Joint Consultation and Employee Citizenship Behaviour of Hotels in Yenagoa, Bayelsa State

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Abstract
Joint consultation and employee citizenship conduct in Yenagoa, Bayelsa hotels were explored. A cross-sectional poll of 1674 people from 11 hotels was conducted. The research used Krejcie and Morgan sampling with 313 participants. Only 268 data were analysed after cleaning. Data was presented using descriptive statistics and hypotheses evaluated using Spearman's Rank Order Correlation Coefficient. Content validity was obtained via supervisor vetting and approval, and internal consistency was achieved by the Cronbach Alpha Coefficient with all items over 0.70. Joint consultation positively and significantly affects Yenagoa hotel employees' civic conduct. The research found that collective consultation improves Yenagoa hotel employee citizenship. The research suggests that organisations employ joint consultation to create worker trust and cement democratic conduct.

Keywords: Civic Virtue, Sportsmanship, Conscientiousness

1.1   Introduction

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

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

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

Employee citizenship conduct is typically viewed as a voluntary effort made by employees to assist their colleagues in completing tasks on time, as well as showing support for the organisation (Egbagha & Simeon, 2012). It involves collaborating with colleagues, taking on more responsibilities, being prompt, and exchanging information with fellow team members. Encouraging employees to exhibit citizenship conduct in the workplace as a way to achieve and maintain organisational goals has raised both practical and theoretical concerns. According to Goziem and Mpano (2016), employee civic behaviours may be encouraged by using a set of workplace activities that guide employees to move away from traditional work practices such as job design, job assignment, and structural niceties. The daily routine interactional linkages should be demonstrably flexible to make in-road towards a friendly relational climate for all-round support by work members (Ibe et al., 2015).

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

This research primarily aims to address the role of workplace democracy in predicting civic behaviour among workers in the hospitality industry. The purpose of this research is to look at the Yenagoa hotel industry to see whether there is a connection between joint consultation and civic activity.

1.2 Statement of the Problem

The growing rate of poor commitment to work goals by employees is fast attracting much managerial attention. It has been commonly noted that there is increased unwillingness to be involved in non-elective roles (Ahamrenne, 2020) by employees especially as such roles and responsibilities are not linked with pecuniary gains. As competition amongst firms has increased rapidly, the workforce is expected to get more involved in extra-role behaviours that catalyze goals

attainment. However, efforts at leveraging work stalls and competencies gap that requires strategic relationship are yet to meet desired objectives due to employee low level commitment rules and collaborative effort.

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

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

While studies exist in extant literature that correlates some workplace variables like incentive schemes and citizenship behaviour the governance factor is yet to be explored. For example, Zarayan and Njerre (2020) looked at the private Nigerian education sector's manager incentive structure and the attitude of its employees in terms of citizenship. A robust and statistically significant association was shown by the results. However, there is a chasm due to contextual variance since different industries have different work cultures. Once again, the notions were considered as standalone entities, unrelated to one another, and without considering their theoretical makeup, they cannot be expected to provide the groundwork for comprehensive comprehension. With that in mind, the purpose of this research is to look at the connection between joint consultation and civic conduct among Yenagoa's hospitality workers.

1.4   Research Hypotheses
The following null hypotheses were raised from the research questions:
1.   There is no significant relationship between joint consultation and civic virtue of hotels in Yenagoa.
2.   There is no significant relationship between consultation and sportsmanship in the hotels in Yenagoa.

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

1.5   Aim and Objectives of the Study
This study primarily investigates the empirical relationship between workplace democracy and employee citizenship behaviour of hotels in Yenagoa. Specifically, the objectives are to:
1.   Ascertain the relationship between joint consultation and civic virtue of hotels in Yenagoa.
2.   Ascertain the relationship between joint consultation and sportsmanship of hotels in Yenagoa.
3.   Determine the relationship between joint consultation and conscientiousness of hotels in Yenagoa.

