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REVIEW ARTICLE

LOCUS OF CONTROL, SELF-EFFICACY AND JOB INVOLVEMENT AS ANTECEDENTS OF SERVICE QUALITY: EVIDENCE FROM EMPLOYEES IN THE HOSPITALITY INDUSTRY IN GHANA

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ABSTRACT

The study seeks to investigate how locus of control, self-efficacy and job involvement influence service quality in the hospitality industry in Ghana. The study proposed that in the context of hospitality industry (1) locus of control mediates the effects of job involvement and self-efficacy, and (2) locus of control either fully or partially mediates the effects of job involvement and self-efficacy. Data were collected from four selected hotels in Ghana using purposive sampling technique. The SPSS Version 19.0 was used to analyze the Variance Inflation Factor (VIF) while correlation matrix and regression analysis was used to examine the relationship between the four main variables. Again, simple mediation model (Preacher-Hayes) was used to access the mediation effect on the variables. The results of a path analysis supported the mediation effects of service quality on the relationship between locus of control and self-efficacy. However, the results again support the mediation effects of locus of control on the relationship between service quality, self-efficacy and job involvement. This study concluded that business owners should arrange models for human resource development such as training, consulting and coaching for employees in the hospitality sector.

KEYWORDS

Locus of Control, Self-Efficacy, Job Involvement, Service Quality, Hospitality Industry.


1. INTRODUCTION

According to research on human capital development, many employees, particularly in the hospitality industry, are unaware of their importance to their organization's success (Bandura, 1986; Harter et al., 2018). Human capital is seen as a critical component in the hospitality industry's success or failure. As a result, assessing an employee's personality, attitude, and behavior in connection to their performance in the hospitality business is crucial. Employees feel that what happens to them is governed by outside elements such as luck and opportunities (locus of control), while according to others believe that they can affect what happens to them (self-efficacy) (Pajares, 2016). Again, Kanungo indicated that locus of control is a generic idea that a person has the ability to control or not control his own fate (Kanungo, 2019). Locus of control was seen as a person's perception of whether he or she can or cannot control the behavior that occurred to him or her (Harter et al., 2012). Locus of control was first proposed as part of Rotter's social learning theory (Akomolafe and Popoola, 2011).

Individuals who are certain that they have control over reinforcements are said to have a high internal locus of control, whereas those who are certain that reinforcement is governed by outside forces are said to have a high external locus of control, as revealed (Georg and Jones, 2018). Other studies affirm this notion that individual's perception of positive or negative events as a result of their own actions is seen as internal locus of control, whereas external locus of control refers to an individual's perception of positive or negative events beyond his or her personal control (e.g. luck, fate, chance, or powerful others) (Pajares, 2016; Kanungo, 2019; Harter et al., 2012). As a result, locus of control is a socio-

psychological construct that deals with a person's perspective of events and energy concentration. Self-efficacy, according to an individual's belief in their own ability to attain a goal successfully (Kanungo, 2019). It is both a stand-alone theory and a term in social cognitive theory. It is assumed that people pursue things they believe they can succeed at and avoid attempting things they fear they would fail at. Individuals with a high level of self-efficacy, on the other hand, feel confident in their ability to complete even difficult tasks. They see these problems as opportunities to master rather than threats to avoid (Bandura, 1986).

Efficacious people, on the other hand, establish difficult goals and stick to them. They increase and maintain their efforts to be successful while displaying self-confidence in the face of impending disappointments. Individuals who are unsure of their abilities to do tough jobs, on the other hand, regard these tasks as dangers and avoid them because of personal weaknesses or challenges that prevent them from succeeding. In the face of adversity, such people are prone to giving up soon (Bandura, 1986). The theory goes on to say that four elements influence efficacy perception: mastery experience, vicarious experience, verbal persuasion, and bodily and emotional condition (Pajares, 2016). Job involvement is a generalized cognitive style of psychological affiliation with the job (Harter et al., 2018). Identification with a job entails a willingness to respond to the demands of the job. Job involvement is generated from individual characteristics such as years of service, age, and organizational components such as job stability and participation in decision-making processes. Georg and Jones establish the fact that locus of control (LC), self-efficacy (SE), and job involvement (JI) have not been adequately investigated in connection to job performance (Georg and Jones, 2018; Ray, 2010; Kutanis, 2012). As a

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result, various studies have emphasized the importance of locus of control as a determinant of behavior. Moreover, several studies have shown that self-efficacy and job involvement influence individuals' lives. (Bai et al., 2016; Akinbobola, and Bamigbola, 2017; Molina-Azorin et al., 2010; Henderson, 2011).

