality of information and respondent anonymity

Anonymity and confidentiality were observed at four levels of the research process:

1. Any information relating to the research was stored on a computer with a secure password that was only known to the researcher (BERA, 2015). Such information included all electronically returned questionnaires and participants' emails.
2. Completed questionnaires were kept in sealed envelopes and personally collected by the researcher. They were stored on secure university premises, in a locker that only the researcher could access.
3. Anonymity was assured by informing all respondents that they would not be identified through their returned questionnaires or in the writing of the final report. In addition, participants were not compelled to complete the questionnaires, nor were they compensated, and they were advised not to put their names or any other identifiable information on the papers. Anonymity was facilitated by the researcher allocating codes to all questionnaires, thereby complying with Burns and Groves' (2005) directive for researchers to realise that true anonymity exists only when respondents cannot be identified by anyone, including the researcher.
4. Finally, the researcher encouraged participants to give feedback and made them aware that there was a complaint's mechanism open to them should they have any issues.

4.6. Research and Methodological Limitations

This study was focused on the Jordanian hotel industry and samples were limited to the same sector, therefore the findings and recommendations can only be generalised to the hotel industry. Despite the service industry being generally characterised by the aim to increase service quality, the results of this study may not be generalisable to the entire service sector in Jordan. It is therefore recommended that future research considers studying psychological empowerment and its impact on service quality at a wider level, incorporating several service sector firms in order to investigate whether the relationship between these two variables is experienced in the same way or differently across service sector firms in Jordan.

As mentioned in the literature review, a significant limitation when conducting research for this study was that contemporary studies on the core concepts continue to utilise reasonably dated tools, dimensions, definitions and characteristics in relation to the key concepts. The researcher attempted to access a collection of databases, including EBSCOhost and JSTOR, and typed in the identified key terms, which were: empowerment, service quality, job satisfaction, role clarity, organisational commitment, role clarity, service encounter,

employee attitudes and behaviours. However, the researcher found it was difficult to source studies that had been conducted in the last five years.

4.7. Conclusion

This chapter defined the logic and motivations behind conducting research relating to the empowerment theory and positivist philosophy, and by extension, adopting the application of a quantitative approach. The use of a quantitative method enabled the collection of data from multiple front-of-house staff based in 89 hotels in more comprehensive detail, with the aim of not only answering the research aims, objectives, and addressing the hypotheses, but also offering the possibility of generalising the findings to the entire hotel industry in Jordan. Observing reliability and validity were discussed, as well as detailing the ethical deliberations and actions followed in relation to the quantitative research and the data collection process from the 89 hotels and the 443 front-of-house employees in Jordan. The researcher has justified the methodology for this empirical study concerning the influence of psychological empowerment on achieving service quality in hotels. In the following chapter, the empirical study is presented.

Chapter 5: Results of Data Analysis

5.1. Chapter Overview

Drawing on data from 349 questionnaires with front-of-house staff of three-to-five star hotels from the capital of Jordan, this chapter addresses the objectives and main hypotheses of the study. Therefore, the purpose of this chapter is three-fold: (1) to establish whether role clarity, job satisfaction, organisation commitment, customer-oriented behaviour and psychological empowerment have a positive impact on service quality, (2) to ascertain whether psychological empowerment has a positive impact on service quality, and (3) to establish whether role clarity, job satisfaction, organisational commitment, and customer perceived behaviour have a positive impact on psychological empowerment.

Section 5.2 provides the demographic characteristics of the participants. The discussion following the analysis is based on the results obtained from the empirical study.

In this study, the front-of-house staff refers largely to receptionists who work full- and part-time. This group was selected as they interact with hotel guests on a regular and/or daily basis. They are the first point of contact for guests visiting the hotel and providing hotel service is at the core of their roles.

5.2. Participants' Demographics

The questionnaire sample consisted of 443 participants. The total number of questionnaires returned was 375, out of which 26 were eliminated for incomplete data. Figure 12 below provides the various results based on five demographic categories:

Figure 12: Demographic characteristics of the sample of 349

Demographic characteristics of the sample of 349

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	300	86.0	86.0	86.0
	FEMALE	49	14.0	14.0	100.0
	Total	349	100.0	100.0	

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	207	59.3	59.3	59.3
	31-40	113	32.4	32.4	91.7
	Over 40	29	8.3	8.3	100.0
	Total	349	100.0	100.0	

Experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 year	169	48.4	48.4	48.4
	2 years	125	35.8	35.8	84.2
	3 years	55	15.8	15.8	100.0
	Total	349	100.0	100.0	

Current mode of employment		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time	318	91.1	91.1	91.1
	Part-time	31	8.9	8.9	100.0
	Total	349	100.0	100.0	

EDUCATION		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lower than diploma	28	8.0	8.0	8.0
	Diploma	68	19.5	19.5	27.5
	BA	220	63.0	63.0	90.5
	Master & above	33	9.5	9.5	100.0
	Total	349	100.0	100.0	

The demographic results reveal a higher percentage of males in the workplace, which is typical of the Jordanian context. According to an International Labour Organisation report (ILO), participation of women in the Jordanian labour force is one of the lowest in the world despite there being increases in more women obtaining education and training (ILO, 2010).

This report provided the rate for men and women in the labour force as 73.9% and 23.3% respectively. From a Jordanian Department of Statistics report (2010), the rate was 64.8% and 14.9% respectively in 2009 (DOS, 2010). The underlying assumption in Jordan, according to Assaad (2012), is that if women are working at all, they will soon leave to raise a family since this is considered their primary role. Assaad argued that if faced with the choice of a man and a woman with equal skills, an employer will often give the job to a man, particularly if the man has a family.

The highest percentage (59.3%) for the 20-30 age group and the lowest (8.3%) for the over 40 age group suggests that more young people are in employment as the over 40 group are closer to retirement. It is claimed that organisations today tend to embrace younger workforces since they have the potential to bring more innovation to the firm. The period of employment corroborates the finding that there is a higher proportion of a younger age group in employment as the percentage of 48.4% suggests there is a younger workforce. A majority of the employees are employed on a full-time basis (91.1%) compared to 8.9% on part-time basis. It was positive that the percentage of those employed full-time was so high since this provided a consistency in the provided data.

A large percentage of the full-time employees indicated that their observations of work and their experiences in relation to the variables being examined were regular. In addition, full-time workers were found to be more focused on the job. Most of the workers possess a high level of educational, with a majority having degree qualifications (63%). This finding corroborates the previous literature, which indicates that Jordan is one of the regions with the highest literacy rates for women (e.g. Assaad, Hendy and Yassine, 2012).

5.3. Descriptive Statistics Analysis

After purification of the scale, descriptive statistics relating to the extracted dimensions and the overall scales were calculated. All items linked with each factor was measured in accordance with a five-point scale (1 = strongly disagree, and 5= strongly agree) using mean and standard deviation.

5.3.1. Psychological Empowerment

Table 6: Psychological Empowerment

	Psychological Empowerment	Mean	1	2	3	4	5
1	The work I do is very important to me	4.20	0%	0%	5%	70%	25%
2	My job activities are personally meaningful to me	4.23	0%	0%	12%	53%	35%
3	I have mastered the skills necessary for my job	3.68	2%	7%	28%	47%	16%
4	I am confident about my ability to do my job	4.05	4%	5%	13%	38%	40%
5	I have significant autonomy in determining how I do my job	4.05	6%	2%	18%	29%	45%
6	I have considerable opportunity for independence and freedom in how I do my job	3.99	3%	7%	20%	28%	42%
7	I have a great deal of control over what happens to my department	4.31	0%	4%	9%	39%	48%
8	I have significant influence over what happens in my department	4.35	0%	2%	7%	45%	46%
	Mean	4.11	2%	3%	14%	44%	37%
	Standard Deviation	0.22	0.02	0.03	0.08	0.14	0.11

The overall psychological empowerment score for the descriptive analysis was determined by conducting a calculation of the 8 questions and the level of agreement with each statement (1 = strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree 5 = Strongly agree). The mean score is 4.11, with a standard deviation of 0.22. This means employees felt they were highly psychologically empowered. At the dimensional level, the highest score was reported from the questions indicating that, 'The work I do is very important to me' (mean = 4.2), and 'My job activities are personally meaningful to me' (mean = 4.23).

Moreover, these results show that most of employees in the Jordanian hotel industry have a high level of confidence in their ability to undertake the tasks of their role. For example, the average for the statement, 'I am confident about my ability to do my job', is 3.93, indicating that most of our sample agree that they are confident regarding their ability to do their job. In addition, the results clearly show that the employees in Jordanian hotels felt they had considerable opportunities for independence and freedom in terms of they do their job, as well as being able to decide on how to undertake their role, thus leading to higher degrees of control and a significant influence with regard to what happens within their department.

5.3.2. Organisational Commitment

Table 7: Organisational Commitment

	Organisational Commitment	Mean	1	2	3	4	5
1	**I feel "emotionally attached" to this company**	4.21	0%	3%	16%	38%	43%
2	I am a "part of the family" at my company	4.24	0%	3%	15%	37%	45%
3	Right now, staying with my organisation is a matter of necessity as much as desire	4.42	0%	0%	5%	48%	47%
4	It would be very hard for me to leave my organisation right now, even if I wanted to	4.29	0%	0%	9%	53%	38%
5	If I had not already put so much of myself into this organisation, I might consider working elsewhere	4.20	0%	3%	12%	47%	38%
6	One of the few negative consequences of leaving this organisation would be the scarcity of an available alternative	4.44	0%	0%	9%	38%	53%
7	I am obligated and will remain with my current employer	4.12	0%	8%	13%	38%	41%
8	Even if it were to my advantage, I do feel it would be right to leave my organisation now	4.16	0%	7%	13%	37%	43%
9	I would feel guilty if I left my organisation now	3.39	5%	13%	38%	26%	18%
10	I would not leave my organisation right now because I have a sense of obligation to the people in it	4.21	0%	6%	12%	37%	45%
	Mean	4.17	1%	4%	14%	40%	41%
	Standard Deviation	0.29	0.02	0.04	0.09	0.08	0.09

The overall organisational commitment score for the descriptive analysis was computed by averaging the results of the 10 questions within this section and the level of agreement for each statement (1 = strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree 5 = Strongly agree). The mean score is 4.17, with a standard deviation of 0.29. This means that employees felt they had a high level of organisational commitment, and moreover, that employees in Jordanian hotels have experience of delivering the goals of their organisation to a high standard, thus increasing the degree to which the employee is loyal to the organisation's values. Organisational commitment is a psychological state, acting as a form of contract between the employee and the place of employment. If employees feel commitment to their organisation, it is valuable to management since highly committed employees will identify with the goals and values of the organisation in which they work, and have a stronger desire to belong and go beyond expectations. Furthermore, when employees feel committed, they tend to engage in more positive behaviour and deliver higher quality service.

At the dimensional level, the highest score was reported by the questions, 'Right now, staying with my organisation is a matter of necessity as much as desire' (mean = 4.42), 'It would be very hard for me to leave my organisation right now, even if I wanted to' (mean = 4.29), 'If I had not already put so much of myself into this organisation, I might consider working elsewhere' (mean = 4.2), and 'One of the few negative consequences of leaving this organisation would be the scarcity of an available alternative' (mean = 4.44).

These results demonstrate that most of employees in the Jordanian hotel industry have a high level of organisational commitment and they would feel guilty and very hard if they left their organisation because they have a sense of obligation to the people in it and they owe a great deal to the company.

5.3.3. Role Clarity

Table 8: Role Clarity

	Role Clarity	Mean	1	2	3	4	5
1	I clearly understand my daily tasks and responsibilities	4.47	0%	1%	7%	36%	56%
2	The aims and objectives of my job are obvious to me	4.35	0%	0%	11%	43%	46%
3	I have a clear vision regarding the influence that my job could have on the overall organisational performance	4.50	0%	0%	6%	38%	56%
4	I know the expected results of my career and I always schedule my work to achieve these results	4.08	3%	5%	18%	29%	45%
5	I have a good control and realisation of how to divide my time among my required tasks	4.42	0%	2%	11%	30%	57%
6	My supervisor gives me feedback on my performance	3.79	0%	12%	23%	39%	26%
7	I know how my performance is going to be evaluated	4.06	0%	8%	19%	32%	41%
	Mean	4.24	0%	4%	14%	35%	47%
	Standard Deviation	0.27	0.01	0.05	0.06	0.05	0.11

The role clarity score for the descriptive analysis was computed by averaging up the 7 questions with the level of agreement for each statement (1 = strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree 5 = Strongly agree). The mean score is 4.24, with a standard deviation of 0.27. This means employees felt they possessed a high level of role clarity, indicating that the employees in Jordanian hotels have a clear understanding of their daily tasks and responsibilities, while the aims and objectives of their job are obvious to the

employees and moreover, they have a clear vision regarding the influence that their job can have on the overall organisational performance. In addition, the results indicate that the employees in Jordanian hotels have a good knowledge regarding how to perform their tasks in the most conducive manner, with a good sense of control and realisation with regard to how to divide their time among the required tasks Thus, this may be a reflection of clear planned goals/objectives and understanding how their performance is going to be evaluated, which originates with management.

5.3.4. Job Satisfaction

Table 9: Job Satisfaction

	Job Satisfaction	Mean	1	2	3	4	5
1	I feel that I am being paid a fair amount for the work that I do	4.06	2%	8%	12%	38%	40%
2	I feel satisfied with my prospects for salary increases	4.19	2%	6%	12%	31%	49%
3	My supervisor is quite competent in doing his/her job	4.22	0%	2%	12%	48%	38%
5	My supervisor shows too little interest in the feelings of subordinates	3.22	11%	15%	28%	33%	13%
7	When I do a good job, I receive the recognition for it that I should	4.11	0%	7%	13%	42%	38%
8	I feel that the work I do is appreciated	4.04	1%	8%	13%	42%	36%
9	I feel my efforts are rewarded the way they should be	4.17	2%	3%	9%	48%	38%
10	I find I have to work harder at my job because of the incompetence of the people I work with	3.23	8%	18%	34%	23%	17%
11	My customers respect my judgement	4.45	0%	2%	9%	31%	58%
	Mean	3.97	3%	8%	16%	37%	36%
	Standard Deviation	0.44	0.04	0.06	0.09	0.08	0.14

The job satisfaction score for the descriptive analysis was computed by averaging up the 11 questions and the level of agreement foreach statement (1 = strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree 5 = Strongly agree). The mean score is 3.79, with a standard deviation of 0.44. This suggests that employees felt they had a high level of job satisfaction due to the fact that the most employees felt that they are paid a fair amount for their work and they were also satisfied with their prospects for salary increases, as well as receiving appropriate recognition. Finally, the respect from customers in relation to their work is likely to lead to increases in job satisfaction.

5.3.5. Customer-Oriented Behaviour

Table 10: Customer-Oriented Behaviour

	Customer-Oriented Behaviour	Mean	1	2	3	4	5
1	I perform all the tasks for customers that are required of me	4.31	0%	1%	10%	46%	43%
2	I meet formal performance requirements when serving customers	4.38	0%	0%	11%	40%	49%
3	I fulfil responsibilities to customers as expected by management	4.29	0%	3%	9%	44%	44%
4	I help customers with the things that are necessary and expected	4.33	0%	2%	8%	45%	45%
5	I adequately complete all expected customer service behaviours	4.41	0%	1%	8%	40%	51%
6	I voluntarily assist customers even if it means going beyond my job requirements	4.16	0%	3%	13%	49%	35%
7	I willingly go out of my way to make customers satisfied	4.11	0%	0%	23%	43%	34%
8	I often go above and beyond the call of duty when serving customers	4.16	0%	2%	20%	38%	40%
9	I help customers with problems beyond what is expected or required of me	4.20	0%	1%	16%	45%	38%
10	I frequently go out of the way to help a hotel's customers	4.09	0%	5%	19%	38%	38%
	Mean	4.24	0%	2%	14%	43%	42%
	Standard Deviation	0.11	0.00	0.02	0.05	0.04	0.06

The customer-oriented behaviour score for the descriptive analysis was computed by averaging up the 10 questions and the level of agreement for each statement (1 = strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree 5 = Strongly agree). The mean score is 4.24, with a standard deviation of 00.11. This means that the employees in Jordanian hotels perceive themselves as being highly customer-oriented in their behaviour. This is due to the fact that the results clearly show that most of the employees in Jordanian hotels perform all the tasks for customers that are required and meet formal performance requirements when serving customers in order to fulfil what is expected of them by management. In addition, most of the employees help customers and complete all the expected customer service behaviours, as well as voluntarily assisting customers, even if it means going beyond their job requirements.

