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**Core Self-Evaluation, Psychological Climate and Employee
Engagement in Hotel Industry of Nigeria**

By

FADARE YEWANDE ESTHER

818599



MASTER OF HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

2016

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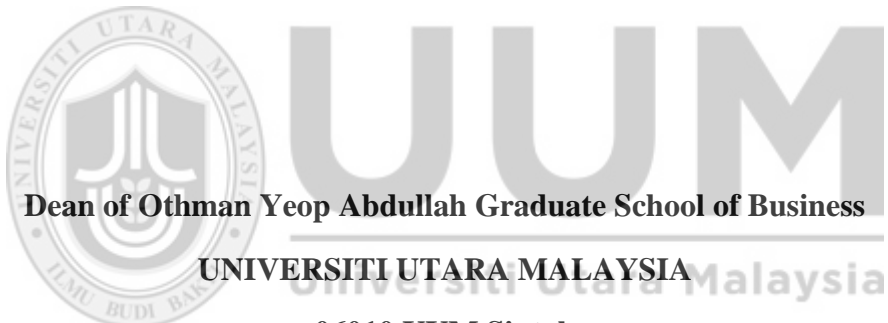


Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Partial Fulfilment of the Requirements for the Master of Human Resource
Management

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ABSTRACT

Employee engagement is an important part of human resource management that offers conducive platform for business to cope with uncertain conditions and as well provide opportunity for business to grow. Employee engagement is new practice in human resources that is used by organizations as a panacea for survival through uncertain and challenging industrial environments. Notwithstanding, studies over employee engagement and the predicting factors of employee engagement (i.e., core self-evaluation and psychological climate) are few in the academic realm of hospitality and tourism. Therefore, this study examines the effect of core self-evaluation and psychological climate on employee engagement among hotel employees in Lagos, Nigeria. A survey research was distributed among 150 hotel employees. However only 145 questionnaires were returned and usable which made up 96.7% of response rate. The findings of this study revealed that, both core self-evaluation and psychological climate have significant effects on employee engagement. The findings of this study imply that, the hotel environment must be made conducive for employees to help them evaluate themselves positively so that employees can be effectively engaged with their work in the hotels. Conclusions and discussions were inferred in details in the study.

Keywords: Employee engagement, core self-evaluation and psychological climate, hotel sector



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ABSTRAK

Penglibatan pekerja adalah satu bahagian penting dalam pengurusan sumber manusia yang menawarkan *platform* kondusif bagi perniagaan untuk menghadapi keadaan yang tidak menentu dan juga memberi peluang kepada perniagaan untuk berkembang. Penglibatan pekerja adalah amalan baru dalam sumber manusia yang digunakan oleh organisasi sebagai penawar untuk terus *survival* dalam persekitaran industri yang tidak menentu dan mencabar. Walau apa pun, kajian ke atas penglibatan pekerja dan faktor-faktor yang meramalkan penglibatan pekerja (iaitu., teras penilaian sendiri dan iklim psikologi) adalah kurang dalam bidang akademik hospitaliti dan pelancongan. Oleh itu, kajian ini mengkaji kesan teras penilaian sendiri dan iklim psikologi kepada penglibatan pekerja di kalangan pekerja hotel di Lagos, Nigeria. Sebanyak 150 borang soalselidik telah diedarkan kepada pekerja hotel. Walau bagaimanapun hanya 145 soal selidik telah dikembalikan dan boleh digunakan yang membentuk 96.7% kadar respon. Hasil kajian ini mendedahkan bahawa, kedua-dua teras penilaian sendiri dan iklim psikologi mempunyai kesan yang besar ke atas penglibatan pekerja. Hasil kajian ini menunjukkan bahawa, persekitaran hotel mestilah kondusif bagi pekerja untuk membantu mereka menilai diri mereka secara positif supaya pekerja boleh terlibat secara berkesan dengan kerja mereka di hotel. Kesimpulan dan perbincangan telah diperincikan dalam kajian ini.

Kata kunci: penglibatan pekerja, penilaian diri-core dan iklim psikologi, sektor hotel



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ACKNOWLEDGEMENTS

Praise to GOD ALMIGHTY the creator of heaven and earth and all that dwell in it, for His abundant love, endless mercies, power and guidance that keep me moving forward always which see me through to the end of this journey.

This project is a success with the help of my able and adorable supervisors Prof. Madya Dr. Norsiah Bt Mat I am really indebted for your endless efforts, supports, psychologically, dedication, and guidance through the journey in writing this dissertation and most importantly knowledge gained.

Special thanks goes to my wonderful and awesome parent Mrs T.A Fadare for her understanding, encouragement and financial supports, prayers which has enabled me to successfully complete my postgraduate study in UUM.

To my God guardian Pastor and Pastor Mrs Adeboye for being part of this success. My deep appreciation goes to my brother and Sister Oloto Olajide, Fadare Olusolade and to my uncle Adetula Kunle for their love, prayer, understanding, care, moral, assistance and encouragement in finishing my master's program. Without their encouragement and understanding it would not have been possible for me to complete this work.

I would like to thank my brethren in Christ brother Kuboye Oluwasola, Akindoyo Oluwatosinloba for their love, brotherly advice and most especially for their prayers in the completion of this project, I will not but mention my brother Raji Ridwan Adetunji for his help and all Rccg power pentagon family.

Also special thanks to all my lecturers, friends and members of the University Utara Malaysia for the information and guidance. Finally special thanks to all my respondents in hotel industry of Nigeria who helped in completing the questionnaire which provide the useful data for the study.

God bless you all (Amen).

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LIST OF ABBREVIATIONS

UUM	University Utara Malaysia
EE	Employee Engagement
CSE	Core Self Evaluation
PS	Psychological Climate



CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter is the introductory chapter of this study, and it presents the fundamentals to this research under the background of the study and the statements of problems. The research questions and objectives were highlighted in this chapter. This chapter also emphasizes on the significance of the study. A synopsis of the research design is presented under the scope of study in this chapter.

1.1 Background of the Study

The economy of Nigeria is currently facing a serious challenge in which the government has responded by diversifying the economic activities. Hence, the government is determined to develop the tourism and hotel industry as part of the crusade for mitigating the Nigerian economic turbulence. In essence, the hotel industry in Nigeria is currently in the phase of transforming, upgrading and ultimately striving for excellence by intensifying competition in the business environment. In that regard, employee engagement becomes necessary than ever (Hanif, Naqvi, & Hussain, 2015). Koyuncu, Burke, and Fiksenbaum, (2006) and Bakker and Schaufeli, (2008) asserted that employee engagement is an important part of human resource management that offers a conducive platform for business to cope with uncertain conditions and as well provide an opportunity for companies to grow.

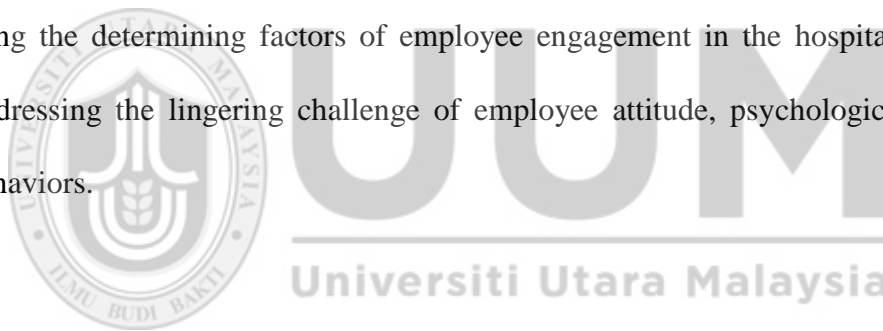
Justifiably, employee engagement is critical because the confidence, cooperation and flexibility of employees are determinant of organizational productivity (Hanif et al., 2015). On the other hand, researchers have established the nexus between employee engagement and job satisfaction. Bakker and Schaufeli, (2008) affirmed that employees' engagement is an actual reflection of their level of satisfaction. Nonetheless, psychological willingness and employee self-evaluation increase the engagement of employees in the organization (Macey & Schneider, 2008).

Conceptually, employee engagement is referred as employee willingness to help and emotionally motivated to cooperate in line with the organization. Impliedly, employees tend to perform better in their workplace when they are emotionally involved with their work. The level of employees' satisfaction determines their emotional involvement and mental engagement. Hence, when employees know they will be rewarded with ample benefits and promotions, they will be mentally and emotionally motivated to their work (Hanif et al., 2015).

Hotels management must know how to maintain the motivation of the staff and guide them to work in changing work circumstances. This will be a source of competitive advantage as engaged employees will provide efficient service to customers and satisfied customers will be loyal to the hotel. This is a key to success in the hotel industry. Managers rely heavily on this factor as it is related to the work performance of the hotel (Mokaya, Musau, Wagoki and Karanja, 2013).

Meanwhile, Walsh and Taylor (2007) have noted that retaining talented and committed employees is a paramount concern in the hospitality industry. Meanwhile, employee disengagement and job dissatisfaction have been linked to the high turnover rate in the hospitality sector (Kang, 2014).

