Analysing Employee Consciousness and Performance of Hotels in South-South, Nigeria

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Abstract

This research examined the relationship between employee consciousness, as a dimension of the emerging theme of spiritual intelligence and employee performance in selected hotels in the South-South of Nigeria. The research focused on a total of 3 objectives addressing the relationship between consciousness and measures of performance such as contextual, task and adaptive performance. Data were obtained from 234 staff from 36, hotels using the questionnaire. Correlation analysis was carried out using the Spearman's Rank Order Correlation tool, and the test showed that consciousness significantly contributes toward outcomes of task, contextual and adaptive performance, hence, all null hypotheses were rejected. It was concluded that the application of consciousness through the deliberate and intentional approach toward work, allows for an improved level of mindfulness and focus on the employees' dealings with co-workers and customers, and their capacity to effectively manage themselves. It was recommended that management of the hotels, emphasize on the control and effective coordination of spirituality practices and group behaviour within the organization, adopting disciplinary measures against discrimination or harassment in line with ensuring a more harmonic and supportive workplace.

Keywords*: Consciousness, Employee performance, Task performance, Contextual performance, Adaptive performance.*

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Background of the Study

Cases of failed hotel establishments have over time marked the Nigerian hospitality industry (Akpabio, 2007). Salami (2013) described the industry as one directly affected by the upheavals in its economy as reflected in changes reflected in the political, social and cultural factors that shape and define the economy. Akpabio (2007) argued that the failure and inability of most hotels to compete and adapt in line with the changes and development in their organizations often times result in their loss of customers, decline in service quality and the evidence of poor infrastructure and accommodation features.

According to Akpabio (2007), current competition and the expansion of the industry, has further advanced the use of technological systems, processes and functions that far outweigh prior traditional hotel management and service operations – detailing hotel services of an era which fundamentally emphasizes on learning and service uniqueness for survival and success. Evidently, a good number of hotels yet adopt and function within the parameters and framework of traditional services and as such fail in their functionality and service orientations (Akpabio, 2007).

Observed deficiencies in 'explicit motivational models' research, such as those addressing consciousness, in recent decade, in terms of incentives, work environment and career growth opportunities, appear to be spurred on by growing numbers of interest in the drive for improved performance levels (Prasetya & Kato, 2011; Negin, Omid & Ahmad, 2013) , extant literature suggests that majority of these factors only address the task performance of employees, are prone to short term success and inconsistent, especially where promised features such as reward, office or parking spaces, promotion at work etc. are inconsistent. Prasetya and Kato (2011) described consciousness as the presence of mind, thoughtfulness or awareness of one's situation and circumstances. It entails a clarity in view as a result on mindfulness and reason.

The study of employee consciousness and its role in employee performance opens up possibilities to better comprehend the possible impact and role of consciousness in the evidence and manifestation of task, contextual and adaptive performance (Prasetya & Kato, 2011). The implications of the manifestations of consciousness within the workplace, are such that move beyond the explicit expectations and fears of the worker about their jobs, or the reassurance of growth and stability from the leadership to a more confident position and sense of responsibility not only to self but to co-workers and the organization as a whole (Prasetya & Kato, 2011).

The goal of this research therefore, addressed these noted gaps by investigating the relationship between the variables within the context of selected hotels in the South-South of Nigeria. By this, the study departs from previous literature as it not only captures a form of implicit based motivation (consciousness) quite distinct from other forms in terms of its implications for the individual, it also advances a conceptualization of employee performance, building on the daily routines of the employee (task) the capacity for relationship building (contextual) and their ability to learn and improve on their workplace roles (adaptive).

Statement of the Problem

Majority of studies, theoretical and empirical, have often hinged employee performance outcomes on human resources development practices and external motivational factors such as pay, training or work environment (Anwar and Oswan-Gani (2015); Hayward, Davidson, Pascoe, Tasker, Amos and Pearse (2003); Bin *et al* (2015); Diamantidis and Chatzoglou (2014). While these, advance a position on motivation which primarily stems from the external and from the workers experiences within the workplace, there is a paucity in empirical research addressing implicit factors which stem from the workers beliefs, expectations and goals such as evident in consciousness.