5.3.6. Service Quality Measurement

Table 11: Service Quality Measurement

	Service Quality Measurement	Mean	1	2	3	4	5
1	Is competent, talented and displays natural expertise in doing his/her job	4.36	0%	0%	8%	48%	44%
2	Is always helpful and friendly	4.43	0%	0%	6%	45%	49%
3	Always listens to his/her customers	4.33	0%	1%	9%	46%	44%
4	Seems to anticipate what customers want	4.01	0%	6%	23%	35%	36%
5	Can understand the customers' needs and endeavours to satisfy	4.32	0%	0%	16%	36%	48%
6	Provides quick and timely service to customers	4.18	0%	2%	15%	46%	37%
7	Can answer customers' needs no matter how busy he/she is	4.37	0%	1%	8%	44%	47%
	Mean	4.29	0%	1%	12%	43%	44%
	Standard Deviation	0.14	0.00	0.02	0.06	0.05	0.05

The final scale used in this study was concerned with service quality. The service quality score for the descriptive analysis was computed by averaging up the 7 questions and the level of agreement for each statement (1 = strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree 5 = Strongly agree). The mean score is 4.29, with a standard deviation of 0.14. This means that the employees in Jordanian hotels are demonstrated to provide a high level of service quality.

More specifically, they felt that employees were more confident in displaying a high level of service quality. This is due to the fact that the results clearly show that the most of the employees in Jordanian hotels listens to the hotel customers and can understand the customers' needs, as well as endeavouring to satisfy them by providing quick and timely service to customers. Thus, this means that the customers generally feel that the hotels' employees can solve their problems and respond to their needs.

5.3.7. Self-Reporting Questionnaires

The data was collected from 89 Jordanian hotels using 375 self-reporting questionnaires. With regard to service quality (REFE), self-reporting is one of the most commonly used data collection methods. The format of the self-reporting questionnaires that is most frequently used is Likert-style scales for items relating to subjective experience. Self-reporting has been employed in order to evaluate a huge range of service quality when estimating the impact of

empowerment and other factors on service quality. Normally data is gathered via administering a service quality questionnaire since self-reporting measures are useful in the absence of actual administrative data, or collecting such data is considered too expensive to analyse or time-consuming. One of the primary benefits of the self-reporting questionnaire is that it is able to be administered to a huge sample quickly, without much financial outlay or effort. Since self-reporting questionnaires allow for a large amount of quantitative data to be collected, this also means that it is more possible to generalise the findings, particularly when the sampling is random. Moreover, due to the respondents themselves being much closer to the issues of focus over others, the data gathered from self-reporting questionnaires is likely to be more accurate (Demetriou et al,. 2014).

However, some limitations linked with self-reporting questionnaires need to be acknowledged. The key disadvantage of self-reporting questionnaires is the potential for invalid answers to be provided. For instance, respondents might not answer truthfully when responding to items, particularly with regard to questions of a sensitive nature. This phenomenon is referred to as social desirability bias, since they may answer in way which is thought to be more socially acceptable. Furthermore, there are some issues affecting the questionnaires' reliability and validity. For example, response bias, which is when, regardless of the question, an individual tends to respond in a certain way. Thus, individuals might be more likely to answer, "yes", despite the question's content — which is described as an acquiescent response bias — or perhaps, may respond with, "no"— a non-acquiescent bias. An additional issue with self-reporting questionnaires can be the items' clarity, which is accompanied by the risk of collecting varying interpretations of questions. Further, with regard to the highly structured questionnaires, they might make participants feel obliged to answer in a manner that contrasts with their actual views. For instance, the structure may mirror the researcher's preconceptions. However, open-ended questions can result in subjectivity and thus, a more complex analysis. Additionally, the researcher's presence at the time of questionnaire completion might also impact upon answers. Thus, subjects may alter their behaviour or display outcome improvement as they are aware of being observed. Therefore, for example, in an examiner's presence, a responder may feel uncomfortable choosing the extreme options. A lack of flexibility can also be another disadvantage, especially in relation to fixed-choice questions. This is due to the fact that if participants are asked to rate a statement, this offers them limited opportunities to express their feelings and themselves.

So as to react to the self-reporting limitations, the questionnaires employed the five-point Likert scale. Therefore, the study respondents were able to select one of five options when responding to the statements in the questionnaire, with “1” indicating “strongly disagree”; “2” indicating “disagree”; 3 indicating “neutral”; “4” indicating “agree”; and 5 indicating “strongly agree”. In this study, this scale was chosen since it allows for the collection of respondents’ attitudes using an interval-level measure, instead of merely obtaining a “yes” or “no” answer, which would not generate data that would enable the researcher to respond adequately to the hypotheses.

Human Resources Coordinators from the departments of each of the hotels under study helped the researcher with gaining access to the front-of-house staff and their contacts. Possible respondents were selected purposively for the researcher to ensure the credibility of the research and also, enable comparison of the responses. A random sample selection is thought to be effective as every member of a population has an equal prospect of participating. The selection of participants, however, had to be selective due to the fact that the first hotel personnel visitors’ encounter when they enter hotels are the front-of-house staff. Thus, a purposively selected sample enabled the researcher to identify and access the most suitable respondents with ease. Moreover, this approach protected against biases that can originate from self-selection and convenience sampling.

Before administering the questionnaires, pilot tests were conducted in order to evaluate their performance through contacting six snowballed front-of-house staff from hotels in Amman. All the six pilot questionnaires were distributed through email, to employees who were not included in the sample for the actual study. The two primary objectives of the pilot tests were to: (1) Evaluate the actual time required to complete a questionnaire, (2) Assess the respondents’ degree of understanding with regard to the questions and moreover, if the questionnaire layout supported appropriate question comprehension. Data that is unreliable is normally collected when respondents do not understand the questions being asked. In this pilot, the researcher asked the respondents to determine and report any questions that were unclear. From this pilot test, the researcher established the significance of translating the questionnaires into Arabic from English prior to delivery. The researcher had presumed that since services in hotels were catering for an international market,, that participants may be competent in English. So as to retain the questions’ original meaning when translating them into Arabic, the researcher requested the help of eleven reviewers from the Talal Abu

Ghazalel School of Business (TAGSB) of the German-Jordanian University in order to review the questions after translation to ensure they were accurate and valid.

5.4. The Measures

A questionnaire (see Appendix 6a) examined front-of-house employees' personal views, attitudes and opinions relating to psychological empowerment and its effect on service delivery under the consideration of four key parameters: organisational commitment, role clarity, job satisfaction, and customer behaviour. A five-point Likert scale (1 = strongly disagree to 5 = strongly agree) was used for all items.

5.4.1. Reliability Analysis of the instruments

Previously used and validated scales, which had been employed in previous studies and had been shown to have good reliabilities, were adopted in the structuring of the questionnaires (the Cronbach's alphas ranged from 0.723 to 0.897). Data was imported into the SPSS and a reliability analysis carried out in order to assess the response reliability of items that constituted the variables. Evaluation was undertaken through the use of the Cronbach Alpha (CA) values. CA values range between 0 and 1, however, Creswell (2014) indicated that only values of 0.70 and above are considered satisfactory for research reasons. Table 12 provides the multicollinearity statistics and acceptable reliability coefficients (n=349).

Table 12: Collinearity Statistics and Reliability Coefficients (n=349)

Collinearity Statistics and Reliability Coefficients (n=349)								
	Collinearity							
Variable	Tolerance	VIF	1	2	3	4	5	6
Empowerment	**.385**	**2.598**	**(.838)**					
Organisational Commitment	**.306**	**3.270**		**(.843)**				
Role Clarity	**.369**	**2.709**			**(.723)**			
Job Satisfaction	**.354**	**2.824**				**(.799)**		
Customer-oriented Behaviour	**.522**	**1.914**					**(.837)**	
Service Quality								**(.897)**
Note: **Cronbach's alphas are displayed diagonally in parentheses**								

5.4.2. Collinearity Statistics

Assessing for multicollinearity assumptions, especially considering the tolerance and variance inflation factor (VIF) in the coefficient table and tolerance (see Table 7), the variability level of the specified predictor variable has no explanation in comparison to other predictor variables in the model. If the tolerance value is less than .10, this suggests that there might be multicollinearity present but since the tolerance for all the values of the variables are greater than .10 (.385, .306, .369, .354, and .522 respectively), which shows that there is no multicollinearity among the variables or that, if any exists, it is insignificant.

The VIF demonstrates the same results as the tolerance values. If the VIF value is above 10, it shows multicollinearity but since the VIF values of this data are below 10 (2.598, 3.270, 2.709, 2.824 and 1.914 respectively), it shows no multicollinearity. Hence, the statistics data for these variables show no multicollinearity.

5.5. Exploratory Factor Analysis (EFA)

Factor Analysis is a statistical method normally employed during the development of instruments in order to group items into common factors and interpret every factor in accordance with the items having a high loading on it, as well as categorising the items into a smaller number of factors (Bryman & Cramer, 1999). Loading refers to the association measure among a factor and an item (Bryman & Cramer, 2005). While, a factor is a list of items belonging together. Items that are related define the construct's parts that are able to be grouped together. Items that do not belong together are considered to be unrelated, do not define the construct and need to be deleted (Munro, 2005).

Exploratory Factor Analysis (EFA) is a specific method of factor analysis utilised to investigate the correlations among variables without selecting a certain hypothetical model (Bryman & Cramer, 2005). EFA assists researchers with defining the construct in line with the theoretical framework, which signifies the measure's direction (DeVon et al., 2007) and determines the greatest scores' variance with the smallest number of factors (Delaney, 2005; Munro, 2005).

For the EFA to be conducted reliably, it is necessary for a sufficiently large sample to be employed (Bryman & Cramer, 2005). However, the ideal number of participants needed to

undertake an EFA remains an issue of debate, though a minimum of five participants per variable is normally advised (Munro, 2005). A factor analysis was applied to this investigation to confirm the validation of the questionnaires' instrument through using the SPSS to consider the relationships between psychological empowerment, organisational commitment, role clarity, job satisfaction, customer behaviour collectively and their influence on service quality. The following items were of interest for the analysis:

1. The correlation matrix
2. The Kaiser-Meyer-Olkin Measure (KMO)
3. Barlett's Test of Sphericity
4. Total variance explained
5. Scree plot

5.5.1. Empowerment

Table 13: Empowerment – Correlation Matrix

Empowerment – Correlation Matrix

Correlation Matrix[a]

		EMP1	EMP2	EMP3	EMP4	EMP5	EMP6	EMP7	EMP8
Correlation	EMP1	1.000	.380	.448	.309	.430	.370	.372	.357
	EMP2	.380	1.000	.354	.414	.367	.330	.494	.404
	EMP3	.448	.354	1.000	.329	.339	.336	.355	.382
	EMP4	.309	.414	.329	1.000	.481	.407	.403	.346
	EMP5	.430	.367	.339	.481	1.000	.425	.432	.348
	EMP6	.370	.330	.336	.407	.425	1.000	.403	.436
	EMP7	.372	.494	.355	.403	.432	.403	1.000	.554
	EMP8	.357	.404	.382	.346	.348	.436	.554	1.000

Determinant = .016

The correlation matrix for this variable provides the correlation between various employee answers in the investigation. The correlation coefficient among a variable and itself is prescribed as 1, hence the principal diagonal of the correlation matrix contains 1s (See blue line in Table 13 above). The correlation coefficients above and below the principal diagonal line are similar to the determinant of the correlation displayed at the foot of the table. The correlations were large enough to justify retention of the results as the correlations exceeded the value of .30. As the determinant (which is 0.016) is greater than the necessary value of 0.00001, this means that multicollinearity is not a problem with this data. This also means

that all the questions in the questionnaire correlated fairly well and none of the correlation coefficients are particularly large. Thus, in this case, there was no need to consider eliminating any questions.

Table 14 Empowerment – KMO and Bartlett's Test

Empowerment – KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.879
Bartlett's Test of Sphericity	Approx. Chi-Square	817.709
	Df	28
	Sig.	.000

The KMO measure varies between 0 and 1, where a value of 0 indicates that the sum of partial correlations is considered large relative to the sum of correlations, indicating diffusion in the pattern of correlations (factor analysis is not appropriate if this is indicated). Values closer to 1 are better at indicating that patterns of correlation are relatively compact therefore, the factor analysis would yield distinct and reliable factors (Kaiser, 1974). Values greater than 0.5 are acceptable, while those between 0.5 and 0.7 are mediocre, 0.7 and 0.8 are good, 0.8 and 0.9 are great and those above 0.9 are superb (Kaiser, 1974). For the empowerment data in this study, the value of 0.879 is great hence, a factor analysis is appropriate for use with this data.

Bartlett's test of sphericity assesses whether the null hypothesis and the correlation matrix constitute an identity matrix. Creswell (2014) defined an identity matrix as one in which all of the diagonal elements are 1 and all of the diagonal elements are 0. For this data, Bartlett's test is highly significant ($p<0.001$), thus meaning a factor analysis is appropriate.

Table 15 Empowerment – Total Variance Explained

Empowerment – Total Variance Explained

Total Variance Explained

Component		Initial Eigenvalues			Extraction Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
dimension0	1	3.757	46.959	46.959	3.757	46.959	46.959
	2	.792	9.904	56.863			

Empowerment – Total Variance Explained						
3	.775	9.684	66.547			
4	.684	8.544	75.091			
5	.591	7.391	82.482			
6	.538	6.722	89.204			
7	.457	5.711	94.915			
8	.407	5.085	100.000			

Extraction Method: Principal Component Analysis.

Table 15 presents all the factors extracted from the analysis, along with their eigenvalues. This analysis and interpretation only consider the extracted sums of squared loadings. Before extraction, the SPSS identified 8 linear components within the data set. Eigenvalues associated with each factor represent the variance, as explained by that particular linear component, which is also displayed in the form of a percentage. Only the first factor displayed an eigenvalue greater than one (3.757), which accounts for 46.959% of the variance. All these results confirm the three hypotheses for this study, indicating whether, directly or indirectly (being influenced by the four variables), empowerment has a positive impact on service quality.

5.5.2. Organisational Commitment

Table 16 Organisational Commitment – Correlation Matrix

Organisational Commitment – Correlation Matrix

Correlation Matrix[a]

		OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	OC10
Correlation	OC1	1.000	.464	.396	**.097**	.368	.426	.369	.607	.456	.366
	OC2	.464	1.000	.458	**.187**	.366	.346	.373	.519	.655	.429
	OC3	.396	.458	1.000	**.157**	**.284**	.314	.359	.319	.409	.810
	OC4	.097	.187	.157	1.000	**.241**	**.175**	**.149**	.094	.136	**.131**
	OC5	.368	.366	.284	.241	1.000	.441	.310	.336	.327	**.218**
	OC6	.426	.346	.314	.175	.441	1.000	.515	.380	.339	**.281**
	OC7	.369	.373	.359	.149	.310	.515	1.000	.413	.265	.305
	OC8	.607	.519	.319	.094	.336	.380	.413	1.000	.637	.322
	OC9	.456	.655	.409	.136	.327	.339	.265	.637	1.000	.364
	OC10	.366	.429	.810	.131	.218	.281	.305	.322	.364	1.000

Determinant = .016

Correlation Matrix[a]

		OC1	OC2	OC3	OC8	OC9
Correlation	OC1	1.000	.464	.396	.607	.456
	OC2	.464	1.000	.458	.519	.655
	OC3	.396	.458	1.000	.319	.409
	OC8	.607	.519	.319	1.000	.637

Organisational Commitment – Correlation Matrix					
OC9	.456	.655	.409	.637	1.000

a. Determinant = .145

The correlation results for organisational commitment differed from those of empowerment in that some of them were below the value of .30 (e.g. OC1/OC4 = .97, 0C2/0C4 = .187, among others, which are highlighted in bold). Nevertheless, half of the correlations were greater than the determinant (of 0.16), which is greater than the necessary value of 0.00001. Hence, multicollinearity is not a problem with this data, although five questions had to be eliminated, leaving those displayed in Table 16. The determinant for the five remaining questions hence changes to .145.

