

**Effects of Favoritism on Turnover Intention via  
Customer, Coworker and Supervisor Incivilities: An  
Empirical Study on Bangladesh Hotels.**

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## ABSTRACT

The growing competition in the service industry insists the management be attentive to managing human resources, training and appoint innovative talent to help the organization to be the successful hospitality industry. And the frontline employees are maintaining the essential role to provide the top level of service to the customers in the competitive service atmosphere. But unfortunately, frontline employees faced favoritism and incivilities from customer, coworker, and supervisor because of the organizational unfair environment, inequality treatment. Therefore this research focuses on effects of favoritism on turnover intention of frontline employees in Dhaka hotel industry.

The deductive approach (quantitative method) was used to measure the result. The results of this study demonstrate that to do proper use of frontline employees, HRM needs to develop the situation through awareness, punishment and proper training of organizational behavior, as well as government should apply rules and regulation to prevent uncivil behaviors in organizational and control favoritism. In addition, management implications are provided based on the results of the study, and information regarding the limitations of the study as well as implications for future researchers are presented in the thesis.

**Keywords:** Favoritism, customer incivilities, coworker incivilities, supervisor incivilities, turnover intention, human resource management, Dhaka, Bangladesh

## ÖZ

Hizmet endüstrisindeki artan rekabet, yönetimin insan kaynaklarını yönetmeye dikkat etmesine ve yenilikçi yetenekler belirleyerek organizasyonun başarılı konukseverlik endüstrisi olmasına yardımcı olmaktadır. Sınır birimi çalışanları, rekabetçi hizmet ortamında müşterilere üst düzey hizmet sunmak için önemli bir rol oynamaktadırlar. Fakat, ne yazık ki Sınır birimi çalışanları, örgütsel haksız ortam ve eşitsizlik muamelesi yüzünden müşteriler, iş arkadaşları ve yöneticileri tarafından taraf tutma ve kaba davranışlara maruz kalmaktadırlar. Bu nedenle, bu araştırma ihtimasın, Dhaka otel endüstrisindeki sınır birimi çalışanlarının işten ayrılma niyeti üzerindeki etkilerine odaklanmaktadır.

Araştırmanın sonucunu ölçmek için tündengelim yaklaşımı (niceliksel yöntem) kullanılmıştır. Bu çalışmanın sonuçları göstermektedir ki, sınır birimi çalışanların doğru bir şekilde kullanılması için insan kaynakları yönetiminin bilinçlendirme, cezalandırma ve örgütsel davranışın doğru bir şekilde eğitimi yoluyla durumu geliştirmesi gerektiğini, ayrıca devlet, örgütlerde kurallar ve düzenlemeler uygulayarak nezaket dışı davranışları önlemeli ve iltiması denetim altına almalıdır. Buna ek olarak, yönetimsel içerikler çalışmanın sonuçlarına dayanarak sağlanmıştır ve, çalışmanın kısıtlılıklarına ilişkin bilgiler ile gelecek araştırmalar için içerikler tezde sunulmaktadır.

**Anahtar kelimeler:** İltimas, müşteri kaba davranışı, iş arkadaşı kaba davranışı, yönetici kaba davranışı, işten ayrılma eğilimi, insan kaynakları yönetimi, Dhaka, Bangladeş

# **DEDICATION**

**To my Parents**

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## **LIST OF ABBREVIATIONS**

BDT	Bangladesh Taka (money)
BPC	Bangladesh Parjatan Corporation
BTB	Bangladesh Tourism Board
GDP	Gross domestic product
HRM	Human Resource Management
MNC	Multinational Company
NGO	Non-governmental Organization
RMG	Readymade Garments
SAARC	South Asian Association for Regional Cooperation
TTCR	Travel & Tourism Corporation
UNWTO	United Nation World Tourism Organization
WEF	World Economic Forum



# Chapter 1

## INTRODUCTION

The growing competition in the service industry insists the management be attentive to managing human resources, training and appoint innovative talent to help the organization to be the successful hospitality industry (Nadiri, & Tanova, 2010). Nowadays the way of inspire, motivate, gratify and hold onto operative the employees are the main concerns (Gripentrog, Harold, Holtz, Klimoski, & Marsh, 2012; Abubakar, Namin, Harazneh, Arasli, & Tunç, 2017) and the frontline employees are maintaining the essential role to provide top level of service to the customers in the competitive service atmosphere (Arici, Araslı & Namin 2016). From the ancient period of time, Dhaka was the center of all kinds of hospitality to the travelers since there was no commercial accommodations build up. A long period of time hospitality service depended on public segments and from the last decade's hotel industry in Bangladesh specifically in Dhaka enhanced through private organizations and international chain hotels.

This chapter arranges the information of the dissertation's research viewpoint in (section 1), as well as the rationale for the research in (section 2), followed by aims and objectives of the research in (section 3) and then move on to proposed methodology in (section 4). The contribution of the dissertation is presented in (section 5), followed by delimitations of the study in (section 6) and finally, the brief rundown of the outline of the study is given in (section 7).



## **1.1 Research Viewpoint**

Tourism industry specifically hotel industry is one of the highest work intensive but low social statuses (Darvishmotevali, Arasli, & Kilic, 2017) and lack of organizational justice, but organizational justice is essential to aware the fair management and behavioral feedback to employees (Nadiri, & Tanova, 2010). In the hotel industry frontline employees deal with customers directly voice to voice and/or face to face, moreover, provide memorable service and handle complaints (Yavas, Karatepe, & Babakus, 2011) show performance to generate loyal customers (Arici, Araslı & Namin 2016). Therefore it is necessary to protect them from the customer, coworker, and supervisor incivilities because of organizational aggression, stress and injustice affect on strangeness treatment (Klein, & Briggs, 2017). According to Pearson, & Porath, (2005), workplace incivility is common in many organizations and effect harmfully to the management system and maximum managers fail to recognize.

Hershcovis, Neville, Reich, Christie, Cortina, & Shan (2017) mention workplace incivility as “low-severity deviant behavior to harm the object with unclear intention which breaks workplace mutual respect standards”. Incivilities include bullying, violence, aggression, tyranny, deviance, and harassment (Cortina, Magley, Williams, & Langhout 2001). Individually customer incivility identifies as uncivil manner which treating employees impoliteness and speaking in a discourteous (Van Jaarsveld, Walker, & Skarlicki, 2010). Experiential confirmation proposed that to individual plus organizational consequences and a significant cost for the organizations is intensely associated with customer incivility rather than co-worker and supervisor incivility (Sliter, Sliter, & Jex, 2012).

On the other hand, co-worker Incivility contains carelessness during a conversation not to say “please” and/or “thanks” plus ignoring; using a bad word, insulting, complaining and rising voice (Arici, Araslı & Namin 2016). Coworker incivility has numerous harmful results: organizational politics, grouping, less performance; high burnout (Lim and Cortina, 2005) in service jobs are connected and dependent on co-workers for serving customers. As a result, maximum of service jobs are measured “at-risk” (Sliter et al., 2012). Furthermore, Supervisor incivilities identified as negative interpersonal low behavior intensity (Schilpzand, De Pater, & Erez, 2016) is apparently hostility and negative attitudes include dirty looks, menacing eye communication, immoral image or text on phone, providing erroneous information on the drive, acting in a condescending manner, eliminating from workplace conferences or group events (Becker, Catanio, & Bailey 2015).

In 2010 Pearson and Porath did a survey of 9,000 employees and the report stated that 99% of employees are directly faced incivility at workplace also 96% of employees specified themselves in the long-term incivility (Carroll-Garrison, 2012) besides, 50% of employees’ states weekly base incivility include disrespectful, rude behavior, and bullying from supervisor (Roberts, S. J. 2009). According to Schilpzand, De Pater, & Erez, (2014), “incivility increases psychological stresses, negative affect, depression, and emotional exhaustion, and it also decreases health, well-being, organizational commitment, and several forms of satisfaction”. Therefore stress in workplace yearly have projected \$300 billion financial expenses (Leiter, Day, Gilin Oore, & Spence Laschinger, 2012) through absenteeism, health problems, lowered productivity and turnover (Taylor, & Kluemper, 2012).

Stressful workplace and employee's uncivil behavior (Taylor, et al., 2012) are influenced by incivility and management's favoritism (Abubakar, Namin, Harazneh, Arasli, & Tunç, 2017). However, organizational favoritism sends an indication to employees about unfair treatment, promotion, reward, and other facilities overall they realize avoidable human capital (Abdalla, Maghrabi, & Raggad, 1998; Arasli, Bavik, & Ekiz, 2006). In 2006 Arasli state that, favoritistic follows together with uncivil behaviors impose the cynic employees' approaches to leave the job. The characteristic features of employees' turnover are usually recognized in hospitality and precisely in the hotel (Nadiri, et al., 2010). On the other side, employees' turnover intention not only affects economically but also substitutes the identical key talents, experience, and well-informed employees as a potential loss and its create a negative effect on service (Tessema, Gok, Ngoma, Tesfayohannes, & Fernando, 2017).

## **1.2 Rationale for the Research**

Having discussed the research viewpoint of this dissertation, this section arranges for the rationale of researching favoritism's effect on frontline employee's turnover intention through customer, coworker, and supervisor incivilities in the hotel industry. A number of influences are embarking the explanation of this dissertation as follows:

**Firstly**, tourism and hospitality in Bangladesh acknowledged the consideration for business purpose and analysis the growing economic contribution to GDP (Uddin, Tarique, & Hassan, 2008). Fortunately, there are huge researchers about tourism contribution to GDP plus natural resources of tourism in Bangladesh also some researchers concern on star hotels recruitment function based research, these

researchers may focus on hotels HRM department's requirements issues on hiring, training or fairing. Disappointingly, there is no existed research about the effect of favoritism and incivilities in Bangladesh hospitality industry.

**Secondly**, in the hospitality industry favoritism and incivilities is common subject; therefore the provided service in the hotels was lesser than customer's expectancies (Mazumder, & Hasan, 2014). And the reason behind of this service frailer is unhappy employees in an unfair work environment in the organizational. Generally, maximum hotels appoint employees through favoristic and/or personal interest, and the favoristic appointed employee became dominated over others employees' as well as follows uncivil behaviors that carry out the disparager employees' approaches to turnover intention (Arasli, et al., 2006). As a result, it is a great challenge in front of Bangladesh hotel industry to hire the appropriate person and improve service quality to provide customers memorable hospitality experience.

### **1.3 Aims and Objectives**

Bangladesh has huge opportunity to enhance the earning of foreign currency through tourism. But tourism industry over here is still rising prospect not enough established (Alam, Furukawa, & Akter, 2010) because of the lackings of the proper strategic plan the land of natural beauty cannot bring the benefit to its native stakeholders. On the other side, lack of fair management is an issue, unequal treatment demotivated the employees and it has an effect on service on customers, generally in Bangladesh tourism is based on business travelers and in this case service frailer is a great concern. In a hotel, frontline employees are providing service to customers directly face to face or over the telephone (Yavas, Karatepe, & Babakus, 2011) so their performance has a weight value in the workplace. Inappropriately front-line

employees face the customers' incivilities (impoliteness, offensive manner and speaking in a discourteous), as well as incivilities from coworkers and supervisors.