Consistently, Kang (2014) argued that discussing or studying employee engagement is incomplete without discussing the factors that determine the diverse level of employee engagement. In another word, employee psychological climate and core self-evaluation play important roles in determining the levels at which employee engage their time, power and energy into their work (Avey, Luthan, & Jensen, 2009). Kang (2014) added that, understanding the determining factors of employee engagement in the hospitality industry helps in addressing the lingering challenge of employee attitude, psychological state, and negative behaviors.



1.1.1 Overview of Nigerian Hotel Industry

Over the years, Nigerian economy has not been stable, as a result of its linear dependency mainly on the international economic system in the early 1980s. This, unfortunately, became an increasingly hostile to the hospitality and hotel industry (Koleoso, 2007). The Nigerian economy had been detrimentally affected by the Structural Adjustment Programme introduced by the military, which resulted in a massive devaluation of the national currency, the Naira. The situation is aggravated by the instability on the part of crude oil at the international market. The crude oil has being the major source of foreign exchange earnings for the country's economy. Corruption in high and low places also took its toll on the national economy (Sanni, 2009). Consequently, the Nigerian hospitality industry is faced with many

problems. Among them are: high hotel charges and the slow pace of developing tourism sites that mark various areas of the country (Akpabio, 2007). Other challenges are the erratic power supply, poor services, and unethical behaviors by employees in the industry (Awoseyin, 2007).

1.2 Problem Statement

Globally, the hoteling and hospitality industry is undergoing a severe developmental growth. Evidently, studies have shown that 10% of the world GDP and 8% percent of the workforce from around the world are generated from the hospitality and tourism industry (Hemdi, 2006). Over the years, the hospitality industry in Nigeria contributed about ₦680.1 in 1980. The same industry contributed up to, ₦492.4 million in 1984 by using 1984 as constant basic prices for both periods. Also, in the year 1990, the industry contributed the sum of ₦477.9 million as well as the sum of ₦591.9 million in 2000 (CBN, 2003), ₦1950.0 million in 2004 and ₦2,390.0 million in 2006 by using 1990 constant basic prices) (CBN, 2006). According to an estimate, over a million hotels exist in the United States of America. However, in Nigeria, there are only about 12 internationally branded hotels. The internally branded hotels in Nigeria are so few. Also, the majority of the hotels are own by private individuals (Sanni, 2009). In other words, this sector is turning into a competitive, intensive industry. As such, surviving in a competitive, intensive market demands the focus and engagement from satisfied employees. However, one of the challenges facing the hotel industry is the high dissatisfaction of employees which is detrimental to the development and survival of the organization (Abdullah et al., 2009). Therefore, paying serious attention to hotel staff is important than ever.

Practitioners in the realm of human resource management are not oblivious to the importance of employee engagement being the cynosure of connection between employee individuality and their productivity in a business environment (Stroud, 2009). Meanwhile, academic researchers are still lagging behind in establishing the impact of employees' engagement in organizations (Hanif et al., 2015). In addition to the dearth of empirical findings on employee engagement, Saks (2006) bemoaned that, little is known in both theory and practice on the predictive factors of employee engagement.

In a more recent study, Jay and Michael (2015) affirmed that, employee engagement is new practice in human resources that is used by organizations as a panacea for survival through uncertain and challenging industrial environments. Notwithstanding, studies over employee engagement and the predicting factors of employee engagement (such as; core self-evaluation and psychological climate) are few in the academic realm of hospitality and tourism.

Consistently, Sweetman & Luthans, (2010) reiterated that employee engagement is a lingering challenge to many organizations globally. Meanwhile, Luthan et al., (2007) are of the opinion that, employees' psychological climate is a potential predictor for understanding employee engagement. In another word, identifying the predicting factors of employee engagement will subsequently help in maintaining employee engagement which would have a ripple effect on employee job satisfaction. Meanwhile, this study is interested in the hotel industry of Nigeria, because there is extremely little study on the hotel industry from Nigeria (Sanni, 2009). Against this backdrop, this study seeks to examine the influence of core self-evaluation and psychological climate on employee engagement.

1.3 Research Questions

1. Does core self-evaluation influence employee engagement in the hotel industry of Nigeria?
2. Does psychological climate influence employee engagement in the hotel industry of Nigeria?

1.4 Research Objectives

1. To examine the influence of core self-evaluation on employee engagement in the hotel industry of Nigeria.
2. To investigate the influence of psychological climate on employee engagement in the hotel industry of Nigeria.

1.5 Scope of the Study

This study focuses on the influence of core self-evaluation and psychological climate on employee engagement in the hotel industry of Nigeria. In achieving this research objective, this study relies on the theoretical perspectives of job demand resource model which conceptualizes the relationship between organizational environments and workplace engagement of employees. Methodologically, this study approaches 150 sample of hotel staffs including, manager, and receptionist, bursary, and chef and housekeeping staff in Nigeria to fill the survey questionnaire developed for data collection in this study. SPSS 21 was used in analyzing the collected data for the purpose of statistical analysis. Inferences and conclusions were gathered from the findings presented.

1.6 Significance of the Study

The significance of this study can be discussed in twofold. One is theoretically and the other is practical. Theoretically, the objective of this present study is to examine the interrelationships between psychological climate, core self-evaluation, and employee engagement among employees of the hotel industry in Nigeria. In other words, the findings of this research will provide significant contributions with regards to understanding the factors that lead to employee engagement of employees in the hotel industry in Nigeria. The results of this research will be invaluable in identifying the importance of employee engagement as well as determining the factors that lead to employee engagement. The study is contextualized into the Nigerian hotel industry considering the importance of the industry to the Nigerian economy. More so, the hotel industry in Nigeria is a very busy and complex industry. Employees face a lot of stress and challenges in satisfying their consumers. In other words, core self-evaluation and psychological climate were considered as the two independent variables to determine how the perception of employee and their working environment is affecting their engagement in the Nigerian context.

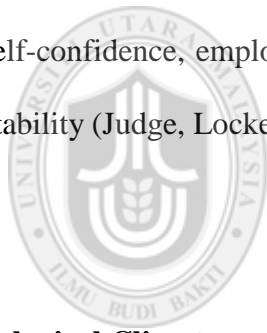
Practically, this research will have a significant contribution to managers in the hoteling industry of Nigeria. The findings that will be reported in the cause of completing this research will be important in addressing the challenges of retaining employee and stipulating employee engagement in the Nigerian hotel industry and by extension to the hoteling sector globally.

1.7 Definitions of Key Terms

The following section presents the conceptual definitions of the variables understudied in this study.

1.7.1 Core Self-Evaluation

Core self-evaluation refers to self-perception of oneself. Hence, what individuals behold about themselves (Judge & Bono, 2001). It is believed that everyone have a perception about his or her worth, capability, and functionality as an individual in their environment (Judge, Van Vianen, & De Pater, 2004). Core self-evaluation entails four major constructs namely; employee self-confidence, employee self-efficacy, employee locus of control, and employee emotional stability (Judge, Locke, & Durham, 1997).



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1.7.2 Psychological Climate

Psychological climate refers to employee understanding and interpretations of their organizational environments such as; structures, processes, and events (Parker, Baltes, Young, Huff, Altmann, Lacost, & Roberts, 2003). This interpretation implies how an employee perceived the psychological meaningfulness and the safety of their workplace. Hence, their perception affects their attitudinal reactions (Baltes, Zhdanova, & Parker, 2009).

1.7.3 Employee Engagement

Employee engagement is defined as the employees' positive and psychological emotions that are related to how employee invest their cognitive, physical and emotional commitment to their job (Rurkkhum, 2010). Employee engagement is defined widely differently, but the common, and the focal point of defining employee engagement is the psychological functioning or employees' work-related energy, enthusiasm, and efforts which are functions of employee state of mind (Gruman & Saks, 2010). In other words, engaged employee are employees with high level of energy, committed, enthusiastic, resilient and persistent with their job. These set of employees are strongly involved with their job and are aware of their importance, inspiration, passion and challenge from their work by grossly exerting their whole self into their job (Bakker & Demerouti, 2007).

1.8 Organization of the Study

This study is divided into different sections represented by chapters. Chapter one presents the background, problem statements, objectives, significance and the scope of the study. The review of the previous literature including the underpinning theory, research framework and the hypothesized relationship of the research is presented in chapter two. Chapter three presents the methodological approach of the study; this includes the research design, population and sampling techniques, and method of data collection technique. The statistical analysis method and the findings of the collected data are presented in chapter four while chapter five presents the discussion of the findings, conclusion, research implication and the conclusion of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter of the study presents the relevant literature on employee engagement, psychological climate, and core self-evaluation. The overview of the Nigerian hotel industry is also presented in this chapter. Also, the underpinning theory and the hypothesized relationships, including the research framework of this study is presented in this chapter.

2.1 Core Self Evaluation

Packers (1985) defined core self-evaluation are the basic conclusions and bottom line interpretations that employee hold on to subliminally. That is, employee hold on to their thoughts, belief, opinion and ideas subjectively. These appraisals pertain to three important aspects of everyone's life which are ones' personality, the community and the reality. For example an individual may perceived his or herself as unbreakable, hospitable, outspoken, and fun loving. Other individuals might think they are introverts, proud, untrustworthy (Judge, Locke, Durham, & Kluger, 1998). Impliedly, a competent person would likely perceived situations before them or their job to be favourable and thus approach the situation positively and confidently. Going by these, self-evaluations are evaluative, imperative, broad and decisive. An evaluative trait consists of weighting options, making valuation statements or taking judgment of results or outcomes.