Table 17 Organisational Commitment – KMO and Bartlett's Test

Organisational Commitment – KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.784
Bartlett's Test of Sphericity	Approx. Chi-Square	666.446
	Df	10
	Sig.	.000

The KMO measure for the organisational commitment data had a value of 0.784, which falls within the category of 0.7 and 0.8, thus classed as good. Therefore, a factor analysis is appropriate for this data. Bartlett's test of sphericity here is highly significant, ($p<0.001$) thus also making a factor analysis appropriate.

Table 18 Organisational Commitment – Total Variance Explained

Organisational Commitment – Total Variance Explained

Total Variance Explained

Component		Initial Eigenvalues			Extraction Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
dimension0	1	2.987	59.736	59.736	2.987	59.736	59.736
	2	.732	14.641	74.376			
	3	.613	12.257	86.634			
	4	.391	7.819	94.453			
	5	.277	5.547	100.000			

Extraction Method: Principal Component Analysis

Table 19 exhibits each of the five factors extracted from the analysis, along with their eigenvalues. After elimination, the SPSS identified 5 linear components within the data set. Similar to the empowerment variable, only the first factor displayed an eigenvalue greater

than one (2.987), which accounts for 59.736% of the variance. Therefore, the results for organisational commitment confirm both hypotheses 1 and 3, in which organisational commitment is one of the dimensions that collectively combines to positively influence psychological empowerment and service quality.

5.5.3. Role Clarity

Table 19 Role Clarity – Correlation Matrix

Role Clarity – Correlation Matrix

Correlation Matrix[a]

		RC1	RC2	RC3	RC4	RC5	RC6	RC7
Correlation	RC1	1.000	.700	.706	.601	.682	.651	.660
	RC2	.700	1.000	.669	.695	.656	.672	.633
	RC3	.706	.669	1.000	.691	.692	.640	.632
	RC4	.601	.695	.691	1.000	.645	.610	.591
	RC5	.682	.656	.692	.645	1.000	.748	.625
	RC6	.651	.672	.640	.610	.748	1.000	.685
	RC7	.660	.633	.632	.591	.625	.685	1.000

a. Determinant = .006

The correlation results for role clarity differed considerably from those of the correlation among the empowerment and organisational commitment variables in that the data for role clarity had values of .591 and above. All the correlations were therefore greater than the determinant (0.006), which is greater than the necessary value of 0.00001. Multicollinearity was not a problem with this data hence, no questions were eliminated, as is reflected in Table 20 above. The significance in the correlations for the role clarity variable clearly indicate the importance this factor plays when combined with the other four factors in order to impact on empowerment or service quality – it can be determined from the data that it is key in influencing these two factors under study.

Table 20: Role Clarity – KMO and Bartlett's Test

Role Clarity – KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.923
Bartlett's Test of Sphericity	Approx. Chi-Square	3173.930
	Df	21
	Sig.	.000

The significant role of the role clarity variable is also displayed in the KMO measure data that had a value of 0.923, which falls within the category of 0.9 and above, thus is considered

superb. Hence, a factor analysis was appropriate for this data. Bartlett's test of sphericity determined that this variable was highly significant (p<0.001), thus also making a factor analysis appropriate.

Table 21 Role Clarity – Total Variance Explained

Role Clarity – Total Variance Explained

Total Variance Explained

Component		Initial Eigenvalues			Extraction Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
dimension0	1	4.968	70.977	70.977	4.968	70.977	70.977
	2	.470	6.718	77.695			
	3	.392	5.603	83.298			
	4	.372	5.314	88.612			
	5	.336	4.793	93.405			
	6	.245	3.496	96.901			
	7	.217	3.099	100.000			

Extraction Method: Principal Component Analysis.

Table 22 illustrates all the seven factors extracted from the analysis, alongside their eigenvalues. After elimination, the SPSS identified 5 linear components within the data set. Only the first factor displayed an eigenvalue greater than one (4.968), which accounts for 70.977% of the variance. The results for role clarity confirm both hypotheses 1 and 3, whereby role clarity is proven to play a significant role, particularly when combined with the other three variables in order to positively influence psychological empowerment and service quality.

5.5.4. Job Satisfaction

Table 22 Job Satisfaction – Correlation Matrix

Job Satisfaction – Correlation Matrix

Correlation Matrix[a]

		JS1	JS2	JS3	JS4	JS5	JS6	JS7	JS8	JS9
Correlation	JS1	1.000	.599	.537	.402	.512	.469	.569	.311	.307
	JS2	.599	1.000	.496	.440	.506	.433	.509	**.236**	**.249**
	JS3	.537	.496	1.000	.661	.599	.624	.402	**.178**	**.206**
	JS4	.402	.440	.661	1.000	.560	.548	.348	**.130**	**.117**
	JS5	.512	.506	.599	.560	1.000	.668	.351	**.132**	**.176**
	JS6	.469	.433	.624	.548	.668	1.000	.363	**.176**	**.160**
	JS7	.569	.509	.402	.348	.351	.363	1.000	.462	.396
	JS8	.311	.236	.178	.130	.132	.176	.462	1.000	.511
	JS9	.307	.249	.206	.117	.176	.160	.396	.511	1.000

a. Determinant = .019

Job Satisfaction – Correlation Matrix

Job Satisfaction – Correlation Matrix

Correlation Matrix[a]

		JS1	JS2	JS3	JS4	JS5	JS6	JS7
Correlation	JS1	1.000	.599	.537	.402	.512	.469	.569
	JS2	.599	1.000	.496	.440	.506	.433	.509
	JS3	.537	.496	1.000	.661	.599	.624	.402
	JS4	.402	.440	.661	1.000	.560	.548	.348
	JS5	.512	.506	.599	.560	1.000	.668	.351
	JS6	.469	.433	.624	.548	.668	1.000	.363
	JS7	.569	.509	.402	.348	.351	.363	1.000

a. Determinant = .036

The correlation results for job satisfaction shared some similarity with those of organisational commitment since some of the results were below the value of .30 (questions JS8 and JS9, which had to be eliminated). Questions JS1 to JS7 maintained correlations greater than the determinant (of 0.19), which is greater than the necessary value of 0.00001 (see Table 23 above). Hence, multicollinearity was not a problem with this data. With the elimination of two questions, the determinant for the seven questions changed to .036 (see Table 23 above).

Table 23 Job Satisfaction – KMO and Bartlett's Test

Job Satisfaction – KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.872
Bartlett's Test of Sphericity	Approx. Chi-Square	1146.402
	Df	21
	Sig.	.000

The KMO measure for the job satisfaction data had a value of 0.872, which falls within the category of 0.8 to 0.9, thus is considered as great. Hence, a factor analysis was appropriate for this data. Bartlett's test of sphericity is highly significant ($p<0.001$), therefore also making a factor analysis appropriate.

Table 24 Job Satisfaction – Total Variance Explained

Job Satisfaction – Total Variance Explained

Total Variance Explained

Component		Initial Eigenvalues			Extraction Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
dimension0	1	4.043	57.754	57.754	4.043	57.754	57.754
	2	.937	13.389	71.143			
	3	.525	7.493	78.636			

Job Satisfaction – Total Variance Explained

4	.480	6.861	85.497			
5	.397	5.678	91.175			
6	.332	4.744	95.919			
7	.286	4.081	100.000			

Extraction Method: Principal Component Analysis.

Table 25 presents all the seven factors extracted from the analysis, as well as their eigenvalues. After elimination, the SPSS identified 7 linear components within the data set. Only the first factor displayed an eigenvalue greater than one (4.043), which accounts for 57.754% of the variance. The results for job satisfaction confirm hypotheses 1 and 3, whereby role clarity plays a significant role when combined with the other three variables in order to positively influence psychological empowerment and service quality.

5.5.5. Customer-oriented Behaviour

Table 25 Customer-oriented Behaviour – Correlation Matrix

Customer-oriented Behaviour – Correlation Matrix

Correlation Matrix[a]

		CB1	CB2	CB3	CB4	CB5	CB6	CB7	CB8	CB9	CB10
Correlation	CB1	1.000	.410	.436	.407	.433	**.248**	.336	.296	.372	**.207**
	CB2	.410	1.000	.546	.330	**.110**	**.183**	**.294**	**.184**	**.263**	**.214**
	CB3	.436	.546	1.000	.485	**.286**	**.286**	**.361**	.252	.424	**.240**
	CB4	.407	.330	.485	1.000	.443	.333	.388	.228	.482	.326
	CB5	.433	.110	.286	.443	1.000	.446	.395	.393	.427	.231
	CB6	.248	.183	.286	.333	.446	1.000	.424	.356	.330	.195
	CB7	.336	.294	.361	.388	.395	.424	1.000	.374	.498	.360
	CB8	.296	.184	.252	.228	.393	.356	.374	1.000	.441	.241
	CB9	.372	.263	.424	.482	.427	.330	.498	.441	1.000	.426
	CB10	.207	.214	.240	.326	.231	.195	.360	.241	.426	1.000

a. Determinant = .048

Correlation Matrix[a]

		CB4	CB5	CB6	CB7	CB9
Correlation	CB4	1.000	.443	.333	.388	.482
	CB5	.443	1.000	.446	.395	.427
	CB6	.333	.446	1.000	.424	.330
	CB7	.388	.395	.424	1.000	.498
	CB9	.482	.427	.330	.498	1.000

a. Determinant = .288

The correlation results for customer-orientated behaviour shared some similarities with those for organisational commitment and job satisfaction, since some of the results were below the value of .30 (questions CB1, 2, 3, 8 and 10, which had to be eliminated). Questions CB4, 5,

6, 7 and 9 maintained correlations greater than the determinant (of 0.048), which is greater than the necessary value of 0.00001 (see Table 26 above). Hence, multicollinearity was not a problem with this data. With the elimination of five questions, the determinant for the remaining five questions changed to .288 (see Table 26 above).

Table 26 Customer-oriented Behaviour – KMO and Bartlett's Test

Customer-oriented Behaviour – KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.802
Bartlett's Test of Sphericity	Approx. Chi-Square	430.481
	Df	10
	Sig.	.000

The KMO measure for the customer-orientated behaviour data had a value of 0.802, which falls within the category of 0.8 to 0.9, which is considered as great. Hence, a factor analysis was appropriate for this data. Bartlett's test of sphericity is highly significant ($p<0.001$), also making a factor analysis appropriate.

Table 27 Customer-oriented Behaviour – Total Variance Explained

Customer-oriented Behaviour – Total Variance Explained

Total Variance Explained

Component		Initial Eigenvalues			Extraction Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
dimension0	1	2.668	53.369	53.369	2.668	53.369	53.369
	2	.727	14.550	67.919			
	3	.640	12.791	80.710			
	4	.512	10.236	90.946			
	5	.453	9.054	100.000			

Extraction Method: Principal Component Analysis.

Table 28 shows all the five factors extracted from the analysis, alongside their eigenvalues. After elimination, the SPSS identified 5 linear components within the data set. Only the first factor displayed an eigenvalue greater than one (2.668), which accounts for 53.369% of the variance. The results for customer-orientated behaviour confirm hypotheses 1 and 3, thus customer-orientated behaviour is believed to play a significant role, when combined with the other three variables, so as to positively influence psychological empowerment and service quality.

5.5.6. Service Quality

Table 28 Service Quality – Correlation Matrix

Service Quality – Correlation Matrix

Correlation Matrix[a]

		SQ1	SQ2	SQ3	SQ4	SQ5	SQ6	SQ7
Correlation	SQ1	1.000	.537	.610	.513	.559	.453	.440
	SQ2	.537	1.000	.657	.621	.493	.470	.462
	SQ3	.610	.657	1.000	.639	.567	.487	.504
	SQ4	.513	.621	.639	1.000	.582	.454	.484
	SQ5	.559	.493	.567	.582	1.000	.396	.435
	SQ6	.453	.470	.487	.454	.396	1.000	.554
	SQ7	.440	.462	.504	.484	.435	.554	1.000

a. Determinant = .039

The correlation results for service quality maintained correlations greater than the determinant (of 0.039), which is also greater than the necessary value of 0.00001 (see Table 29 above). Hence, multicollinearity was not a problem with this data.

Table 29 Service Quality – KMO and Bartlett's Test

Service Quality – KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.901
Bartlett's Test of Sphericity	Approx. Chi-Square	1122.430
	Df	21
	Sig.	.000

The KMO measure for the service quality data had a value of 0.901, which falls within the category of 0.9 and above which is considered superb. Hence, a factor analysis was appropriate for this data. Bartlett's test of sphericity is highly significant ($p<0.001$), therefore making a factor analysis appropriate. These results show that service quality strongly correlates with the other five variables (job satisfaction, organisational commitment, role clarity, customer-oriented behaviour, and empowerment).

Table 30 Service Quality – Total Variance Explained

Service Quality – Total Variance Explained

Total Variance Explained

Component		Initial Eigenvalues			Extraction Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
dimension0	1	4.132	59.029	59.029	4.132	59.029	59.029
	2	.742	10.604	69.633			

Service Quality – Total Variance Explained						
3	.536	7.662	77.295			
4	.496	7.084	84.379			
5	.429	6.135	90.514			
6	.342	4.884	95.398			
7	.322	4.602	100.000			

Extraction Method: Principal Component Analysis.

Table 31 presents all the seven factors extracted from the analysis, as well as their eigenvalues. After elimination, the SPSS identified 7 linear components within the data set. Only the first factor displayed an eigenvalue greater than one (4.132), which accounts for 59.029% of the variance. The results for service quality confirm all the three hypotheses, 1 to 3, in which the four variables combine to positively influence psychological empowerment, which eventually has a significant impact on service quality. The overall results, which link up with the objectives of this study confirm that the interrelationship between the three variables (job satisfaction, customer-oriented behaviour and organisational commitment) positively influences psychological empowerment and as a result, also service quality. However, when role clarity is added to the other three variables, the impact on empowerment has more significance, indicating that role clarity is a crucial component in ensuring that employees feel better empowered to carry out their duties.

5.6. Confirmatory Factor Analysis

In order to test how well the variables being measured represent the number of constructs, a confirmatory factor analysis (CFA), which is a multivariate statistical procedure, is often employed. A confirmatory factor analysis (CFA) and exploratory factor analysis (EFA) are similar techniques, however, in an exploratory factor analysis (EFA), data is merely explored and information provided regarding the number of factors needed in order to represent the data. In an exploratory factor analysis, all variables being related are correlated with each latent variable. However, in a confirmatory factor analysis (CFA), researchers are able to specify the number of factors necessary for the data and also determine which variable being measured is related to which latent variable. A confirmatory factor analysis (CFA) is an instrument utilised in order to confirm or reject the theory of measurement. Therefore, CFA allows a researcher to test the hypothesis that a correlation among the observed variables and their underlying latent construct(s) is present. The researcher employs knowledge of the

theory, empirical research, or both, postulates the relationship pattern a priori and subsequently, tests the hypothesis statistically.

Table 32 below illustrates the component matrix results/loadings for each variable. All the results show significant correlations since they are reasonably close to 1. These results denote that there are strong interrelationships between the five variables and that they also have a strong influence on service quality, thereby confirming hypotheses 1 and 3. In particular, role clarity emerged with the strongest correlations, suggesting that it has a significant influence on psychological empowerment, and moreover, on service quality, thereby justifying its addition to the conceptual model by the researcher.