2.   Literature Review
2.1   Conceptual Review
The study conceptual review was drawn from existing body of knowledge and it shows the relationship between Joint Consultation and employee citizenship behaviour. The independent variable which is workplace democracy has dimensions of joint consultation, collective bargaining and delegation. For the dependent variable it used civic virtue, sportsmanship and conscientiousness as measures and were drawn from the works of Olamide, Jere and Ajajaye, (2015) and Organ and Brief (1996). The conceptual framework resulting from the examined constructs is shown below as figure 2.1.
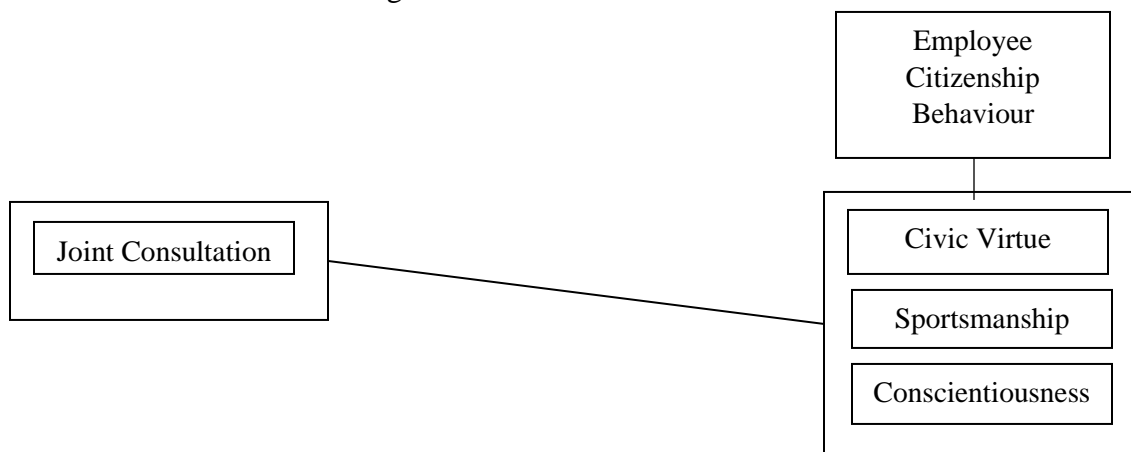
Fig 2.1: Conceptual Framework showing the Relationship between Joint Consultation and Employee Citizenship Behaviour
Source: Adapted from Olamide et al. (2015) and Organ and Brief (1996)

2.1.1   Joint Consultation

Joint consultation involves systematic contact between management and workforce representatives. It's utilised to debate and make personnel decisions. A joint consultation committee usually leads this procedure (Collins Dictionary, 2000). Armstrong (2003) describes joint consultation as a regular meeting between management and employee representatives to share viewpoints and use their expertise and abilities to handle non-collective bargaining concerns. Armstrong (2003) states that joint consultation must first identify, discuss, and achieve an agreement on its goals. These goals should relate to specific work, management, or employee-interested policies. Consult before making any decisions.

Because employers care about unions and employee relations, Marchington and Armstrong (2001) say joint consultative committees are likely to succeed in most organisations. Management and employees/employee representatives must work together in a competitive and fast-changing industry. Emmott (2010) states that collaborative consultation may improve employee attitudes by reassuring them that their interests are addressed in crucial decisions. Collaboration may boost employee trust in management and management communications. It also shows respect and implies management will behave fairly. This study examined the relationship between workers' commitment and joint consultation, taking into consideration prior studies on its use. The author claims that joint consultation will boost employee loyalty.

2.1.4 Organizational Citizenship Behavior

In 1983, Bateman and Organ used the word "citizenship" to refer to behaviour that facilitate the smooth functioning of an organisation. They referred to employees who exhibit such behaviours as good citizens. Despite OCB's relatively short history, its origins may be traced back to Barnard (1938), who emphasized the need of employees being ready to devote their efforts to the cooperative system in order to achieve organizational goals. Katz (1964) and Katz and Kahn (1966) noted that constructive and cooperative behaviours that go beyond the usual work duties are crucial for the effective operation of an organisation, as addressed in Lester et al. (2008).