However, according to April, an employee's locus of control might affect his or her job involvement since people may blame themselves or their surroundings for failing to complete duties. Their level of locus of control will also have an impact on how involved they are in their work. Employees with strong self-efficacy also tend to perform better on the job, which boosts human achievement and well-being. While studies have been conducted to uncover the linkage of the variables, only a handful, have found a link between locus of control, self-efficacy, and job involvement and employee performance (Kanungo, 2019; Mudrack, 2014; Akomolafe and Popoola, 2011). Again, personal interactions with some hospitality industry employees reveal that socioeconomic factors, family religious beliefs, and educational levels all play a role in forming their individual locus of control, while other employees confirmed that in the case of self-efficacy, individual capabilities are not fully utilized to meet the required action in a given situation. Furthermore, employees' enthusiasm to respond to job expectations is influenced by underutilization of their talents or self-efficacy, which has a negative impact on their performance and results in poor service quality.

Ghana and its hospitality sector were chosen for a variety of reasons. Ghana has made a great progress in its development objective, thanks to a generally stable but progressive political environment, and has been hailed as a model of democracy and a gateway to Africa (Kwarteng, 2014; Amankwah-Amoah and Sarpong, 2016). Ghana was the second largest beneficiary of foreign direct investment in West Africa in 2018, and the seventh largest in Sub-Sahara Africa, according to and the International Monetary Fund projected it to be among the world's fastest growing economies in 2019 (Ernst and Young, 2018; Musah et al., 2019). The recent commercial discovery and production of oil and gas has resulted in tremendous infrastructural development, making the country appealing to foreign investors, notably in the hospitality sector (Adu-Ampong, 2017; Agyapong et al., 2018). It goes without saying that these advances have a multiplier effect on other areas of the economy, particularly the hospitality industry. The hospitality sector has experienced growth in the last decade as a result of successive governments' purposeful expansionist policies to maintain the hospitality sector as the fourth largest producer of foreign exchange profits and to the gross domestic product (GDP) (Agyapong et al., 2018). For example, the contribution of hospitality to GDP climbed from 3% in 2016 to 3.2% in 2017 and 5.5% in 2018. Kwarteng due to local and foreign investors channeling their investment into hotel enterprises, leading to the hospitality industry in Ghana being considered as a big potential engine of growth and development (Kwarteng, 2014).

The hospitality industry has been studied from different perspectives such as brand/reputation (e.g., image, perceived service quality, price), attractions (e.g., adventure, architecture, natural resources and endowments), infrastructure (e.g., efficiency of transportation, shopping, sports facilities) (Akinbobola and Bamigbola, 2017; Bai et al., 2016; Molina-Azorin and Henderson, 2011). However, a number of hospitality scholars have recently recognized the importance of focusing on employees in terms of what they contribute to the industry, which plays a critical role in shaping this global industry, and have advocated for more research (Fu et al., 2019; Moghaddam et al., 2018; Bai et al., 2016). Employee activities have finally been investigated as a predictor of growth, competitive advantage, and superior performance. The study's main concern is that, despite the growing interest in employee activities, the current hospitality literature suggests that the field lacks the zeal, motivation, promotion, and related activities which motivate employees to perform well in the Ghanaian hospitality industry or context. In Ghana's hospitality industry, there appears to be a disconnect between how locus of control, self-efficacy, and job involvement influence service quality. This study seeks to examine how LC, SE and JI influence SQ in the hospitality industry in the Ghanaian context. The study specifically was to:

1. Find out how locus of control, self-efficacy, and job involvement influence service quality?
2. Determine if locus of control, mediate self-efficacy and job involvement towards service quality?

2. THEORETICAL POSITION

2.1 Conservation of Resources (COR) Theory

Hobfoll and Shirom's conservation of resources (COR) theory serves as the study's foundational theoretical underpinning (Hobfoll and Shirom's, 2000). Employees believe that self-control is more of an inner feeling, and

that their perception of being in control of every situation influences their behaviors, leading to the protection of resource reservoirs in the face of resource-depleting work conditions, which informs them of two core premises (Hobfoll and Shirom, 2000). In the Ghanaian context, the hospitality industry lacks resources and working conditions at the various hotels indicating the issues on resources which is affecting business in general. The first is the threat of resource drain, which is caused by unfavorable workplace treatment, which leads to people's convictions and behaviors that help them cope with problems they experience because they believe they have power through effective locus of control (Bentein et al., 2017; Gardner et al., 2019). The second premise is that personal characteristics increase the possibility that encountered problems would really affect employees' professional functioning, as measured by effective self-efficacy.