Furthermore, Studies (Litzsey, 2006; Khasawneh, 2,011 Akpabio, 2007; Suleiman, 2013) on employee consciousness account for its relative contributions towards healthier relationships within and outside the organization; however, little has been done in terms of investigating the relationship between consciousness and employee performance within the context of developing nationalities such as Nigeria. This presents a gap in research on employee performance, particularly given the noted emphasis on explicit motivations and the scarce reference to intrinsic factors

Literature Review
Theoretical Review
The Theory of Planned Behaviour

The theory of planned behaviour, proposed by Icek Ajzen (cited in Speller, et al, 2010) describes the pre-emptive nature of individuals in their actions and relationship with others (Schultz, et al, 2007). Its key tenet is that it approaches behaviour, as reflected in relationships and social contexts as most often a decision and choice by the individual and as a response to their experience or understanding of the content of the relationship. Key is the fact that the theory presents actions and behaviour as a consequence of other underlying factors which have overtime shaped to workers perception and preferred tendencies in their interaction and behaviour towards others (Speller, et al, 2010).

The theory of planned behaviour is relevant to this study in the sense that it suggests that overall, behaviour control may be seen to relate to the expectations of a person in regards the extent to which a certain behaviour can be carried out. Importantly, there are two different types of factors affecting the extent of behavioural control, namely internal factors and external factors. The former stem from beliefs, such as in regards ability, expectations, hopes, desires, values, whilst the latter might encompass the cooperation of others, available opportunities, compensation, environment, and sources. (Ajzen, 2015). Thus, it points to practices such as consciousness as a form of behavioural control, aimed at controlling actions and attitudes within the workplace, in view of ensuring collaboration and support, necessary for outcomes of employee performance.

The social exchange theory

The social exchange theory is a theory that anchors on workplace relations and communication. In understanding the motives for communicative actions within

relationships, many have compared relationships to that of a fiscal market (Cropanzano & Mitchell, 2005). Exchange theorists have shown that individuals invest in relationships and expect to receive gains in return (Cropanzano & Mitchell, 2005). Rather than merely investing monetary currency, however, investments may include time, energy, love, face-work, and countless other life currencies. Theorists who take this perspective tend to assume that individuals are motivated by a desire to improve their own situations and levels of performance while also minimizing the amount of effort to do so (Dunbar, 2015). In comparing relationships to an exchange, scholars have hoped to understand what factors influence why a relationship begins, how long it will last, and when it will end (Cropanzano & Mitchell, 2005).

The social exchange theory offers relevance to this study in the sense that it proposes that every relationship involves inputs (costs/investments) and outcomes (rewards) and that the combination of these costs and rewards allows for the prediction of relational outcomes. Additionally, this theory provides further insight into why individuals engage in face-saving techniques for their partners. Specifically, individuals make decisions based on predictions of what will occur as a result of their actions (Stafford, 2008). Therefore, individuals will make decisions on their own behaviour in line with others sharing their social context as a way of acquiring support and enhancing outcomes of performance. This demonstrates the role of consciousness as a basis for evaluating actions and behaviour toward significant others and that way enabling a more cooperative and supportive environment that offers the necessary support for individual performance.

Employee Consciousness

Consciousness is a dimension of spiritual intelligence examined in various studies (Word, 2012; Garg, 2017, Obiora, 2022). The concept of consciousness is noted to have a wide spread of application in various contexts ranging from psychology to religion, to societal studies, to medical research and also organizational research (Word, 2012; Garg, 2017). These point to the widespread recognition of the implications of consciousness in individual wellbeing, and relationships. Consciousness according to Garg (2017) describes an increased level of awareness and cognition.

Consciousness at the individual level allows for improved focus in functions and objectives. Garg (2017) noted that one major advantage of bringing the self to the workplace is that one's attention is fixed on his or her obligations at the workplace. Employees in this way are able to engage themselves in their roles with low amounts of distraction and thus a lower tendency for error or mistakes on the job. Furthermore, employee consciousness at work enables the employee to be more attuned to the expectations and even non-verbal communications of their supervisors and co-workers within the organization.

Employee Performance

Nassazi (2013), noted that it is important that the study and assessment of employee performance should focus on other factors rather than just outcomes related to the task to explain performance. Two reasons for the position on advancing both content and outcome approach to performance are identified: (a) the term performance implies system effectiveness

and individual development, and (b) the behavioural perspective emphasizes changing system based on employees' work but without considering employees' attitude and relationship with significant others within the context of their work as well (Bierema, 2000).