Judge et al. (1997) opined that core self-evaluation can be explained with four different but related concepts namely; employees' self-esteem, employees' self-efficacy, employees' locus of control, and employees' emotional stability. Importantly, theorists' believe that employees' self-esteem among the other concepts is a more central factor for explaining and measuring core-self-evaluation. This is seeming because employees' self-esteem expose the holistic perception of employees of themselves (Harter, 1990). Also, studies have found that employees' self-esteem is a long-term concept of explaining the core self-evaluation variable (Costa & McCrae, 1998). It is a judgment of oneself and thereby reflects a person's overall subjective emotional evaluation of his/her worth. It has to do with emotions and beliefs and includes overall self-acceptance, self-liking, and self-respect (Harter, 1990; Judge et al., 1998; Judge, Erez, Bono, & Thoresen, 2003).

Furthermore, core self-evaluation is fundamentally discussed as employees' ability, trait and aptitude to sustain diverse types of job-related challenges (Judge & Bono, 2001). High and low self-efficacy controls whether or not an individual will decide to take on an exciting job or "write it off" as impossible. Generalized self-efficacy, refers to an appraisal of the fundamental ability to perform and cope successfully across a variety of situations, generalized self-efficacy is general and not based on particular circumstances.

Also, core self-evaluation can be explained as employees' perception of situations and life reality (Judge, Erez, Bono, & Thoresen, 2002; Rotter, 1966). In other words, when employees have a positive evaluation of their selves, they subsequently have self-control of whatever situation they find themselves in (Rotter, 1966). Other words that best explain employee self-evaluation are the locus of control and self-efficacy. Invariably, it is fair to conclude that,

core self-evaluation refers to employees' confidence and control of their conducts and behaviors (Judge et al., 1998).

Lastly, employees' emotional stability is also used to explain employees' core self-evaluation. This explains how employees can control and maintain their emotional disposition when faced with negative conditions such as fear, rejection, aggression, blame, and sadness (Bono & Judge, 2003; Goldberg, 1990). In other words, when employees are faced with threatening and unfriendly situations, their ability to hide away their negative emotional responses also explained employees' core self-evaluation (Clark & Watson, 1991).

2.2 Psychological Climate

The climate in an organizational behavior parlance is a set of features or characteristics peculiar to a particular business environment. The psychological climate is fundamentally described as employees' perception of their workplace environments structures, working processes, and situations. That is the cognitive appraisal of his organizational environment, in other words, situational events and outcomes are predicted by individuals by creating perceptions from either the positive or negative characteristics of the organizational environment to their well-being. This refers to the level at which employees psychologically perceived comfort, safety, and easiness that consequently motivate their attitudes, behaviors and reactions towards their jobs (Baltes et al., 2009; Parker et al., 2003).

About this definition (Reichers & Schneider, 1990; Rentsch, 1990) opines that psychological climate is those perceptions shared by members of an organization, and these includes rules procedures policies practices and laws. Furthermore, Koys and DeCotiis (1991) hold the

view that psychological climate as an establishment may also be defined as “an experiential-based, multidimensional, and enduring perceptual phenomenon which is widely shared by the members of a given organizational unit.” In relations to this, researchers have reported that psychological condition as a major covariate of separate level consequences such as job involvement, job satisfaction, in-role performance, and extra-role performance (JungHoonLee 2012). Specifically, Brown and Leigh (1996) observed that the experience of a psychologically pleasing condition would considerably stress an individual’s clarity and attachment to his/her job and would add to his/her level of job involvement.

Similarly, Psychological condition refers to the perceptual and experience related components of a reciprocal interaction between the organizational environment and the employee (Michela, Lukaszewski, & Allegrante, 1995). However, it has been gathered from previous studies that between various organizational event and employee attitude or behavior is a mediating link which is psychological climate perceptions, in the same vein previous reviews reported that the correlation between psychological climate and employees’ performance is highly significant. More so, psychological condition has been pre-conceived as an individual, meaning-making experience by which he/she critically analyse and study situations and thereafter relate them to their work environment by so doing to inspect their surroundings and make sense out of it (James and McIntyre, 1991; James, Hartman, Stebbins, & Jones, 1977). Furthermore, It has conceptionally been label as “comprising an individual’s psychologically meaningful representations of proximal organizational structures, processes, and events” and as “a means of explaining an individual’s motivational and affective reactions to change” (Parker et al., 2003).

The psychological climate is multifaceted. James and James (1989) proposed a model which consists of four factors: (1) role stress and lack of harmony, (2) job challenge and self-sufficiency, (3) leadership facilitation and support, and (4) work group cooperation, friendliness, and warmth. In the same vein, Koys and DeCotiis (1991) came upon 80 separate dimensions of climate, narrowed them down to three and subsequently broke them down to 8 sub-dimensions including support, recognition, fairness, innovation, autonomy, trust, cohesiveness, and pressure. They assert that these eight sub-dimensions may represent the overall concept of psychological climate.

On the other hand, Brown and Leigh (1996) enlist six measurements of psychological climate namely: employees' flexible and supportive perception of their organizations, employees' understanding of their roles, employees' level of freedom and self-expression, employees' perception of organizational objectives, employees' role acknowledgment and employees' work-related challenges. These measurements above represent employees' perception, in other words, their psychological view of their working environment and how the environment affect their psychological belonging, meaningfulness, and safety (Brown & Leigh, 1996).

2.3 Employee Engagement

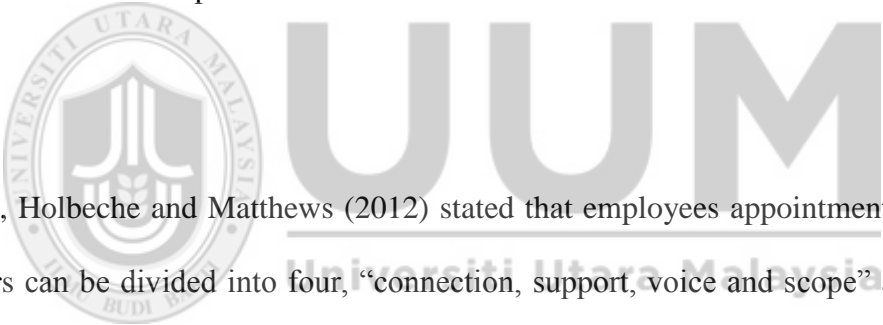
Employee engagement is a good force for driving improvement and encouraging organizational change. According to Macey and Schneider employee appointment has "been used to refer to a psychological state (involvement, commitment, attachment and mood, performance construct, disposition, or a combination of these" (Macey and Schneider, 2009). According to Millar (2012) employee appointment is made up of employee commitment as well as his/her motivation. For employees to be actively involved in their various work roles,

they must show a certain level of engagement and they must also have motivations they look up to. Sachs (2006) however states that employee engagement is the distinct and unique construct consisting of cognitive and behavioral constituents that are related with individual role performances. Another dimension to the definition of this concept is that employee engagement incorporates a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption that has been primarily articulated as a function of one's job and one's resources. However before employees can be dedicated to their work they must be resolute to activities or events in their personal life.

However, Nelson and Simmons (2003) put forth a different view to this concept, they emphasised that employee engagement be when employees feel positive feelings toward their work, find their job to be personally meaningful, consider their workload to be manageable, and have hope for the future of their job, that is employees have a positive mindset about their work, they look forward to engaging in it and as a result thinks of ways to improve on it as well as come up with new ideas to implement. However Kahn (2002) introduced the concept of job appointment and disengagement from work, he went further to classify work engagement as the “the harnessing of organization members’ adhere to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performances” i.e. to be involved and present in one's job psychologically and wholeheartedly. Literarily, to be ‘in love with one's job’.

On the other hand, Harter, Schmidt, & Hayes (2002) opined that employee engagement is such a variable that can be related to employee turnover, job satisfaction, and employee performance. Disengagement on a second note is the uncoupling of selves from work roles;

this is when employees detach or defend themselves from certain role either physically emotionally or cognitively. Kahn (1990) further suggested that employee engagement can be predicted by three psychological factors namely; safety, accessibility and importance of working environment. Psychological meaningfulness refers to how people utilize their physical, emotional, or cognitive drive into their work or tasks to bring about productivity and meaning into their work. Psychological safety explains the level of safety employees perceived in their working environment and psychological availability is the employees' readiness to engage actively and willingly in their working responsibilities. Rothbard (2001) carry on with Kahn's (1992) concept of employee's engagement; he describes it as "One's psychological presence in or focus on a role" and identified two important component namely; attention and absorption.