In his 1964 work, Katz identified three fundamental categories of behaviours that are crucial for the survival and optimal functioning of an organization. According to Katz, people need to be motivated to join and stay in the system, they need to fulfil their assigned roles reliably, and there should be creative and spontaneous efforts to achieve organisational goals that go beyond the specified roles. Unforeseen circumstances, such as changes in the organisational environment, fluctuations in human resources, and unpredictable operational conditions, may arise that the organisation cannot anticipate and hence cannot take action against.

2.1.5.1 Measures of Organisational Citizenship Behaviour

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

2.1.5.1.1 Civic Virtue

Civic virtue encompasses actions that exhibit a conscientious regard for the reputation and welfare of the organisation (Redman & Snape, 2005). Civic virtue, as defined by Borman et al. (2001),

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

According to Coole (2003), there is a limited relationship between civic virtue and organisational success. In other words, the more efficient an organisation is, the more likely it is for civic virtue to emerge as a behavioural element. According to Baker (2005), there is a negative correlation between extraversion and the citizenship behaviours of altruism, civic virtue, and conscientiousness.

2.1.5.1.2 Sportsmanship
The ability of employees of any organization to demonstrate the capacity to endure challenges and inconveniences at work and ensue positive behaviours to ensure that is growth in friendship and relationship with colleagues has become very essential for corporate survival. Sportsmanship is seen as the ability of an individual to be ensue fair and generous behaviour while relating with others in the workplace. Sridhar & Thiruvenkadam (2014) describes sportsmanship as a temperament exhibited by individual towards tolerating the inescapable troubles and pressure of work without grumbling or whining. It is the ability of an individual in spite challenges faced to demonstrate the comprehension of fair play and exhibit positive ethical attitude, integrity and absolute good will to others around him or her. Uzonwanne (2014), opine that sportsmanship could be attributed as the ability of employees to desist from reporting grievances experienced within the organization. That is to say that it consists the ability of individuals to demonstrate broadmindedness without being grumpy in behaviours with regards to obvious unpalatable circumstances or not making a big deal out of small matters (Zhang, 2014).

2.1.5.1.3 Conscientiousness
Conscientiousness refers to voluntary actions that exceed the fundamental expectations of a job, such as adhering to work regulations, maintaining regular attendance, and achieving high job performance (Redman & Snape, 2005). Conscientiousness may be defined as the meticulous adherence to norms and processes within an organisation, especially in the absence of supervision. It is often accepted that mindfulness is the quality of being consistently aware of and engaged with a system or organisation. According to Colquitt et al. (2000), when adaptation is necessary, conscientiousness and openness are more accurate indicators of decision-making performance compared to decision-making performance before unexpected changes occur. In their study, Konovsky and Organ (1996) discovered a substantial correlation between conscientiousness and favourable job outcomes. Furthermore, there was a substantial correlation between conscientiousness and employee work satisfaction. Employees that are more conscientious will make an effort to keep educated on the latest knowledge regarding the items or services being given (Neihoff & Yen, 2004). persons with high levels of conscientiousness exhibited greater persistence compared to persons with lower levels of conscientiousness, regardless of the presence

of an additional advantage or variations in the process throughout performance (Morgan et al., 1999). The trait of conscientiousness, which prioritises responsibility and dedication, is likely to be the underlying factor behind the initial motivation for interpersonal helping. Conscientiousness can manifest in various ways within organisations, most notably through job performance (King, 2005). Conscientiousness has a significant impact on significant work results (Goldberg et al., 2005). Conscientiousness is potentially a significant predictor of workplace behaviours due to its ability to give the essential organisation and direction for achieving certain behaviours (King et al., 2005). When combined, higher values are linked to increased conscientiousness (Yorges, 1999). The study conducted by Ladd and Henry (2000) found that conscientiousness was responsible for a distinct amount of variation in citizenship behaviour directed towards the organisation.