Sliter et al., (2011) state that, customer incivility is more costly reasonable than co-worker and supervisor incivility, but frontline employees have to face the customers complain and rude attitude even though they did not do any mistake or they do not have linkage with the managerial decision. In some cases, hotels executive hired relative or friends and family who are not well trained or well skilled and knowledgeable, what may create a problem during service. On the other hand, executive's acquaintances are relaxed and dominated on others (Williams & Laker, 2005) therefore general employee is scared of him/her. The similar supervisor also uncomfortable with those employees who are related to the higher level of managers, in that case, they force general employees and sometimes raise voice on them. But in 2005 Lim and Cortina mentioned that service job is a team based work where each member is linked to other performance.

Schilpzand, et al., (2016) mentioned, supervisor incivilities identified as negative interpersonal low behavior directed by ignorance, insult, bullying and demand extra work to recover the executive's friends or family, related employee. Consequently, general employees face unfair work environment and uncivil behavior, therefore a maximum of service industry are dignified risky employment circumstances (Sliter et al., 2012). Moreover, facing unfair treatment in promotion, reward, motivation, and training reduces employees work engagement and it is a clear signal to them that they are not valuable to this organization and what increase turnover intention. So it is clear that managers have to be fair in the organization and especially HRM should

observe all kinds of incivilities and solve all kinds of the unexpected issue to encourage the employees, motivate them to increase the performance.

The aim of this dissertation is to test the effect of favoritism on turnover intention via customers, co-workers and supervisors' uncivil behaviors in the Bangladesh hotel industry. It also investigates direct relationship between favoritism and three incivilities in the research content where data collected from the three, four and five-star hotels in Dhaka.

#### **1.4 Proposed Methodology**

A deductive approach (quantitative methodology) is select for this dissertation. In 2004 Kothari, C. R. defines; the measurement of quantity is the base of quantitative research and in terms of quality it is appropriate to sensations. And according to Tavory and Timmermans (2014), "deduction approach proposes a hypothesis about specific findings which is based upon theories that already exist, while an induction approach is specified as the procedure of gathering new data in order to enhance or problematize theories that are well established".

A hypercritical sampling was used in this dissertation. Churchill (1995) described the selected sample origins are assumed as the representative of the attention of people. Considering the collected data from three, four & five-star hotels frontline employees within a month interval time in Dhaka established a judgmental sample of the model. The questionnaire is confidential about management issue, therefore, need a little more time and the questionnaire included demographic information: age, gender, education, years of working, department and the number of the hotel in section one and the other section questionnaires conduct to turnover intention (1- 4), coworker

incivility (5-7), supervisor incivility (8-11), customer incivility (12-16), and favoritism (17-22). All collected data were coded and entered in IBM SPSS statistics 21. Numerous assessments (frequency, percentage, and mean) were applied in data analysis.

### **1.5 Contributions of the Dissertation**

There are a number of issues to test the mentioned relationships, for example, favoritism, customer incivilities, co-worker incivilities, supervisor incivilities and intention to the turnover behavior of employees in the workplace (Arasli, & Tumer, 2008). As well as the executive level manager's involvement in favoritism impact has regularly been measured as uncivil outcomes (Arasli, Alpler, & Doh, 2015). As a research field, Bangladesh hotel industry is still unchartered; therefore researchers are concerned on tourism contributions to the country's economic development. But there are a few studies about employees and this is probably the first research about favoritism effect and probable result of frontline employees in Dhaka hotel industry. Secondly, this research tests several relationships among favoritism effects on customers (customer and employee's relationship, employee's performance), a coworker (workplace conflict, turnover intention), and supervisor (uncivil behavior and organizational behavior, incivility and turnover intention).

Out of these issues, this dissertation discusses tourism in Bangladesh to highlight tourism and compare the tourism sector with the world as well as the South Asian region to identify the opportunities, threats, strengths, and weaknesses. However, the authority know that instead of only business tourism, now need realistic appropriate strategy to develop further types of tourism in Bangladesh based on "natural beauty, Rivers, coasts and beaches, archaeological sites, religious places, hills, forests,

waterfalls, tea gardens surround it and the Sundarbans, Historic Mosque in city of Bagerhat, Ruins of the Buddhist Vihara at Paharpur are the three world heritage sites in Bangladesh among 1007” (Roy, & Roy, 2015).

## **1.6 Delimitations**

This research depends on a questionnaire that connected with the hotel's management private issues or some confidential and sensitive issue what may not be exposed. The analysis of these questionnaires will be intimate also restricted to the investigation team. It will not expose the demographic information that can be destructive for respondents.

Researching, exploring, seeking something new, trying to write down is necessary to find out the solution to the problem, learning something new, and help to develop communication (Falakmasir, Ashley, Schunn, & Litman, 2014). Therefore, testing collected information from the different viewpoint of the managerial system will establish some strategy of enhancing the tourism industry specifically hotel industries employment. Employees are main resources of the hotel industry to “offers intangible services and products” (Walker, 2004).

## **1.7 Outline of the Thesis**

In this dissertation have seven chapters, every chapter will provide information about each sector. Chapters are followed:

### **Chapter one: Introduction**

This chapter offers Research Philosophy, Aims and Objectives, Definitions, Delimitations, Contributions of the Dissertation, and Proposed methodology.



## **Chapter two: Literature Review (Favoritism in Hospitality Industry)**

This chapter provides details information about Favoritism (background, group favoritism, practice of favoritism) and Nepotism (background, practice of nepotism, advantages and disadvantages of nepotism), Favoritism and HRM, Legal Basis of Favoritism, Favoritism in hospitality industry (world and Bangladesh), Effect on service, as well as favoritism effects on customers (customer and employee's relationship, employee's performance), coworker (workplace conflict, turnover intention), and supervisor (uncivil behavior in organization, subordinate's job satisfaction).

## **Chapter three: Tourism and hotel industry in Bangladesh**

This chapter confers the introduction of tourism and hospitality and worldwide hospitality (America, Africa, Asia, Australia, Europe, Middle East, and South Asia) as well as Bangladesh tourism and hospitality and its historical background: British Colonial Era (1757-1947), East Pakistan Period (1947-1971), Modern tourism (1973-.....). Kinds of effect: economic, political then concern on tourism categories, specifically business tourism and the hotel's performance in Dhaka.

## **Chapter four: Methodology**

This chapter highlights the research approach, research Design, nature and purpose of research, sampling method, sample size and sampling design, conducting data collection and data analysis.

## **Chapter five: Result**

This chapter analysis and find out the result through the demographic breakdown of the sample, measurement results, model test results.

## **Chapter six: Discussion**

In this chapter evaluation of findings management implications, limitations and future research directions are discussed.

## **Chapter Seven: Conclusion**

This chapter assumption the whole research then proposes endorsements to the hotel's management to avoid favoritism in the job so that incivility can control/escape. This chapter also statements the influence of understanding obtained by research and indicate the additional opportunities that may help the organization to discover the new way of management.

## **Chapter 2**

### **LITERATURE REVIEW (FAVORITISM IN HOSPITALITY INDUSTRY)**

#### **2.1 Introduction**

The purpose of this study as mentioned in chapter one is to observe the effects of favoritism on turnover intention via customer, coworker and supervisor incivility in Bangladesh hotel industry. To accomplish the aim of this study, first needed to organize a review of the published literature about favoritism, customer incivilities, co-worker incivilities, supervisor incivilities and turnover intention. This review will support to establish the structure of the observed study and facilitate the detection of the effects.

This chapter offers comprehensive exploration of the concept of the study, starting with the definitions of favoritism and describes the background, types, advantages and disadvantages in (section 1); subsequently this chapter discussed favoritism and HRM in (section 2); as well as collects the legal base on Favoritism in (section 3); and moves out to Favoritism and in hospitality industry in (section 4) as a backup of favoritism in Bangladesh hospitality industry that has appeared in present time. The conception of the favoritism effects on customers in (section 5) is investigated deeply in the circumstances of the customer satisfaction; and effects on a coworker in (section 6). Favoritism effects on supervisor incivility describe in (section 7) and finally research model and suggested hypothesis in (section 8).

## **2.2 Favoritism**

The service industry is fast rising and human-based productiveness, which is considered difficult to establish professionalism and fair work environment, among several reasons this research emphasis on the relationship between executive level managers and staffs either they are related or they know each other personally what is claim as favoring. Favoritism is a common issue at present time in an administrative system and is existent the world over (Ozler & Buyukarslan, 2011) also detected in several procedures like nepotism, clientelism, patronage, and cronyism (Tekiner, & Aydin, 2016). Especially when relatives get privilege it named “nepotism”; similarly when someone gets privilege by between politician or constituency’s interest it named “clientelism” likewise when politically or religiously someone gets privilege then it’s named “patronage” and when privilege offered between friends is named “cronyism” (Erdem & Meric, 2012).

Away from these standpoints, favoritism is also noticed occasionally following the societal and financial status of person’s (Jussim, Smith, Madon, & Palumbo, 1998). As well as same public and financial position people confer honors on one another (Sprinthall & Sprinthall, 1990, cited in Aydogan, I. 2012). Furthermore, lower social position people display greatly extra kindness (Batalha, Akrami, & Ekehammar, 2007). Additionally, among several issues gender has significant influence to offer privilege; even physical look can be concerned (Erdem et al., 2012). Likewise, cheerful, easygoing people are approved favor more than others; this is assumed to be more active, friendly, mannered, honest and effective (Hess, Beaupre, & Cheung 2002: cited in Wang, He, & Liu, 2015). Safina (2014) states, favorites are not well-

intentioned for the occupied positions through favoritism/nepotism as a phenomenon neither in business nor in decent potentials.

### **2.2.1 What Favoritism is?**

It is a mutual act around the world that has been established as the favored conduct of acquaintances, friends, and family. Favored behavior to someone especially is considered to mutual procedures of a relation of favoritism (Büte, 2001). According to Klaus, (2017), favoritism is a kind of human behavior example and several issues have influence in this multifaceted phenomenon. “The term favoritism first came to the discussion by General Jackson who stressed that the system of favoritism was being misused, therefore the term entered the literature” (Karakose, 2014). Favoritism is precisely that how it sounds: favoring somebody in an organization, not because of their high performance but the motive is exterior of work performance. For example, an executive regularly provides the finest and high stemmed program to the favored worker, although the worker does not deserve his or her performance and/or probably one worker gets upliftment in work over his or her senior or better performer (Hrab, 2017).

In the description, giving special honor to friends, families, and acquaintances in the range of service, profession and reward are mentioned as favoritism (Arasli & Tumer, 2008). Tikkanen, (2016) describes favoritism as a favoring on the basis of personal interest, likes and dislikes because the employee belongs to a chosen range. In additionally, favoritism happens when a relationship is established between an executive and an operative outside of workplace based on some similarity, common history, and personal interests. Alizadeh, Cioffi-Revilla & Crooks (2015) generalized that attitude, trust, dealing, regulation, duties or other social characters are also considered in favoritism.

### **2.2.2 Background of Favoritism**

Since a long time ago favoritism and corruption have coexisted together with the human community and in particular, esteem signifies a stable landmark of civilization, they presented at one time with administration, public dominance and financial life (Klaus, 2017). A cultural standard differs whether favoritism is positive or negative (Erdem & Karatas, 2015) wherein general favoritism identified as the apparently corrupt drill by an influential executive or a board of executives of providing works, places and other privileges to families, inclines to be realized as dysfunctional and harmful to organizational contribution (Tikkanen, 2016). Additionally, such a kind of effectuation in an organization doesn't fetch positive always, on account of the person feel resisted to perform better and provide high-profile service (Karakos, 2014). Moreover, Araslı & Tumer (2008) states that work stress has a strong connection with favoritism with the help of studies from bank workers in Turkey.