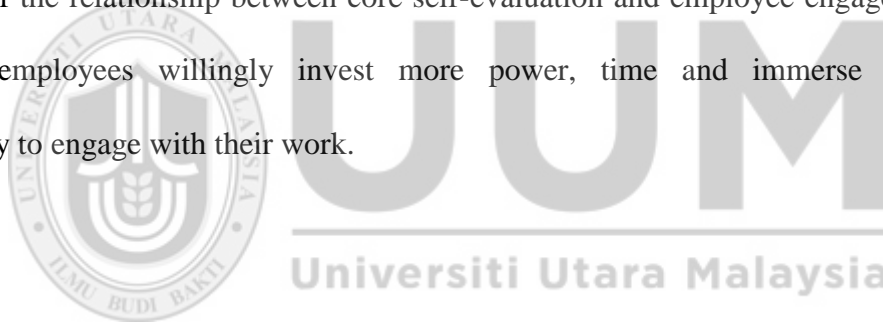


Furthermore, Holbeche and Matthews (2012) stated that employees appointment key factors or motivators can be divided into four, "connection, support, voice and scope" according to them "Connection is a sense of identification", also a sense of pride in the organization. On the other hand support is when employees feel that they are valued and have a sense of well-being, that is, when employees do not have a voice they may feel not at home and marginalized. Lastly, without scope as a motivator of employees engagement they feel disempowered.

2.4 Hypotheses Development

2.4.1 The Relationship between Core Self-Evaluation and Employee Engagement

Researchers have identified that certain there are certain facotrs that directly influence employee appointment by inducing increased result. According to Gibbons (2006), influential factors on employee engagement includes trust plus integrity, the nature of the job, the connection between individual and company performance, career growth opportunities, pride about the company co-workers, employee development and personal relationships with one's manager. In a survey design study, Hanif, Naqvi, and Hussain (2015), empirically affirmed that core self-evaluation has a positive and significant impact on employee engagement. The impaction of the relationship between core self-evaluation and employee engagement is that optimistic employees willingly invest more power, time and immerse their selves energetically to engage with their work.



Similarly, in a study that was conducted among employees of hotels in the United States revealed that core self-evaluation is a significant predicting factor to employee engagement. The study employed hierarchical regression for analysis. In ending, their findings justifiably implied that how employee evaluate their selves affect their commitment and adherence to their job (Jay & Michael, 2015). The outcome of this study is similar to that of Lee (2012). Lee (2012) examined the antecedence and consequence of employee engagement among 394 hotel employee and managers in the United States. The study also provided a statistical justification to the link between core self-evaluation, psychological climate, and employee engagement. The study ended by explaining that, how employee perceive their selves have an

impact on how they invest their whole selves into their job and this, subsequently lead to employee job satisfaction. Therefore, this study proposes the following hypothesis;

H₁: *Core Self-Evaluation has significant effect on employee engagement of hotel employees in Nigeria*

2.4.2 The Relationship between Psychological Climate and Employee Engagement

In the past years, different researchers have delved into understanding and standardizing the concept of psychological climate (Brown & Leigh, 1996; Koys & DeCotiis, 1991). But, there is a lack of consensus on precise dimensions (Parker et al., 1993) as well as the predictive role of the concept of employee engagement. One of the most recent findings on the predictive role of psychological climate on employee engagement is a study conducted among hotel employees by Jay and Michael (2015). Their study reported that psychological climate has a significant impact on employee engagement.

Previous other researchers have reported a significant relationship between psychological climate and employee engagement. For instance, Maslach et al. (2001) and Saks (2006) revealed that perceived organizational support and justice are significant predictors of employee engagement. This implies that when employees feel justice in their workplace, they are motivated to engage with their work. Consistently, Gebaure, Riketta, Broemer, and Maio (2008) also suggested that employee perceptions of training and development opportunities are essential influences in employee engagement, especially among skilled employees. In this regard, this study hypothesizes as follows;

H₂: *Psychological climate has significant effect on employee engagement of hotel employees in Nigeria*

2.5 Research Framework

Figure 2.1 below presented the conceptual framework of this research. The framework depicts the relationship between the variables. The framework graphically explains the hypotheses proposed in this research. Hence, the relationship between core self-evaluation and psychological climate on employee engagement.

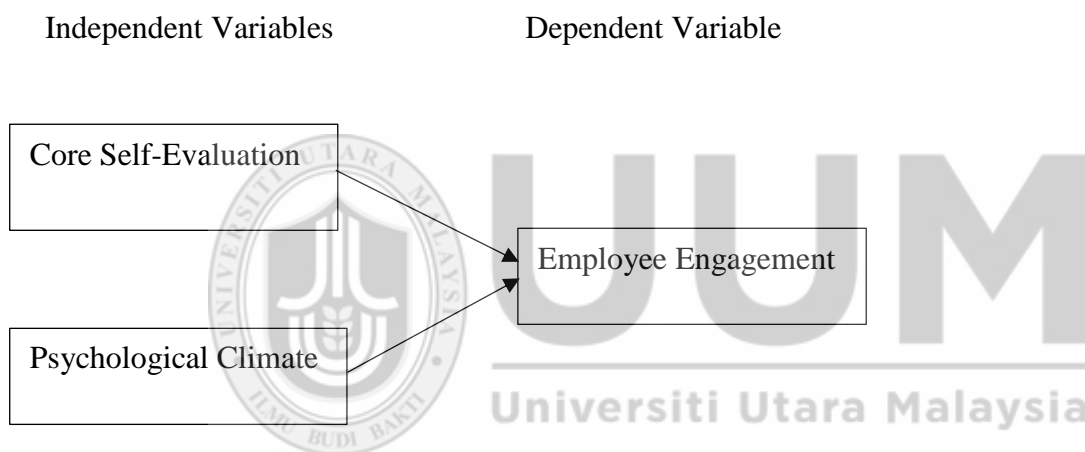


Figure 2.1
Conceptual Framework

2.6 Job Demand-Resources Model (JD-R Model)

The job demand resources model offers a theoretical underpinning for this study. The theory provides a theoretical backdrop for engagement research, it gives a clear explanation of the concept of employee engagement, according to (Bakker et al., 2003b; Demerouti et al., 2001) there is an underlying assumption that every occupation has its risk factors associated with job stress. This factors can be classified into two categories: job demand and job resources,

as a result of this the model can be incorporated into a wide range of working conditions. Job demands refer to physical, psychological, social, or organizational aspects of a job that need sustained physical and/or mental (i.e., cognitive or emotional) effort from an employee and thus result in physiological and/or psychological costs (Bakker & Demerouti, 2007, p. 312). However, not all job demands are stressful they may only function as stressors when meeting requires that require high effort. Work overload, unfavorable physical environments, emotional job demands, and work-family conflict can be considered as examples of job demands for hospitality employees in frontline service jobs (Bakker, Demerouti, & Euwema, 2005; Karatepe & Olugbade, 2009).

On the other hand, job resources are physical, mental, social, or organizational aspects of the job that are either or: purposeful in achieving work goals; reduce job demands and the associated physiological and psychological cost; stimulate personal growth, learning, and development. For instance, performance feedback, job autonomy, work social support, and career opportunities can be considered as job resources for frontline employees in the hospitality industry (Karatepe, 2013; Karatepe & Olugbade, 2009).

Extant studies have shown that many supportive aspects of work environment are related to employees' engagement in support of this, Bakker and Demerouti (2007) opines that employees who receive helpful coaching and adequate feedback from colleagues and also have the opportunity for professional development have the means to develop their abilities and thus are intrinsically motivated to pursue their goals. Furthermore, The model suggests that job resources have both intrinsic and extrinsic motivational role and reduce job demands, enhance goal achievement and personal demands which lead to employees engagement

(Bakker & Demerouti, 2008). Karatepe and Olugbade (2009) study reveals that personal resources play a mediating role among front-line hotel employees in Nigeria, they specifically reported that self-adequacy fully mediated the effect of supervisor support only on the absorption dimension of employees work engagement.

Demerouti et al., (2001) put forth that, both health deficiency and job-related motivation are the two tiers of psychological processes. Impliedly, when employees are challenged with their health conditions either physically or mentally, employees would not cope very well with unclear job demands. As such, job demands play an important role on employees' psychological conditions (Bakker et al., 2003; Llorens, Bakker, Schaufeli, & Salanova, 2006). Consequently, when employees are not psychologically sound, it affects their work engagement and their job performance as well (Bakker & Demerouti, 2007; Schaufeli & Bakker, 2004; Xanthopoulou et al., 2007).

2.7 Summary of the Chapter

This chapter presents the variables of understudied in this research. This chapter presents a discussion on core self-evaluation, psychological climate, employee engagement and job satisfaction. The chapter also explains the underpinning theory that supports the hypotheses proposed in this study. Lastly, this chapter also entails the empirical review of previous research.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The research methodology employed in this study is presented in this chapter as the guideline for achieving the highlighted research objectives in this study. Primarily, this research aims at determining the relationship between core self-evaluation, psychological climate, and employee engagement. Hence, the research design, method and the unit of analysis are presented in details. Next, the population and sampling technique, followed by the data collection method and procedure, and method of data analysis are discussed. The chapter also discussed the instrumentation and the development of the questionnaire, the validity, and reliability of the study. Finally, the chapter closes by presenting the summary of the chapter.

3.1 Research Design

Research design represents a logical plan that involves several phases, including data collection and analysis, providing answers to the initial set of questions from which conclusion can be made (Yin, 2003). It is the master plan that specifies the method of collection and analysis of the needed information in research (Zikmund, 2000) and also a blueprint that provides an explanation of research, measurement, sampling, and requirements for data collection and the analysis of the collected data. In this study, a quantitative research design is employed to provide a description and deeper understanding in explaining the phenomenon revolving around employee engagement and the relationship with core self-evaluation and psychological climate (Sekaran, 2003; Zikmund, 2000). Based on the nature of this study, it is considered explanatory as it sought to provide further explanation of the

difference between the understudied variables. Other aspects of the research design highlighted in this study include the population and sampling technique, method of data collection and analysis and these are discussed in the subsequent sections of the chapter.