Table 31 Confirmatory factor analysis

Confirmatory factor analysis						
Q	**Empowerment**	**Organisational Commitment**	**Role Clarity**	**Job Satisfaction**	**Customer-oriented Behaviour**	**Service Quality**
EMP1	.664					
EMP2	.684					
EMP3	.637					
EMP4	.672					
EMP5	.699					
EMP6	.675					
EMP7	.742					
EMP8	.632					
OC1		.756				
OC2		.810				
OC3		.639				
OC8		.812				
OC9		.832				
RC1			.848			
RC2			.853			
RC3			.854			
RC4			.818			
RC5			.857			
RC6			.849			
RC7			.817			
JS1				.766		
JS2				.745		
JS3				.822		
JS4				.749		
JS5				.798		
JS6				.780		
JS7				.647		
CB4					.725	
CB5					.744	
CB6					.682	
CB7					.744	
CB9					.756	
SQ1						.767
SQ2						.795
SQ3						.839
SQ4						.805
SQ5						.751
SQ6						.698
SQ7						.712

Confirmatory factor analysis						
Q	**Empowerment**	**Organisational Commitment**	**Role Clarity**	**Job Satisfaction**	**Customer-oriented Behaviour**	**Service Quality**
Factor loading for Empowerment, Organisational Commitment, Role Clarity, Job Satisfaction and Customer-oriented Behaviour on: Service Quality.						

5.7. Regression Analysis for Testing the Hypotheses

These sections discuss testing the hypotheses of the study based on a multiple regression analysis. Table 33 below displays the hypotheses, outlining the independent and dependent variable/s for each of the three hypotheses. A multiple linear regression is a predictive analysis used to explain the relationship between a continuous dependent variable and two or more independent variables (predictors) (Bryman and Cramer, 2011).

Table 32 Hypotheses Analysis

Hypotheses Analysis				
Stage	**Type of Analyses**	**Hypothesis**	**Independent Variable**	**Dependent Variable**
H1	Multi-regression	The impact of role clarity, Job satisfaction, Organisation commitment, Customer -oriented Behaviour and psychological empowerment on service quality.	Role clarity, Job satisfaction, Organisation commitment, Customer-oriented Behaviour and empowerment.	Service quality
H2	Simple regression	The impact of Psychological empowerment on Service quality	Psychological empowerment	Service quality
H3	Multi-regression	The impact of Organisational Commitment, Role Clarity, Job Satisfaction and Customer-oriented Behaviour on Psychological Empowerment	Organisational Commitment, Role Clarity, Job Satisfaction and Customer-oriented Behaviour	Empowerment

5.7.1. Hypothesis 1

H1: The impact of role clarity, Job satisfaction, Organisational commitment, Customer-oriented behaviour and psychological empowerment on service quality.

In order to test this hypothesis, a regression analysis has been used, whereby the dependent variables is the service quality and the independent variables are role clarity (RC), job satisfaction (JS), organisational commitment (OC), customer-oriented behaviour (COB), and psychological empowerment (EMP). If the results of the independent variables are significant, then we can confirm the first hypothesis and conclude that there are significant impacts of role clarity, job satisfaction, organisational commitment, customer-oriented behaviour and psychological empowerment on service quality.

Figure 13 below displays various results obtained from the regression analysis: model summary, coefficients, regression standardised residual, which all collectively explain the significance of the interrelationships between the variables.

Figure 13 Regression Analysis Results – Hypothesis 1

Regression Analysis Results – Hypothesis 1

Model Summary[b]

Model	R	R Square	Adjusted R Square	Change Statistics		Durbin-Watson
				F Change	Sig. F Change	
1	.916[a]	.838	.835	232.017	.000	1.855

a. Predictors: (Constant), EMP, RC, CPV, JS, OC

b. Dependent Variable: Service quality

Coefficients[a]

Model		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		Beta			Tolerance	VIF
1	(Constant)		4.587	.000		
	JS	.383	8.840	.000	.385	2.598
	RC	.495	10.188	.000	.306	3.270
	COB	.208	3.915	.000	.369	2.709
	OC	.220	4.876	.000	.354	2.824
	EMP	.684	22.17	.000	.522	1.914

a. Dependent Variable: Service Quality

Source: Empirical results

The researcher used the R^2 measure to obtain the goodness-of-fit measure, which indicates the percentage of the variance in service quality that the other five variables collectively explain. This displays the strength of the relationship among the five variables and service quality on a convenient 0 to 100% scale. According to Bryman and Cramer (2011), small R^2 values are not always a problem, while high ones are not necessarily good. Nevertheless, the larger the R^2, the better the regression model fits.

The R^2 for this hypothesis is 0.838 and the adjusted one is 0.835, meaning that 83.5% of the variation in the independent variables can be explained by the model. The regression beta coefficients[15] and the *t*-value[16] associated with them are both positive, indicating that as the independent variables increase, service quality also increases. However, from the beta and *t*-value coefficient results, it is evident that there are differences among the correlations of each individual independent variable with service quality. For example, from the results, customer-oriented behaviour has the lowest beta and *t*-value (0.208 and 3.915 respectively), while empowerment has the highest beta and *t*-value (0.684 and 22.17 respectively). Notably, considering that all the other four factors impact on empowerment to enable it to have a stronger correlation with service quality, it is important to note that role clarity displays a significant impact on service quality (beta and *t*-values of 0.495 and 10.188 respectively), indicating the importance of adding the role clarity variable to the conceptual model. Thus, with regard to these results, hypotheses 1 to 3 are all confirmed.

Nevertheless, empowerment has the most significant influence on service quality as compared to the other four independent variables, confirming hypothesis 2, which states that psychological empowerment has a positive impact on service quality. This is followed closely by role clarity, job satisfaction and organisational commitment. Moreover, all the independent variables (role clarity, job satisfaction, organisational commitment, customer-oriented behaviour, psychological empowerment) have a significant positive impact on service quality. This therefore confirms the first hypothesis and concludes that there are significant positive impacts of role clarity, job satisfaction, organisational commitment, customer-oriented behaviour and psychological empowerment on service quality, indicating that an increase in these variables leads to an automatic increase in service quality. In conclusion, the results confirm the hypothesis that: ***front-of-house employees' role clarity, job satisfaction, organisation commitment, customer-oriented behaviour and psychological empowerment have a positive impact upon service quality.***

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[15] The degree of change in the outcome variable for every 1-unit of change in the predictor variable (Bryman and Cramer, 2011).

[16] The *t*-test assesses whether the beta coefficient is significantly different from zero. If the beta coefficient is not statistically, the variable does not significantly predict the outcome (Bryman and Cramer, 2011).

5.7.2. Hypothesis 2

H2: the impact of psychological empowerment on service quality.

In order to test the second hypothesis, a regression analysis has been employed, whereby the dependent variable is service quality and the independent variable is psychological empowerment. If the results of the independent variable are significant, then it is confirmed the second hypothesis and conclude that there is a significant impact of psychological empowerment on service quality. Figure 14 below displays various results obtained from the regression analysis to measure the impact of ***psychological empowerment on service quality.***

Figure 14 : Regression Analysis Results – Hypothesis 2

Regression Analysis Results – Hypothesis 3

Model Summary[b]

Model	R	R Square	Adjusted R Square	Change Statistics: F Change	Change Statistics: Sig. F Change	Durbin-Watson
1	.864[a]	.747	.746	671.821	.000	1.940

a. Predictors: (Constant), EMP
b. Dependent Variable: Service quality

Coefficients[a]

Model		Standardized Coefficients: Beta	t	Sig.
1	(Constant)		9.472	.000
	EMP	.864	25.920	.000

a. Dependent Variable: Service quality

Source: Empirical results

The R^2 for this hypothesis is 0.747 and the adjusted one is 0.746, meaning that 74.6% of the variation in psychological empowerment can be explained by the model. This reflects a strong impact of psychological empowerment on service quality. The regression beta coefficient and the *t*-value are both positive, thus indicating that as psychological empowerment increases, service quality also increases. Therefore, the results of the regression analysis show that psychological empowerment has a significant positive impact on service quality, confirming the second hypothesis and concluding that there is a significant impact of psychological empowerment on service quality. In conclusion, the results confirm the hypothesis that: ***the impact of psychological empowerment on service quality.***

5.7.3. Hypothesis 3

H3: The impact of organisational commitment, role clarity, job satisfaction and customer-oriented behaviour on empowerment.

In order to test the third hypothesis, a regression analysis has been used where the dependent variables is psychological empowerment (EMP), and the independent variables are role clarity (RC), job satisfaction (JS), organisational commitment (OC), and customer-oriented behaviour (COB). If the results for the independent variables are significant, then it is confirmed the third hypothesis and conclude that there are significant impacts of role clarity, job satisfaction, organisational commitment, and customer-oriented behaviour on the psychological empowerment. Figure 15 below displays the various results obtained from the regression analysis.

Figure 15 Regression Analysis Results – Hypothesis 3

Regression Analysis Results – Hypothesis 2

Model Summary[b]

Model	R	R Square	Adjusted R Square	Change Statistics F Change	Change Statistics Sig. F Change	Durbin-Watson
1	.833[a]	.694	.689	127.680	.000	2.101

a. Predictors: (Constant), OC, JS, CPV, RC
b. Dependent Variable: EMP

Coefficients[a]

Model		Standardized Coefficients Beta	t	Sig.
1	(Constant)		2.673	.008
	JS	.482	9.642	.000
	RC	.208	3.915	.000
	COB	.358	6.423	.000
	OC	.063	1.026	.306

a. Dependent Variable: EMP

Source: Empirical results

The R^2 for this hypothesis is 0.694 and the adjusted one is 0.689, meaning that 68.9% of the variation in the independent variables can be explained by the model. This reflects a strong impact of the four independent variables on psychological empowerment. The regression beta coefficients and the *t*-value are both positive, indicating that as the independent variables increase, psychological empowerment also increases. Similar to the results of H^1, the beta and *t*-value coefficient results differ by variable indicating different levels of effect on psychological empowerment. For instance, organisational commitment has the lowest beta and *t*-value (0.063 and 1.026 respectively), while job satisfaction has the highest beta and *t*-value (0.482 and 9.642 respectively). Therefore, job satisfaction has the highest influence on psychological empowerment, followed by customer-oriented behaviour (0.358), role clarity (0.208), while organisational commitment is shown to have an insignificant impact on psychological empowerment. All the four variables have positive beta values, thus displaying a positive impact on psychological empowerment; as each of them increase, so does psychological empowerment. In conclusion, the independent variables (role clarity, job satisfaction, customer-oriented behaviour) have a significant positive impact on

psychological empowerment. This confirm the third hypothesis and concludes that there are significant positive impacts of role clarity, job satisfaction, and customer-oriented behaviour on psychological empowerment. In conclusion, the results confirm the hypothesis that: ***impact of organisational commitment, role clarity, job satisfaction and customer-oriented behaviour on empowerment.***

5.8. Conclusion

This chapter sought to test the three hypotheses of this study, which are stated in the chapter overview. The multicollinearity results all displayed highly correlated independent variables, explaining the positive confirmations of the hypotheses after the multi regression analysis. All the three hypotheses have been confirmed as correct and the confirmations summarised in Table 34 below.

Table 33 Summary of hypotheses confirmations

Summary of hypotheses confirmations			
Hypothesis	**Independent Variables**	**R Square**	**Users**
H1	**role clarity, Job satisfaction, Organisation commitment, Customer-oriented behaviour and psychological empowerment**	.838	High
H2	**psychological empowerment**	.747	High
H3	**Organisational Commitment, Role Clarity, Job Satisfaction and Customer-oriented behaviour**	.694	High

The following chapter provides a discussion of the findings in relation to the existing literature.

Chapter 6: Discussion of the Findings

6.1. Chapter Overview

Chapter 6 provides an interpretation of the findings regarding the impact of role clarity, job satisfaction, organisational commitment, and customer-oriented behaviour have on service quality, as well as the impact of psychological empowerment on service quality within the Jordanian hotel industry. Moreover, this chapter discusses and summarises the findings in order to address the objectives and validate the hypotheses expounded in Chapter 1 (the introduction), which are:

H^1: There is a significant impact of role clarity, job satisfaction, organisational commitment, customer-oriented behaviour and psychological empowerment on service quality.

H^2: There is a significant impact of psychological empowerment on service quality.

H^3: There is a significant impact of role clarity, job satisfaction, organisational commitment, customer-oriented behaviour on psychological empowerment.

The aim of this study was to determine firstly, whether job satisfaction, role clarity, customer-oriented behaviour and organisational commitment predict psychological empowerment. Secondly, the aim was to ascertain if these variables impacted positively on service quality and thirdly, whether psychological empowerment impacted on service quality. The results in chapter 5 confirm that all the study's three hypotheses are proven to be correct. In this chapter, these results will be discussed with emphasis on the relevance of the addition of role clarity to the conceptual model of this study, and moreover, how this impacted on the influence of the five variables on service quality.

6.2. The addition of role clarity

The analyses demonstrated a significant positive impact of the five independent variables on service quality, indicating that front-of-house staff's job satisfaction, clarity regarding their roles, commitment to the organisation, perception of customer-orientated behaviour and their psychological empowerment had a positive and significant influence on service quality. Therefore, when employees are subject to a high level of the five factors under study, they are more likely to offer good service that impacts positively on customers' perceptions of the

quality of service. It is important to note here that the conceptual model of this study was adapted from Odeh's (2008) model. The researcher took the three main variables put forward by Odeh (***job satisfaction, organisational commitment, and customer-oriented behaviour***) but felt the addition of ***role clarity*** was necessary in order to provide a model that better highlights the components thought to have an impact on psychological empowerment and service quality.

The results of the regression analysis in chapter 5 illustrate that role clarity has a significant positive impact on psychological empowerment and consequently, service quality. This indicated that when front-of-house staff in Jordanian hotels in the city of Amman had appropriate understanding and clear direction on how to undertake their duties, they experienced a higher level of satisfaction with their jobs, felt more committed to their jobs and therefore, more empowered and confident that they possessed the required skills to perform their roles or fulfil the work expectations placed upon them. In turn, their performance when responding to customers' needs was improved and therefore, raised customer satisfaction with regard to their organisation's services. It was also highlighted that employees who have a clear understanding with regard to their roles tend to feel more confident in fulfilling particular expected functions; while employees who lack confidence tend to lack confidence in fulfilling the tasks an functions linked with their role. Furthermore, psychologically empowered individuals were demonstrated to feel that they have overall control over their work environment since they have a clearer idea of what is expected of them. It is therefore clear that the addition of role clarity was integral to the other three variables, demonstrating a positive impact in terms of psychological empowerment and service quality. This finding corroborates that of other researchers who have found that role clarity defines the performance that could enhance the overall organisational outcomes (e.g. Mukherjee and Malhotra, 2006; Men, 2010). Therefore, based on the results of this study, hypotheses 1 and 3, hold true.

Customer-oriented behaviour was found to be positively correlated with role clarity, indicating that within the service encounter, both employees' and customers' actions are influenced by mentally and socially constructed expectations. Role ambiguity may result in conflict among undertaking a role that the organisation has requested staff to perform, and the requirements of a customer during the encounter. The interrelationship between all the variables emerged in previous studies also, suggesting that role ambiguity can diminish job

satisfaction and performance with customers, thus affecting service quality perceptions from the customer's standpoint (De Zilva, 2014; Saif and Saleh, 2013). However, not all studies agree with the positive relationship between role clarity and the performance of employees. For instance, Yadav and Rangnekar's (2015) results demonstrated a negative correlation. However, when the results of the majority of studies are considered in totality, role clarity is shown to be positively correlated to employee performance and is also thought to aid the enhancement of service quality (e.g. Hamed, 2010). Therefore, this study supports the argument that role clarity has a positive impact on the delivery of quality service, and thus, confirming that hypotheses 1 and 3 are correct.