Task Performance

Task performance captures the fulfilment of the requirements that are part of the contract between the employer and employee. Task performance can be defined as the effectiveness with which job incumbents carry out activities that contribute to the organization's 'technical core' either directly by executing a part of its technical process or indirectly by providing it with needed materials or services (Eric, 2012; Negin et al, 2013; Dessler, 2011). Furthermore, another definition of task performance is the ability to meet expectations and demonstrate competency and expertise.

Contextual performance

Contextual performance consists of behaviour that does not directly contribute to organizational performance but supports the organizational, social and psychological environment. Contextual performance is different from task performance as it includes activities that are not formally part of the job description. It indirectly contributes to an organization's performance by facilitating task performance. Examples of contextual performance are demonstrating extra effort, following organizational rules and policies, helping and cooperating with others, or alerting colleagues about work-related problems (Aima, et al, 2017; Kum et al, 2014; Qureshi t al, 2010).

Adaptive performance

Camps et al (2016), discussed adaptability from the perspective of role flexibility, and Chiniara and Bentein (2016) wrote about the proficiency of integrating new learning experiences. Like task and contextual performance, adaptive performance also appears to be a multidimensional construct. However, future research is needed to specify, for example, the antecedents and consequences of adaptive performance and the generalizability of the adaptive performance taxonomy as suggested by Camps et al (2016). Given the increased importance of adaptive performance, more empirical research is needed.

Relationship between Employee Consciousness and Employee Performance

Consciousness according to Garg (2017) is considered as a sense of awakening towards one's environment or situation. Studies affirm to the importance of consciousness in addressing or dealing, mostly in times of turmoil, crisis and conflict, with anxiety, fear or anger. Conscious employees are as such more aware and cognizant of their environment and of the implications of their actions on such an environment. Dyck and Wong (2010) noted that consciousness is not only an openness of the mind to the present, but it is also the understanding of possibilities and consequences of one's actions and behaviour.

Consciousness is therefore advocated by scholars as a necessary behavioural feature to be imbibed and emphasized within organizational workplaces. This is because consciousness supports the mental and emotional stance which enables employees to interact and collaborate

on a daily and consistent basis towards the achievement of the organization's goals. Organizational studies (Word, 2012; Karakas, 2010; Stoner, 2013) have demonstrated the imperatives of consciousness, at the micro and macro level.

From the preceding paragraph, it is therefore hypothesised that:

Ho_1: There is no significant relationship between consciousness and employee contextual performance of selected hotels in the South-South, Nigeria

HO_2: There is no significant relationship between consciousness and task performance of selected hotels in the South-South, Nigeria

HO_3: There is no significant relationship between consciousness and adaptive performance of selected hotels in the South-South region, Nigeria

Drawing from the hypotheses, the operational model of this study is as shown in figure 1 below:
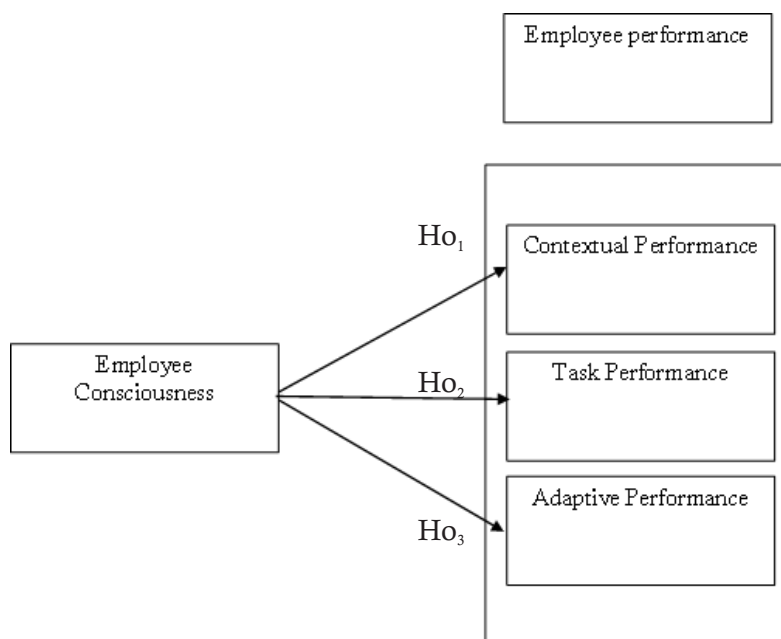
Figure 1: Framework of employee consciousness and performance
Source: Researcher's conceptualisation, 2022