### **2.2.3 Group Favoritism**

Group-based favoritism is mutual in social life where people's intelligence compares them as social characteristics, in a group people's attitude and activities are formed by their intuition of belonging (Volz, Kessler, & Cramon, 2009). Furthermore, group favoritism is an aptitude to favor own group especially and create a place, some facilities or make an exchange process to create a social position for next generation, group member, acquaintances. Pelit, Dincer, & Kilic (2015) addressed, it is essential that an experimental research is brought to pass to regulate the current situation of the hotel industry which identifies the operation and produce the resolution in a group.

Moreover, in group favoritism is examined in an extensive diversity of circumstances, from realistic settings based on gender and cultural background to the exceptional simulated arrangement (Ozler, et al., 2011). Group favoritism has three essential outcomes. Firstly, in group people lay positive opinion about same group member and treat positively. For instance, same group people are considered as faithful, truthful, helpful, undeveloped, and dependable. Secondly, same group person also sees as similar and nearest. Thirdly, group person realized kindred in characters and features (Taylor, Anne, & David, 2010).

#### **2.2.4 Practice of Favoritism**

Favoritism is common in appointing and or hiring employee concern on private interest or intimacy with the executive who will take the decision by using authority or rule (Tekiner & Aydin, 2016). It is an extensive outline of community collaborations in several fragments of the earth (Alwerthan, 2016). Therefore, Tekiner et al. (2016) state that favoritism is a mutual subject in the maximum organization as well as it becomes a part of community life and it is mutual in Bangladeshi culture. In 2015, Islam & Ananya clarified that corruption in Bangladesh is a lack of answerability, clearness, dishonesty, and favoritism.

According to Sadozai, Zaman, Marri & Ramay (2012), several scholars identified that habitually underdeveloped nations are practicing favoritism. Similarly, compared to advanced countries it is a common manner in developing or underdeveloped countries (Arasli & Tumer, 2008). Concerning the recent condition of public and private sectors the works are not adequately accessible (Sadozai, et al., 2012). Therefore during appoint and elevation, a favored person is appreciative and maximum vacancies are filled without regarding education, experiences, and skill. Such a kind of situation, the human resource manager is unable to work correctly and

appoints the greatest, creative and expert employees the organization needs (Tekiner et al., 2016). Therefore, Robbins, DeCenzo, & Wolter, (2015) state that, two significant ways can be measured by HRM activities for example: in every organization frontline employees can be assisted by HRM as a supportive function is the first way and the second way is managing the employees efficiently and effectively all the managers' job can be functional through HRM (Khan, Arafin, & Hossain, 2017).

### **2.2.5 Nepotism**

In academic and experiential works it is recently examined that the family support is helping people to develop careers (Ioannides & Loury, 2004 cited in Beam, 2016) by providing favor with executive power, political involvement, social and cultural support or because of exchange of privilege or money (Ponzo, & Scoppa, 2011 cited in Krausert, A. 2014). Favoritism is also named nepotism when family members get favor or motive to do a favor; it's different types of the phenomenon based on sympathy (Erdem et al., 2015). Nepotism is recognized as comparative favoritism, the theme of exceptional behavior to biological relation and pathological is the main component as obligatory by key relations (Büte, 2011).

According to Wikipedia, "Italian word nepotismo which is based on Latin root Nepos meaning nephew". Nepotism is usually practiced in the family-oriented business because of maintaining the family chain and command were believed that a family member knows the business better than outside (Özler, 2007 cited in Hinchey, 2013) and relatives dedication to business is essential to avoid conflict among staffs at work. Because of the nature of nepotism, it is problematic to document the number of workplaces, where parents incline approval to appoint their offspring even the member is lower noticeable excellence (Ponzo, & Scoppa, 2011).



### **2.2.5.1 Background of Nepotism**

Lokaj (2015) states “since the middle ages and until the late 17<sup>th</sup> century, some Catholic popes and bishops who had taken vows of chastity and therefore usually had no legitimate offspring of their own, gave their nephews such positions of preference as were often accorded by fathers to son”. Arasli & Tumer (2008) mentioned that “Nepotism as favoritism shows to nephews and other relatives by giving those positions because of their relationship rather than competencies”. Nepotism can be addressed as short of thought for education qualification, achievement, abilities and service personality on hiring and/or promoting someone based on sympathy relation and/or family roots (Pelit, et al., 2015).

### **2.2.5.2 Practice of Nepotism**

Generally, the undeveloped nation is an experiment of the components of nepotism where traditional influence and affiliation has the powerful effect to impact results (Karakos, 2014). Not only is that, but also developing countries’ educational system schematic affected by social and political powers. Therefore, this kind of education does not help students in real life situation. In these countries, social dominating attitude also entuses students to look for traditional forms of graduation in lieu of industry needed practical service. An incompatibility has created by like this education in the industry marketplace, therefore getting jobs has a high effect of nepotism role (Abdalla, Ahmed, Taher, & Al-Dabbagh, 1994 cited in Alwerthan, T. 2016).

Nepotism kept the strongest foothold in Asia, maximum of business persons in Asia aspects to the family member to maintain the business successfully instead of the comprehensive outsider population (Kazi, 2016). Richardson (1993) proposes in his research of nepotism practices in Asia, as long as employees do not tolerate

uselessness in management level nepotism practice is continues the process (Blustein, 2017). Nowadays it is a common practice in an organization that misuses the authority to favor their families during staffing and appointment, human resource management has a harmfully affected by nepotism, in the case of applicant's selection by kinship and friendship (Arasli, et al, 2008). In such a situation staffs cannot react as much as they can do because of dissatisfaction which distresses their proficiency (Nadeema, Ahmed, Batool & Shafique, 2015).

### **2.2.5.3 Advantages of Nepotism**

Nepotism has evaluated as being unethical frequently but some scholars identified nepotism is not always negative, it has a positive impact on business. Vinton, (1998) states that in different continents, nepotism observed in a different way for instance in South Asia, personal contacts in an organization is reserved positively to guarantee belief. In such a particular cultures everyone and anyone of the family members gets a position in executive level of the business (Firfiray, Cruz, Neacsu, & Gomez-Mejia, 2017). Ozler (2007) mentioned when a family background name or support come in front of the people they felt comfortable or secure from the previous experience.

Therefore, owners would like to hand over authority to a family member or hire friends to feel trust, loyalty, commitment and morale at the organization. Nadeem, Ahmad, Ahmad, Batool, & Shafique, (2015) mentioned that in family oriented business owner instruct his/her young from their childhood on how to control, manage, and other activities. Similarly, nepotism considers in ownership formation and contributes to organizational success by appointing a family member or family friends. Consequently, in 1998 Nelton said nepotism will be a proper advantage if it

observes honesty in an organization (Vandebeek, Voordeckers, Lambrechts, & Huybrechts, 2016).

In 2012 Marri & Ramay describes, Appointing family members or favored parties to the administration, particularly in family enterprises, will discourage high-level administrators from leaving in the future and even enhance trust and job satisfaction and be an advantage for establishments in this aspect (Lokaj, 2015). Additionally, practicing nepotism and appointing family members has also extra benefits: decreasing health insurance expenses, recruitment and training costs, less turnover, and family members are more dedicated to the business. Furthermore, working together with friends and family members creates a different work environment and a sense of community of what generated them to the success of the organization.

#### **2.2.5.4 Disadvantages of Nepotism**

Scholars are continually researching whether nepotism has an optimistic or harmful impact on business, where scholars mention that because of nepotism staff's loyalty and moral may be impacted highly, and it will turn to satisfaction and providing better service to customers. Kale & Loon (2011) state that, nepotism influence discrimination among the staff which harmfully effect on the organizational environment and create negative politics what leading dissatisfactory and turnover.

Nepotism establishes a sense of unfair when staffs work with someone who appointed or reward and related to the executive or owner, what effect on service quality, market reputation and overall organizational performance. Kets de Vries (1993) states that, nepotism permit unskilled member appointed to the managerial position inspires unfair reward what creates one-sided environment and professionals face complications (Chrisman, Kellermanns, Chan, & Liano, 2010). Masdek, Aziz, &

Awang, (2011) identified that service recovery is a vital aspect of employee performance and it becomes imperative, timely and necessary to explore the possible antecedents revolving around the working environment in an organization that might affect the performance of employee's. Likewise, employee's sensitivity of capability and activities divert to conflict among them what let's to service failure of customers' satisfaction (Babakus, Yavas, Karatepe, & Avci, 2003).

Wong and Kleiner (1994) propose that nepotism can increase complicated issue by appointing an unskilled family member, where business success based on service and products quality and concern on profitability. But when organization appoints such a kind of member it seems non-professional activities and decreases other employee's motivation and quality in the result. Toy, Brown & Miles (1988) said, in organization family members and relative may mix-up organizational behavior and family attitude what create complex issue and conflicts in management level (Richardson, Jones, Croker, & Brown, 2011).

### **2.3 Favoritism and HRM**

Human resources are regarding the greatest crucial assets of tourism administration; moreover, scholars examined how HRM managed the front line human resources contribution and performance (Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010). In an administration there are two sides, one side is an employer and on the other side are employees. To achieve the target both sides need to work ethically and properly behave in the organization (Hasan, & Sultana, 2014). Therefore, the employer always thinks of employees' welfare before captivating every decision and HRM need should be active in recruitment and selection, training and development for a good result in future. Generally, human resource task in the hospitality industry is

principally a problematic and complex action (Demir, 2011) these actions comprise the collection, choice, appointment, training, career progress, performance judgment and reward (Yuksel, 2003). When HRM cannot work freedom than favoritism growth generates to dishonesty at all department of administration these actions does not work correctly (Safina, 2015). The action of planning manpower effect as an organizational illusion on organizational behavior and performance in hospitality as well (Arsad, 2012).

Arasli & Tumer (2008) states that, “causes unproductiveness of other employees and can negatively impact organizational justice, motivation and harmony; it can cause productive employees to leave their jobs over time and to make comments about the institution to customers, colleagues, and people around them which can harm the operation and image of the institution.” As well as staff will have less contact and disrespectful to the organization when an HRM becomes inactive (Astrachan et al., 2002). According to Boxall, in an organization, HRM is critical to state-of-the ability and generate competitive rewards for the workforce to operate when there is high competition, an organization can use its human resources pool to generate a maintainable competitive benefit (Hoctor, 2012).

In 2007 Ginseng-Prophet states in The Family HR Magazine, “It can be harder, and even more necessary for HRM to establish and clearly communicate business philosophies, policies, and practices and to apply them consistently across organizations when employees, perhaps even top executives are favoring specifically or related Nepotism can have an impact on virtually all functions of HRM” (Hoctor, 2012). Hasan & Sultana (2014) addressed that, always employer contemplates employees doesn't know what they know and sometimes scolds on them without

concern age, sex, race, and situation, generally it happens when organization HRM is inactive and practice of favoritism or appoint unskilled. Tahir, & Batool (2016) state that, HRM face challenges in the organization to favoring shareholders' creating a procedure of nepotism, hiring executives' relatives, promotion and reward policies, performance evaluation. Most of the time boss's relative or being a favorite person or other appreciation by executives get a promotion instead of a hard working person due to the unethical use of HRM (Hasan & Sultana 2014).