6.3. Psychological empowerment and its relationship with the other independent variables

The results demonstrate that psychological empowerment is enhanced by high levels of job satisfaction (positive feelings that employees have towards their jobs), organisational commitment, role clarity and customer-oriented behaviour. These results corroborate those of Eren et al. (2013) and Schlesinger and Zornitsky (1991) who found that service orientation was significantly related to job satisfaction, which in turn impacts on customer satisfaction, ultimately leading to higher financial performance.

When considering the findings concerning the positive impact of job satisfaction on psychological empowerment, this refers to what employees expect to find at their job as compared to the reality of what they actually find in their jobs, which can affect their performance and consequently, service delivery. The results show that front-of-house staff were satisfied, in the majority, in relation to their jobs, which Jordanian hotels can enhance further by following Saif and Saleh's (2013) recommendation of recognising outstanding performance through rewards and incentives. In addition, the positive correlation among psychological empowerment and job satisfaction meant that employees found their roles meaningful. A number of other studies have also supported the positive correlation between job satisfaction and psychological empowerment. For instance, in Odeh (2008), who suggested that if an employee feels satisfied in his or her job, he or she will more likely to remain committed to the organisation and perform in a way that is focused on customers' needs. This thus demonstrates the positive interrelationship between job satisfaction, organisational commitment and psychological empowerment. Hence, this study upholds the assertion that job satisfaction has a positive relationship with enhancing the delivery of

service quality under the attainment of psychological empowerment, thereby confirming hypotheses 1 and 3.

The results of the regression analysis also showed that organisational commitment has a significant positive impact on psychological empowerment. This means that the front-of-house staff in the Jordanian hotels tended to be loyal to their organisations' values and moreover, identified with the goals and values of the hotels in which they worked. Furthermore, they had a strong desire to belong to their hotels and were willing to not only go beyond expectations, but also to engage with the organisation. It has been evidenced that feeling committed is a strong basis for employees acting positively and therefore delivering higher quality service. The positive association among these two variables also indicated that the front-of- house employees had strong emotional attachments to their organisations and a strong desire to contribute to its growth in a meaningful way.

However, while the results concur with the results of a number of studies, they also conflict with other researchers' findings, which found a negative correlation between organisational commitment and service quality (e.g. Ackfeldt and Wong, 2006; Hashemi et al., 2015). Yet, the researcher in this study upholds the hypothesis that organisational commitment is positively related to psychological empowerment and consequently, service quality.

While this study found similar results to Odeh's (2008) regarding the positive influence of ***job satisfaction, organisational commitment, and customer-oriented behaviour*** on psychological empowerment, the results also differed slightly in comparison to Odeh's with regard to the direct or indirect relationship between psychological empowerment and service quality. According to Odeh's (2008) results, psychological empowerment has an indirect relationship on service quality. While this does not imply that psychological empowerment does not strongly influence service quality, it reflects the importance of the addition of the role clarity factor in this study in order to explain the effect of psychological empowerment on service quality. In Odeh's research, the first three factors and their influence on psychological empowerment was found to be positive but did not produce a strong enough influence for psychological empowerment to have a direct impact on service quality. However, the results of the present study reveal that the addition of role clarity strengthened the combined effort of the four variables to better explain the power of psychological empowerment to directly, positively and significantly influence service quality. In this sense,

the present research illuminates how important it is for customer service encounters to be evaluated from a variety of viewpoints.

It is acknowledged that studies, such as those of Grönroos (1984) and Parasuraman et al. (1985), studied service quality from a purely consumer position, while others like Hartline and Ferrell (1996) examined service quality and satisfaction from a front-of-house employee point of view. However, the focus of these studies excluded the significance of multiple perspectives (using various variables) and in particular, the contribution that employee role clarity makes to such a relationship. This is not to claim that role clarity plays a more significant role than the other three factors in influencing psychological empowerment but instead suggests that measuring service quality, through the influence of psychological empowerment, is better evaluated when role clarity is combined with the three factors above, each of which contributes unique elements to the relationship. Therefore, in this research, the relationship among the four variables and psychological empowerment not only led to the achievement of the objectives and confirmation of the hypotheses of this study, but, from a methodological perspective, provided more validity to the results of this study. Based on the role theory, increasing role clarity reduces problem solving matters, role strain and coping strategies by workers.

The positive results realised as a result of including role clarity among the four variables also support the organisational commitment theory, which posits that employees who are committed to their firms are good performers since they display stronger organisational behaviour. The argument is whether the different strands of organisational commitment are realistically of equal benefit to firms – though this study did not undertake the study of organisational commitment under its various hats.

The results of the current study also determine that customer-oriented behaviour or customer-perceived behaviour have a significant positive impact on psychological empowerment and service quality. The meaning of the results is that the front-of-house staff within the hotels appear to hold customers' interests and concerns as a priority. Considering that front-of-house staff are the first point of contact with customers, this element is of utmost importance when considering whether the front-of-house employees in the Jordanian hotels felt that they had the right abilities, flexibility and power to engage in customer-oriented behaviour. This aspect was confirmed in this study through the descriptive analysis conducted in section 5.3, which indicated that most of the employees in Jordanian hotels perform all of the tasks for

customers that are required of them, as well as meeting formal performance requirements when serving customers in order to fulfil their responsibilities to customers as expected by management. In addition, most of the employees help customers and complete all expected customer service behaviours, and moreover, voluntarily assist customers even if it means going beyond their job requirements.

The positive impact of customer-perceived behaviour on psychological empowerment and service quality can also be interpreted as that front-of-house employees in this study behaved in a friendly, positive and favourable manner to deliver high quality service to customers. Other studies have shown similar results – that employee commitment to serving customers can have a direct influence on service quality (Malhotra and Mukherjee, 2006; Abdullah et al., 2015) and service recovery performance (Babakusa et al., 2003; Boshoff and Allan, 2000; Yavas et al., 2003). Therefore, this study confirms that customer-perceived behaviour has a direct impact on psychological empowerment and service quality - confirming hypotheses 1 and 3.

6.4. Psychological empowerment and service quality

The results of the current study reveal that psychological empowerment has a significant impact on service quality, thus it can be argued that service quality is enhanced when psychological empowerment increases. This significant impact of psychological empowerment on service quality also holds for each of the four independent variables that influence psychological empowerment – job satisfaction, role clarity, organisational commitment and customer-orientated behaviour. Therefore, in order for workers to perceive themselves as being empowered, the hotels in Amman have to set up a formal empowerment program to enhance customer supportiveness, employee productivity and service quality. Each organisation could achieve this by employing an adequate and desirable set of employees who have the required skills and abilities, working to maintain and empower them, as well as guiding them to understand their purpose within the workforce. This includes establishing any service-related goals with employees and supporting employees in contributing to the reaching of these goals. Moreover, it is important to enhance empowerment through employee involvement in organisational decision-making to enable them to claim ownership of decisions, thereby influencing employees' commitment and loyalty.

The findings of the current study are particularly valuable for service firms, such as hotels, where there is high seasonality of employment and high turnover of employees. Hence, whichever model is adopted by organisations, continuous customisation and adapting to changes in order to respond to hotel guests' needs is vital. Moreover, empowerment enhances the capacity of employees to deliver quality service and develop their intrinsic capabilities, as well as the self-determination needed to enable them deliver on their mandate of providing quality service. Based on these results, the present study concludes that there is a positive and significant impact of psychological empowerment on service quality, thereby supporting H^3. Therefore, based on the results, hypotheses 1 and 3 hold true.

6.5. Conclusion

This chapter sought to discuss, while referring to literature, the positive impact of job satisfaction, organisational commitment, role clarity, customer-oriented behaviour, and psychological empowerment on service quality. The overall results demonstrate a general consensus among the findings of the present study and previous studies. It has emerged that role clarity has a significant impact on psychological empowerment, as well as on service quality. Its presence in the conceptual model has thus been demonstrated to enhance the impact that psychological empowerment has on service quality.

The research statistically identified a positive and significant impact of satisfaction, role clarity, organisational commitment, customer-oriented behaviour, and psychological empowerment on the service quality. Service quality is a vital consideration in terms of attracting more customers to the service industry, specifically in this case, the hotel industry in Jordan, Amman. It is therefore important for organisations to ensure that employees' roles are clarified through on-the-job training and providing them with necessary information regarding the expectations placed upon them.

As can be observed in the discussions above, all the three hypotheses of this study have been confirmed as true. Based on the results, the significant impact of the role clarity variable emerges. It is from this confirmation from the results that this study proposes a model/framework that would be suitable when studying the impact of psychological empowerment on service quality; a model that advances the one developed by Odeh (2008) by introducing the role clarity variable into the model. This model is discussed further in Chapter 7, which presents the conclusion for this study.

Chapter 7: Conclusion, Recommendations and Further Study

7.1. Chapter Overview

This empirical study is one of the first to examine the influence of role clarity, in conjunction with job satisfaction, organisational commitment and customer-oriented behaviour, on psychological empowerment and service quality. It has highlighted the relative influence/impact of psychological empowerment on service quality, given the addition of role clarity to the model. This study also supports previous observations from Kossek and Ollier-Mallaterre (2013), who declared that national contexts may influence various social research aspects differently in differing countries, hence cross-country research should be encouraged in order to unravel differences in experiences. The results of this study confirm that all the three proposed hypotheses are true.

This chapter summarises the main findings of the research. The conceptual framework presented in Chapter 2 is revisited and its relevance discussed based on the findings of the empirical study. The implications of the study for the hotel and service industry and literature, policy and practice, as well as methodology, are then evaluated. The chapter will also include recommendations for further research and in so doing, the chapter completes the accomplishment of the five objectives of the study, namely:

1. To conduct a literature review to critically evaluate the concept of psychological empowerment, specifically within the hotel sector.
2. To analyse the impact of front-of-house employees' role clarity, job satisfaction, organisational commitment, customer-oriented behaviour and psychological empowerment on service quality.
3. To examine the impact of front-of-house employees' psychological empowerment on service quality for the Jordanian hotel industry.
4. To analyse the impact of front-of-house employees' role clarity, job satisfaction, organisational commitment, and customer-oriented behaviour on psychological empowerment.
5. To provide recommendations on implementing psychological empowerment initiatives within the hotel sector, both in Jordan and worldwide.

7.2. Revisiting the Conceptual Framework

This research examined the impact of job satisfaction, role clarity, organisational commitment, customer-oriented behaviour, and psychological empowerment on service quality from the lens of the empowerment theory (Rappaport, 1981; 1984) and Zimmerman's model of psychological empowerment (2000). Embedded in the conceptual framework of this study is Rappaport's assertion that both he and Zimmerman support, which suggests that, at an organisational level, empowerment of employees can be achieved through autonomy in job roles and the inclusion of employees in decision making, as well as increased responsibilities.

The study findings strongly support the empowerment theory and also suggest that, while job satisfaction, organisational commitment and customer-oriented behaviour have a strong influence on psychological empowerment, the addition of role clarity makes the impact more significant. The consequent outcome was a significantly positive impact of psychological empowerment on service quality, thereby confirming all the three hypotheses for this study as true. This is an affirmation that organisations that capitalise on empowering employees can benefit from increased competitiveness due to higher levels of service quality. Considering that front-of-house staff are the first and even last point of contact for customers, customers' impressions of a hotel's quality of service are hugely determined by their interaction with the front-of-house staff. It is within this context that the results of this study support the argument by Al-Kilani and Altarawneh (2010) that in order for organisations to increase service quality in the hospitality industry, they have to maintain consistency in employment, which can be achieved via effectively managing and retaining employees. Larson and Hewitt (2012) highlighted that discretion in work situations is one way of motivating employees and encouraging them to offer high quality service. Hence, despite several studies being carried out in Western contexts and a few in emerging markets, such as Jordan, the results obtained did not differ from those undertaken in a majority of Western research studies.

7.3. Contributions of the Current Study

The study findings add to existing cross-national literature within the psychological empowerment/service quality field, particularly in relation to the hotel service industry. The results also have implications for policy and practice. These two contributions to knowledge will be discussed in more detail below.

The research has contributed to theory in two primary ways. First, the focus on the psychological empowerment and service quality of front-of-house staff in Amman, Jordan, has added fresh knowledge and contemporary perspectives from a non-Western context to the body of literature, which develops literary knowledge, as well as impacting on the governance of employees in Jordanian organisations (e.g. policy development). As highlighted in this study, most of the studies on psychological empowerment and service quality have previously been carried out in a Western context.

One of the main contributions of the current study is the testing of the Spreitzer (1995) scale in a non-Western hotel context and being the only study to translate this model into the Arabic language for the hotel industry. Most of the prior studies were undertaken in the context of western countries, and only a few studies conducted in developing countries. However, the researcher is unaware of any research that has investigated the psychological empowerment theory within Arabic contexts. Thus, this study can be viewed as the first attempt to translate Spreitzer's scale into the Arabic language, and validate it in non-western working environments. Consequently, this contributes to the literature on empowerment by testing this theory within a different context.

Since the official language of business and communication in Jordan is Arabic, all the questionnaires and accompanying documentation were presented in Arabic. This is in accordance with Higgins's (2009) directive for researchers to consider using a language that is easily understood and spoken by participants in order to foster a clear understanding of the answers and by extension, elicit quality and reliable data. Thus, it was important in this study for the researcher to provide an accurate and easily understandable translation without losing the original meaning of the questions to obtain the best results from the respondents.

Notably, the validity of the results of this study can be revealed through the consistency of the results with those of other studies within the same hospitality field, based on the literature review. This also indicates that future research can utilise the use of the same scale in the Arabic language and/or in other contexts where the Arabic language is spoken. Considering that psychological empowerment and its impact to service quality have been studied widely in Western contexts, the translation of the scale and its subsequently similar results as those of other studies, given the three main independent variables used in Odeh's study (2008), reveals that the three factors can actually be generalised in both Western and non-Western contexts. Furthermore, it could be suggested that the use of this scale was originally limited

in Arabic speaking countries due to it being in English. The translation will therefore allow a forward movement for more research studies concerning in psychological empowerment and service quality within not only countries in the MENA region, but also other underdeveloped countries where Arabic is the main language of communication. This will also help expand the theory of empowerment, revealing how it is applicable/not applicable in such contexts.

The knowledge from this study has the potential to steer continuous policy action within Jordanian hotels in order to improve and enhance good employee governance, while also considering the socio-cultural and socio-economic aspects within the Jordanian context that influence such policy decisions. The findings of this research offer perspectives that can encourage good practice and identify challenges within the Jordanian hotel sector which undermine empowerment ,based on the four independent variables of the study. Thus, the results form a useful and solid foundation on which Jordanian hotels can strive to respond to any indications of decline in role clarity, job satisfaction, customer-oriented behaviour and commitment, and seek strategic mechanisms (e.g. improving of company policy, employee development, to mention a few) that would enhance employees' psychological empowerment if service quality was found to be impacting on customers' thoughts of 'repeat buying'.

The results are also crucial in identifying where hotel capacities, social, business, and economic realities need effective alignment. A number of key hotel governance issues can be considered: How to ensure business and employee performance sustainability in response to growing customer demands? What are the best ways to ensure service quality in a scenario of increased interface between employee expectations and organisational capabilities? How to make better use of hotel capacities (e.g. human resources and financial resources) and capabilities to build more efficient and customer appealing services, and increase employee psychological empowerment while paying keen attention to the four independent variables of the study from a Jordanian perspective of socio-cultural and socio-economic influences on hotel operations and employee management. Hence, this research is one of few concentrating on the rich hotel industry experience of front-of-house employees from the Jordanian region and will be a useful tool for hotel policy makers aiming to advocate good practice and effective strategies for implementing employee support programmes of reform to strengthen the four independent variables among their staff.