Empirical Review

Anwar and Oswan-Gani (2015), examined the effect of spiritual intelligence and its dimensions on organizational citizenship behaviour among the employees who are working in manufacturing and service industries in Malaysia. Data were collected from 112 employees of the organization from 10 manufacturing and 10 service organization in Peninsular Malaysia. The study confirmed a positive relationship between consciousness and organizational citizenship behaviour.

Malik and Tariq (2016) in their study titled 'spiritual intelligence on organisational performance' of 300 employees of banks in Pakistan revealed that the consciousness as a dimension of spiritual intelligence plays a positive and significant role on the quality of work. In the South African context Hayward, Davidson, Pascoe, Tasker, Amos and Pearse (2003), observed that transformational leadership was more effective than transactional leadership in increasing employee performance. The research (Hayward et al., 2003) found a significant positive linear relationship between transformational leadership and employee performance but no significant linear relationship between transactional leadership and employee performance in a South African pharmaceutical organisation. Their study utilized the regression method in the assessment of the relationship between the variables; based on a case study design. The methodology for their study was also primarily quantitative.

Bin *et al* (2015), examined the impact of training on employee job performance. The study was carried at a Malaysian small and medium enterprise (SME). The study examined the training factor that affected the job performance of employees of the company. The functional area which is associated with the effective human resource management practices of the company selected for the study has been examined comprising of training and employees' job performance. 85 employees from the respective production units of the company voluntarily participated in the survey using questionnaire. Findings of the study indicated that there is a significant relationship between effective training and employees' job performance. The evidence also demonstrates that training factors aligned with the gaps and deficiencies in the workforce with regards to the expectations of the environment and market of the organization, as having a stronger impact on the performance of the employees.

Diamantidis and Chatzoglou (2014), in their own study examined the medium- to long-term effects of human resource development programs, particularly with regards to training on firms by means of an integrated research model combining principal factors. Their literature showed to be related to training transfer and also by examining the relationship between training transfer and operational performance. The transfer factors chosen in the study included the training design, trainee self-efficacy and work environment. The validity of this model is tested by applying the structural equation modelling approach to data from 126 employees who have participated in various training programs in a number of Greek organizations. The results indicated that the design of a training programme has the strongest impact on post-training job performance, along with trainees' self-efficacy and post-training behaviour. This particular finding is observed to collaborate the evidence presented by Bin Atan et al (2005) where training design is considered as premised on the emerging features and factors that shape the environment of the organization.

Methodology
The cross-sectional survey is considered as adequate and appropriate for this investigation. The purpose of this study was to investigate the relationship between employee consciousness and employee performance in selected hotels in the South-South, Nigeria. The accessible population for this study covered 792 full-time staff – from managerial to junior level staff of the selected 36 (6 from each state), hotels registered with the respective State's Chambers of

Commerce, Industry, Mines and Agriculture. The sample size determination was conducted using the Taro Yamane sample size determination formula. Hence from a population of 792, a sample size of 266 was obtained. A twenty-item questionnaire was designed for this study. The questionnaire contained three sections: A, B and C. Section A comprises the demographic variables of the respondents; Section B has items that capture the responses to consciousness (independent variable) and Section C captured responses with respect to employee performance measures. Furthermore, the items are anchored on a four-point Likert scale, where 1 = strongly disagree (SA) and 4 = strongly Agree. This study test utilized the Cronbach alpha reliability test and was carried out using the SPSS software. A threshold of 0.70 was adopted as a benchmark in line with Nunally's (1970 cited in Sekaran, 2003) position for social research. The techniques for the data analysis will comprise the use of descriptive and inferential statistical techniques. The univariate analysis was done using the mean and standard deviation. Spearman's rank order correlation coefficient is used for bivariate analysis. This is as a result of their non- parametric features and their capacity for assessing the strength of the relationship's correlation coefficient.