Personal qualities can initiate or accelerate this process, leading in workplace errors which might affect service quality, and are caused by a lack of job involvement (Hobfoll and Shirom, 2000). 'Resources,' according to COR theory, are 'things, personal traits, situations, or energies that are valued in and of themselves, or that are valuable because they function as conduits to the achievement or protection of valuable resources' (Blau, 2015). According to employees' self-esteem, which is linked to self-efficacy, or the positive image they have of themselves, is a valuable resource which must be vigorously preserve (Baev, 2011). Employees' encounters with coworker incivility are a significant source of resource depletion because it supports their self-deprecating ideas about the quality of their daily job and gives them the impression that their efforts on behalf of their company are underappreciated, which has an impact on both job involvement and service quality (Bai et al., 2016).

3. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

3.1 The Relationship Between Locus of Control and Self-Efficacy

Employees' beliefs about their own values, competencies, and accomplishments are referred to as self-efficacy. Employees' self-efficacy is derived from their ability to master their immediate experience, their level of fear when confronted with or interpreting their tasks, their imitations of other firms' models, and social persuasion or particular feedback from significant individuals. Another key aspect of personal wellness is locus of control. Rotter defined locus of control as the degree to which people believe they have control over the events that influence them (Rotter, 2004). This construct has a big influence as indicated by in his self-efficacy theories and how people's expectations influence the objectives they set for themselves (Bandura, 1986). Self-efficacy and locus of control are two closely linked constructs (Lefcourt, 2002).

As a result, locus of control and self-efficacy are key behavioral characteristics that can influence service quality in a variety of ways. Maddux investigated the role of self-efficacy and locus of control and discovered a substantial link between the two (Maddux, 2005). Higher levels of employee self-efficacy are linked to resiliency, the ability to bounce back from setbacks, and the ability to exert some influence over events that affect employees' life. Following that, some researchers investigated people's power to influence the world around them, which is directly tied to their belief in their own potential to effect change (Rotter, 2004; Hoy, 2007). Employees' feeling of self-efficacy has also been linked to personal goal setting and the perseverance with which they achieve these goals by believing that they have control over the outcomes of events in their life and at work. To confirm this relationship, therefore, we formulate the first hypothesis as follows:

H1. *Locus of control makes a significant positive influence on self-efficacy of employees within the hospitality industry.*

3.2 The Relationship Between Self-Efficacy and Job Involvement

Increasing one's self-efficacy could be a solution because it allows one to have faith in one's own abilities and skills during difficult situations (Fu and Deshpande, 2019). According to a study which was published in April 2012, a sense of personal efficacy (own talent and ability) is the key to success in many fields, as it keeps the inevitable emphasis on productivity and a constant effort to attain goals (Blau, 2015). Bandura identified four causes of SE: (1) mastery experience (2) vicarious experience (3) verbal or social persuasion (4) physiological arousal or emotional state (Bandura, 1986). Several researchers have emphasized the relevance of self-efficacy in the interaction between several factors and job involvement (Bandura, 1986; Pajares and Miller, 1994; Yeo and Neal, 2006; Zhu et al., 2011; Zimmerman, 2000). Being self-assured and self-motivated works best when combined with workplace involvement, and both of these traits

contribute to improved performance (Mudrack, 2014). Employees in the Ghanaian hospitality business agree with this assumption as a study conducted (Kwarteng, 2014; Amankwah-Amoah and Sarpong, 2016).

Liao and Lee also in their study using 272 Taiwanese workers in a plastic production firm revealed that job involvement and personality are connected through attributes of employees which is linked to employee performance (Liao and Lee, 2009). Again, in another study by conducted by using 100 employees from a bottle company revealed that there was a negative relationship between job involvement and organizational attribute but agreeableness, extroversion, conscientiousness, and openness have a good relationship with job involvement (Hoy, 2017). Therefore, job involvement has been associated to significant outcomes, such as creativity, motivation, and performance, among employees (Bentein et al., 2017; Pfeffer, 2004). April gathered information from 150 Indonesian broadcasting employees and discovered that job involvement has a substantial impact on turnover intention and self-efficacy (April, 2012). Despite the fact that various research has been conducted in the fields of self-efficacy and job involvement, there are limited collected literature on the aforementioned variables focusing on hospitality in Ghana. Hence, the study found it inevitable to conduct a study to examine the self-efficacy and job involvement in the hospitality sector in the Ghanaian context. This being so, SE can make a significant positive influence on JI as hypothesized in the following:

H2. Self-efficacy has a significant positive influence on job involvement of employees within the hospitality industry

3.3 Relationship Between Job Involvement and Service Quality

The degree to which an individual psychologically identifies with his or her work is referred to as job involvement (Brown, 2006). According to the more invested individuals are in their professions, the more their psychological needs are addressed (Porter and Steers, 2002). As a result, highly involved (with employment) individuals should have a strong commitment to the jobs they execute and be content because their primary interests are found within their current jobs. Kanungo proposed that higher levels of involvement are linked to higher levels of job involvement (Kanungo, 2019). Work involvement, job satisfaction, and organizational commitment were found to be significantly connected by studies conducted (Brooke et al., 2008; Mathieu and Farr, 2001). Job involvement has influence on individuals' attitudes toward job centrality and, as a result, influences training outcomes (Colquitt et al., 2000). Employees that are more involved in their jobs are more likely to acquire learning (training acquisition) that is beneficial to their job and company and are more motivated to learn (Blau, 2015). Job involvement is based on the success of training. The more employees are trained the more they became acquitted to each other at the workplace. The consequences of job involvement on training transfer may influence service quality completely or partially as indicated by a study (Colquitt et al., 2000). Job involvement encompasses motivation to employees at work in the current study. Thus, employees' motivation increases when they perceive they are involved in decision-making and are allowed to function, indicating that they have high levels of job engagement and a favorable association between job involvement and locus of service quality.

Studies conducted to explore the linkage between SQ and JI, has shown some level of association. A study by on the relationship between employee work involvement and perceived human resources activities towards service quality procedures in public and private banks revealed that employee selection, training, development, work design, job description, employee rewards, compensation, and employee rewards were some of the issues that influenced internal service quality (Khan et al., 2011). The study also discovered that the quality of internal human resource services has a favorable and significant impact on employee job satisfaction leading to high service quality. Internal employee satisfaction is influenced by the soft (interactive and physical) JI dimensions, as well as the SQ dimensions, according to a study done (Bentein et al., 2017). Managers of service businesses should pay attention to both the soft and hard aspects of service quality, as they have an impact on job involvement. April conducted research in the tourist and hotel business to establish the industry's most important service attribute and the strength of the association between internal customer service quality and employee happiness (April, 2012). The findings revealed that "interpersonal relationship" was the major key findings. Therefore, employee satisfaction and internal customer service had a good and significant association. The partial relationship model, on the other hand, suggests that job involvement has a direct influence on locus of control. Based on the above discussions, it could be deduced that employees who are highly involved in their jobs would be more satisfied. Hence, the first hypothesis of this study is formulated as below:

H3. Job involvement has a significant positive influence on service quality of employees within the hospitality industry

3.4 Locus of Control (LC) Mediation

The moderation influence of LC on the correlation between SE and JI is an intriguing relationship as revealed by the aforementioned theoretical position and H1, H2, and H3. Thus, prospective employees are hired into businesses which are formed with perceptions, values, and beliefs that shape the attitude of employees towards work, LC has the ability to play a moderating role in this instance. If these values and beliefs are in line with the organization's ideals and practices, they can accomplish a lot and will help the company flourish (Bai et al., 2016). This indicates that individual's private and personal values influence their work attitudes and behavior no matter what happens (Dumont et al., 2017; Nash, 2019). This research contributes to the conversation about how locus of control can influence employees in the hospitality sector by emphasizing the importance of an employee's personal and private beliefs. Because of this, this connection has the potential to be unique. According to there has been no recognizable study that has tested it in the existing literature (Ragas et al., 2017). Nonetheless, this moderation influence can have influence policy and theoretical ramifications. It is argued that the effect of LC on SQ can only be strengthened in the context of employees with high SE and JI.

H4. Locus of control mediates the relationship between self-efficacy and job involvement.