In addition, the current study contributes to the literature by developing a new conceptual model. It is proposed that the model is now tested in more Jordanian workplaces. It develops

the work of Odeh (2008), whose model studied employee psychological empowerment in the Jordanian industry. Odeh's model incorporated *job satisfaction* (attitude), *organisational commitment* (attitude) and *customer-oriented behaviour* (behaviour). This author argued that psychological empowerment has an indirect relationship upon service quality. Therefore, the model in this research extended Odeh's framework (2008) by adding role clarity to the above factors. It differs from Odeh's in that the results reveal a direct positive impact of psychological empowerment on service quality. The addition of role clarity enhanced the positive impact that psychological empowerment had on service quality. Moreover, the results of the current study show that the role clarity factor plays a major role in positively impacting on psychological empowerment when added to the other three variables to make up four variables. It is evident from the results that minus the role clarity factor, the impact of the three independent variables on psychological empowerment is lower. However, when role clarity is added, the impact is higher on psychological empowerment, with a consequent strong and significant effect on service quality. This indicates that role clarity has one of the most significant influences on employee performance, improving empowerment and increasing employee motivation to exhibit higher performance respectively, thereby emphasising the relevance of why the model needs to be tested further in the Jordanian context.

7.4. Policy and Practice Implications

This research has important managerial implications. It suggests that line managers and senior managers in firms should focus their efforts on developing and enhancing the four key models examined in this study in order to increase the psychological empowerment of employees. These four variables are significant ingredients in ensuring enhanced service quality. With this knowledge, managers can concentrate their development of employees with regard to acquiring knowledge, skills and expertise that are effective in promoting higher service quality. It is therefore necessary for Jordanian hotels to work on the development of awareness and knowledge of the concept of psychological empowerment and dissemination of this concept among all employees (particularly those who have the initial face time with customers) and the expansion of affording powers to staff in their job responsibilities. In addition, employees' perceptions of psychological empowerment need to be developed in Jordanian hotels, particularly in terms of the dimensions of empowerment through placing an emphasis on positively accepting responsibility and giving staff adequate authority to provide

material and moral support. The results of this study also highlight to managers the importance of inspiring confidence among employees through enabling them to participate in decision-making and allowing them the freedom of expression, which may have a positive impact on the effectiveness of their performance. Managers must also understand the importance of investing in optimal employee skill and ability development, as well as training them to increase the efficiency and effectiveness through their performance. With the addition of role clarity and the display of its significant correlation with psychological empowerment and service quality, managers could therefore better understand the benefits in terms of performance by providing employees with all the necessary information needed for them to perform their required tasks successfully.

Such matters cannot be addressed through piecemeal approaches but a whole-of-organisation response that makes use of the linkages and interdependences among the role clarity, job satisfaction, organisational commitment and customer-oriented behaviour in relation to employee management. With the results of this study and the subsequent use of recommendations by organisational managers, there is the potential for Jordanian economies, societies and the hotel industry to become more integrated into the global context through knowledge sharing, thereby mitigating against any barriers to organisational growth and improvement. This would involve making links between increasing hotel efficiency on the one hand, and improving the hotel's capacity to meet customers' need, for example, taking an approach of strengthening management-employee engagement and putting employees at the centre of the improvement process, in order to also close the performance gap between management and employees.

The findings will therefore provide managers in not only the hotel, but any hospitality industry, insights into the importance of psychological empowerment in terms of enhancing service quality and thereby encouraging ways in which to promote psychological empowerment among their staff. In the results, it is implied that empowering front-of-house employees can come from increasing job satisfaction, commitment, customer-oriented behaviour and giving them a good understanding of their roles, which can act as powerful mechanisms promoting the improvement of service quality in the hotel industry. This emphasises the importance of managers implementing staff empowering initiatives and practices that are able to promote increased staff autonomy at work. This can be achieved through various means, some which include top-down, down-up decision-making, delegation

of tasks and entrusting staff with supervising themselves – i.e. self-responsibility. It is also suggested that the importance of psychological empowerment having been highlighted would encourage managers to identify employees with low empowerment levels and endeavour to improve their empowerment via a combination of staff training and development programmes (to improve knowledge, skills and expertise), as well as practices that would enhance their empowerment. Therefore, this would encourage higher levels of employee-customer interactions, thereby impacting on customer perceptions of service quality. However, it should be noted that managerial responsibility does not end at increasing empowerment but also includes rewarding empowered employees in order for them to be motivated by the benefits of empowerment. For instance, empowerment is accompanied by employee involvement in decision-making and delegation of tasks, which thus increases employee responsibility. This offers the prospect of management identifying good performers and rewarding them as a motivational strategy, leading to more satisfied employees who are key to ensuring higher levels of service delivery. The results also reveal the positive relationship between employee commitment and psychological empowerment, leading to better quality service delivery. The implication for managers in this case would be in terms of aligning corporate objectives and goals with those of employees. This could involve including employees in organisational decision-making, thus allowing them ownership of decisions made within the company. Consequently, they would feel a stronger commitment to the hotels since they would feel that their contributions are respected and appreciated.

7.5. Limitations of the Study

The findings of this research should be considered with the following limitations in mind. The sample used in this research was limited to the hotel industry in Jordan. However, service quality perceptions by customers could be experienced in any service offering organisation, such as airlines, restaurants, fast food outlets, banks, and more. The study did not compare the psychological empowerment versus service quality experiences of front-of-house employees in in any other service industry, or with any other industry in Jordan, or universally. In addition, even within the hotel industry itself, the study only evaluated front-of-house employees who are not the only employees that customers interact with and upon whom they could base their judgement of service on. There are other employees, such as restaurant staff and housekeeping staff, whom customers interact with more often and who would also have played a key role in determining the psychological empowerment effects on

service quality. The findings and conclusions are therefore confined to only front-of-house staff. This poses the question of how psychological empowerment and service quality might be experienced differently if varied types of service organisations are sampled. It is possible that the same opinions and attitudes are not shared by employees within the same hotels since they work in different roles but these employees still have contact with customers. Hence, a random sampling and a wider selection of employee types within the same hotels could be used to gather more varied and holistic attitudes, behaviours and opinions. Nevertheless, the large sample size allowed for varied results in this study.

7.6. Further Research

This study has made a critical contribution to existing literature on psychological empowerment and its strong effect on service quality (when role clarity is added as an influencer to work alongside job satisfaction, customer-oriented behaviour and organisational commitment) within the Jordanian hotel industry and which may potentially be applicable to other Middle East and North African (MENA) countries. According to Hilmi et al. (2015), the MENA is the central nexus of all travel in the region and continues to be a hub for leisure, travel and corporate travel globally, especially with the region's vast financial and corporate growth, as well as cultural and historic world attractions. This opens up the potential for wider research on the interrelationship between psychological empowerment and service quality in a broader MENA context. It would thus be interesting to increase the scope of research to incorporate a larger number of MENA countries and hotels. This would help to uncover additional cross-national experiences of psychological empowerment and service quality in other MENA countries.

In addition, given that this research was oriented to a very specific service industry in Jordan, it would be worth replicating and broadening the research to include other service industries which have diversified degrees of employee-customer service interactions (e.g. air transport, banking, restaurants, etc.) or even other employee-customer service encounters/interactions within the same hotel industry. This would include other staff who interact with customers on a daily basis during their stay, such as housekeepers and restaurant personnel), not only in Jordan but also worldwide. Undertaking research along much broader lines could reveal the cross-level effects of psychological empowerment on the relationship among employee experiences of the four variables and service quality. Moreover, this could provide opportunities for cross-industry comparisons, while also providing insights into whether the

proposed model requires reviewing and refining based on the various service industries' attributes.

Furthermore, this current research can be advanced by future research by incorporating a mixed method approach. Activities within the hotel service industry are socially constructed. Thus, it could be advantageous to mix quantitative and qualitative methods, such as interviews, focus group discussions, observations and more, which could be combined in order to provide both depth and breadth of data. Such an approach would provide a more holistic view of experiences, perceptions, opinions and attitudes towards psychological empowerment and its interrelationship with service quality.

This study focuses on the impact of job satisfaction, organisational commitment, role clarity, customer-oriented behaviour, and psychological empowerment on service quality. One particular topic emerging from this research, which would arguably be worthy of future inquiry, concerns the concept of performance in relation to psychological empowerment and service quality. This study has demonstrated that the addition of role clarity to the other variables enhances the positive and significant impact of psychological empowerment on service quality. In all aspects of the analysis, performance emerged as closely related to all the variables as performance determined how employees would execute their duties. It would thus be worth extending the proposed model of this study by adding performance in order to allow for a more comprehensive analysis of the interrelationship with all the other variables examined in this study. This would not only enrich the theoretical understanding of the impact of psychological empowerment on service quality, but would also enlighten organisations with regard to managing workplace behaviours and attitudes through empowerment interventions and initiatives that reinforce one another.

7.7. Conclusion

Psychological empowerment and service quality have demonstrated here to be phenomena that are influenced by more than one employee behaviour dimension. The intention of this thesis has been to enhance the understanding of the influence of job satisfaction, role clarity, organisational commitment, customer-oriented behaviour, and psychological empowerment on service quality. It has been found here that the empowerment theory underpins the understanding of how organisations can employ various employee behaviour dimensions in order to enhance performance. To satisfy the purpose of this research, three hypotheses were

tested and verified. This study has revealed that employee psychological empowerment has a significant and positive impact on service quality. Psychological empowerment is gaining considerable attention in both literature and practice therefore, the findings of this research have extensive implications for both organisations and employees. The main recommendations made by this study are for organisations to give employees a level of authority based on their roles and encourage a participative culture, in which employees are encouraged to share their vision, values and information with management, therefore promoting participation in decision making and employee autonomy. Moreover, this study identified that increased role clarity leads to employees offering better service to customers.

Appendices

Appendix 1a: Letter for approval to the hotels (English Version)

Dear Sir/Madam,

My name is Mrs Dima Nu'man Bseiso. I am a Doctoral Candidate at the University of Salford, United Kingdom. I live in Amman, Jordan. I would like to request that your staff fill out the enclosed questionnaires to assist me with my research. The purpose of my paper is to better understand the relationship between front-of-house employees' empowerment and service quality in the hotel industry in Jordan. This involves asking your employees to consider how they view their role, how they perceive the work environment and how these components might impact their performance. Your hotel has been selected for the survey. The results of the study will assist hotels in their efforts to provide high-quality service through a better understanding of the behaviours and attitudes of front-of-house employees.

The contents of this package include:

- Five **questionnaires** to front-of-house employees on (1) psychological empowerment and four of its components as identified by the literature review: (2) Role clarity, (3) job satisfaction (4) organisational commitment and (5) customer-oriented behaviour; and
- One **questionnaire** to gather employees' demographical information.

The questionnaires should take, at most, 10 to 15 minutes to complete. I ask that you give an honest response, keeping in mind that there are no correct or incorrect responses. All collected information will be used for academic purposes – that is, the data will be used for the purposes of this doctorate study, but it will be kept entirely confidential. All replies are anonymous, which is why identification numbers will be given to each respondent. Your participation in this research is voluntary. You have the right to withdraw at any point of the study, for any reason and any corresponding information will be destroyed.

Please feel free to indicate your preference for a copy of the findings to be emailed to you, or should you require any additional details regarding this research. I look forward to your reply and thank you so much for your valued participation.

Yours sincerely,

Mrs Dima Nu'man Bseiso
University of Salford
Email: dima.ashi@exxab.com
Telephone: (+962) 9511 5555

Appendix 1b: Letter for approval to the hotels (Arabic Version)

السيد/ السيدة:

السلام عليكم ورحمة الله وبركاته، وبعد:

تقوم الباحثة بإجراء أُطروحة دكتوراة تهدف إلى التعرف على "معرفة تأثير التمكين النفسي على جودة الخدمة لموظفي الاستقبال في قطاع الفنادق الأردنية" وقد تم تطوير استبانه خاصة للتعرف على رأيك، وأنا إذ أضع بين يديك هذه الاستبانه فإنني أرجو منك قراءة فقراتها بعناية تامة، ثم الإجابة عنها بكل دقة وموضوعية.

وتتطلب الإجابة وضع إشارة (X) في المكان الذي يمثل رأيك.

شاكرة لك حسن تعاونك، ومؤكدة أن هذه الإستجابات لن تستخدم تحت أي ظرف من الظروف إلا لأغراض البحث العلمي.

نشكرك جزيل الشكر على تعاونك ومساعدتك في إنجاز هذه الأُطروحة.

الباحثة

ديمة نعمان بسيسو

Appendix 2: Respondent Consent Form

THE IMPACT OF PSYCHOLOGICAL EMPOWERMENT ON THE SERVICE QUALITY OF FRONT OF HOUSE STAFF IN THE JORDANIAN HOTEL SECTOR

Dear Sir/Madam;

This questionnaire is designed to collect information regarding your views and perceptions toward the job you work in, the surrounded work environment and the factors that could influence your performance. Your responses on this survey will aid in succeeding this study that basically aims to realise the relations between front line employee psychological empowerment and service quality in Amman hotels, in which the results that can be taken from this study could help organisations to deliver services to customers with high quality characteristics.

All collected information will only be used for academic purposes (this data will only be written in my PhD dissertation). It will take no longer than 10 to 15 minutes to complete this questionnaire and I guarantee that your anonymity is fully assured and that your participation in this research is voluntary. You have the right to withdraw at any point of the study, for any reason and any corresponding information will be destroyed.

I agree to participate in the project research.

Name of Participant :	Signature of Participant :
Date :	

Name of Researcher :	Signature of Researcher :
Date :	

Thank you for your cooperation

Appendix 3: Participant Information Sheet

School of Business - University of Salford

PROJECT TITLE: The impact of psychological empowerment on the service quality of front of house staff in the Jordanian hotel sector

You are being invited to participate in this survey which seeks to establish the relationship between psychological empowerment and service quality in the Jordanian hotel sector. Before you decide whether to put your name on the register, it is important for you to understand what this will involve and how your information will be used.

What is the purpose of the study? This research aims to study the perspectives of front-of-house staff working with hotels in Amman about psychological empowerment in their organisations and how initiatives of this nature impact on the quality of service that they deliver to customers.

You have been invited because you currently work within the hotel industry in Jordan, and in the city of Amman. To be included in the study you must be working as a front-of-house staff within the three and four star hotels situated in Amman, Jordan, and willing to provide information about yourself and your employment.

Do I have to participate? No. It is entirely up to you. If you decide to participate in the study, it is important for you to know that you can withdraw at any time and without giving a reason.

What information are you asking for? For more relevant information about this study the researcher tried to collect as much as possible for the purposes, this will be your perception and attitude towards psychological empowerment in your company, alongside some personal information such as your age, gender, level of education, years of experience in the hotel sector, current mode of work to decide on and to share with us.

What are the possible benefits of taking part? You will provide us with information that will inform recommendations that will be made to your hotel for the improvement of

psychological empowerment initiatives. If the recommendations are implemented, you may benefit from improved organisational performance which will impact positively on your own experiences of psychological empowerment.

Will my details be kept confidential? Yes. All information captured will be kept strictly confidential and stored securely. Only the researcher and their supervisors will have access to the data and they will ensure that the details you have provided are kept confidential and not passed on to others. The questionnaire and all other information are held on the University's electronic systems which have rigorous security and backup provision to protect your information. No paper copies of the information you provide will be stored beyond three years upon completion of the research.

Who is organising and funding the research? The research is carried out by Dima Nu'man Bseiso, who is personally funded. The researcher is currently studying a Doctor of Philosophy at the University of Salford in Manchester.