3.2 Population and Sample

The population of the study represents the entire group of participants that the researcher wishes to investigate (Sekaran & Bougie, 2009). It is a larger group of people or companies from which the researcher will select the participants from which data will be collected and further make inferences. Because this present study aims at studying the employee engagement of hotel employees in Nigeria, the population of this study is, therefore, the total number of a hotel employee in Nigeria. However, due to the current underdevelopment of the hospitality and tourism industry in Nigeria, it is therefore near impossible to ascertain the total number of Hotel employees in Nigeria or the total number of Hotels across the nation. According to a Nigerian Bulletin (2015), Lagos, compared to other commercial cities in Nigeria, has the highest number (1164) of hotels. Therefore, the sample population of this current study will be drawn from Lagos, being the most populous and popular commercial city in Nigeria.

3.2.1 Sample Size

In determining the sample size of a study, it is necessary to indicate the need of the method for determining the sample size, which is a statistical power test (Ticehurst & Veal, 1999). Cohen (1997) emphasized that the determination of sample size should be based on statistical test, but this is only applicable where the size of the study population is known. Going by the

rule of thumb by Roscoe (1975), a sample size bigger than 30 and less than 500 is appropriate. Due to the fact that the population of employees in the hoteling industry in Nigeria is unknown, this study employs a sample size of 150. The sample technique employed for the selection of 150 sample size in this study is purposive. The reason for employing a purposive sample technique is because of the lack of database for the list of Hotels in Nigeria currently. Also, this sample technique allow the researcher to examine a convenience sample size that can be easily located and freely accessible. The method of determine sample size in this study is similar to that of Hanif et al., (2015) in studying employee engagement as well.

3.2.2 Sampling Design

A sample is a selected set of participant or individuals drawn from a large population for the purpose of the research (Salant & Dillman, 1994). An adequate sample size is necessary for a research to reduce the consequence of sampling error. An appropriate sample size is required for any research because the small sample size may not represent the entire population (Salkind, 2003) as too small sample size may result in a Type 1 error, which is rejecting a hypothesis when it should have been accepted (Sekaran, 2003). Moreover, Type 11 error which is accepting a hypothesis when it is supposed to be rejected.

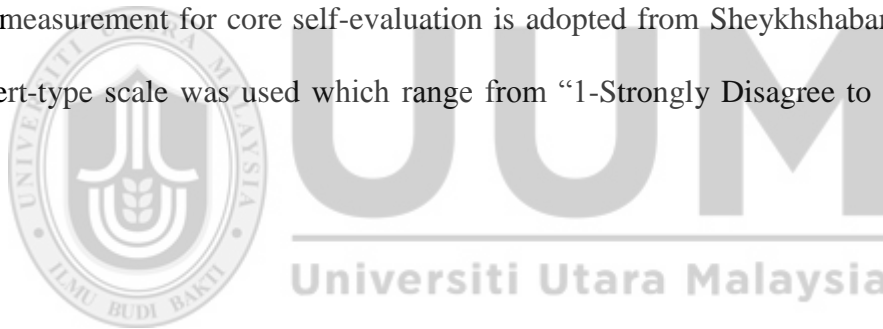
Taking the aforementioned situation into consideration, the convenience sample technique allows a researcher to determine a sample size for the data collected considering the accessibility of the respondents and the visibility of administering the research instruments (Sekaran & Bougie, 2009). This sampling technique is the most often use at the exploration stage of research (Sekaran & Bougie, 2009). Questionnaires were distributed to employees of the hotels who are conveniently accessible such as front line workers.

3.3 Measurement and Operational Definition of Variables

This section presents the measurement and the operationalization of the variables of this study.

3.3.1 Measurement and Operationalization of Core Self-Evaluation

Core self-evaluation in this study refers to employees' self-perception of oneself (Judge & Bono, 2001). Therefore, core self-evaluation is measured with items with regards to employees' self-esteem, employees' self-efficacy, employees' locus of control, and employees' emotional stability or neuroticism of employees (Judge, Locke, & Durham, 1997). The measurement for core self-evaluation is adopted from Sheykhshabani, (2011). A 5-point Likert-type scale was used which range from "1-Strongly Disagree to 5 – Strongly Agree".



3.3.2 Measurement and Operationalization of Psychological Climate

Psychological climate refers to the level at which employees perceived the safety and meaningfulness of their working environment. As such, employees' psychological climate affects employees' attitudinal and motivational reactions to their work responsibilities (Baltes, Zhdanova, & Parker, 2009). In other words, psychological climate is those perceptions shared by employees of an organization and these includes owner facilitation and sustenance, job training and development, organizational policies and regulations, job scheduling, workgroup support, sociable and friendly conditions, job impediments and conflict and standards and organizational visions. The measurement for the psychological

climate in this study is adopted from Manning (2010). A 5-point Likert-type scale was used and which range from “1-Strongly Disagree to 5 – Strongly Agree”.

3.3.3 Measurement and Operationalization of Employee Engagement

In this study, employee engagement refers to a good force for driving improvement and encouraging organizational change. According to Macey and Schneider employee appointment has “been used to refer to a mental state (involvement, commitment, attachment and mood, performance construct, disposition, or a combination of these” (Macey and Schneider, 2009). Employee engagement in this study signifies employees attitude towards the organization that is likely to result in positive behaviors that will, in turn, make the organization a better place. The 12 attitudinal statements comprising engagement indicator are adapted from Robison, Hooker, & Hayday (2007). A 5-point Likert-type scale was used and which range from “1-Strongly Disagree to 5 – Strongly Agree”.

3.4 Instrumentation

Besides the research design to be adopted in research, instrumentation is another important issue that poses a threat to the internal validity (Sekaran & Bougie, 2009). This study aims to collect data by using survey questionnaires; as such the items of the questionnaire were adapted from previous research on core self-evaluation, psychological climate, and employee engagement. The questionnaire is made up of four parts. Part A addressed the demographic profile of the respondents. Part B focuses on the measurement of core self-evaluation. Part C entails measurement on psychological climate, and lastly Part D focuses on measurement of employee engagement. The questionnaire adopted a Likert-type scale on which the

respondents are requested to select the appropriate option that suits their responses based on the 5-scale that ranges from “1-Strong Disagree to 5 – Strongly Disagree.”

3.5 Instrument Validation

There are two fundamental ways in which research instrument can be validated; these are content validity and construct Reliability.

3.5.1 Content Validation

Content validity is an important stage that must be conducted before the main collection of data. Content validity can be achieved through face validation of instrument (Sekaran & Bougie, 2009). The instrument in this study was given to a research methodology expert to see if there is any mistake in the instrument developed. This was done specifically to avoid issues of the double-barreled question and ambiguity in the research instrument.

3.5.2 Construct Reliability

Construct validity is usually tested by determining the internal consistency of a construct. This was achieved by testing of the reliability of the construct by determining the Cronbach's Alpha level, which will interpret the reliability of the item of each variable constructs. Cronbach alpha greater than 0.6 for an exploratory research is considered as appropriate while Cronbach alpha below 0.6 are indicative of unreliability. The researcher has to decide either to go for another data collection or drop the construct in the case of a low-reliability result (Sekaran 2000). Precisely, 30 respondents will be used as the pilot sample in this study.

3.5.2.1 Pilot Testing

Upon the completion of the development of data collection instrument, a pilot study is a next phase required to provide confidence for the researcher. The essence of this is to ensure the researcher that the respondents will comprehend the content of the questionnaire developed. A pilot test will be conducted in this study to improve the quality of the questionnaire via the feedback and the suggestion from the pilot sample.

According to Sekeran (2003) and Chau&Hu, (2001), it was suggested that sample population for pilot study should not be necessarily big. Therefore, 40 respondents were selected for a pilot test in this study. The result of the pilot study revealed that the Cronbach's Alpha obtained for the items under each variable are reliable. The Cronbach's Alpha for core self-evaluation (0.828), Psychological engagement (0.899), and employee engagement (0.771) are above the threshold of 0.60 and 0.70 as presented in Table 3.2 below. According to Hair et al., (2010), the suitable threshold for the reliability of this kind of study is 0.60 and above. The study achieves acceptable seemingly because the items were adopted from previous related studies. The final copy of the survey instrument is presented in Appendix A.

Table 3.1
Result of Pilot Test

No	Variables	Items	Cronbach is Alpha
1	Core Self-Evaluation	12	0.828
2	Psychological Climate	14	0.899
3	Employee Engagement	12	0.771

3.6 Research Ethical Consideration

Ethical consideration is a set of principles, standards and that guides the researchers' choice procedures of investigation. According to Bryne and Bell (2003), researchers must employ ethical behaviors in the conduct of his/her investigation to avoid being infringed on the rights of the respondents. Zikmund et al., (2005) emphasized that ethical consideration in research ensure that the quality of the research is upheld. This research ensures that the following ethical behaviors highlighted by Bouma (2000) are upheld during the data collection stage of this study:

- i. Respondents were treated with dignity and respect
- ii. Ensured that the confidentiality and privacy of the respondents are important
- iii. Respondents were not enforced to participate in this research, but voluntarily participated
- iv. The respondents were made to understand that the information provided in this research would only be used for the purpose of this research and academic alone.
- v. The respondents were notified of their right to withdraw willingly from the course of the research

3.7 Data Collection Method

Data for this study will be collected from the different categories of employees of hotels in Lagos, Nigeria using a survey questionnaire which was self-administered to the respondents. The self - delivery technique will be adopted for the delivery of the survey questionnaire. The researcher designated enumerators to distribute copies of questionnaire per-hotel around Lagos Nigeria. The three enumerators that live in Lagos were assigned for the purpose of data

collection. The enumerators were briefed on the importance of the study and the objective of the research. The survey questionnaire will be placed in the respondent's company in the first visit, and an appointment will be scheduled with the respondents concerning the pick-up date.