## **2.4 Legal Base of Favoritism**

Numerous scholars concern on the legal issue of favoritism in an organization. Young (1995) & Hubbartt (1998), suggest human resource managers to concern favoritism under the legal study. Different surveys also observed types of favoritism strategies organization have positioned, similarly, researchers considered how favoritism policies interrelate with additional administrative individualities, where maximum underdeveloped and developing countries practicing nepotism as part of family life. Boadi (2000) mentioned that, whereas advanced nations try to prevent favoritism and developing nation keep practicing as legal social activities.

Law and order in developed countries are highly sensitive to human rights and favoritism concern as unfair activities, therefore in developing countries, favoritism is less even family members are always interested in maintaining family business; they would like to do something independently. According to Christodoulou (2008), before the 1980s when anti-nepotism guideline did not appear executives used to appoint their family members as office personnel. However now this executive exchange favor with each other to appoint their family and friends by return he/she will do some favor.

In 2012 the center for ethics in the United States familiarized the ethical anxieties and limits of favor to friends and family, the research presented that: “The Management Directive provides a guideline saying that legislators shall not exercise direct and immediate supervisory authority over a family member. The PA Ethics Commission can view the following language has a nepotism prohibition, no member shall participate as a principal in any transaction involving the Commonwealth or any Commonwealth agency in which he, his spouse or child, has a substantial personal economic interest”(Fu, 2015). Similarly, favoritism also affects the social level and connected injustices in ethics of analysis (Shapiro & Stefkovich, 2011). Among all the significance of favoritism base appointment and reward is illegal discernment under the law and order of country occupation.

## **2.5 Favoritism in Hospitality Industry**

Among the world biggest and rapidly rising industry tourism and hospitality is one of them (Arif, Jannat & Anwar, 2016) service base human comprehensive area. Relatively conveniences in services and products by the availability of excellence employees to process grant and operate (Elnasr, & Sobaih, 2015). Travel, transport, theme parks, event management, catering, hotel, motel, and leading companies in the field of the hospitality industry can be prescribing the relationship between the host and guests. Especially in the hotel industry involved in cross section of selection sampling as a part of a family group, since nepotism establishment practice of appointment directly high position and reward the unskilled person who is focused on family-relative affairs (Pelit, Dinçer, & Kılıç, 2015).

### **2.5.1 Favoritism in World Hospitality**

Limited convenience for the profession, unsociable hours of working, less payment, less training facilities, less reward, working stress has characterized hospitality,

which outcomes are high turnover, stressful environment, less social reputation and dissatisfaction (Sobaih, 2015). The appearance of stress and difficult circumstances makes staffs turn out inconvenient and directing to harmful connections (Christian et al., 2011). In this sense, stress and difficult circumstances have the effect on staff's engagement (Karatepe, 2013). Work engagement and organization politics have affected by favoritism and nepotism in the hospitality industry.

Karatepe, (2013) defines, “phenomena in which organization members attempt either directly or indirectly to influence other members by means not sanctioned by formal standard operating procedures or informal norms, in an attempt to achieve personal or group objectives”. Presently it is becoming a huge challenge to prove hotel industry is a well-paid industry and respected position and successful service industry as other. In addition, need to classify the right way of treating, recruiting with proper requirements and inspiring human resource department activities (Huda et al., 2014).

### **2.5.2 Favoritism in Bangladesh Hospitality**

For economic development tourism and hospitality industry is contemplating as a significant section in under-develop and developing nations (Arif, Jannat & Anwar, 2016). World travel and tourism council mentioned that 8.7 percent or more than 230 million jobs are tourism-related in worldwide (Huda, Haque & Khan, 2014). In Bangladesh the situation is not same as developed countries in hospitality sector; in Bangladesh people still, do not pay attention to build the profession in hospitality. Even though, Bangladesh has observed a mushroom growth in the hotel building in last decades including individual and United found by the international hotel chain and local industrial group (Ahmed, 2017) is growing industry include huge financial possibility.



Figure 2.1 mentioned that five stars hotels journey start in Bangladesh since 1966 through Inter-continental Dhaka (current name Ruposhi Bangla) after that in 1984 established Pan Pacific Hotel Sonar Gong. These two hotels were the symbol of five-star hospitality in Bangladesh a long period of time under the public observation and these hotels customers was mainly official and business travelers.

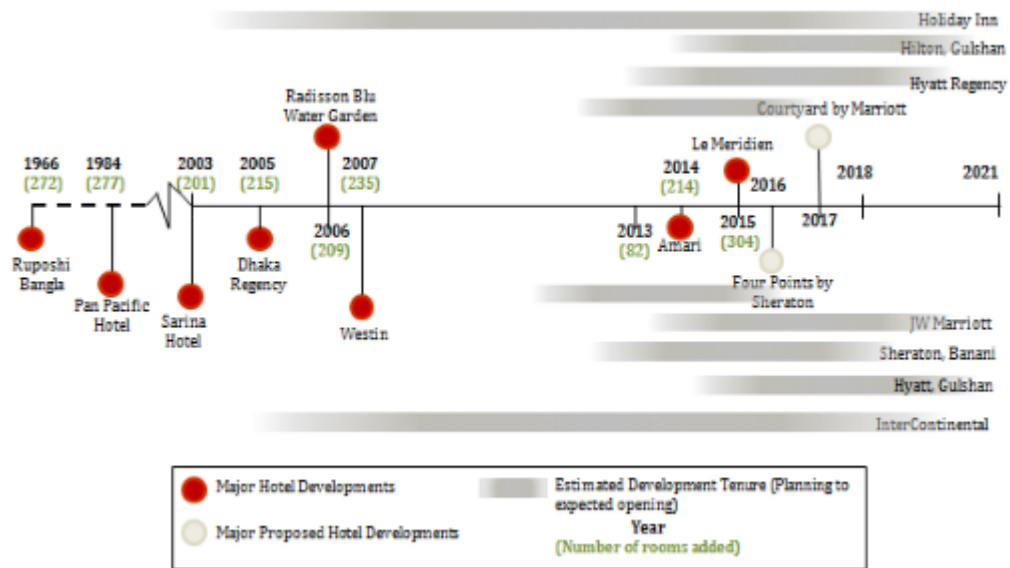


Figure 2.1: Hotels development movement in Dhaka (Source: HVS)

After the 1980s when RMG industry developed the in Bangladesh and export worldwide, world ready-made clothes companies concern to develop their businesses in Bangladesh, therefore several times they need to travel for business purpose and world-class hospitality service became essential. Consequently, private company and world hospitality chain also concern in Bangladesh especially in Dhaka to provide world-class hospitality service and establish one after one hotel since 2003. At this time Dhaka has 13 five star hotels, 21 four star hotels and 45 three star hotels and another one, two stars altogether 102 property in Dhaka (BTB).

Haque (2016) pointed out that, tourism might be the leading industry beneath of financial regain in Bangladesh. Nevertheless, favoritism has chiefly potential influence and somewhat negative termination in Bangladesh hospitality industry. Naturally, it is one kind of iniquity to all of us who attempt to get rid of difficulties in underdeveloped countries or developing due to economic oppression and omnivorous. Garicano et al., (2005) clarified those economic inducements on persons to leave from their arranged behavior generally highlights to play the role of the economics literature on corruption, which contain inducements, upgrades and corporal motivation.

As a result, talented and skilled candidates continuously depressed from receiving right occupations, so the outcomes are low performance and demonization among staffs in an organization (Sadozai, et al., 2012). One of the motives can be the presence of favoritism is that it is not an illegal movement by theoretically or it is ok not been forced on it in spite of is one type of dishonesty (Ozler & Buyukarslan, 2011). So logically, it generates the inferior supply of educated employees in the recruitment pool, at this point favoritism established in the hospitality industry.

#### **2.5.2.1 Favoritism Effect on Service**

Service in Hospitality is the main concern for customer's satisfaction. "Service with a smile" to customers is essential in hospitality and it is a complex issue to do the perfect way, which is the interrelated interaction of supervisor, co-workers and the culture of the organization (Burns, 1997). In the hospitality industry, one of the common realistic issues is favoritism and therefore the provided service in the hotels was lesser than customer's anticipation (Mazumder, & Hasan, 2014). In 1993 Liljander, & Strandvik states that "service is seen as the result of comparing a

customer's prior to receiving the service with the customer's experiences with the quality of service".

Edvardsson (1996) mentioned that, the perception of service must become up to customer's desire level; they may recognize the same service in various techniques; various parks of evaluating the service excellence (Mazumder, & Hasan, 2014) but particularly favoritism generate unskilled or semi-skilled workforce in service sector who is not talented enough to deliver world-class service for customer satisfaction. Besides this favoritism puts one-sided pressure on a co-worker and as a supervisor or manager to subordinates what is awful in the service industry to provide service to a customer with a smile (Hayajenh, Maghrabi, & Al-Dabbagh, 1994) upset-minded or dissatisfied staffs cannot satisfied customers.

## **2.6 Favoritism and Customer's Incivility**

In practical business ambiance, service industries enhance their activities to provide excellent service, memorable experience and customers' desire for the excellent level of service excellence (Arasli et al., 2016). Similarly, in 1997 Bettencourt & Brown announced that, "employees contribute to service excellence by delivering on the promises of the firm, by creating a favorable image for the firm, by going beyond the call of duty for customers, by promoting the firm's products and services and, in general, by providing better service than the competition".

Andersson and Pearson (1999) mentioned few samples of incivility at work which may be modified to the environment of hospitality: a hotel employee responded customers through phone or direct without telling please or thank you, doing conversation with customers concerning their personal subjects at full volume, and

talking aloud with another coworker and ignore customers' during service run into (Bavik, & Bavik, 2015). Worker incivility is distinct as "low-intensity deviant behavior with ambiguous intent to harm" (Andersson and Pearson, 1999). Lee et al. (2013) show that "customers' perception of low employee service quality is positively related to their greater desire and intention to take revenge as well as to terminate their relationship with the service provider.

### **2.6.1 Effect on Customer and Employees Relationship**

In hospitality organization, it is essential to set up customer's relationship also indicate that the importance of employees due to their remarkable role in establishing a good relationship with customers (Daskin, & Tezer, 2012). Providing high-quality service is linked with sustainable competitive benefit what lead to satisfied customers in return (Ryu & Han 2010). Siddiqi, (2011) specified that great customer gratification and customer faithfulness increment by the effect of great service excellence. Gronroos (2000) expound service as, A service is a process consisting of a series of more or less intangible activities that normally, but not necessarily always, take place in interactions between the customer and service employees and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems.

To provide great generosity to the local and intercontinental customers it is essential to appoint and train service provider is the requirement in the service based industry (Huda et al., 2014). Many researchers have confirmed that in hospitality sector the important relationship between employee's behavioral motive and customer gratification (Ryu & Han 2010) and in customer satisfaction low stressed staffs afford better than high stressed staffs; it is a negative connection between delivery service and job stress (O'Neill, & Davis, 2011). "It is widely accepted that workplace

mistreatment, which causes and reproduces conflict and discord among workers, has a significantly negative effect on various types of organizational outcomes, such as employees' psychological well-being, organizational and work commitment, and job satisfaction" (Hur, Kim, & Park, 2015).

Besides this ambiance, the illusion of organizational politics currently attract significantly (Afful-Broni, & Tah, 2015) and mentioned that favorites conflict among planners, executives and investors affect the development of the hospitality industry. Therefore, it is a key test for international hotel development to attend the necessity to select and develop positive managerial person for regard organization. Because of, maximum hospitality employees' face favors and corrupt drill in the workplace (Poulston, 2008; Sobaih, 2015). According to derivative equity theory, unfavored staffs may be engaged in demolishing conduct when they realize injustice and inequality (Daskin, & Tezer, 2012).