What if I am unhappy or need more information? If you have any concerns or complaints please contact:

- Dima Nu'man Bseiso

Appendix 4: List of Hotels in Jordan

Hotel Index

ID		Name	Room	Tel	Fax	P.O.Box		General Manager	E-mail
Region	**Amman (06)**								
Class	*Five Stars*								
1982	1	Amman Marriott Hotel	293	5607607	5670100	926333	11190	Mr.Philip Bapaubuls	amman@marriotthotels.com
2001	5	Bristol Amman Hotel	170	5923400	5923717	142509	11844	Mr.Jamal Shaweesh	bristol@bristolamman.com
1984	1	Crowne Plaza Amman Hotel	279	5510001	5510003	950555	11195	Mr.Osama Masood	ammhb@cpamman.com
2003	1	Four Seasons Hotel Amman	192	5505555	5505556	950344	11195	Mr.Vensant Hoogewijs	pabx.amm@fourseasons.com
1999	2	Grand Hyatt Amman Hotel	311	4651234	4631346	831159	11183	Mr.Aaron Dorjsn	Harun.dursun@hyah.com
1999	1	Holiday Inn Amman Hotel	222	5528822	5521585	941825	11194	Mr. Ismael Al-Hasan	ismail.alhassan@ihj.com
1962	1	Jordan Intercontinental Hotel	440	4641361	4641451	35014	11180	Mr.Michael Koth	ammha@icjordan.com
2005	1	Kempinski Hotels Amman	278	5200200	5200203	941045	11194	Mr.Florian Winne	Bussinesscenter.Kempinski@gmail.com
1976	7	LandMark Amman Hotel	260	5607100	5663105	6399	11118	Mr.Abrahim Krajah	info@landmark amman.com
1987	1	Le Meridien Amman Hotel	430	5696511	5674261	950629	11195	Mr.Apostolos Babatuls	meridien@lemeridien_amman.com
2002	1	Le Royal Hotel	286	4603000	4603002	52	11118	Mr.Ayman Elyyan	info@leroyalamman.com
2013	5	Milenuime Hotel	176	5004500	5004504	941977	11194	Mr.Helmi Abo Shanab/in	reservations.Jmam@millenniumhtels.com
2001	4	Sheraton Amman Al Nabil Hotel	268	5934111	5920935	840064	11184	Mr.Abdalazizi Salhab/In	Amel.Swaiti@sheraton.com
1980	1	The Regency Palace Hotel	257	5607000	5660013	927000	11110	Mr.Firas Sawalha	info@theregencyhotel.com
Count	**14**	**Sub Total**	**3924**						
Class	*Four Stars*								
2003	11	Acacia Hotel Suites For Business Men	21	5661221	5660332	942486	11194	Mr.Ahmad Al Shloul	info@acaciahotel.info
1992	1	Al Qasr Metropole Hotel	66	5689671	5689673	926192	11110	Mr.Issam Fakher AL-Deen	alqasr@alqasrmetropole.com
2009	7	Al-Thuraya Hotal Amman	45	5677228	5677226	940739	11194	Mr.Ahmed Soufan	info@althurayahotel.com
1985	1	Amman airport hotel	304	4451000	4451029	39158	11104	Mr.Azam Zaki	info@goldentulipairportamman.com
2004	2	Amman Cham Palace Hotel	144	5659270	5627611	942275	11194	Mr.Hussam In	Sales@ammanchamhotel.com
1980	7	Amman International Hotel	82	5341712	5341714	2500	11181	Mr.Jamal Khlaifat	Sana@amman-International.com
1999	45	Amman West Hotel	51	4657615	4657581	910777	11191	Mr.Mazen Qusous	info@ammanwesthotel.com
1997	2	Arena Space Hotel	148	5515550	5539802	142607	11814	Mr.Firas Quraish	Info@Arenaspacehotel.com
2011	8	Ayass Suites Hotel	158	5548961	5548960	928182	11190	Ms.Zainab Ayass	INFO@ALRAKAEZ.COM
2002	3	Belle Vue Hotel	104	4616144	4637851	840385	11184	Mr.Ziad Fustoq	
1991	1	Century Park	55	5680090	5605688	9506	11191	Mr.Abdul Hakim al Hindi	century@jhtec.edu.jo
2015	2	City Rose hotel suties	65	5656565	5656561	.....	.....	Ms.Raeda hammad	info@CityRosejo.com
2014	15	Corp Hotel	108	5686666	5663926	930530	1193	Mr.Nitham bo Antoun	INFO.amman@Corp-Hotels.com
1999	3	Dana Plaza Hotel	98	5924455	5932424	850577	11185	Mr.Ayman hajpi	danapl@nol.com.jo
2000	2	Days Inn Hotel	184	5519011	5517077	950599	11195	Mr.Khaled Abu	info@daysinn.com.jo
1996	24	Geneva Hotel	121	5858100	5858111	851262	11185	Mr.Hisham Hamdan	resevation@genevahotel-amman.com
1980	2	Grand Palace Hotel	137	5691131	5695143	922444	11192	Mr.Firas Sawalha	resv@grandpalaceamman.com
1996	23	Imperial Palace Hotel	85	5651333	4648862	831212	11183	Mr.Abdullah Saleh	info@imperialpalace.com.jo

Hotel Index

ID		Name	Room	Tel	Fax	P.O.Box		General Manager	E-mail
2014	2	Jad Hotel Suites	57	5539292	5531888	852692	11185	Mr. Sameer Khaleel	info@jadhs.com
1995	1	Jerusalem International Hotel	173	5151121	5159328	926265	11110	Mr.Fayiz Al-Shawa	alquds@jerusalem.com.jo
2005	9	Le Vendome Hotel	92	5200300	5200310	940165	11194	Mr.Ali Ghalayini	info@le-vendomehotel.com
2002	4	Sadeen Amman Hotel	101	5514733	5525762	1852	11953	Dr.MohammedKokash	sadeen@SADEEN.COM
1978	4	Star Plaza Hotel	207	5607114	5664103	3190	11181	Mr.Ziad Hammoud	gm@ramadaamman.com
2015	9	The Boulevard Arjaan By Rotana	389	5204444	5204555	926495	11190	Mr.Raid rabie	boulevard.arjaan@rotana.com
2012	12	Warwick Al Palazzo Hotel	76	5633111	5633100	17561	11195	Mr.Yazan Al Qshoush	receiption@l-palazzoamman.com
2010	7	Zamzam Towers Hotel	47	5332000	5377024	19276	11196	Mr.Noureddine Abu khalaf	info@zamzamtowershotel.com
Count	**26**	**Sub Total**	**3111**						
Class	*Three Stars*								
1997	37	Abjar Hotel	54	4648883	4648813	925098	11190	Mr.Raafat Al Sayyed	abjar@abjarhotel.com.jo
2004	12	Al-Fanar Palace Hotel	147	5100400	5100410	19196	11196	Mr.Mohmmad Ibrahim	info@alfanarpalacehotel.com
2011	3	AlGalaa Hotel Suites	24	5353991	t535388	141064	الاردن	Mr.Galaa hmmdan	.....
1996	21	Al-Liwan Hotel	56	5858125	5858620	851851	11185	Mr.Ashraf Barqawi	LIWAN@theliwan.com
1999	4	Al-Waleed Hotel	48	5862464	5864476	921513	11192	Mr.Emil Al Qaseer	info@alwaleedhotel.com
1977	23	Ambassador Hotel	96	5686161	5681101	925390	11190	Mr.Issam Dakkak	ambashtl@go.com.jo"ambhtl@w
2012	9	AMERIE HOTEL SUITES	31	5689024	5689025	182498	11118	Mr.Mohammed Al Shloul	info@ameriesuites.net
2012	5	amman inn hotel	38	5819630	5827667	851307	11185	Mr.Mohammad Al Sbaihi	info@amman-inn.com
1994	1	Amman Orchida Hotel	60	5522111	5522113	940537	11194	Mr.Jihad hamdan	info@orchidh.com
2009	1	Arabela Hotel	36	5685140	5687493	941989	11194	Mr.Imad Jaradat	info@arabelahotel.com
1997	3	Arena Hotel	81	5676111	5539802	142607	11941	Mr.Ibrahim Al Torman	Info@arenahoteljordan.com
2015	10	balcony hotel suites	41	5338555	5338552	620	11941	Mr.Nasser al-Ghazal	balconyhotel@hotmail.com
2012	3	Canyon hotel	29	5669117	5651224	144590	11814	Mr.Shafiq Nassar	CANYON@CANYONBOUTIQUEHO
1999	6	Capri Hotel Suites	32	5511282	5519959	2498	11821	Mr.Razan Al Kalooti	info@caprihotelsuites.com
1995	15	Comfort Hotel Suites	21	5856184	5865997	850049	11185	Mr.Amin Shakhshir	comfort@comforts.com
1979	2	Commodore Hotel /Closed	96	5607185	5668187	927292	11110	Mr.Omar Mohammad	comedest@orange.jo.
2013	2	CRYSTAL HOTEL	26	5521221	5524238	18150	11195	Mr.Ahmed Kandil	HOTEL@CRYSTAL.COM.JO
1994	14	Crystal Hotel Suites	29	5652323	5674551	18150	11195	Mr.Mohammad Alyamani	Suites@crystal.com.jo
1985	2	Darotel Hotel/closed	38	5622200	5602434	9403	11181	Mr.Nezar Abidi	darotel@nets.com.jo
1999	47	Delmon Hotel Suites	30	4639898	4633944	17191	11195	Mr.Talal Zalatimo	reservations@delmonsuites.com
2012	2	EXCELENCIA HOTELSUITES	59	5160080	5158500			Mr..Hashim Hamdan	SUPPORT@EXCELENCIASUITES.
1996	20	Firas Palace Hotel/closed	80	4650404	4650122	9119	11191	Mr.Yazan M.A.Al-	info@firaspalace.com
1997	38	Gardenia Hotel	45	5667790	5604744	950533	11195	Mr.George Dababneh	Info@garenia.com.jo
2013	7	GOLDEN SANDS HOTEL/closed	45	5340932	5341389	9192	11191	Mr.Atallah Osman	INFO@GOLDANSANDS.JO
1997	9	Gulf Hotel Suites	20	5359613	5353717	1900	11941	Mr.Lutfi Elwan	gulfsuite@yahoo.com
1977	26	Hisham Hotel	25	4644028	4647540	5398	11183	Mr.Mohammad Al Bajjari	info@hishamhotel.com.jo

Hotel Index

ID		Name	Room	Tel	Fax	P.O.Box		General Manager	E-mail
2010	4	IBIS AMMAN HOTEL	158	5799090	5799099	4606	11953	Mr.Eric Seso	H6313@ACCOR.COM
1998	50	Jordan Clermont Hotel Suites	22	5522750	5523663	9256	11191	Mr.Sameer Fakhoori	mohammed.hijab@gmail.com
2001	7	Kindi Suites Hotel	25	5510885	5510886	815522	11180	Mr.Salahuddin hodhod	shudhud@hotmail.com
1998	6	Larsa Hotel	66	5850955	5850959	9636	11191	Mr.Ayman Abo Zahara	info@larsahotel.net
1998	14	Maraya Hotel/closed	62	5333236	5333236	633	11821	Mr. ahmmad alhusaini	info@marayahotel.com
2013	4	misk hotel	64	5657744	5659888	950533	11195	Mr.GEORGE DABABNEH	INFO@MISKHOTEL.COM
2001	8	Muo' men Hotel Suites	30	5353252	5359499	2800	11821	Mr.Ahmed Soliman	muomen@johotels.org
2011	1	NAYROUZ PALACE HOTEL	55	5358028	5347787	126	11821	MR.bassam ibrahim	NAYROUZ@ALNAYROUZPH.COM
1997	4	Ocean Hotel	48	5517280	5517380	926759	11190	Mr. Khaled Naser Aldeen	info@oceanhotel.com.jo
2011	4	panorama Hotel Suites	29	5813133	5820170	1129	11732	mr. Raed Ismail	info@panoramaamman.com
1981	1	Rama Hotel	62	5816722	5825941	334	11831	Mr.Ahmed Aqrabawi	ramahtl@go.com.jo
1997	10	Red Rose Hotel	30	5512301	5522286	950504	11195	Mr. hisham Al-Zagha	redrosehotel@hotmail.com
1995	2	Region Hotel	124	5200120	5159091	930770	11193	Mr.Miqdad Qasim	region@region_hotel.com.jo
2015	17	RENAD HOTEL	27	5691171	5691188			mr.Majdi Awawdeh	info@renadhotelamman.com
2010	3	RETAJ HOTEL	48	5516688	5534037	3540	11953	MS.Razan Kalooti	reservation@retajhoteljo.com
2007	4	SamirAmiss Hotel	49	5602774	5602776	4709	1118	Mr.Samer Eidan	info@samiramisshotel.com
1978	5	San Rock International Hotel	105	5513800	5513600	9032	11191	Mr.sabah alrbuhii	sanrock@wanadoo.jo
1997	7	Sandy Palace Hotel	90	5687575	5621190	927257	11	Dr.Khaled el-Masri	info@sandy-hotel.com
2015	8	Seven cups hotel	29	5671780	5671780			Mr.Wissam Al-Qaisi	.....
1967	36	Shepherd Hotel	35	4639197	4639198	2020	11181	Mr.Nader Shalhoup	info@shepherd-hotel.com
2014	18	Sofia Hotel Suites	32	5357831	5357830			Mr.Hatem Al Tous	gm@sofiasuiteshotel_jordan.com
2001	6	sparr Hotel	84	5333619	5339867	3001	11941	Mr.Akbh farhat	palmyra_hotel@yahoo.com
1999	5	Toledo Hotel	107	4657777	4656688	927335	11190	Mr.Hakam Barakat	toledo@toledohotel.jo

Appendix 5: Questionnaires with reduced/changed variables

Original and Refined Psychological Empowerment

	No.	Original item (Spreitzer, 1995)	Refined item (based on the recommendations of academic advisors)	Hotel code
Meaning	**1**	The work I do is important to me	The work I do is important to me	
	2	My job activities are personally meaningful to me	My job activities are personally meaningful to me	
	3	The work I do is meaningful to me.	**Deleted question.**	
Competence	**4**	I am confident about my ability to do my job.	I feel confident about my ability to do my job.	
	5	I am self-assured about my capabilities to perform my work activities.	**Deleted question.**	
	6	I have mastered the skills necessary for my job.	I have mastered the skills necessary for my job.	
Self-determination	**7**	I have significant autonomy in determining how I do my job.	I have significant autonomy in determining how I do my job.	
	8	I can decide on my own how to go about doing my work.	**Deleted question.**	
	9	I have considerable opportunity for independence and freedom in how I do my job.	I have considerable opportunity for independence and freedom in how I do my job.	
Impact	**10**	My impact on what happens in my department is large.	**Deleted question.**	
	11	I have a great deal of control over what happens in my department.	I have a great deal of control over what happens in my work area.	
	12	I have significant influence over what happens in my department.	I have significant influence over what happens in my work area.	

Source: developed for this research based off Spreitzer 1995

Original and Refined Items for Role Clarity

The questionnaire below will test the independent variable of role clarity with questions remaining in the middle right-hand column (the refined item column).

No.	Original item (Mukherjee and Malhotra, 2006))	Refined item (based on the recommendations of academic advisors)	Hotel code
1	I clearly understand my daily tasks and responsibilities	I clearly understand my daily tasks and responsibilities	
2	The aims and objectives of my job are obvious to me	The aims and objectives of my job are obvious to me	
3	I have a clear vision regarding the influence that my job could have on the overall organisational performance	I have a clear vision regarding the influence that my job could have on the overall organisational performance	
4	I know the expected results of my career and have always schedule my work to achieve these results	I know the expected results of my career and have always schedule my work to achieve these results	
5	I have a good knowledge on how to perform my tasks in ideal way	**Deleted question.**	
6	I have a good control and realisation on how to divide my time among the required tasks from me	I have a good control and realisation on how to divide my time among the required tasks from me	
7	Clear planned goals/objectives exist for my job	**Deleted question.**	
8	My supervisor gives me feedback on my performance	My supervisor gives me feedback on my performance	
9	I know how my performance is going to be evaluated	I know how my performance is going to be evaluated	

Source: Mukherjee and Malhotra, 2006

Original and Refined Items for Job Satisfaction

The questionnaire below will test the independent variable of job satisfaction with questions remaining in the middle right-hand column (the refined item column).