4. METHOD

4.1 Design and Participants

The study used the cross-sectional survey. The positivist paradigm was used to examine all hypotheses using scientific quantitative approaches in this study. Again, the survey was used to help establish the relationship between LC, SE, JI, and SQ. Data was obtained using questionnaires for this study, and the hypotheses were then analyzed using statistical software. The respondent were mostly employees of Ghanaian high-end hotels in Accra, which has strict regulations about service quality. The following criteria were used to choose participants:

- must have worked in the hotel for not less than a year.
- having permanent employee status.
- have a minimum of secondary education; and
- willingness and availability to participate in the study.

We estimated that participants would need at least a year of work experience to understand hotel SQ practices, and we minimized attrition by concentrating on permanent employees who could be available during the data collection period. There were 482 employees who met the required requirements. The simple random sampling technique was used to select representative. African Regent Hotel, La Palm Royal Beach Hotel, Fiesta Royale Hotel, and Alisa Hotel North Ridge were chosen using purposive sampling. Krejcie and Morgan's table, which provides a list of samples corresponding to various population sizes and employs a formula that applies a population percentage of 5% and a degree of confidence, was used to calculate the sample size for the study (Krejcie and Morgan's, 2008). This formula was deemed appropriate due to its global standard for maximizing a sample's representativeness. A total of 330 employees were used for the study. Again, Statistical Package for the Social Sciences' (SPSS) was used for the analysis. In this case, each hotel's population was assigned codes, which were then entered into SPSS. Respondent were given two-week grace period to fill and return the questionnaires. Consequently, out of 560 questionnaires that were distributed 330 representing 41% were returned while 230 were not.

4.2 Measure

4.2.1 Self-Efficacy

For the purposes of this study, a five-point Likert scale questionnaire with 48 items and four sections was used to collect data, and it was adapted (Sherer, 2002).

4.2.2 Job Involvement

Reeve and Smith developed a nine-item scale to assess the centrality and relevance of the job involvement (Reeve and Smith, 2000).

4.2.3 Locus of Control

The locus of control questionnaires was adapted (Spector, 2008). The

Locus of Control scale is a simplified version of the Locus of Control scale, which consists of eight items that assess a person's control beliefs in the workplace. Extant research has found high internal consistency ($=.81$), and the reliability in this study was 87 .

4.2.4 Service quality

The SERVQUAL quality standards from was adapted (Parasuraman et al., 1988). Respondents rated the quality of the services as they expected as against, the services they received on a 10-point scale (10 = perfect; 1 =

extremely poor).

4.2.5 Statistical Analysis

The Correlation Matrix and the Simple Mediation Model by with Macro Process, which is performed through SPSS Process 19.0 for Windows combining ordinary least squares and logistic regression path analysis modeling for the mediation element, were used to test this study model (Hayes, 2013).

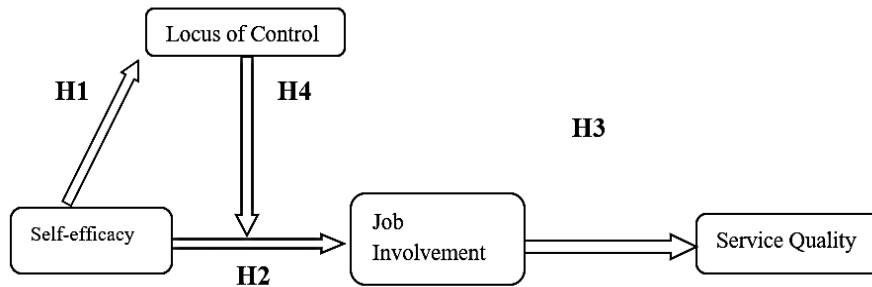


Figure 1: Conceptual model and relationship between Locus of Control, Self-Efficacy, and job involvement (Source: Researcher's Own Construct, 2022)

5. RESULTS

According to the sample's demographics, 33% of the participants were male and 67% were female. The age range was as follows: 63% were between the ages of 21 and 25, 22% were between the ages of 26 and 30, and 15% were between the ages of 31 and above. Undergraduate degrees

account for 86%, while diplomas and senior high school accounts for 14%. Moreover, 84% of those polled are married and have no children. Under the number of years being employed, 78% were between 5 to 8years, while 22% were within 1 to 2years. Finally, under permanent employee status. The study revealed that 82% were permanent staff while 185 were casual workers.