3.8 Method of Data Analysis

The collected data in this study will be statistically analyzed by using the statistical package for social sciences (SPSS) version 22 to decide whether the developed hypotheses are supported or not. Before the main data analysis, data preparation and screening such as coding, data editing, omission, and transformation will be done to ensure that the collected data are qualified to be used for the main data analysis. The specific statistical techniques that will be employed in this study are discussed below.

3.8.1 Pearson Product-Moment Correlation

Pearson product-moment correlation was used to examine the linear correlation between two variables (the independent and dependent variable). This study employed correlation analysis to determine the bivariate relationship between the core self-evaluation, psychological climate, and employee engagement. According to Pallant (2011), the relationship between the variables will be revealed by using person product-moment correlation.

3.8.2 Multiple Regression

Multiple regression was used in analyzing the relationship between the variables. It is used when more than one variable jointly regressed to provide explanations about the variance in the dependent variable. In multiple regressions, R^2 indicates the amount of variance explained

in the dependent variable. The result of the multiple regression can be interpreted when the F-statistics and its significance level is known.

3.8 Summary

The methodological approach of this research was presented in this section. Specifically, quantitative research approach was employed and which was conducted in a cross-sectional approach. Primary data will be collected from employees of Hotels in Lagos, Nigeria. Also, the sampling procedure and techniques, data collection method and analysis employed in this study were also presented in this chapter.



CHAPTER FOUR

RESEARCH FINDINGS

4.0 Introduction

This chapter discusses the findings of the statistical analysis conducted in this study. The first section presents the results of the preliminary test undertaken, followed by the presentation of the outcomes of the descriptive analysis of the respondents and the constructs. Also, the results of the test stated hypotheses in the study are as well presented. The results of the data screening and cleaning are discussed in the following section.

4.1 Data Screening and Treatment

Screening of the collected data for error and abnormal occurrence is the first and necessary step to be taken before conducting any statistical analysis (Pallant, 2001). Therefore, screening of data for error that might have arisen due to missing values and researchers mistakes while imputing the data becomes important before conducting any statistical analysis. The reason for conducting data screening is to avoid errors such as Type 1 and/or Type 11 error). Type 1 error is the probability of rejecting a hypothesis when it is indeed true while Type 11 error indicates that a null hypothesis is accepted when it should have been rejected (Sekaran, 2003). Based on the reasons given above, the data collected in this study were screened for missing data and treated with SPSS version 21.

Missing data is regarded as a source of threat to the validity of the conclusion made by researchers. The degree of threat caused by missing data differs depending on its frequency in

a set of data. 1% missing data causes no threat to validity while the threat caused by 5% is regarded as bearable and it is treated by replacement with the mean of the nearest k-value. 15% is missing data possess a great threat and thus requires a sophisticated statistical treatment (Acuna & Rodrigues, 2004). As such, the missing data in this study were replaced with the mean of the nearest k-value as the percentage of the missing data falls within the bearable range.

In addition to the error due to missing value, error due to out-of-range data was also detected and treated by tracing it back to the source in the questionnaire to retrieve the correct response. Hence, the incorrect response was replaced by the accurate response. Subsequently, descriptive analysis was re-conducted to confirm the correction made. Upon the confirmation of the successful data screening and treatment of the errors due to missing value and out-of-range error, the researcher checked for the presence of outliers. The subsequent analysis is based on 148 respondents. This because two questionnaires were not returned.

4.2 Treatment of Outliers

Outliers are the presence of some data outside the data distribution. The presence of outliers in a data set threatens the interpretation and conclusion inferred from the statistical analysis. There are various methods in which outliers in a data set can be detected and treated (Pallant, 2011). In this study, a descriptive test was first conducted the descriptive table entails the minimum and maximum statistics. The table shows that there is no data excluding in the data range. The univariate analysis for detecting outliers was carried as well. Hence, the standardized values (Z-score) was calculated for the whole item in the dataset. The threshold was set at ± 3.29 ($p < .001$) according to the recommendation by Tabachnick and Fidell

(2007). The descriptive result of the Z-score is presented in Table 4.1. At this level, Table 4.1 shows that the Z-score for the entire items is below ± 3.29 .

Furthermore, the study also employs the technique suggested by Tabachnick and Fidell (2007) to detect outliers at the multivariate level. Hence, Mahalanobis distance (D2) was used to determine outlier cases at the multivariate level. Tabachnick and Fidell (2007) defined Mahalanobis distance (D2) as the distance of a case from the centroid of the other cases where the centroid is the point created at the intersection of the means of all the variables. Therefore, the Mahalanobis was compared with the calculated Chi-square threshold using the Chi-Square calculator. Based on the 38 observed variables in this study, the Chi-square threshold is 70.7028. Hence, the Mahalanobis value that exceeds the chi-square threshold would be deleted. At this level, three respondents were removed as their Mahalanobis values were higher than the chi-square value calculated (70.7028). The descriptive result of the calculate Mahalanobis value presented in Table 4.2 below shows that the highest Mahalanobis value (63.58337) in this study is below 70.7028. Following the applications of these two techniques, it is shown that there is no outlier in the dataset used in this study.

Table 4.2
Descriptive Result for Mahalanobis Distance

	N	Minimum	Maximum
Mahalanobis Distance	145	9.13470	63.58337
Valid N (listwise)	145		

4.3 Assessment of Normality

One of the challenges of inferential statistics is the normality of the distribution of the data collected. To examine the normality of the collected data, this study employed the assessment of the skewness and kurtosis of the data. According to Hair et al. (2010), the acceptable value for skewness and kurtosis is below ± 3 for skewness and below ± 8 for kurtosis. The variables in this study obtained acceptable values of skewness and kurtosis. Table 4.3 shows the normal distribution of all measured variables in this present study. The values of skewness are below ± 3 , and kurtosis values are below ± 8 .

Table 4.3
Result of Normality test

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
CSE1	145	1	5	3.84	1.194	-1.177	.201	.601	.400
CSE2	145	1	5	3.68	1.153	-.980	.201	.175	.400
CSE3	145	1	5	3.73	1.156	-.906	.201	.099	.400
CSE4	145	1	5	4.04	1.123	-1.542	.201	1.861	.400
CSE5	145	1	5	3.60	1.070	-.454	.201	-.566	.400
CSE6	145	1	5	3.59	1.090	-.811	.201	.056	.400
CSE7	145	1	5	3.52	1.068	-.550	.201	-.247	.400
CSE8	145	1	5	3.83	1.063	-1.302	.201	1.274	.400
CSE9	145	1	5	3.57	.963	-.800	.201	.502	.400
CSE10	145	1	5	3.81	1.230	-1.249	.201	.625	.400
CSE11	145	1	5	3.94	.915	-1.864	.201	4.346	.400

CSE1	145	1	5	2.45	1.154	.485	.201	-.674	.400
2									
PC1	145	1	5	3.21	1.207	-.334	.201	-	.400
								1.007	
PC2	145	1	5	3.49	.987	-	.201	.594	.400
						1.026			
PC3	145	1	5	3.99	.939	-	.201	2.988	.400
						1.517			
PC4	145	1	5	3.97	.897	-	.201	3.914	.400
						1.701			
PC5	145	1	5	4.00	.866	-	.201	4.814	.400
						1.821			
PC6	145	1	5	3.95	.892	-	.201	3.637	.400
						1.570			
PC7	145	1	5	3.99	.866	-	.201	4.239	.400
						1.730			
PC8	145	1	5	3.94	.937	-	.201	3.717	.400
						1.724			
PC9	145	1	5	4.00	.979	-	.201	2.376	.400
						1.441			
PC10	145	1	5	3.94	1.138	-	.201	.774	.400
						1.196			
PC11	145	1	5	4.19	.972	-	.201	3.394	.400
						1.718			
PC12	145	1	5	3.48	1.112	-.401	.201	-.802	.400
PC13	145	1	5	3.08	1.087	.012	.201	-.904	.400
PC14	145	1	5	3.09	1.111	.005	.201	-	.400
								1.117	
EE1	145	1	5	3.25	1.134	-.387	.201	-.905	.400
EE2	145	1	5	3.41	1.051	-.406	.201	-.510	.400
EE3	145	1	5	3.17	1.043	-.203	.201	-.792	.400
EE4	145	1	5	3.32	1.040	-.572	.201	-.330	.400
EE5	145	3	5	3.09	.352	4.216	.201	1.068	.400
EE6	145	1	5	3.03	1.236	-.322	.201	-	.400
								1.013	
EE7	145	1	5	2.95	1.260	-.288	.201	-	.400
								1.358	
EE8	145	1	5	3.93	1.052	-	.201	1.864	.400
						1.458			
EE9	145	1	5	3.46	1.161	-	.201	-.063	.400
						1.001			
EE10	145	1	5	3.24	1.192	-.504	.201	-.803	.400
EE11	145	1	5	3.55	1.092	-.847	.201	.203	.400

EE12	145	1	5	3.63	1.027	-	.201	1.223	.400
						1.344			
Valid N (listwise)	145								

4.4 Multicollinearity Test

Testing for the presence of multicollinearity is important in a regression-based analysis (Chatterjee & Yilmaz, 1992). The presence of multicollinearity is a situation whereby exogenous latent constructs are highly correlated among themselves. It is believed that the presence of multicollinearity can distort the result of regression analysis (Hair et al., 2011). In other words, multicollinearity increases the standard errors of the coefficients, which subsequently make the coefficients insignificant (Tabachnick & Fidell, 2007). The test for multicollinearity is conducted in this research by examining the correlation matrix of the exogenous latent variable. Hence, the correlation coefficient of 0.90 and above indicates multicollinearity between exogenous latent constructs. Table 4.4 shows the correlation matrix of the two exogenous variables (core self-evaluation and psychological climate) are below 0.90.