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

2.2.1   The Social Exchange Theory
This psychological theory explains how social factors affect a person's interaction in a mutually influential relationship. When treated well, workers like the firm, according to the social exchange theory. An encouraging organisation ensures good organisational behaviour and job devotion. Indradevi (2010) links mentality and democracy via organisational behaviour. Charity and other prosocial activities show employees' attitudes towards the company and their coworkers. Social exchange theory states that participants share freely and benefit each other (Chinomona, 2012). Benefits are usually anticipated to be returned (Yoon and Sur, 2005).

Blau (1964) described social exchange theory as a purposeful decision made by people who expect advantages from others, which they typically get. This assertion is true because social contact creates responsibility, appreciation, and trust, which produce social unity and order without formal contracts. Lavelle et al. (2009) describe a social exchange relationship as a subjective, relationship-focused agreement between employers and workers to trade socio-emotional benefits. This study uses the theory of social exchange to suggest that managers or owners who create a work environment that promotes fairness, job satisfaction, and democratic behaviour are likely to encourage pro-social behaviour. In turn, this may boost performance, competitiveness, and long-term company success.

2.3   Empirical Review
2.3.1   Joint Consultation and Employee Citizenship Behaviour
Democracy in the workplace motivates employees to do prosocial behaviours that benefit their colleagues by allowing them to consult together. Researchers used Ashmos and Duchon (2000)'s workplace democracy theory to define meaningfulness. Researchers value the concept that delegating nurtures workers' inner lives (Duchon & Ploughman, 2005). Ahmad and Omar (2016), Albuquerque et al. (2014), and Daniel (2015) note that management can create a spiritualised

workplace that meets employees' spiritual needs for inner life, shared consultation, and delegation. Democracy requires joint consultation, which included intellectually challenging tasks and enjoyable job. This linked employees to larger advantages and life necessities (Duchon & Ploughman, 2005). An employee may do more role activities when they are happy or satisfied with their work. If a person is happy with their job and finds meaning in it, they may help their colleagues. Because of their positive outlook on the work. According to Batsen et al. (2007), prosocial behaviour helps build and maintain a positive mental state in employees. Krishnakumar and Neck (2002) suggest that workplace democracy may enhance intrinsic motivation by promoting self-fulfilment and morale. This boosts work satisfaction. This estate gives workers inner life, pleasure, and purpose at work. This estate might provide employee supplementary roles that benefit colleagues.

Usman et al. (2021) examined cyber loafing and cooperative information consultation directly and indirectly. They ran an experiment to determine if leader-member exchange (LMX) moderates the direct relationship between cyber-loafing and joint consultation. In a time-lagged study, 232 university graduates working full-time in 88 Pakistani enterprises in various industrial and service sectors provided data. SPSS process macro and step-wise regression were used to analyse data. Data shows a detrimental relationship between cyber-loafing and joint consultation, both directly and indirectly. The researchers also found that information flow between leaders and members moderates the negative relationship between joint consultation and cyber-loafing.

In their 2018 study, Matela and Riekki studied these four approaches to joint consultation: autonomy, competence, relatedness, and beneficence. They did so by conducting a multicultural comparison of these four pathways. In Finland (n = 594, workers of numerous organisations), India (n = 342), and the United States (n = 373), they conducted an investigation on the relationship between these satisfactions and the perception of joint consultation. The results of the regression analysis showed that, with the exception of competence in the United States, each of the four satisfactions is strongly and independently linked with joint consultation. Furthermore, structural equation modelling demonstrated that they were totally responsible for mediating the connection between occupational position and the sense of purpose that one derives from their job in both India and the United States. All things considered, the findings lend credence to the significance of these four satisfactions in terms of providing an explanation for the psychological foundations of joint consultation.

In 2017, Allan conducted an investigation on the relevance of tasks as a longitudinal predictor of joint consultation, with the aim of examining the mediators of this relationship. Over the course of a period of six months, a sizable sample of working individuals participated in surveys at three different times in time. While task significance was a significant predictor of joint consultation over time, joint consultation did not predict task significance over time. This finding lends support to the theories mentioned earlier. There was no evidence of any moderating effects of age, gender, or socioeconomic status on the relationship between task importance and Joint Consultation. The findings of this study contribute to the expanding body of research that suggests that when one perceives their job as contributing to the betterment of the lives of others, they are more likely to feel that their work is meaningful.