Table 1: Correlation Matrix on Employees' Locus of Control, Self-Efficacy, Job Involvement and Service Quality

Variables		Locus of Control	Self-Efficacy	Job Involvement	Service Quality
Locus of Control	Pearson Correlation	1	-.363**	.169**	.525**
	Sig. (2-tailed)		.000	.010	.000
Self-Efficacy	Pearson Correlation	-.363**	1	.683**	.170**
	Sig. (2-tailed)	.000		.000	.010
Job Involvement	Pearson Correlation	.169**	.683**	1	.651**
	Sig. (2-tailed)	.010	.000		.000
Service Quality	Pearson Correlation	.525**	.170**	.651**	1
	Sig. (2-tailed)	.000	.010	.000	

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

Source: Field Data, 2022 (N = 330)

Table 1 shows that service quality and locus of control had a statistically significant and positive association ($r =.525$, $p 0.01$). The relationship between the two variables were strong. Following that, the table demonstrates that job involvement and locus of control had a statistically significant positive association ($r =.169$, $p 0.01$). Furthermore, there were statistically significant and substantial link between job involvement and self-efficacy ($r =.683$, $p 0.01$) as well as service quality ($r =.651$, $p 0.01$). This demonstrates that all four variables are significantly related to each other. Furthermore, all of the variables were rated favorably (Mean scores > 3.5) by the respondents. The table also reveals that there is a somewhat negative and statistically significant association between employee locus of control and self-efficacy ($r = -.363$, $p 0.01$). This suggests that self-efficacy is linked to employees' locus of control and job involvement in some way. The results show that locus of control and self-efficacy have a statistically significant but negative relationship. The results in Table 1 reveal that there is a statistically significant and positive link between locus of control and service quality ($r =.525$, $p 0.01$).

A diagnostic test was first conducted to check for multicollinearity among the independent and moderating variables (locus of control, job involvement, and employees' self-efficacy) before using hierarchical multiple regression analysis to investigate the influence of locus of control on service quality. Service quality was the dependent variable. The multicollinearity diagnostic test was developed to look at the possibility of an unwanted situation where there are substantial correlations among the variables. The Variance Inflation Factor (VIF), which assesses multicollinearity in the regression model and misleadingly inflates the standard errors, was assessed using SPSS Version 19.0. As a result, some variables become statistically insignificant despite the fact that they

should normally be significant. The VIF was used to determine how much the variance of the predicted coefficients increased when the independent variables are not correlated. The independent and moderating variables' VIFs ranged from 3.371 to 1.850. None of the variables had a value larger than five (5), indicating that there was no collinearity between them. The VIF and Tolerance values were similarly inversely connected ($VIF = 1/Tolerance$). Large VIF values (a typical threshold is 10.0, which equates to a tolerance of 0.10), according to Pallant (2010), imply a significant degree of collinearity or multicollinearity among the independent variables.

Table 2 revealed that all the variables locus of control, job involvement and self-efficacy were statistically significant contributors of service quality towards employees of the hospitality industry. As revealed in the table, the variables that contributed meaningfully in order of importance, were job involvement [$\beta = .762 (.057)$, $p < 0.01$], locus of control [$\beta = .309 (.019)$, $p < 0.01$], and employees' self-efficacy [$\beta = -.239 (.022)$, $p < 0.01$]. The results however, indicated that job involvement is the most significant factor in this model that influences service quality of employees in the hospitality industry. However, employees' self-efficacy contributed negatively to service quality. The total contribution of the three entered variables to the variance in service quality was 0.618 with an adjusted R^2 of 0.613. This means that the entered variables influenced or explained 61.8% of the variance with employees of hotel. Specifically, the findings show that job involvement [$\beta = .762 (.057)$, $p < 0.01$] is able to positively and significantly influence the relationship between locus of control and employees' performance. The data further shows that self-efficacy [$\beta = -.239 (.022)$, $p < 0.01$] contributes negatively to employees' service quality.

Table 2: Regression Analysis on The Effect of Locus of Control on Service Quality

Variables	Unstandardised Coefficients		Standardised Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.553	.161		9.666	.000		
Locus of Control	.104	.019	.309**	5.559	.000	.541	1.850
Job Involvement	.614	.057	.762**	10.747	.000	.332	3.013
Self-Efficacy	-.069	.022	-.239**	-3.188	.002	.297	3.371
R		0.786					
R Square		0.618					
Adjusted R Square		0.613					

Dependent Variable: Service Quality

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Self-Efficacy	-.069	.022	-.239**	-3.188	.002	.297	3.371
R		0.786					
R Square		0.618					
Adjusted R Square		0.613					

Dependent Variable: Service Quality

Source: Field Data, 2022

** p < 0.01

(N = 330)