### **2.6.2 Effect on Employees Performance**

In the beginning give a look it may regard that "performance" is being connected with an unexplainable exorcism (Magnini, & Honeycutt, 2003). In hospitality industry employees' behavior and attitude are essential with skills to provide memorable service to guests (Sobaih, 2015). But job fulfillment, organizational promise and specific performance effects of the absence of self-assurance that seem to be in such situation harmfully (Büte, 2011), and customer service staffs noticed long-lasting stress show low work engagement (O'Neill, & Davis, 2011).

Working with and under a person who is selected in the position with favorable create the unfair environment in the workplace. Araslı, Bavik - Ekiz, (2006) addressed that, the environment of unjust struggle rising from favoritism and

nepotism unfavorably affects job gratification of employees providing debilitate in organizational promise. Poon (2004) expresses it as "those actions not officially approved by an organization taken to influence others to meet one's personal goals". Forasmuch as when an employee gets an honor without worthy, he/she will not realize grateful to perform much and will not display great job (Karaköse, 2014).

## **2.7 Favoritism and Co-worker Incivility**

Ignoring colleague, disregard to mention "please" and "thanks", screaming, uncivil behavior, using a bad word, insulting and harassment consider as coworker incivility (Pearson et al., 2001; Arasli et al., 2016). Sakurai, & Jex, (2012) mentioned that talking to another colleague in ill-manner, vulgar comments such as less strength ill-treatment would establish incivility. Andersson and Pearson (1999) "originally theorized that incivility instigators may behave in an uncivil manner as a way to harm the organization, the target, to benefit themselves, or may also without conscious intent. For example, a person may make a rude joke about another employee as a way to humiliate the person, to show dissatisfaction with the work unit or the organization, or the person may simply have a very poor sense of humor".

Appreciation civility is intricate by the difference in norms of attitude from culture to culture and difference in singular responses to a particular attitude in the same culture: what is suitable for one individual may be offensive to another (Crocker, 2005). Cortina et al. (2001) establish that in the last years approximately three-fourths of the respondents suffered uncivil conduct at work minimum one time, and 54% of the contradictors accepted that minimum once in a year they commence uncivil manners to coworker like telling anything detrimental in the work (Reio, & Ghosh, 2009).

Safina, (2015) identified that, In a related move the organizational phenomena are of primary concern in the investigation since from the one hand, they stir up the promotion of inefficient fellow-laborers to conduct their occupying top positions in organizational hierarchy, and from the other hand, to impede talented and proficient co-workers' career path. And these phenomena are stated to be favoritism and nepotism. Favoritism conducts to inexperienced perfection and destroys the organization chime and enrichment (Daskin, & Tezer, 2012). According to Cornell Center for Hospitality Research Studies "co-workers' attitudes over time play a large role in whether a person leaves or stays with the organization" (Tolan, 2017).

### **2.7.1 Workplace Conflict**

Workplace conflicts generate a thoughtful situation in an organization among the employees' (Sonntag, Unger, & Nägel, 2013). Employees in hospitality Institute deal uncertainty in the workplace, experience work-stress and conflicts (Kim, Murrmann, & Lee, 2009) when a family member, relatives, friends are positioned directly to supervisor place above others, therefore employees feel ignored, insulted and start arguing (Gyimah-Boadi, 2000). Favorite's employment can be unambiguously measured as harmful act: the employee might have highly effective on the coworker (Safina, 2015).

Favoritism container source of conflicts within staff's loyalties in an organization, specifically when relative is appointed and reward instead of another (Gyimah-Boadi, 2000) what decrease organizational performance and break down the relationship among staffs, supervisor and management level or owner (Pearce, 2015). In 1984 Behrman and Perreault state that, Conflict is addressed as dangerous incompatibility of beliefs and uncertainty of employee's expectation in the job (Kim, Murrmann, & Lee, 2009). The issue of workplace conflict is specifically meaningful

in the hospitality industry where workers perform in front of customers. Moreover, hospitality employees are required to show the density of being punctual also Hales and Nightingale (1986) said, “subject to a mass of competing, often contradictory or conflicting demands and expectations from a multiplicity of sources” (Kim, Murrmann, & Lee, 2009).

### **2.7.2 Coworker Incivilities and Turnover Intention**

In hospitality industry employees’ turnover rate identified as highest (Sohaib, 2015). According to Andersson, & Pearson, (1999), “uncivil spiral with ‘tit for tat’ responses, the self-sustaining nature of such a spiral highlights the risk of instigated incivility as an outcome, related to either experienced or witnessed incivility in the workplace”. Favoritism obstructs high performers’ occupation development and restricts actual contest for the greater places what goes to be one of the main motives of turnover (Safina 2014).

If organization has a negative staffs and favor culture, for the brightest specific also it can be improbable to survive the pressure (Tolan, 2017), these have tendency to pay less consideration to sensitive tiredness in illustrate the consequence of co-worker impoliteness on organizational results and job performance (Hur, Kim, & Park, 2015). In another word, different issues are determinate job satisfaction such as work environment, payment or salaries, development and flourishing possibility, supervision, coworker and behavior towards job (Sangaran, & Jeetesh, 2015).

Conservation of Resources (COR) theory, clarify how coworker incivility influence the pathological exhaustion of workers. Particularly, organization events are observed as the key cause of influence reaction among staffs, with work circumstances such as coworker incivility not only impact the emotional conditions



like tiredness, nervousness, sadness, and irritation of service workers but also attitude replies like sensitive labor, service excellence, administrative promise, and turnover (Weiss & Cropanzano, 1996; Hur, Kim, & Park, 2015). In hospitality industry stress has been enduring and qualitatively connected with worker physical signs, such as exhaustion, pain in the head, blood pressure, ulcers, and loss of appetite, strokes and heart attacks (Krone, Tabacchi, & Farber, 1989; O'Neill, & Davis, 2011).

On account of these physical signs, the worker becomes silence, which defines the behavior of workers generated to not to express their sentiments, opinions, notion, anxiety, and suggestions what they might have about the organization (Pelit, Dinçer, & Kılıç, 2015). Consequently, the result is not the only turnover, there are three other ways were connected to as on-the-job job. For examples of like that activates are having a controversy with the boss, ostracism and favoritism practice (Munir, Ghafoor, & Rasli, 2016). Being the sufferer of vulgar behavior has been connected directly to organizational behavior. Therefore it is essential to have an appropriate match between organization necessities and employees' suitable individual features (Jang & George, 2012, Arasli et al., 2016).

## **2.8 Favoritism and Supervisor Incivility**

Amplify frustration, demotivation, unfair competition, and incivility in the organization is the result of subsistence of unjustified honor and favoritism because generally, unfair honor exists by the price of workers whom underprivileged through reward, promotion issued for selected one (Mujtaba, & Sims, 2011). In maximum employment, performance is not effortlessly responded in neutral performance measures but close personal ties to executives or be the favorite one of the executives is essential (Berger, Johannes; Herbert, Claus; Sliwka, Dirk 2011).

These favorites employees when get promotion doesn't realize the value of the position try to dominate to other employees and it let to grow uncivil behavior to the subordinate. A hypothetical structure planned for studying and clear understanding of organizational incivility (Andersson & Pearson, 1999), "The model showing how modest acts of incivility on the part of one party can generate reciprocal incivility that ultimately can spiral into worsening forms of deviant workplace behaviors" (Crocker, 2005).

### **2.8.1 Supervisor Incivility and Organizational behavior**

Incivility is a deviance and it is often similar from other particular forms, such as harassment and unmanned supervision what include touched unwillingly, pinched, sexual jokes, keep eye on specific body parts, hand gestures (Sakurai, & Jex, 2012). Tepper (2000) established admeasurement of "abusive supervision" that concerned with verbal and nonverbal aggressiveness behaviors of managerial judgment (Crocker, 2005). In the service industry, abusive supervision is an organizational gap and an ill-starred delusion (Karatepe & Kilic, 2009; Jian, Z., et al., 2012) where the supervisor may misbehave with subordinate or subordinate argue with the supervisor it could be the result of promoted, appointed by favorites.

Favorite's appointment and promotion have become a double-edged sword, on one side allowing friends and acquaintances in the better posts than other employees are one of the main concerns of executives' performance well, on the other side employees become frustrated and facing incivility. And harmful consequences of job gratification, turnover intents, well-being attitude and physical problems include a headache, dizzy, blood pressure, feeling inactive and sleeping problems (Holm, Torkelson, & Bäckström, 2016).

In 1996 Prendergast & Topel addressed that, “were among the first to point out that personal preferences towards employees may lead to favoritism and biased performance appraisals in firms” (Berger, Johannes; Herbert, Claus; Sliwka, Dirk 2011). However, previous researchers on incivility mostly concern on interior behaviors in workplace, like as junior to supervisor and supervisor to junior (Sakurai & Jex, 2012; Holm, Torkelson, & Bäckström, 2015) wherein one hand, junior is related to high-level executives then in some cases they become out of under control, on the other hand, if supervisor was related to executives and got unfair promotion then he tries to dominate other employees and do uncivil behavior. In 1999 Buckingham & Coffman mentioned that “summarized the meta-analytic findings from over 100,000 employees surveyed from a broad range of more than 2,500 business units and concluded that if people have a bad manager, they are likely to look for another job” (Crocker, 2005).

In Asia, “77% of the respondents surveyed from organizations in China, Hong Kong, India, Japan, Singapore, and Korea reported experiencing uncivil behaviors from either their co-workers or supervisor at least once in the previous year” (Yeung & Griffin 2008; Ghosh, Reio Jr, & Bang, 2013). Finally, even though incivility is a complicated problem for the industry to control, so organizational executives and supervisors should focus the necessity of supervisor social attitude during conversing with behavioral tightness to the specific staffs that damage the environment of the organization.

### **2.8.2 Supervisor Incivility and Turnover Intention**

Incivility can generate dissatisfaction among boards. Therefore, in 2001 Cortina mentioned that, in the workplace which staffs were preserved incivility from upper level more likely they are satisfied in their workplace (Abdullah, & Halim, 2016).

Workplace incivility is highly interrupted productivity and negatively influence on employee performance (Becker, Bailey, & Catanio, 2014). Supervisor incivility also effect on performance measured by a survey in 2001, scholars exposed that 50% of contributor's employees lost working time with dealing incivilities and meditating the intention of their supervisor actions, other 25% of contributors mentioned their work time and effort decreased intentionally (Pearson et al., 2001).

Supervisor incivilities identified as negative interpersonal low behavior intensity, include argument, dominance, violence, and bullying, moreover its intent to harm (Schilpzand, De Pater, & Erez, 2016). Abusing supervision is apparently hostility and negative attitudes include dirty looks, menacing eye communication, immoral image or text on phone, providing erroneous information on the drive, acting in a condescending manner, eliminating from workplace conferences or group events (Becker, Catanio, & Bailey 2015). As a result, supervisor incivility and favoritism/nepotism can be the cause of employee's psychological and emotional vigor (Abubakar, Namin, Harazneh, Arasli, & Tunç, 2017). A study specified that hotel workers are thoughtful and scary of uncivil attitude from superintendent (Erdogan, 2002) where uncivil attitudes are combined with favorites and nepotistic applies (Abubakar et al., 2017).