In their 2017 study, Johnson and Jiang investigated whether or not joint consultation has the potential to enhance an individual's quality of life outside of the job (also known as work-life enrichment). Several conflicting hypotheses concerning the function of work engagement in the link between Joint consultation and work to life enrichment were developed and evaluated by the researchers under investigation. Data from a survey that was conducted in two waves was obtained from 194 respondents who were recruited using Amazon Mechanical Turk. The findings of the analyses demonstrated that joint consultation had a favourable association with work-life enrichment throughout the course of time. Furthermore, the association between joint consultation at Time 1 and work to life enrichment at time was mediated by work engagement, but it did not moderate the relationship for any of the variables.

Mousa and Alas (2016) investigated the link between workplace democracy dimensions and organisational commitment methods in Egyptian public primary schools, where teachers have a low degree of organisational commitment. Specifically, they focused on workplace democracy aspects. Only Joint consultation and a feeling of delegation were shown to have a substantial link with the three methods to organisational commitment (affective, continuation, and normative). On the other hand, organisational values were found to have a very poor influence on the three approaches to commitment. Biswakarma (2018) conducted research on the influence that workplace democracy has on the productivity of employees working in Nepalese hospitality organisations. After doing the research, the researchers came to the conclusion that workplace hospitality has a favourable correlation with productivity and can also predict employee productivity in hospitality organisations. In addition, it implies that democracy in the workplace plays an important role in ensuring that people are productive and content with their jobs.

An investigation of the constructs of self-perceived employability and joint consultation was conducted by Magnano et al. (2019). The researchers used a sample of 660 Italian workers to evaluate the links between these constructs and the quality of life of workers. The findings indicated that employability and collaborative consultation had direct impacts on the indicators of quality of life, which included life satisfaction and flourishing. Furthermore, it was discovered that the mediation of courage was responsible for the indirect effects of employability and joint consultation on quality of life. Rolland et al. (2016) investigated the impact that a democratic workplace has on the level of commitment to the organisation and the level of job satisfaction. The findings of their study demonstrated that the presence of democracy in the workplace has a considerable and favourable impact on both job satisfaction and organisational commitment of employees.

Belwalker et al. (2018) examined workplace democracy, job satisfaction, and organisational citizenship. Workplace democracy includes meaning and purpose, an inner life or spirit, and organisational civic activity, according to the research. The research was mediated by job satisfaction in an Indian private sector bank. For this research, 613 bankers were sampled. SPSS was used to quantify the data. Organisational citizenship behaviour correlated positively with meaning and purpose of work and interconnection. Individually, the inner life dimension of workplace democracy positively correlated with organisational citizenship behaviours (altruism, civic virtue, civility, and sportsmanship, excluding conscientiousness). Inner life did not

correspond with organisational citizenship conduct alone. Regression analysis identified causative components, whereas correlation established the connection between the two variables.

In 2017, Peng et al. examined how teachers' democratic workplaces affect their purpose in life and psychological well-being. The results suggested that instructors should be cognisant of the importance of a democratic workplace, mental health, and a sense of purpose in life. The research found that a better sense of shared consultation, community affiliation, and organisation identification increases an individual's psychological well-being.

3.   Methodology
3.1   Research Design
Survey design was adopted in this research. The survey design studies a broad sample of similar characteristic for the purpose of generalization to the entire population. Particularly, the cross-sectional survey design, which allows the collection of data across sets of participants at a point in time, is deployed for the study. It ensures the use of the questionnaire instrument. The study also relied on the correlational design because it allows the examination of relationship between two or more variables.

3.2   Population of the Study
For this study, the population is made up of employees from all operating hotels in Yenagoa, particularly those classified as three-star hotels. According to the Hoteliers Association Schedule (2021), 10 of these hotels operate in Yenagoa, and from their Administrative and Accounting Departments, the population of employees is recorded as 712.

Table 3.1: Population Distribution of the Hotels

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

Source: Desk Research, 2024.