5.1 Analysis of The Simple Mediation Model (Preacher-Hayes)

The path analysis test was used to access how the mediation variable influences the relationship between the independent and dependent variables. In mediation analysis, researchers assume that the independent variable (X) affects the mediator (M), which in turn, affects the dependent variable (Y). To examine these criteria for a simple mediation, we plot residuals against predicted values in four regressions: X predicting Y (c), X predicting M (a), M predicting Y (b), and X and M predicting Y where Y = job involvement; X = self-efficacy; and M = locus of control was the Preacher-Hayes (simple mediation) model. The correlation coefficient between LC and JI is 0.2535, with a determination coefficient of 0.0643, according to Table 3. On SE, the correlation coefficient between LC and JI

is 0.4425, while the correlation coefficient between LC and JI is 0.1959. The correlation coefficient for the overall effect with the SE outcome is 0.0269, and the determination coefficient is 0.0009. The value of p = 0.0111 = 0.05 with a coefficient of 0.1630 indicates that LC has a positive and significant influence on JI. Furthermore, based on the p-value = 0.0000 = 0.05 and a coefficient of 0.8218, there is a positive and significant influence of the JI variable on SE. Based on the value of p = 0.7925 = 0.05 with a coefficient of -0.0311 there is no significant difference between LC and SE. The independent variable (LC) has no direct effect on the dependent variable (SE); p-value = 0.1342 > = 0.05 with a coefficient of 0.2013. The indirect influence of the JI (independent variable) on SE (dependent variable) and LC is shown in Table 5. (Mediating variable). It can be seen that the output results

Table 3: Model Summary

Model	R	R-sq	MSE	F	df1	df2	P
Outcome LC	0.2535	0.0643	65.0045	6.7163	1.0000	99.0000	0.0110
Outcome SE	0.4425	0.1959	182.9373	11.7977	2.0000	98.0000	0.0000
Outcome JI	0.4322	0.0155	111.9873	14.6572	2.0000	97.0000	0.0000
Outcome SE and JI (Total effect model)	0.0269	0.0009	224.9555	0.0699	1.0000	99.0000	0.7925

LC, locus of control, SE, self-efficacy, SQ, service quality, JI, job involvement

Table 4: Test Results

Model	Description	coeff	se	T	p	LLCI	ULCI
Outcome LC	Constant	66.9011	4.9248	13.5871	0.0000	57.1375	76.6828
Self-efficacy		0.1629	0.0630	2.5917	0.0383	0.2877	
Job involvement		-0.1647	0.1091	1.5114	0.3811	0.0518	
Outcome Locus of control (total effect model)	Constant	93.5167	9.1613	10.2082	0.0000	75.3368	111.6967

LC, locus of control

Table 5: The Direct Effect of X on Y

Effect	SE	T	P	LLCI	ULCI
0.2012	0.1090	-1.5113	0.1341	-0.3810	0.0517

Table 6: Indirect Effect of X on Y (Hypothesis test results)

Effect	Boot*SE	Boot LLCI	Boot UCI	
LC	0.1340	0.0561	0.0205	2793

LC, locus of control

The LC variable has a significant influence as a mediating variable, with Boot LLCI = 0.0205 and Boot ULCI = 0.2793. We find that the hypothesis is accepted because the LC variable fully mediates the effect of SE on JI. It has been demonstrated that the stronger the degree to which the link between SE and JI is mediated, the higher the amount of LC.

6. DISCUSSION

The results in Table 1 demonstrated that there is a statistically significant and positive link between locus of control and self-efficacy (r =.525, p 0.01). The bond between the two variables were strong. The study accepts the first null hypothesis, that locus of control has a considerable beneficial impact on employee self-efficacy in the hospitality industry, this indicate that, employees' capacity to fulfill their assigned duties to a high level of precision and completeness is linked to their locus of control and self-efficacy, this finding is consistent with (Blau, 2015). Again, assertion that employees who have both a positive locus of control and self-efficacy have high productivity, which leads to great service quality (DeCenzo and Robbins', 2020). According to an organization's high productivity is what allows it to thrive, which means that if management's aims aren't met, a slew of unpleasant events are likely to arise (DeCenzo and Robbins, 2002).