Workplace bullying is a part of incivility; it can happen between employees to employees besides supervisor to employees what is costly to maintain work environment also staffs maintenance and recruitment by human resource (D'Cruz & Noronha, 2011). Crothers, Lipinski, & Minutolo (2009) state that, "Bullying often results from a power imbalance between victim and perpetrator, as such, human resource management can champion a strong organizational culture in which

employees feel free to speak openly, question authority figures and report workplace incivility concerns”. Becker, Catanio, & Bailey (2015) mentioned that supervisory favoritism enhanced bullying at workplace. Besides it’s a kind of harassment and psychological violence moreover mentioned as harmful activities in an organization for employee’s satisfaction (Giorgi, Leon-Perez, & Arenas, 2015).

## **2.9 Research Model and suggested hypothesis**

Service industry basically depends on frontline employees a high quality of service, and their attitudes, willingness, friendliness, and motive to work as a team depend on fair treatment and upper level’s support. Kim, Murrmann, & Lee (2009) state, management’s support, and civil behavior can inspire the employees to deliver outstanding service. Inopportunately, favoritism/nepotism, selection policy, promotion and unfair treatment (Arasli and Tumer, 2008; Daskin, 2014) affect the employee's organizational behavior and performance.

Observe such as organizational situations; employees are demoralized, frustrated and uncivil to each other (Darvishmotevali, Arasli, & Kilic, 2017). Moreover, turnover intention, dissatisfaction is the outcomes of the high level of incivilities (Holm, Torkelson, & Bäckström, 2015) be a “victim of uncivil behavior has been related directly to turnover intentions” (Lim, Cortina, & Magley, 2008).

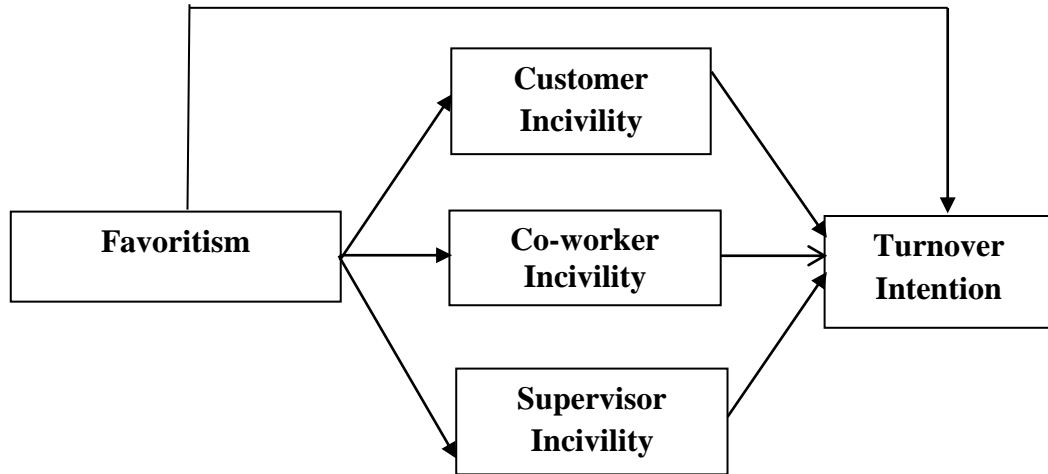


Figure 2.2: Research Model

In this research, researchers tested if favoritism effect on the customer, coworkers, and supervisors uncivil behavior then is uncivil behavior outcomes insists frontline employee's turnover intention and/or favoritism has a direct effect on employee's turnover intention. The tested hypotheses are listed below:

**H1:** Favoritism relates to customer's incivilities.

**H2:** Favoritism relates to coworker's incivilities.

**H3:** Favoritism relates to supervisor's incivilities.

**H4:** Customer's incivilities relate to front-line employee's turnover intention.

**H5:** Coworker's incivilities relate to front-line employee's turnover intention

**H6:** Supervisor's incivilities relate to front-line employee's turnover intention

**H7:** Favoritism has a negative significant relationship with employee's turnover intention.

## **Chapter 3**

### **TOURISM AND HOTEL INDUSTRY IN BANGLADESH**

#### **3.1 Introduction**

Hotel industry all over the world stays in a labor demanding industry where employees motivation plays a key role in industry's competitive performance of customer satisfaction. In 1994 Bitner, Boom & Mohr establish that, in hotel dealing with customers about desire, problems, or service failed are the greatest hostile dealings with employees. Therefore employees are the essential assets of any service oriented industry. In this chapter, it is documented and discussed tourism, hospitality industry and the hotel performance in the world along with Bangladesh. To well explain the stage of this chapters' information explanation go through tourism and Hospitality's general information in section 3.1 and in section 3.2 is introduced and discussed about (America, Africa, Asia, Australia, Europe, Middle East, and South Asia) tourism and their contribution to GDP and support in the job market.

The following section 3.3 state Bangladesh tourism and hospitality, inside this section information naturally go through the historical background to modern tourism industry and the effects of economy and politics, finally inside the category of tourism mainly focused on business tourism in Bangladesh and based on business travelers how hotel industry growing up and performing in Dhaka the capital city of Bangladesh. In the case of hotel industry's service, this chapter concern about the tourism base, exploration, challenges by competitions and organizational

environment of the management system, practice of HRM, barriers to tourism and forecast of future tourism contribution in Bangladesh.

### **3.2 Tourism and Hospitality**

Tourism and hospitality are known for service, food & drinks, customer satisfaction, organization behavior, competitiveness of performance, and group management (Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010). Also, hospitality industry offers accommodations and services to customers and stockholders. There are huge definitions of tourism and hospitality, among all of that United Nations World Tourism Organization's (2008) definition, "Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which imply tourism expenditure". Tourism generally describes as a network-based industry. Moreover, Scott, Baggio, & Cooper described that "tourism as a fragmented and geographically dispersed industry belies a pervasive set of business and personal relationships between companies and managers in business such as national tourism offices, hotels, attractions, transport, tours, travel agents, and restaurant" (Scott, Baggio, & Cooper, 2008).

Internationally tourism became significant economic activities, therefore a huge amount of commercial resources are connecting with hospitality (Claveria, Monte, & Torra, 2015). Moreover, current decade's tourism and hospitality contribution are essential in financial besides social growths also contribute to countries' GDP by employment, production, import and export (Cut-Lupulescu, 2014). The world travel



and tourism council (2015) publicized that, “tourism sector generated 10% of the world gross domestic product. It is more than automobile industry (7%) and even chemical industry (8.6%); tourism also generated 5.4% of international export and nearly 30% of service export” (Zaitseva, Goncharova & Androsenko, 2016). Furthermore, tourism and Hospitality's dynamics are changing day by day to multinational chains hotel service and brands from traditional small channels (O’Neill, & Carlbäck, 2011).

Consequently, tourism and Hospitality's contribution to the employment as well economy raise the expectation of sustainability also tourism industry will be attached to every single 11<sup>th</sup> job of the whole occupation (Zaitseva, Goncharova, & Androsenko, 2016). It is increasing the importance of tourism and hospitality branding and value observed by stakeholder, especially add value to hotel industry (O’Neill & Carlbäck, 2010). Furthermore, branding strategy develops long-term relation among hospitality and its customer plus other stakeholders (Bailey & Ball, 2006) Hence world economy has straight or mediating inspiration by tourism and hospitality (Smith, 1998). However, World Tourism Organization (WTO) concern on problems generated by the extreme development of tourism as well as the optimistic outcome of hospitality on the economy (Zaitseva, Goncharova, & Androsenko, 2016).

### **3.3 World tourism and hospitality**

Worldwide tourism has a long history with numerous challenges until beginning this era (Marre, 2007). Lionel Casson states that “Along major routes there were inns, and in towns, inns and taverns. And, among the regular users of the sea-lanes and roads, the official and commercial travelers, we begin to catch a glimpse of the

traveler for travel's sake, the tourist approximately 500BC” (Weiss, 2004). In the book, Cox & Kings (2014) mentioned, Cox & King was the first travel agency established by Richard Cox at 1758 when he comes to be the authorized representative of “British Royal Armed Forces”. After that approximately hundred an age well ahead Thomas Cook established first-holiday travel agency at 1841 and he made first profitable tour packaged with a travel guide and train ticket (Westcott, 2017).

The impact of world tourism growth concern to led the world development after World War II, and since the 1960s the digital eras of travel and tourism universe (Thakran, & Verma, 2013) also around 70s tourism became a multi-discipline activity for research and development (Echtner, & Jamal, 1997). Similarly, Dann, Nash & Pearce mentioned that in modern globalization besides vital for contemporary forms of consumption and invention, tourism was identified as everyday life features and as social life’s part at the beginning of the 70s (Shaw & Williams, 2004).

In the 4<sup>th</sup> century for the first time, world hospitality exist before the world tourism, the Latin word “hopes” which include host and guest (Latdict, 2014). Griffiths & Griffiths (1972) mentioned that the concept of world tourist exists much later than 1772 (Westcott, 2017). The traditional Inn system has reformed rapidly year by year, not only room sales for the night but also room and service system as well (Thakran, & Verma, 2013). World Travel and Tourism Council’ (report, 2012) mentioned, “the travel and tourism industry contributed 9 percent of global GDP, which accounted for over US\$6 trillion and 255 million jobs in 2011. Over the next ten years, this industry is expected to grow by an average of 4 percent annually, taking it to 10

percent of global GDP, over US\$10 trillion, and one in every ten jobs on the planet”. Nevertheless, USA, Europe, Australia, Africa, Asia Pacific, in all the continents outbound tourism demand is increasing to higher and middle class is a demographic also the historical bonds and cultural differentiate offer outgoing tourism and attract them to enjoy and explore (Webster, & Ivanov, 2015).

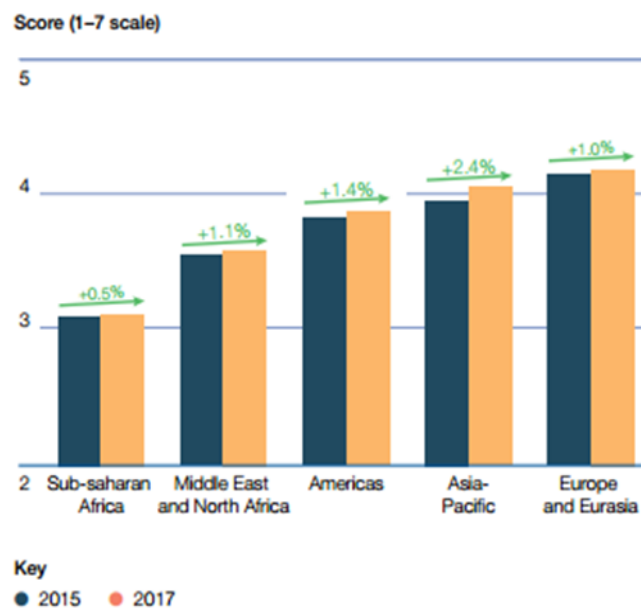


Figure 3.1 Tourism’s contribution to different continents (Source: WEF-TTCR, 2017)

### 3.3.1 America

Travel and tourism play an excessive role in the tourism market share in all continents and increase the effectiveness of destination (Gooroochurn, & Sugiyarto, 2005). Also established expectation and challenges of combined economic and society’s Eco balanced with responsibilities and comprehensive economic model (Botsman and Rogers, Harvard Business Review, 2010). Several scholars defined tourism as, “the business of helping people to feel welcome and relaxed and to enjoy themselves” (Discover Hospitality, 2015). What is known as tourism today were not named tourists and travel in America before late-eighteenth- and early-nineteenth-

century (Watson, 2017). Dr. Alexander Hamilton was the first American tourist who traveled a path of 1624 miles in 1744 and at that time vacation discouraged by laws and principles glisten the standards about the paramount necessity of work and frivolous of unsuitability (Weiss, 2004).