3.3   Sample Size and Sampling Technique
Where a population is large and cannot be feasibly covered, a sample size is chosen. A sample size is a representative unit drawn from a population with common features. In order to obtain the

appropriate sample, the study relied at first instance on the Krejcie and Morgan (1978) sample size determination table (see Appendix II). The sample size therefore is 313. In order to have the sample size for each of the hotels since there is uneven population distribution among the hotels, the stratified sampling method was applied, which entailed the use of the Bowley Proportionate sampling technique. The formula is as follows:

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

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

Table 3.2: Sample Size for each Hotel

S/No	Hotels	Employees of each Hotel	Sample Size of each Hotel
1	Brass Suites	32	14
2	Jasmine	21	9
3	Ebi's Hotel	58	26
4	Golden Tulop	92	40
5	Ayallah	136	60
6	El-Babara	27	12
7	Honey Hill	53	23
8	Paakis	31	14
9	Aridolf	184	81
10	Matho Crystal	78	34
	Total	**712**	**313**

Source: Desk Research, 2024.

Knowing the sample size for each hotel, basic random sampling was used to choose individuals.

The questionnaire was the main data collection tool for this investigation. Structured questionnaires give probable answers to question items. It also features moderating variable questions in section C. On a 5-point Likert scale, 1 was strongly disagree and 5 was strongly agree. This research used existing independent, dependent, and moderating variable scales. Millow and Lee (2011) 16-item scale was developed for joint consultation, which Kregal (2013) found reliable with alpha value 0.74. Employee citizenship behaviours were measured using Brief and Motowildo (2000) and Caprara (2005) 14-item scales.

This research examined the content and face validity of the instruments to establish how accurate and precise they are at measuring the variables. This ensured that the study's tools were legitimate. The supervisor, workplace governance and management specialists, and a few industrial relations professionals were given the survey instrument to test its validity. Their rephrasing of numerous question statements helped validate the instrument.

This research used the Cronbach alpha to examine the reliability of the study instrument. Items with alpha values of 0.7 or above were judged eligible for analysis (Nunally, 1978).

Table 3.3   Reliability Coefficients of Variable Measures

S/No	Dimensions/Measures of the Study Variable	Number of Items	Number of Cases	Cronbach's Alpha
1	Joint Consultation	5	268	0.784
2	Sportsmanship	4	268	0.803
3	Conscientiousness	4	268	0.737
4	Civic virtue	4	268	0.848

Source: Research data output, 2024

3.8   Method of Data Analysis

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

4.   Results and Discussion
4.1   Results
4.1.1   Questionnaire Administration and Retrieval

Table 4.1:   Administration and Retrieval of Questionnaire

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

Source: Field Work (2024)

According to Table 4.1, 313 copies of the questionnaire were sent to respondents. 275 were returned, or 87.86% of the total. 7 were finished but could not be used, and 268 were correctly filled out and returned.

4.1.2 Test of Research Hypotheses
Presentation of Results on Testing of Hypotheses

Order by rank Spearman says A correlation coefficient was calculated using SPSS 23.0 to assess the relationship between the empirical referents of the predictor variable joint consultation and the measures of the criterion variable (Employee citizenship behaviour). We used this to address the first 10 research questions. The correlation coefficient ranges from -1.00 to +1.00. A perfect negative correlation is -1.00, whereas a perfect positive correlation is +1.00. Both values correlate perfectly. A correlation of 0.00 means none exists. To accept or reject our other hypotheses, hypotheses one through nine were tested using the following rules: After accepting all SPSS coefficient values that indicated significance (* or **), we rejected our other hypotheses. When the coefficient r value did not show significance, we discarded them. We set our confidence interval at 0.05 (two-tailed) to determine whether this study's results fulfilled statistical significance standards.

**4.1.2.1.1: Relationship between Joint Consultation and Measures of Employee
        Citizenship Behaviour**

The results of the correlation matrix that was produced for joint consultation and measures of employee citizenship behaviour are presented in Table 4.12, which includes the following information. The statistical test of significance, often known as the p-value, is also included in the table with the data.