Furthermore, according to personnel with external locus of control and

low self-efficacy are steered by enactive mastery and verbal persuasion to raise their internal locus of control (Bai et al., 2016). There is a negative association between locus of control and employee self-efficacy (Brooke et al., 2008). They proposed that verbal persuasion may be used to induce low self-efficacy subjects to ascribe their intermediate performance challenges to the task's complexity (external) rather than their own capabilities (internal) in order to improve service quality. The relationships and interconnections between self-efficacy and locus of control must be defined because they have consequences for improving the service quality of individuals and groups in organizations. However, the result that there is a negative association between self-efficacy and locus of control contradicts that of who discovered that internal locus of control has a negative behavioral correlation (Baev, 2014). This is due to the fact that job involvement also courts, employees with internal locus of control are likely to require fewer enactive mastery experiences to increase their efficacy perceptions and performance.

The direct effect of self-efficacy on locus of control is statistically significant. This result confirms the views that employee with high self-efficacy acts confidently in their professional responsibilities in order to succeed (Hoy, 2007). As point out, self-efficacy and locus of control are fostered through job involvement (DeCenzo and Robbins 2020). As a result, employee conduct enables individuals to make independent judgments to assist others in resolving work problems with the goal of assisting their coworkers (job involvement) in completing work successfully. Conscientiousness refers to a person's desire to go above and beyond the bare requirements of their job and organization, such as paying full attention to their work, adhering to the company's rules and regulations, and working during breaks. As indicated by all of this might occur as a result of self-efficacy and locus of control (Baev, 2014).

The findings also suggest that self-efficacy has a direct impact on workplace engagement, since those who have a high level of self-efficacy have self-confidence, work dedication, high motivation, and vigor, all of which are linked to job involvement. Brown claim is supported by these findings (Brown, 2006). As a result, such people put forth their best effort and are willing and tenacious in resolving job challenges and hurdles in order to successfully accomplish their task in accordance with the goals set forth for them. Furthermore, self-efficacy motivates employees to be dedicated to their work by committing time to it without being exhausted or thinking about their working hours, as well as involving others in their success. As a result, the employee with self-efficacy is able to focus on their task, perceives those working hours quickly, and does not stop working if their work is incomplete, resulting in great service quality, as suggests (Lefcourt, 2002). This finding is congruent with who investigated the impacts of self-efficacy on locus of control as a function of service quality, the finding that self-efficacy had a statistical significance of 0.05 in influencing service quality (DeCenzo and Robbins, 2020).

6.1 Implications of The Study

The findings of this study can be used by hospitality business owners to explain the phenomenon of service quality, which is influenced directly by locus of control, self-efficacy, and job involvement. The immediate impact of the locus of control is critical. In the hotel industry, business owners should set up human resource development models such as training, consultation, and coaching for their personnel to help improve employees output therefore influencing service quality. Employees will develop full locus of control and self-efficacy because of training and activities, which will increase their availability and motivation to perform better, resulting in higher service quality. The findings of the study revealed that locus of control is a significant mediator in the relationship between self-efficacy and job involvement. As a result, hospitality business owners should promote and assist their employees through growth and training so that they can obtain knowledge and awareness of their job responsibilities, which will lead to better service quality. The indirect influence of the mediator reinforced locus of control on employee behavior more than the direct influence of self-efficacy and job involvement, according to the study's findings. As a result, employees in the hotel business should be given the opportunity to manage, develop, and encourage other employees, resulting in increased organizational loyalty and job satisfaction towards better service quality.

6.2 Theoretical Implications

The results revealed that locus of control mediated self-efficacy, job involvement, and service quality, which was consistent with prior research's associated concepts and hypotheses. As a result, hospitality operators should be interested in learning more about locus of control, self-efficacy, and work involvement in order to better comprehend these three variables that contribute to service quality. In this study, the combination of these three factors as mediators increased the prediction value.

7. CONCLUSION

As a result, the study indicates that individuals who have a greater internal locus of control and job engagement have higher performance evaluations than those who have a lower internal locus of control and job involvement. This is because employees with a strong internal locus of control are more likely to take charge, perform better on complex tasks, be easier to motivate, and exercise more initiative than those with a lower internal locus of control, resulting in superior service quality. This demonstrates that job involvement and internal locus of control have a strong positive impact on service quality.

LIMITATION OF THE STUDY AND FUTURE RESEARCH

The findings were based on data provided by employees within the hospitality industry. This study tried to measure the mediating role of locus of control on self-efficacy, job involvement leading to service quality within the Ghanaian context. Future research could expand the circle of research participants, objectives and increase the scope to cover other industry or sector.

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