Country/Economy	Global rank	Business environment	Safety and security	Health and hygiene	Human resource and labour market	ICT readiness
<b>NORTH AND CENTRAL AMERICA</b>						
United States	6	5.4	5.2	5.7	5.5	6.0
Canada	9	5.3	6.1	5.6	5.5	5.6
Mexico	22	4.2	4.2	5.3	4.6	4.3
Panama	35	4.9	5.3	5.1	4.4	4.5
Costa Rica	38	4.5	5.4	5.0	4.9	5.2
Barbados	58	4.4	5.6	6.0	4.7	5.2
Jamaica	69	4.8	4.0	4.7	4.7	4.2
Trinidad and Tobago	73	4.4	4.1	5.1	4.5	4.8
Dominican Republic	76	4.2	4.5	4.9	4.1	3.7
Guatemala	86	4.4	3.7	4.6	4.1	3.8
Honduras	90	4.2	3.5	4.6	4.3	3.4
Nicaragua	92	3.5	5.4	4.6	4.2	3.3
El Salvador	105	4.0	3.0	4.9	4.2	3.7
<b>North and Central America Average</b>		<b>4.5</b>	<b>4.6</b>	<b>5.1</b>	<b>4.6</b>	<b>4.4</b>
<b>SOUTH AMERICA</b>						
Brazil	27	3.5	4.5	5.3	4.3	4.6
Chile	48	5.0	5.7	5.2	4.8	4.9
Argentina	50	3.1	5.0	6.4	4.6	4.7
Peru	51	4.3	4.5	4.8	4.7	4.2
Ecuador	57	3.9	5.2	5.1	4.2	3.9
Colombia	62	4.0	2.6	5.0	4.6	4.4
Uruguay	77	4.6	5.5	6.0	4.6	5.5
Bolivia	99	3.0	5.0	4.4	4.0	3.8
Venezuela	104	2.4	3.3	5.1	3.9	3.5
Paraguay	110	4.3	4.7	5.0	4.1	3.7
<b>South America Average</b>		<b>3.8</b>	<b>4.6</b>	<b>5.2</b>	<b>4.4</b>	<b>4.3</b>

Figure 3.2 the Travel & Tourism Competitiveness Index 2017: America  
(Source: WEF-TTCR, 2017)

American tourism divided generally into two parts: South/Latin American (Brazil, Argentina, Colombia, Haiti, Panama, Cuba, Ecuador, Honduras, Nicaragua, El Salvador, Dominican Republic, Paraguay, Costa Rica, Peru, Chile, Uruguay, Guatemala, Bolivia, and Venezuela) these Latin America countries are geographically, culturally, economically, politically, ethnically and socially different (Wilson, 2008). After all native tourism development happens laterally in this range

of the world; it is detected in a recent edition of UNWTO mentioned, “Growth of +4%, which represented 40 million additional international tourists” (UNWTO, 2017). It seems that South America is the slightest inhibited at this time what will move to evaluating the non-commercial, sustainable and community welfare (Lockwood, 2007) because of the Latin American Native tourism and their diversity has noticeable contributions in cultural exchange and interesting handcraft invention (Xerardo, 2016). Tourist also archive esteem from local, enjoy cultural variation and traditional life (Carr, Ruhanen, & Whitford, 2016).

On the other side North America (the United States, Canada, Mexico, and Greenland). In 1996 Lambert and Riegel said about the hospitality industry of North American, “programmers which provide either certification or professional designations for workers or managers in hospitality and tourism-related fields are, in a word, proliferating” (Birdir, & Pearson, 1998). The North American Free Trade Area established an excessive development in current years for progress the opportunity of huge commercial components for products and marketplaces (Webster, & Ivanov, 2015).

World Travel & Tourism Council (2016) states that “Travel & Tourism contributing direct GDP growth of 3.1% and supporting 6 million net additional jobs in the sector. In total, Travel & Tourism generated US\$7.6 trillion (10.2% of global GDP) and 292 million jobs in 2016, equivalent to 1 in 10 jobs in the global economy. The sector accounted for 6.6% of total global exports and almost 30% of total global service exports”. Several motives can be the cause of this rapid growth; a study mentioned that in the USA 44.3 % of hotel F&B executives has travel or tourism degree. Similarly, in 1995 Wiley addressed that, “... the holder knows how to carry out the

tasks associated with a particular job function [i.e., hotel administration, catering, housekeeping, etc.] at an established level of performance” (Molina-Azorín, Tarí, Pereira-Moliner, López-Gamero, & Pertusa-Ortega, 2015).

### **3.3.2 Europe**

Long times ago travel and tourism have existed in Europe and the framework, dimensions are shifting swiftly (Teoman, 2017). In 2007 Lockwood mentioned that next 20 years global travel and tourism will continue rapid development and international arrivals will grow worldwide like 1 billion in 2010 to 1.6 billion in 2020. As well as Europe continue the growth thru international arrivals around 3 percent to 4 percent yearly. World Tourist Organization 2015 report presents that, more than half world’s travelers, approximately 1087 million global travellers as a tourist or refugees travel to Europe, where globalization is a key reason; moreover Europe has huge national and EU travellers (Schlagenhauf, Weld, Goorhuis, Gautret, Weber, Sonnenburg, & Odolini, 2015).

In Europe at the beginning of the 1980s, particularly in Switzerland, Germany and Austria introduce new trend of “soft tourism” principally concern was environmental and ecological issues to create friendly policies of development (Ei, & Karamanis, 2017). According to Hong, (2015), in Europe several countries tourism is a growing production, “it has over-exploited the natural environment to such an extent that the adverse effects have reached irremediable proportions. Despoliation of the coastlines, sea pollution, and loss of traditional cultures at the expense of tourist development, displacement of viable communities and loss of fertile agricultural land for airports, highways, and hotels has been the tragic result”. Also, European tourism industry offers a new addition to services such as a different cousin, instructions in a different

language, rich culture, hygiene system and outstanding service infrastructures (Webster, & Ivanov, 2015).

Country/Economy	Global rank	Business environment	Safety and security	Health and hygiene	Human resource and labour market	ICT readiness
<b>SOUTHERN EUROPE</b>						
Spain	1	4.4	6.2	6.0	4.9	5.5
Italy	8	3.9	5.4	6.2	4.6	5.4
Portugal	14	4.6	6.0	6.0	5.2	5.2
Greece	24	4.1	5.6	6.6	4.8	4.9
Croatia	32	4.0	6.1	6.4	4.4	5.0
Malta	36	4.7	5.9	6.4	4.8	5.4
Turkey	44	4.5	4.1	5.4	4.3	4.3
Cyprus	52	4.6	5.8	5.8	4.9	4.8
<b>Southern Europe Average</b>		<b>4.4</b>	<b>5.7</b>	<b>6.2</b>	<b>4.7</b>	<b>5.1</b>
<b>WESTERN EUROPE</b>						
France	2	4.7	5.4	6.5	5.1	5.9
Germany	3	5.3	5.6	6.9	5.6	5.8
United Kingdom	5	5.9	5.8	5.8	5.5	6.2
Switzerland	10	6.0	6.4	6.5	5.7	6.4
Austria	12	5.0	6.0	6.7	5.5	5.8
Netherlands	17	5.5	6.1	6.2	5.5	6.1
Belgium	21	4.9	5.9	6.7	5.3	5.7
Ireland	23	5.5	6.1	5.7	5.5	5.7
Luxembourg	28	5.8	6.0	6.0	5.3	6.2
Czech Republic	39	4.5	5.9	6.7	5.0	5.6
<b>Western Europe Average</b>		<b>5.3</b>	<b>5.9</b>	<b>6.4</b>	<b>5.4</b>	<b>5.9</b>
<b>NORTHERN EUROPE</b>						
Norway	18	5.6	6.4	6.0	5.6	6.0
Sweden	20	5.5	6.2	6.1	5.5	6.0
Iceland	25	5.0	6.6	6.1	5.8	6.1
Denmark	31	5.5	6.1	6.1	5.7	6.4
Finland	33	5.6	6.7	6.0	5.6	6.2
Estonia	37	5.2	6.0	6.0	5.2	6.1
Latvia	54	4.6	5.8	6.4	5.0	5.0
Lithuania	56	4.6	5.7	6.8	5.0	5.5
<b>Northern Europe Average</b>		<b>5.2</b>	<b>6.2</b>	<b>6.3</b>	<b>5.4</b>	<b>6.0</b>

Figure 3.3 the Travel & Tourism Competitiveness Index 2017: Europe (Source: WEF-TTCR, 2017)

Crotti, & Misrahi, (2015) stated three core divisions, first even though European countries have rich culture and history all the countries could not attract tourist equally, there is a large gap between the countries performance and promoting own tourist attraction. Second, all countries do not concern same with developing travel and tourism as same speed, such as Italy and Spain both have a rich culture and

ancient history with that Spain and more pro-activities, moreover, other countries also investing to develop their marketing strategy and country tourism brand. Third, among the part of European continents Northern and central parts, business situation is extremely different than Southern and Eastern Europe. From 2012 to 2014 top 10 visited European countries: Austria, Croatia, France, Greece, Germany, Italy, Portugal, Spain, Sweden, United Kingdom, among all of these four countries is southern (Serra, Ribeiro, Tomé, & Mendes, 2016).

### **3.3.3 Australia**

Australia is a part of Oceania include also New Zealand, Fiji, Papua New Guinea and up to thousands of islands, generally Oceania is known as Australia continents cause of Australia is the biggest and dominated land in this smallest continents (Society, 2017). Oceania is Pacific Ocean's massive, indiscriminately beauty of coral reefs, volcanic islands, beaches and coconut palms surrounded by blue ocean (Wikitravel). Including the rich history, highest number of world natural heritage, undisturbed environment and rich natural resources Australia is number 7 with 5.10 rating point (the travel and tourism competitive report 2017). Tourism in Australia is a combination of government and locals attempt to do economic development, internationally marketing plus planning, overall organize an operational structure to establish the image of Australian tourism worldwide (Jenkins, 2000). Moreover, every state government establishes tourism policy frameworks and developed sustainable objectives and concern on strategic plan (Moyle, McLennan, Ruhanen, & Weiler, 2014). Amelung and Nicholls In 2014 addressed that "Australian tourism industry constitutes 2.5% and 4.5% of gross domestic product (GDP) and aggregate employment, respectively, and hence plays a pivotal role in the Australian economy,



creating 514,000 jobs and generating AUS\$35 billion in revenue” (Meng, & Siriwardana, 2017).

‘100% Pure New Zealand’ is the marketing slogan of one of the best nature-based tourism destination in the world (Li, Li, Song, Lundberg, & Shen, 2017). Branding is essential for introduce own specialty and quality in front of the competitive market and in abroad market "clean, green" is the identity of New Zealand (Morgan, Pritchard, & Piggott, 2003). For that local residents and government generate sustainable tourism for all visitors and enhance everyone’s participation to improve the tourism’s value to support as a tourist host nation (Lau, Milne, & Chi Fai Chui, 2017). Taleb Rifai (UNWTO Secretary-General) said, “New Zealand is an example of tourism sustainability and thus the incorporation of the Waikato Observatory to the UNWTO INTO Network adds immense value to this global initiative”. In 2017 World Tourism Organization mentioned that “New Zealand’s is satisfactory tourism sector and go through a continuous evaluation, and recently New Zealand holding 14<sup>th</sup> position in the world” (World Tourism Organization, 2017).