**Table 4.12   Correlations Matrix for Joint Consultation and Measures of Employee
Citizenship   Behaviour**

			Joint Consultation	Civic Virtue	Sportsmanship	Conscientiousness
Spearman's rho	Joint Consultation	Correlation Coefficient	1.000	.939**	.729**	.668**
		Sig. (2-tailed)	.	.000	.000	.000
		N	268	268	268	268
	Civic Virtue	Correlation Coefficient	.939**	1.000	.767**	.696**
		Sig. (2-tailed)	.000	.	.000	.000
		N	268	268	268	268

Sportsmanship	Correlation Coefficient	.729**	.767**	1.000	.628**
	Sig. (2-tailed)	.000	.000	.	.000
	N	268	268	268	268
Conscientiousness	Correlation Coefficient	.668**	.696**	.628**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	268	268	268	268

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

Source: SPSS 23.0 data Output, 2024

Table 4.12 elucidates the test for the three previously postulated hypotheses:

Ho1: There is no significant relationship between joint consultation and Civic Virtue of hotels in Yenagoa.

Table 4.12 shows a positive correlation between civic virtue and hotel joint consultation in Yenagoa. To answer the first research question, the rho value of 0.939 indicates the link's strength and degree. Additionally, the association is significant (p= 0.000 <0.01). Based on these empirical data, the bivariate null hypothesis is rejected and the alternative accepted. The research found a strong correlation between joint consultation and Yenagoa hotels' civic virtue.

Ho2: There is no significant relationship between joint consultation and Sportsmanship of hotels in Yenagoa.

Joint consultation and sportsmanship in Yenagoa's hotel business are positively correlated (Table 4.12). Existence of the connection shows this. To answer the second research question, the rho value of 0.729 indicates the link's intensity and degree. The association is statistically significant at 0.000, below the 0.01 criterion. Thus, the bivariate null hypothesis is rejected and the alternative accepted. The research found that Yenagoa hotels' joint consultation and sportsmanship are linked.

Ho3: There is no significant relationship between joint consultation and conscientiousness of hotels in Yenagoa.

Table 4.12 shows that conscientiousness and joint consultation in Yenagoa's hotel business are positively correlated. To answer the third research question, the rho value of 0.668 indicates the link's strength and degree. The association is statistically significant at 0.000, below the 0.01 criterion. Thus, the bivariate null hypothesis is rejected and the alternative accepted. The research found a link between joint consultation and Yenagoa hotel conscientiousness.

4.2 Discussion

This research examined workplace democracy and employee civic behaviour in Port Harcourt hotels using descriptive and inferential statistics. The research also examined how organisational culture moderates this association. The findings showed a positive and substantial relationship between workplace democracy and employee citizenship using Spearman Rank Order Correlation and a 95% confidence range. This research found a strong positive correlation between workplace democracy and employee citizenship. This study supports Mclaughlin and Rasmussen (1998)'s retail business freedom of choice and flexibility research. The International Labour Organisation says that a suitable and enabling environment is needed to exercise freedom of association and collective bargaining (International Labour Organisation, 2014).

To support this research, Lishner (2007) and Krishnakumar and Neck (2002) suggested that workplace democracy boosts intrinsic motivation by promoting individual fulfilment and morale. Employees sense life, excitement, and significance in this estate. This estate may lead to further job successes and helps coworkers. Sharma et al. (2014) state that employee empowerment and involvement greatly impact industrial relations. This further confirms the claim. From a comprehensive approach, employee empowerment may improve industrial relations.

In particular, the following conclusions from the study should be taken into consideration:

4.2.1 Significant Relationship between Joint Consultation and Employee Citizenship Behaviour

The first, second, and third hypotheses examined employee civic behaviour and joint consultation. Thus, the idea that joint consultation does not affect employee civic behaviour was proposed. These options were examined using Spearman Rank Order Correlation Coefficient. Analysis shows a mutually advantageous and statistically significant relationship between employee civic behaviour and joint consultation. Earlier, Usman et al. (2021) examined the direct and indirect relationship between joint consultation and online loafing. This conclusion matches that research. They ran an experiment to determine if leader-member exchange (LMX) moderates the direct relationship between cyber-loafing and joint consultation. Data shows a detrimental relationship between cyber-loafing and joint consultation, both directly and indirectly. The researchers also found that information flow between leaders and members moderates the negative relationship between joint consultation and cyber-loafing.