Data Analysis and Results

A total of 266 (100%) questionnaire copies were distributed based on the adopted sample size, 251 (94%) copies were retrieved successfully from the target organizations however, after collation and the error assessment of the retrieved copies, only 234 (88%) copies were considered admissible in the study. It was observed that 17 copies had issues with some sections which were either blank or were even missing from the questionnaire. All retrieved and cleaned copies were thereafter coded into the Statistical Package for the Social Sciences (SPSS version 25) and analysed.

Univariate Analysis

The result for the distribution of the data on each of the variables is presented in this section. The univariate analysis assessed the distributions for each of the variables using mean distributions which serve to identify respondents' average experiences and feelings about the variables of interest. Results are presented in this section using contingency tables and histogram charts, each illustrating mean distributions for aspects of the variables and their manifest properties. Each indicator is also scaled on 4-point scale implying distributions ranging between high evidence of support or agreement to the manifestations of the variables (where x > 0.2) or inadequate or a lack of support or disagreement to the manifestations of the variables (where x ≤ 0.20).

Table 1: Descriptive Statistics on the Variables

		Min	Max	Mean	Std. Deviation
Consciousness X = 2.6350 SD = 0.16417	I am constantly assessing my thought process in my relationship with others in the organization	1.00	4.00	2.7821	.44745
	I try to be considerate of the conditions or challenges of my co-workers	1.00	1.00	2.8248	.34328
	I always look beyond the apparent in understanding the cause of events in the organization	1.00	1.00	2.8291	.44251
	I am aware of the image others hold of me in this organization	1.00	3.00	2.4402	.39709
	I am careful so as not to let my fear and greed best me in my behaviour	1.00	3.00	2.2991	.57009
Contextual Performance X = 2.7103 SD = 1.8897	I am supportive of my co-workers in their responsibilities	1.00	4.00	2.8419	.47242
	I always create time to interact with others within my work space	1.00	4.00	3.0171	.47088
	I am open to sharing knowledge with my co-workers	1.00	4.00	2.8504	.47242
	I help cover for my co-workers when they are unable to meet up	1.00	4.00	2.4060	.47242
	My co-workers are supportive of my functions in this organization	1.00	4.00	2.4359	.47391
Task Performance X = 2.7889 SD = 0.25089	I tend to meet up with my deadlines in this organization	1.00	4.00	2.9744	.47088
	I have a good rapport with the clients of this organization	1.00	4.00	3.0769	.47391
	There are hardly any complaints about my services in this organization	1.00	4.00	2.9744	.07020
	I am detailed about the content and process of my services in this organization	1.00	4.00	2.4829	.08991
	I am confident in my capabilities and competence in my role in this organization	1.00	4.00	2.4359	.94483
Adaptive Performance X = 2.7556 SD = 0.16364	I am always striving to improve my skills	1.00	4.00	2.9573	.47242
	I am open to new technologies and processes	1.00	4.00	2.9872	.47242
	I often engage in training and development programs in my line of work	1.00	4.00	2.9274	.47391
	I am constantly seeking better ways of approaching my responsibilities	1.00	4.00	2.4402	.47088
	I tend to compare myself with other professionals in my field of work	1.00	4.00	2.4658	.90132

Source: Survey result, 2022

The result for descriptive analysis on the properties for the variables is illustrated on table 2. Evidence shows that all properties of the variables have substantial mean distributions (where x > 2.0) advancing these items as characterizing the target organizations of interest. The evidence shows that the mean coefficients of the indicators are all adequate and as such

indicators are considered as reflecting actual practices which can be described as anchored on the manifestations or evidence of the four variables, by the employees in the organization, although on a moderate level.

Bivariate Analysis

Data were analysed using the Spearman Rank correlation coefficient. The decision rule was: Reject null hypotheses if probability value is significant.