No.	Original item (Spector, 1997 and Churchill et al., 1974).	Refined item (based on the recommendations of academic advisors)	Hotel code
1	I feel that I am being paid a fair amount for the work that I do	I feel that I am being paid a fair amount for the work that I do	
2	I feel satisfied with my chances for salary increases	I feel satisfied with my chances for salary increases	
3	My supervisor is quite competent in doing his/her job	My supervisor is quite competent in doing his/her job	
4	My supervisor shows too little interest in the feelings of subordinates	My supervisor shows too little interest in the feelings of subordinates	
5	When I do a good job, I receive the recognition for it that I should have	When I do a good job, I receive the recognition for it that I should have	
6	I do not feel that the work I do is appreciated	I do feel that the work I do is appreciated	
7	I do not feel my efforts are rewarded the way they should be	I do feel my efforts are rewarded the way they should be	
8	I find I have to work harder at my job because of the incompetence of people I work with	I find I have to work harder at my job because of the incompetence of people I work with	
9	My customers respect my judgment	My customers respect my judgment	
10	There are rewards for those who work here	**Deleted question.**	
11	I like the people I work with	**Deleted question.**	
12	I find I have to work harder at my job because of the incompetence of people I work with	**Deleted question.**	
13	I enjoy my co-workers	**Deleted question.**	
14	There is too much bickering and fighting at work	**Deleted question.**	

No.	Original item (Spector, 1997 and Churchill et al., 1974).	Refined item (based on the recommendations of academic advisors)	Hotel code
15	My customers are fair	**Deleted question.**	
18	My customers blame me for problems that I have no control over	**Deleted question.**	

Source: Spector, 1997 and Churchill et al., 1974

Original and Refined Items for Organisational Commitment

The questionnaire below will test the independent variable of organisational commitment with questions remaining in the middle right-hand column (the refined item column).

No.	Original Item	Refined item (based on the recommendations of academic advisors)	Hotel code
1	I would be happy to spend the rest of my career with this company	**Deleted question**	
2	I really feel as if this company's problems are my own	**Deleted question**	
3	I do not feel a strong sense of "belonging" to this company	**Deleted question**	
4	I do not feel "emotionally attached" to this company	I feel "emotionally attached" to this company	
5	I do feel like "part of the family" at my company	I am a "part of the family" at my company	
6	This company has a great deal of personal meaning to me	**Deleted question.**	
7	Right now, staying with my organisation is a matter of necessity as much as desire	Right now, staying with my organisation is a matter of necessity as much as desire	
8	It would be very hard for me to leave my organisation right now, even if I wanted to	It would be very hard for me to leave my organisation right now, even if I wanted to	
9	Too much in my life would be disrupted if I decided to leave my organisation now	**Deleted question.**	
10	I feel that I have too few options to consider leaving this organisation	**Deleted question.**	
11	If I had not already put so much of myself into this organisation, I might consider working elsewhere	If I had not already put so much of myself into this organisation, I might consider working elsewhere	
12	One of the few negative consequences of leaving	One of the few negative consequences	

No.	Original Item	Refined item (based on the recommendations of academic advisors)	Hotel code
	this organisation would be the scarcity of an available alternative	of leaving this organisation would be the scarcity of an available alternative	
13	I do not feel any obligation to remain with my current employer	I am obligated and will remain with my current employer	
14	Even if it were to my advantage, I do not feel it would be right to leave my organisation now	Even if it were to my advantage, I do not feel it would be right to leave my organisation now	
15	I would feel guilty if I left my organisation now	I would feel guilty if I left my organisation now	
16	This organisation deserves my loyalty	**Deleted question.**	
17	I would not leave my organisation right now because I have a sense of obligation to the people in it	I would not leave my organisation right now because I have a sense of obligation to the people in it	
18	I owe a great deal to my company	**Deleted question.**	

Source: Allen and Meyer 1993

Appendix 6a: Final Questionnaire (English version)

The impact of psychological empowerment on the service quality of front of house staff in the Jordanian hotel sector

Dear Sir/Madam;

This questionnaire is designed to collect information regarding your views and perceptions toward the job you work in, the surrounded work environment and the factors that could influence your performance. Your responses on this survey will aid in succeeding this study that basically aims to realise the relations between front line employee psychological empowerment and service quality in Amman hotels, in which the results that can be taken from this study could help organisations to deliver services to customers with high quality characteristics.

All collected information will only be used for academic purposes (this data will only be written in my PhD dissertation). It will take no longer than 10 to 15 minutes to complete this questionnaire and I guarantee that your anonymity is fully assured and that your participation in this research is voluntary. You have the right to withdraw at any point of the study, for any reason and any corresponding information will be destroyed.

Thank you for your cooperation

1. Please indicate by ticking (√) your level of agreement with the following statements (1 = strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree 5 = Strongly agree).

	PSYCHOLOGICAL EMPOWERMENT	**1**	**2**	**3**	**4**	**5**
1.	The work I do is very important to me					
2.	My job activities are personally meaningful to me					
3.	The work I do is meaningful to me					
4.	I am self-assured about my capabilities to perform my work activities					
5.	I have mastered the skills necessary for my job					
6.	I am confident about my ability to do my job					
7.	I can decide on my own how to go about doing my work					
8.	I have significant autonomy in determining how I do my job					
9.	I have considerable opportunity for independence and freedom in how I do my job					
10.	My impact on what happens in my department is large					
11.	I have a great deal of control over what happens to my department					
12.	I have significant influence over what happens in my department					

2. Please indicate by ticking (√) your level of agreement with the following statements: (1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree 5 = Strongly agree).

ORGANISATIONAL COMMITMENT		**1**	**2**	**3**	**4**	**5**
1.	I would be happy to spend the rest of my career with this company					
2.	I really feel as if this company's problems are my own					
3.	I do not feel a strong sense of "belonging" to my company					
4.	I do not feel "emotionally attached to this company					
5.	I do feel like "art of the family" at my company					
6.	This company has a great deal of personal meaning to me					
7.	Right now, staying with my organisation is a matter of necessity as much as desire					
8.	It would be very hard for me to leave my organisation right now, even if I wanted to					
9.	Too much in my life would be disrupted if I decided to leave my organisation now					
10.	I feel that I have too few options to consider leaving this organisation					
11.	If I had not already put so much of myself into this organisation, I might consider working elsewhere					
12.	One of the few negative consequences of leaving this organisation would be the scarcity of an available alternative					
13.	I do not feel any obligation to remain with my current employer					
14.	Even if it were to my advantage, I do not feel it would be right to leave my organisation now					
15.	I would feel guilty if I left my organisation now					
16.	This organisation deserves my loyalty					
17.	I would not leave my organisation right now because I have a sense of obligation to the people in it					
18.	I owe a great deal to my company					

3. Please indicate by ticking (√) your level of agreement with the following statements: (1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree 5 = Strongly agree).

ROLE CLARITY		**1**	**2**	**3**	**4**	**5**
1.	I clearly understand my daily tasks and responsibilities					
2.	The aims and objectives of my job are obvious to me					
3.	I have a clear vision regarding the influence that my job could have on the overall organisational performance					
4.	I know the expected results of my career and I always schedule my work to achieve these results					
5.	I have a good knowledge on how to perform my tasks in ideal way					
6.	I have a good control and realisation on how to divide my time among the required tasks from me					
7.	Clear planned goals/objectives exist for my job					
8.	My supervisor gives me feedback on my performance					
9.	I know how my performance is going to be evaluated					

4. Please indicate by ticking (√) your level of agreement with the following statements: (1= Strongly disagree, 2= Disagree, 3= Neither agree nor disagree, 4 = Agree, 5 = Strongly agree)

JOB SATISFACTION		**1**	**2**	**3**	**4**	**5**
1.	I feel that I am being paid a fair amount for the work that I do					
2.	Raises are too few and far between					
3.	I feel unappreciated by the organisation when I think about what they pay me					
4.	I feel satisfied with my chances for salary increases					
5.	My supervisor is quite competent in doing his/her job					
6.	My supervisor is unfair with me					
7.	My supervisor shows too little interest in the feelings of subordinates					
8.	I like my supervisor					
9.	When I do a good job, I receive the recognition for it that I should receive					
10.	I do not feel that the work I do is appreciated					
11.	There are rewards for those who work here					
12.	I do not feel my efforts are rewarded the way they should be					
13.	I like the people I work with					
14.	I find I have to work harder at my job because of the incompetence of people I work with					
15.	I enjoy my co-workers					
16.	There is too much bickering and fighting at work					
17.	My customers are fair					
18.	My customers blame me for problems that I have no control over					
19.	My customers respect my judgement					

5. Please indicate by ticking (√) your level of agreement with the following statements: (1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree 5 = Strongly agree).

CUSTOMER-ORIENTED BEHAVIOUR		**1**	**2**	**3**	**4**	**5**
1.	I perform all those tasks for customers that are required of me					
2.	I meet formal performance requirements when serving customers					
3.	I fulfil responsibilities to customers as expected by management					
4.	I help customers with those things that are necessary and expected					
5.	I adequately complete all expected customer service behaviours					
6.	I voluntarily assist customers even if it means going beyond my job Requirements					
7.	I willingly go out of my way to make customers satisfied					
8.	I often go above and beyond the call of duty when serving customers					
9.	I help customers with problems beyond what is expected or required of me					
10.	I frequently go out of the way to help a restaurant's customers					

6. Please indicate by ticking (√) your level of agreement with the following statements (1 = Strongly disagree 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly agree).

SERVICE QUALITY MEASUREMENT		**1**	**2**	**3**	**4**	**5**
1.	Is competent, talented and displays natural expertise in doing his/her job					
2.	Is always helpful and friendly					
3.	Always listens to his/her customers					
4.	Seems to anticipate what customers want					
5.	Can understand the customers' needs and endeavours to satisfy					
6.	Provides quick and timely service to customers					
7.	The customers generally feel that he/she can solve their problems					
8.	Is often praised by the customers					
9.	Can answer customers' needs no matter how busy he/she is					

DEMOGRAPHIC INFORMATION COLLECTION

Gender

☐ Male

☐ Female

Age

☐ 18 - 30

☐ 30 - 40

☐ 31 - 40

☐ More than 40

Level of education

☐ Secondary School

☐ Diploma

☐ Bachelor degree

☐ Master's degree and above

Years of experience in the hotel sector

☐ Less than 1 year

☐ 1 year to 3 years

☐ 3 years to 5 years

☐ 5 years to 10 years

☐ More than 10 years

Current mode of employment:

☐ Part-time

☐ Full-time

Appendix 6b: Final Questionnaire (Arabic version)

Appendix 3c: Front-of-house-staff questionnaires – Arabic

	الفقرات	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
1	أبذل جهداً أكبر في عملي بسبب عدم كفاءة الأشخاص الذين أعمل معهم.					
2	أتطوع بمساعدة العملاء حتى لو كان ذلك خارج نطاق عملي.					
3	أتلقى التقدير الذي أستحقه عندما أقوم بعملي حسب الأصول.					
4	اتلقى تغذية راجعة من مشرفي حول أدائي.					
5	أحد الأثار السلبية لتركي العمل هي عدم توفر البديل.					
6	أدرك بوضوح تام المهام/المسؤوليات الوظيفية اليومية المطلوبة مني.					
7	أساعد العملاء بحل مشكلاتهم حتى لو كان ذلك خارج نطاق المطلوب أو المتوقع مني.					
8	أساعد العملاء خارج نطاق عملي.					
9	أساعد عملائي بما هو ضروري ومتوقع.					
10	أشعر بالذنب لو تركت عملي الحالي.					
11	أشعر بالرضى للفرص التي تقدم لي لزيادة راتبي.					
12	أشعر بأن تعويض عادل يدفع لي نظير جهدي.					
13	أشعر بأنه ليس من الصواب ترك العمل الحالي، حتى لو كان ذلك في مصلحتي.					
14	أشعر كأني جزء مهم من أسرة الفندق الذي أعمل به.					
15	أعرف الطريقة التي يتم من خلالها تقييم أدائي.					
16	أقدم للعملاء الخدمة السريعة في الوقت المناسب.					
17	أقوم – عن طيب خاطر – بتغير طريقتي في العمل لإرضاء عملائي.					
18	أقوم بأكثر مما هو مطلوب مني لخدمة العملاء.					
19	أقوم بتلبية كافة ما يتوقعه العملاء.					
20	أقوم بتلبية واجبات الرسمية عند خدمة العملاء.					
21	أقوم بتنظيم برنامج عملي لتحقيق أهدافه.					
22	أقوم بمسؤولياتي تجاه العملاء كما هو متوقع مني من قبل الإدارة.					
23	أنا "مرتبط عاطفياً" بعملي					

	الفقرات	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
24	أنا أتوقع ما يريده العملاء.					
25	أنا استمع لما يقوله العملاء.					
26	أنا أفهم ما يحتاجه العملاء وأسعى لتلبيته.					
27	أنا متمكن من المهارات الضرورية للقيام بعملي.					
28	أنا واثق من قدراتي على القيام بعملي.					
29	أنا ودود في تعاملي مع الغير.					
30	أنشطة عملي ذات مغزى شخصي لي.					
31	أنفذ كل ما يطلبه مني عملائي.					
32	أهداف عملي واضحة بالنسبة لي.					
33	بقائي في العمل مسألة ضرورية على قدر ما هي مسألة رغبة.					
34	تحكم ذاتي في تحديد كيفية القيام بعملي.					
35	الجهد الذي أقوم به يكافأ بالشكل الصحيح.					
36	سيكون من الصعب جداً عليَّ أن أترك العمل في الوقت الراهن حتى لو رغبت بذلك.					
37	العمل الذي أقوم به محل تقدير من مديري.					
38	العمل الذي أقوم به مهم بالنسبة لي.					
39	عملائي يقدرون طريقتي في الحكم على الأمور.					
40	غالباً ما يمدحني عملائي.					
41	لا أشعر بأي إلتزام أخلاقي بالبقاء مع مديري الحالي.					
42	لدي استقلالية وحرية فيما يتعلق بأداء عملي.					
43	لدي القدرة والموهبة والخبرة للقيام بعملي.					
44	لدي تأثير فعَّال على ما يحدث في قسمي.					
45	لدي تحكم بكيفية تقسيم البرنامج الزمني للمهام المطلوبة مني.					
46	لدي رؤية واضحة عن مدى تأثير عملي على الأداء العام للفندق.					
47	لدي سيطرة تامة على الوضع وما يحدث في قسمي.					
48	لن أترك عملي الحالي لأن لدي شعور بالإلتزام تجاه العاملين في الفندق.					
49	لو لم استثمر الكثير من جهدي بهذا العمل لأخذت بعين الإعتبار العمل في فندق أخر.					
50	مديري يعطي القليل من الاهتمام لمشاعر مرؤوسية.					

	الفقرات	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
51	يتمتع مديري بالكفاءة في القيام بوظيفته.					
52	يشعر عملائي بأني قادر على حل مشكلاتهم.					
53	يمكنني دائماً تلبية حاجات عملائي مهما كنت مشغولاً.					

Demographics

أولا : بيانات عامة :

يرجي وضع إشارة (√) في المكان المناسب

* الجنس:	ذكر ☐	أنثي ☐		
* سنوات الخبرة في نفس المهنه :	أقل من 5 سنوات ☐	من 5- 10 سنوات ☐	أكثر من 10 سنوات ☐	
* المؤهل العلمي:	أقل من دبلوم ☐	دبلوم ☐	بكالوريوس ☐	ماجستير فما فوق ☐
* الدوام الحالي:	جزئي ☐	كامل ☐		
* العمر:	20- 30 ☐	31 - 40 ☐	فوق 40 ☐	

Appendix 7: Ethics certificate

University of Salford MANCHESTER

Research, Innovation and Academic Engagement Ethical Approval Panel

Research Centres Support Team
G0.3 Joule House
University of Salford
M5 4WT

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6 January 2017

Dima Dseiso

Dear Dima

RE: ETHICS APPLICATION SBSR1617-07 – The impact of psychological empowerment on the service quality of front-of-house employees in the Jordanian hotel sector.

Based on the information that you provided, I am pleased to inform you that your application SBSR1617-07 has been approved.

If there are any changes to the project or its methodology, please inform the Panel as soon as possible by contacting SBS-ResearchEthics@salford.ac.uk.

Yours sincerely,

Professor David F. Percy
Chair of the Staff and Postgraduate Research Ethics Panel
Salford Business School

List of Reverences

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