Shreshtha and Jena (2017) examined workplace democracy and job satisfaction and engagement. Further proof comes from this study. One aspect studied was how organisational politics perception moderates these connections. The data show that workplace democracy boosts job satisfaction and involvement. The notion of organisational politics moderates the relationship between workplace democracy and job participation. Matela and Riekki (2018) examined autonomy, competence, relatedness, and beneficence: A multicultural comparison of the four joint consultation ways. To strengthen the message, this was done. They examined if these satisfactions correlated with collaborative consulting in Finland. The results support the importance of these four satisfactions in explaining psychological reasons for joint consultation.

We agree with Johnson and Jiang (2017), who explored whether joint consultation may improve an individual's quality of life outside of the workplace (work-life enrichment). The studies showed that joint consultation improved work-life enrichment over time. Work involvement mediated the connection between joint consultation at Time 1 and work to life enrichment at Time, but it did not change it.

5.   Summary, Conclusion and Recommendations
5.1   Summary

The study examined the relationship between joint consultation and employee citizenship behaviour of hotels in Yenagoa. The study proposed research questions that reflected joint consultation, and the measures of employee citizenship behaviour, such as whistleblowing, volunteering, and co-worker support, in order to conduct this inquiry objectively. Employee civic activity in Yenagoa hotels is positively and significantly correlated with workplace democracy, according to the data collected and analysed.

The study used a cross-sectional survey approach and surveyed sixteen hundred seventy-four individuals from eleven hotels in Yenagoa. With a total of 313 participants, the study used the Krejcie and Morgan sampling technique. Data analysis was ultimately limited to (268) 268 respondents after data cleansing. Information was presented using descriptive statistics, and the hypothesis was evaluated with the use of Spearman's Rank Order Correlation Coefficient. By having supervisors review and approve of the instrument, we were able to ensure its content validity, and by utilising the Cronbach Alpha Coefficient, we were able to ensure its internal consistency, with all items scoring over 0.70. Results were displayed in tables along with the mean and standard deviation after data was analysed. We used the Spearman Rank Order Correlation Coefficient to test our hypothesis. The results showed that Yenagoa hotels' workplace democracy correlates positively with employee citizenship behaviour. Research also revealed that:

1.   A positive and significant relationship exists between joint consultation and civic virtue of hotels in Yenagoa with rho value of 0.939 and a p-value of 0.000 (< 0.05). This suggests that when employees are involved in decision-making processes, they are more likely to demonstrate civic virtue, such as being responsible and supportive towards their colleagues and the organization.

2.   A positive and significant relationship exists between joint consultation and sportsmanship in the hotels in Yenagoa with rho value of 0.729 and a p-value of 0.000 (< 0.05). This implies that when employees feel their opinions are valued, they are more likely to exhibit sportsmanship, such as being cooperative and fair-minded in their interactions with others.

3.   A positive and significant relationship exists between joint consultation and conscientiousness of hotels in Yenagoa with rho value of 0.668 and a p-value of 0.000 (< 0.05). This suggests that when employees are involved in decision-making processes, they are more likely to demonstrate conscientiousness, such as being diligent and responsible in their work.

5.2   Conclusion

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

5.3   Recommendations

Based on the findings of the study, the following recommendations are hereby made:
1.   The study recommends that organisations should encourage joint consultation as a means of engaging employees in sharing vital information amongst members.
2.   It was recommended that organisations should encourage delegation of responsibilities/tasks as ways of building workplace confidence on employees in order to get them behave in a citizenship manner.
3.   The study from its findings also recommended that joint consultation should be used as a means of entrenching democratic behaviour that will attract employees to volunteer to undertake roles.

6.   References

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