Table 4.4
Correlation Matrix of the Exogenous Latent Construct

No	Latent Construct	
2	Core Self-Evaluation	.528**
3	Psychological Climate	.528**

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

4.5 Reliability Test

The reliability test was conducted in this research to assess the internal consistency of the variables in the main data collected. The result presented in Table 4.6 revealed that the Cronbach's Alpha value for the core self-evaluation variable is 0.855. The Cronbach's Alpha value for the psychological climate is 0.873. Also, the Cronbach's Alpha value for the employee engagement is 0.793. Interpretatively, the items used in measuring the variables in this study are reliable and internally consistent. The following section presents the respondents' profile.

Table 4.5
Reliability Test

Constructs	Cronbach is Alpha	No of items
Core Self-Evaluation	0.855	12
Psychological Climate	0.873	14
Employee Engagement	0.793	12

4.6 Respondents Profile

This section presents the demographic details of the respondents. Table 4.7 presents the frequency statistics and percentage of the demographic features of respondents employed in this study. Starting with age distribution, the findings presented in Table 4.7 shows that that majority of the respondents (32.4%) follows between the ages of 25-29. This is followed by 29.7% (43). The respondents at the age range of 30-39 are 20% (29) and 26(17.9%) respondents 40 and above. These findings imply that the majority of the respondents are young adults who are mostly between the ages 19 to 29. This finding to some extent could be

an evidence of the fact that, there are more young adults in the hoteling industry in Nigeria as compared to adults that are very much above 30. The distribution of the data across gender is also revealed in Table 4.7 below. The findings show that 93(64.1%) are male hotel workers, and 52(35.9%) are female workers. This indicates that there are significantly more male than female among the respondents recruited in this research. The distribution of academic qualifications of the respondents shows that majority of the respondents 70(48.3%) are high school leavers. This is followed by 29(20%) that are diploma certificate holders. 24(16.6%) are post graduate certificate holders and finally, 22(15.2%) respondents have bachelors' degree certificate. These findings shows that the questionnaire of this study is evenly distributed among different academic qualifications. This involves the undergraduate, graduate, and postgraduate qualifications. The demographic characteristics presented in Table 4.5 shows that 87(60%) are unmarried, and 58(40%) are married. This, in other words, relates the age discrepancies, hence because the majority of the respondents are young adults it is arguably the reason why there are a single respondents than married respondents. Finally, the respondents were asked to state their position in their respective hotel. The result presented in Table 4.5 below shows that majority of the respondents are 33(22.8) managers and bar staffs. This followed by 22(15.2) are chefs, receptionists are 19(13%), bussers are 16(11%), room service workers 12(8.3%), and finally, there are 10(6.9%) respondents among the respondents. These descriptive findings shows that the questionnaire of this study is somewhat distributed across the different working position of the respondents.

Table 4.6
Summary of the respondents' profile

		Frequency	Percentage (%)
Age	19 – 24	43	29.7
	25 – 29	47	32.4
	30 – 39	29	20
	40 and Above	26	17.9
Gender	Male	93	64.1
	Female	52	35.9
Academic Qualifications	High School Leavers	70	48.3
	Diploma	29	20
	Bachelor's Degree	22	15.2
	Post Graduate	24	16.6
Marital Status	Married	58	40
	Single	87	60
Academic Field	Receptionist	19	13
	Hotel Manager	33	22.8
	Chef	22	15.2
	Busser	16	11
	Attendants	10	6.9
	Bar staff	33	22.8
	Room Service Worker	12	8.3

4.7 Descriptive Statistics

Before conducting the part of the analysis that deals with hypotheses testing, this section presents the descriptive statistics of the usage of online social games and e-learning application usage. This section is basically to affirm the representativeness of the respondents and to explore how abreast the respondents are with the context of this study. Table 4.8 shows the mean and standard deviations of the three variables understudied in this research. The table indicates that the average for core self-evaluation is 3.63, and the standard deviation is 0.687. This result implies that respondents are at average indifferent about core-self-evaluation. Meanwhile, if the mean score is to be round up, it is fair to say respondents averagely agree with the statements under the core self-evaluation variable. Similarly, the Table 4.8 below shows that the mean and standard deviation for the psychological climate variable is 3.74 and 0.621. Approximately, these findings also shows that respondents agree with the measurement of psychological climate. Finally, Table 4.8 below shows the mean and standard deviation for employee engagement as 3.34 and 0.595 respectively. This result shows that respondents are mostly indifferent with the statements under the employee engagement variable. It is noteworthy that, this section does not reveal the definite result or findings of this study, rather gives a clue to the average responses of individual respondents as the following sections will be based on the mean of the individual responses.

Table 4.7
Descriptive Statistics of the constructs

	N	Minimum	Maximum	Mean	Std. Deviation
Core Self-Evaluation	145	1.25	4.92	3.63	.687
Psychological Climate	145	1.21	4.71	3.74	.6219
Employee Engagement	145	1.50	4.58	3.34	.595
Valid N (listwise)	145				

4.8 Hypotheses Testing

This study employed both Pearson correlation and multiple regressions for testing the hypotheses proposed in this study. The Pearson product-moment correlation coefficient was used to determine the significance of the linear bivariate relationship between the independent variables (Core Self-Evaluation and Psychological Climate) and the dependent variable (Employee Engagement). The result of the Pearson product-moment correlation is presented below.

4.8.1 Pearson Product-Moment Correlation Analysis

The Pearson product-moment correlation analysis was employed in this study to determine the strength and the direction of the bivariate relationship between each of the independent variables (core self-evaluation and psychological climate) and the dependent variable (employee engagement) (Pallant, 2011). According Hair et al, (2014), correlation matrix (r) value of 0.75 and above is considered high, and r value that range from 0.50 or less than 0.75 is considered medium and value that is less than 0.50 is considered weak in terms of explanatory power of the relationship between independent variable and dependent variable. This frame of interpretation is explained in Table 4.9 below. The result of the correlation analysis is presented in Table 4.9 below. Table 4.9 below presents the result of the Pearson product-moment correlation and revealed that the relationship between core self-evaluation and employee engagement is a strong positive significant relationship as the coefficient of correlation value (r) = 0.511($P < 0.05$). Hence, 51% of the variance in employee engagement is explained by the variance in core self-evaluation. Table 4.9 also shows that the relationship between psychological climate and employee engagement is weak, positive and significant.

The correlation matrix is $(r) = 0.402$ ($P < 0.05$). This shows that 40% of the variance in employee engagement is explained by the variance in psychological climate.

Table 4.8
Pearson Product-Moment Correlation Analysis

		Employee Engagement
Core Self-Evaluation	Pearson Correlation	.511**
	Sig. (2-tailed)	.000
	N	145
Psychological Climate	Pearson Correlation	.402**
	Sig. (2-tailed)	.000
	N	145

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

4.8.2 Standard Multiple Regressions

Standard multiple regression has employed by this study to examine how much of the variance the independent variables can identify independent variable. Also, the result of the standard multiple regression reveals the significance of the impact of the independent variables on the dependent variable (Pallant, 2009). Thus, the outcomes of the multiple regression analysis in this study as shown in Table 4.10 shows that R-squared (R^2) = 0.285. Therefore, 28% of the variance in employee appointment is explained by the both independent variables namely; core self-evaluation and psychological climate. Overall, the independent variables have a weak but significant on the dependent variable. The equation of the multiple regression analysis ($F(2, 142) = 28.370$, $P < 0.05$). Furthermore, the result of the analysis as shown in Table 4.11 revealed a statistically significant effect of core self-

evaluation and psychological climate on employee engagement. The significant value obtained =0.000 which is lesser than the significant level 0.05. Therefore, the alternate hypotheses are accepted. The result of the analysis shows that all the hypothesized relationships between the independent variables (core self-evaluation and psychological climate) and the dependent variable (employee engagement) are significant. Therefore, hypotheses H1 and H2 are accepted. However, the individual impact of each variable is explained in the following sections.