Table 2: Relationship between consciousness and the measures of employee performance

		Consciousness	Contextual Performance	Task Performance	Adaptive Performance
Consciousness	Correlation Coefficient	1	.985**	.982**	.974**
	Sig. (2-tailed)		.000	.000	.000
	N	234	234	234	234
Contextual Performance	Correlation Coefficient	.985**	1	.983**	.972**
	Sig. (2-tailed)	.000		.000	.000
	N	234	234	234	234
Task Performance	Correlation Coefficient	.982**	.983**	1	.992**
	Sig. (2-tailed)	.000	.000		.000
	N	234	234	234	234
Adaptive Performance	Correlation Coefficient	.974**	.972**	.992**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	234	234	234	234

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

Source: Survey result, 2022

The result on the relationship between consciousness and the measures of employee performance is illustrated on Table 2 and stated as follows:

i. The relationship between consciousness and contextual performance has a correlation coefficient of rho = 0.985 at a P = 0.000. The null hypothesis is rejected based on the evidence of significant associations between the variables.

ii. The relationship between consciousness and task performance has a correlation coefficient of rho = 0.982 at a P = 0.000. The null hypothesis is rejected based on the evidence of significant associations between the variables.

iii. The relationship between consciousness and adaptive performance has a correlation coefficient of rho = 0.974 at a P = 0.000. The null hypothesis is rejected based on the evidence of significant associations between the variable.

The evidence generated on the test between consciousness and the measures of employee performance, shows that consciousness significantly and positively advances outcomes of employee performance in the target firms of the study. This is as the evidence from the analysis indicates that the focus strategy contributes significantly towards outcomes such as contextual, task and adaptive performance. Based on the evidence all hypothetical statements with

regards to the relationship between consciousness and the measures of employee performance are rejected.

Discussion of the Findings

The relationship between consciousness and employee performance is observed to be significant, with the evidence from the analysis demonstrating that consciousness contributes substantially and positively toward outcomes of employee contextual, task and adaptive performance. The relationship between the variables, demonstrates the significance of consciousness in employee behaviour, actions and decisions. Previous studies (Karakas, 2010; Wright, 2008) affirmed to the need for consciousness in workplace relationships and even decision-making. Anwar and Oswan-Gani (2015)'s study also corroborates the findings of this research, when they reported that consciousness as a dimension of spiritual intelligence has positive relationship on organizational citizenship behaviour. Furthermore, Malik and Tariq (2016) confirm a significant and positive relationship of consciousness as a dimension of spiritual intelligence on the quality of work in banks in Pakistan.

Amram (2009) described consciousness as a form of capacity, noting that not only does it ensure caution is applied in one's choices and actions, it is also forward looking and reflexive in nature. Amram (2009) argued that as a form of spiritual intelligence, expressions of consciousness are linked to the employee's observation of self-restraint and control of self within social contexts as a way of abiding by their beliefs and moral inclinations. Consciousness as an attribute of spiritual intelligence suggests a mindful approach toward one's affairs and responsibilities. In the workplace, it is considered necessary, since it involves a "presence of mind" for the worker and clarity in their cognition.

The findings of this research thus signify the need for support for spirituality practices and actions, given its implications on the performance outcomes of the individual. The findings indicate that consciousness as a form of spiritual intelligence enhances the workers understanding of their own capacities, limitations, emotions and tendencies, enabling them to effectively apply themselves within the context of their organizations in a more productive way (Benefiel et al, 2014). While such behavioural checks, as discussed, may be fundamentally from a moral point of view, it nonetheless creates a healthier disposition toward work and significant others in the workplace.

Conclusion

The application of consciousness through the deliberate and intentional approach toward work, allows for an improved level of mindfulness and focus on the employees' dealings with co-workers and customers, and their capacity to effectively manage themselves (attitude and emotions) in their social and functional contexts in ways that positively impact on their contextual, task and adaptive performance in 3- and 4-star hotels in the South-south geographical region of Nigeria.

In this vein, one could argue that consciousness, enables workers to effectively monitor and control their own actions and behaviour within their social contexts and around significant

others in ways that facilitate improved relationships and the provide the necessary support for performance outcomes such as contextual, task and adaptive performance in 3- and 4-star hotels in the South-south geographical region of Nigeria.

Recommendations

The management of hotels in the South-south. Nigeria should emphasize on the control and effective coordination of consciousness practices and group behaviour within the organization; adopting disciplinary measures against discrimination or harassment in line with ensuring a more harmonic and supportive workplace for various groups and their various expressions of spirituality which must also be monitored in line with the organizations value for collaboration and workplace cohesion. The management of the hotels in the South-south, Nigeria should develop mentoring and coaching programs channelled toward enhancing the consciousness practices of workers and enabling them a more effective approach toward monitoring and controlling their actions or attitudes toward significant others in the organization. This is important for building healthier levels of collaboration and cooperation in the workplace.

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