Table 4.9
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.534 ^a	.285	.275	.50667	.285	28.370	2	142	.000

a. Predictors: (Constant), Psychological Climate, Core Self-Evaluation

Table 4.10

Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.566	2	7.283	28.370	.000 ^b
	Residual	36.454	142	.257		
	Total	51.020	144			

a. Dependent Variable: EE_Mean

b. Predictors: (Constant), PC_Mean, CSE_Mean

From Table 4.12 presented below, the effect of the independent variables on the dependent variable is presented individually. The result shows that core self-evaluation has strong relationship (41%) effect in explaining employee engagement ($\beta = 0.415$, $P < 0.05$). The

result also reveals that core self-evaluation has a significant effect on employee engagement. Table 4.12 below also presents the result of the effect of psychological climate on employee engagement. The result shows that psychological climates have strong relationship (18%) effect in explaining employee engagement ($\beta = 0.182$, $P < 0.05$). The result shows that the effect of psychological climate on employee engagement is significant.

Table 4.11
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
1 (Constant)	1.378	.278		4.960	.000	.829	1.927
Core Self-Evaluation	.360	.072	.415	4.965	.000	.216	.503
Psychological Climate	.175	.080	.182	2.182	.031	.016	.333

a. Dependent Variable: Employee Engagement

4.9 Summary

Based on the statistical analysis presented above, the findings show sufficient evidence for the support of all the hypothesized relationships and effects among the independent variables (core self-evaluation and psychological climate) and or on the dependent variable (Employee engagement). The summary of the findings of this study is shown in Table 4.13 below. Accordingly, it can be inferred from these findings that both core self-evaluation and psychological climates predicts employee engagement in Nigerian hotels. The following chapter is the concluding chapter where the results and findings of this study are discussed in details.

Table 4.12
Summary of Findings

	Hypotheses	Decision
H₁	Core Self-Evaluation has significant effect on employee engagement of hotel employees in Nigeria	Supported
H₂	Psychological climate has significant effect on employee engagement of hotel employees in Nigeria	Supported



CHAPTER FIVE

DISCUSSION AND CONCLUSIONS

5.1 Introduction

This chapter of the study discusses the findings of the statistical analysis of this study. This chapter presents the overview of the study. Also, the limitation, contribution and the recommendation for future study, and the conclusion inferred from the research are presented.

5.2 Overview of the Study

This study focuses on studying employee engagement. The study examines the influence of core self-evaluation and psychological climate on employee engagement in hoteling industry of Nigeria. This study was motivated by the notion of employee engagement being an important part of human resource management that offers a conducive platform for business to cope with uncertain conditions and as well providing an opportunity for increasing productivity and performance of corporate organizations (Bakker & Schaufeli, 2008). Both psychological climate and employee self-evaluation of employees were considered in this study because both have the tendency of increasing the engagement of employees in the organization. Given this, this study hypothesized a significant relationship between core self-evaluation and psychological climate and employee engagement of employees in the hotel industry in Nigeria. 150 employees were approached at the hotel industry in Nigeria. The collected data was analyzed using the Pearson product-moment correlation and multiple regression analysis. The findings of revealed in this study are discussed with regards to the research objectives in the following sections.

5.3 Discussions

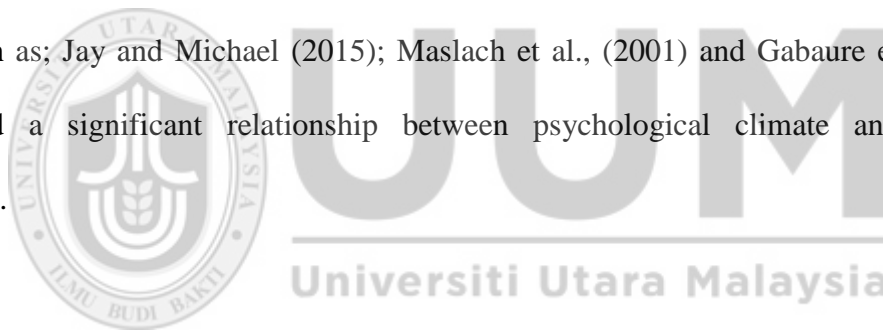
The aim of this present study is to examine the influence of core self-evaluation and psychological climate on employee engagement. As such, two hypotheses were tested in this study. The two hypothesized given the research objectives. Hence, testing the research hypotheses is invariably answering the research questions as well. The following sections present discussions on the findings on testing of the hypotheses in relation to the research objectives.

5.3.1 The Influence of Core Self-Evaluation and Employee Engagement

Examining the effect of core self-evaluation on employee engagement is in line with research question 1 and research objective 1. The result presented in the previous chapter shows that there is a significant effect of core self-evaluation and employee engagement of employees in the hotel industry of Nigeria. These findings mean that hotel employees' perception about their worth, capability, and functionality as an individual in their environment affects their investment of emotional and physical power in their work which is refers to as employee engagement. The implication of this findings is that if the employee has a positive evaluation of their personality and their capability in their workplace, the employee will subsequently be engaged and powerfully involve with their role in the organization. Hence, in another word, what employee thinks about themselves affect their performance in their workplace. The findings presented in this study with regards to the relationship and the consequence of core self-evaluation and employee engagement is consistent with previous studies such as Hanif et al., (2015); Jay and Michael (2015) and Lee (2012). These previous studies have similarly found a significant effect of core self-evaluation on employee engagement.

5.3.2 The Effect of Psychological Climate and Employee Engagement

The effect of psychological climate on employee engagement is examined in this study to achieve the second research objective with regards to the second research question. The findings presented in the previous chapter presented statistical evidence that show psychological climate has a significant effect on employee engagement. This finding can be interpreted as thus, employees understanding and interpretations of their organizational environments such as; structures, processes, and events have a significant effect on their engagement with works regarding how to involve and engaged employees tends to be in their workplace. The implication of this finding is that organization environment plays a significant role in employee performance, engagement and involvement with works. Previous studies such as; Jay and Michael (2015); Maslach et al., (2001) and Gabaure et al., (2008) have found a significant relationship between psychological climate and employee engagement.



5.4 Research Implications

The implication of this research finding is discussed with regards to both theoretical and practical implication.

5.4.1 Theoretical Implication

The central implication of this research finding is majorly towards understanding the factors that determine employee engagement in the hotel industry of Nigeria. This study has provided empirical justification on the significant of both core self-evaluation and psychological climate on employee engagement of employee in the hotel industry. The result

presented in this study has the theoretical backing of the job demand resources model. The finding of this study validates the theoretical perspectives of job demand resources model. The demand job model theorized how job conditions and environment affect employee performance and engagement on their work (Bakker et al., 2003b; Demerouti et al., 2001). The findings presented in this study attested to the theoretical assumption of job demand model by providing statistical evidence to the effect of core self-evaluation and psychological climate on employee engagement. Theoretically, this study affirms that both core self-evaluation and psychological climate are two significant determinants of employee engagement.

5.4.2 Practical Implication

Practically, the implication of this research can be discussed with regards to the significance of employee engagement. The interpretation of the findings presented in this study as thus, to improve or ensure employee engagement in the hotel industry of Nigeria. Human resource managers must pay keen attention to employee's evaluation and psychological climate. Managers must understand the importance of these two factors on their employees' level of engagement. In other words, in view of this fact, the environments of the organization must be made in a friendly way and welcoming to employees at all times in order to boost the morale and perception of employees towards their selves and their working environments. Subsequently, ensuring the positive and favorable perception of employees' self-capability and the organization will positively affect their performance and active engagement in the organization.

5.5 Limitations of the Study

One of the significant limitation of this study is a sampling constraint. Because the hotel industry in Nigeria is still yet to fully developed, it was currently impossible to have a list of the hotels currently in Nigeria. Hence, this study could not employ a probabilistic sampling technique. In other words, the findings of this study are not generalizable. Also, this study is conducted in a cross-sectional approach. Hence data was collected and analyzed at a single time.

5.6 Recommendations for Future Studies

Base on the limitations discussed in the above section, future researchers are implored to use a longitudinal data of time horizon at which data from this similar study will be collected over a long period, to understand deeply on how core self-evaluation and psychological climate effect on employee engagement. Also, future researchers are recommended to consider using a sampling technique that would help arrive at findings that can be generalized on the whole industry and by extension the Nigeria nation.

5.7 Conclusions

Conclusively, this study has provided statistical results on the effect of core self-evaluation and psychological climate on employee engagement. The findings of this study are reported in relations to the hypotheses. Testing the hypotheses proposed in this research reflect the achievement of the research objective. Therefore, by testing the two hypotheses proposed in this research, this study has achieved the two research objectives highlighted. The first

research objective stated the intention to examine the effect of core self-evaluation on employee engagement. The result of the first hypothesis tested revealed the significant effect of core self-evaluation on employee engagement. This study affirms that what employee think about their personality, capacity and ability affect the level at which they get involved and engaged with their job responsibility. The second research objective was to examine the effect of psychological climate on employee engagement. To achieve this, the second research hypothesis was tested. The result shows that the hypothesis is supported. In other words, psychological climate significantly affects employee engagement. The interpretation of this is that workplace environment, structure, people at work and their aura all affect the engagement of employees at work. In conclusion, this research affirms the importance of both core self-evaluation and psychological climate on employee engagement.



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