Country/Economy	Global rank	Business environment	Safety and security	Health and hygiene	Human resource and labour market	ICT readiness
New Zealand	16	5.6	6.3	5.7	5.5	6.0
Australia	7	5.1	6.1	6.1	5.1	6.0

Figure 3.4 the Travel & Tourism Competitiveness Index 2017: Oceania  
(Source: WEF-TTCR, 2017)

According to UNWTO, (2017), in every continent’s all over the destination counted 369 million international traveler which is more than 2016 as +6% in the same period of time. Individually Oceania received +7% of international travelers among all of the continents.

Oceania continent is based on the island, where every individual island contains different classification in culture, as well as holds their own tribe's language, religion, and so many exceptional things and unfortunately many of these tribes established themselves financially. In 2015 Pratt & Harrison on their book "Tourism in Pacific Islands: Current Issues and Future Challenges" mentioned that, "Coral atolls are common in Polynesia, where a total population of some half a million is widely dispersed, but the more populous Melanesian Island tend to be volcanic and more densely populated and two-thirds of their six million people are in Papua New Guinea, even within Pacific Island national societies, there are considerable differences. The relative ethnic homogeneity of Tonga, for example, contrasts with the fascinating but troubled ethnic mix that so dominates Fiji's politics, it is thus not surprising that generalizing about Pacific Island is fraught with difficulty"( Pratt, & Harrison, 2015).

### **3.3.4Africa**

Africa is the continent of rich wildlife, untouched resources, safaris, ecotourism, world heritage, cultural diversity, rich history, natural beauty, adventure tourism, natural beaches, deserts; all of the elements adorn African Tourism (UNWTO, 2017). Africa is the rapid tourism developing continent wherein 1990 international visitors was only 14.7 million, after that till 2014 it increased 56 million (Tourism in Africa, 2014). Attracting a huge number of tourists worldwide to Africa is an influence of regional tourism industry's value cuffs; furthermore, tourism in Africa is expenditure due to the native economy and raises the position at the worldwide level where foreign demand is characterized as tourism (Daly, & Gereffi, 2017). According to Young (1973), "In Africa, the haven of rich safari tourists, convoys of Safari cars circling the game-viewing drives have so affected the wildlife that it is no rare sight

today to come across as many as 20 or 30 vehicles laagered (circled) around a pride of lions so inured to the human environment that they make no effort to move when people and cameras emerge somewhat noisily from a ring of cars” (Hong, 2015).

The Economic Development in Africa Report (2017) mentioned that massive growth of tourism in Africa bring economic diversification through foreign investment, development private enterprise, conservation of biodiversity, organizational revolution, fortification of heritage, more job opportunity, moreover sustainable development accomplishment police. Maximum third world nations trust tourism can bring change in social and economic life through foreign exchange, but always tourism doesn't exist positively sometimes its affect social life and environment (Hong, 2015). After all, future of African tourism has a bright future, UNWTO predict at 2030 tourism will be double and worldwide market share will develop to 7% and international arrivals will increase to 134 million (UNWTO, 2017). Among all the countries North African countries: Moroccan, Egypt, Tunisia, Algeria are vibrant destination and will receive maximum international visitors, on the other side South Africa is the second largest tourism hub also top-listed tourism destination, moreover central and west African countries cut off from tourism market and central Africa is temporarily not fully formed sector, lastly East Africa is actually needed support to develop their tourism (Daly, & Gereffi, 2017).

Maximum African countries are facing limits and challenges to arrange for tourism service for commercial growth; Economic Development in Africa Report, (2017) mentioned some obstacles to expose African tourism's possibility to establish economic structure and offers strategic role authorizations to address those limits. There are four limits: “(a) Strengthening intersectoral linkages (b) Enhancing the

capacity of tourism to foster more inclusive growth (c) Tapping the potential of intraregional tourism through deepening regional integration (d) Harnessing peace and stability for tourism”. Relatively under develop, African tourism need more identification, research, and world support, and everyone’s contribution (Christian, 2015).

Country/Economy	Global rank	Business environment	Safety and security	Health and hygiene	Human resource and labour market	ICT readiness
<b>SOUTHERN AFRICA</b>						
South Africa	53	5.3	3.9	3.8	4.6	4.4
Namibia	82	4.9	5.2	3.5	4.1	3.9
Botswana	85	5.1	5.3	3.5	4.5	4.1
Zambia	108	4.6	5.4	2.7	4.1	2.8
Zimbabwe	114	3.0	5.5	2.9	3.6	2.9
Lesotho	128	4.2	5.4	2.9	3.6	3.2
<b>Southern Africa Average</b>		<b>4.5</b>	<b>5.1</b>	<b>3.2</b>	<b>4.1</b>	<b>3.5</b>
<b>EASTERN AFRICA</b>						
Mauritius	55	5.2	5.9	5.3	4.8	4.5
Kenya	80	4.4	3.4	3.2	4.5	3.4
Tanzania	91	4.1	5.1	2.9	3.6	2.7
Rwanda	97	5.1	6.4	3.8	4.7	3.3
Uganda	106	4.3	4.6	2.8	4.0	2.8
Ethiopia	116	4.0	4.9	4.5	3.7	2.6
Madagascar	121	3.6	5.0	3.3	3.8	2.1
Mozambique	122	4.2	4.6	1.8	3.6	2.6
Malawi	123	4.2	5.4	3.0	4.2	2.5
Congo, Democratic Rep.	133	4.1	4.0	2.8	3.9	1.6
Burundi	134	3.9	4.2	3.8	3.9	1.6
<b>Eastern Africa Average</b>		<b>4.3</b>	<b>4.9</b>	<b>3.4</b>	<b>4.0</b>	<b>2.7</b>

Figure 3.5 the Travel & Tourism Competitiveness Index 2017: Africa  
(Source: WEF-TTCR, 2017)

### 3.3.5 Middle-East

In the medieval and early world, Middle-East was identified as human evolution source, it is also recognized many religions place of birth and the center of modern economic and political issue, therefore the Middle East is religiously essential and popular for modern tourism (Wikitravel). Modernization and quick development introduced the Middle East as the latest tourism regions in worldwide; some of the wealthier countries in this area’s current role diversified their identity from oil-based country to modern tourism industry (Zaidan, & Kovacs, 2017). The worldwide

competition for tourist establishes a competitive tourism market what extremely embedded in countries local to national expansion policies (Gunness, 2017). These countries policies are based on Islamic law, where Islam is the foundation of life as well as Islam is straight and secondarily have an emotional impact on travel plus refreshment, moreover guest and host experience (Zamani-Farahani, & Henderson, 2010).

In this region's countries similar social-cultural: dress, food, attitude, hospitality, and prayer are connected with religion demand (Riasi, & Pourmiri, 2016). World Tourism Organization (2015), identified Middle East region as consist of the UAE, Qatar, Jordan, Bahrain, Palestine, Iraq, Oman, Kuwait, Yemen, Lebanon, Saudi Arabia, Egypt and Israel [even though they are against and different than Arab's but their location is in this region] (Henderson, 2016). Among all United Arab Emirates especially Dubai is one of the highlighted tourist hubs with proper tourism strategy. Dubai Vision (2020) mentioned, "the government of Dubai is seeking to expand the city's tourism sector even further as outlined in its recently approved strategic tourism vision" (Zaidan, & Kovacs, 2017). In 2016 Middle East Travel and Tourism total contribution to GDP (227.1US\$bn) in addition leisure tourism individually generated 79.5% (USD122.5bn) compared with business tourism 20.5% (USD31.5bn), moreover Business tourism increased 3.6% (USD32.7bn) in 2017, what is expected to increase more 4.5% (USD199.9bn) in 2027 (UNWTO, 2017).

Country/Economy	Global rank	Business environment	Safety and security	Health and hygiene	Human resource and labour market	ICT readiness
<b>MIDDLE EAST</b>						
United Arab Emirates	29	5.9	6.6	5.4	5.2	6.1
Qatar	47	5.8	6.3	6.0	5.2	5.8
Bahrain	60	5.5	5.7	5.2	4.7	6.0
Israel	61	5.0	4.6	6.1	5.2	5.5
Saudi Arabia	63	5.2	5.5	5.6	4.6	5.6
Oman	66	5.1	6.5	5.4	4.1	5.1
Jordan	75	4.8	5.8	5.5	4.5	5.1
Iran, Islamic Rep.	93	4.3	5.2	4.7	4.1	3.8
Lebanon	96	4.2	3.6	5.9	3.8	4.3
Kuwait	100	4.6	5.7	5.4	4.3	5.5
Yemen	136	3.5	2.8	3.8	3.2	2.3
<b>Middle East Average</b>		<b>4.9</b>	<b>5.3</b>	<b>5.4</b>	<b>4.4</b>	<b>5.0</b>
<b>NORTH AFRICA</b>						
Morocco	65	4.7	6.1	4.6	3.9	4.3
Egypt	74	4.3	3.3	5.4	4.1	3.9
Tunisia	87	4.4	4.7	5.2	4.0	4.3
Algeria	118	4.0	5.3	4.9	4.0	3.7
<b>North Africa Average</b>		<b>4.4</b>	<b>4.8</b>	<b>5.0</b>	<b>4.0</b>	<b>4.0</b>

Figure 3.6: The Travel & Tourism Competitiveness Index 2017: Middle-East (Source: WEF-TTCR 2017)

In recent times tourism introduces particular new categories of tourism: Halal tourism, Atomic tourism, Shark tourism, Fertility tourism, Tolkien tourism, War tourism, Dark tourism, Drug tourism, Suicide tourism, Ghetto tourism. Among all of this Halal Tourism is an innovative idea in the modern tourism industry that develops a moral to Muslim travelers to spend and contribute to the international economy and Muslim travelers spending will improve \$233 in 2020 in globally it is expected (Qaddahat, Attaalla, & Hussein, 2017). Because in Islam secular and regular life are related each other, so as a believer of Islam Muslim travelers face enormous complications compared with western pleasure-seeking tourism (Jafari, & Scott, 2014). Similarly, it is forecasted that tourism will be the large employment industry, will generate GDP and in 2030 worldwide tourism will receive 1.6 billion tourists (Mak, 2016).

### 3.3.6 Asia

Asia is a huge continent start from black sea in west to Serbia in east and difficult to intellectualize this whole area in place of a particular travel destination, where world highest point to lowest point is in this area, furthermore Asia offer wide range travel and tourism from ancient ruins to megacities, Jungle to ultra-modern hospitality experience (Wikitravel). Winter, (2009) mentioned, possibly new investment in hotels and resorts and political frankness in this region establish “Asian Wave” trend to impress the world travelers to travel Asia (Leung, & Law, 2015). Asia is acknowledged as natural tourism industry based on untouched nature, rainforest, beaches, coral island, charming animal territory and multi-culture of tribute what let this region in the hold 2<sup>nd</sup> visited place in the world after Europe (Frost, Laing, & Beeton, 2014). Frost, Laing, & Beeton, (2014) mentioned that Asia progresses come to be globalized, known as “source” Moreover natural tourism “destination”.

According to Lew (1987), the early 1950s few efforts introduce tourism but couldn't exist by political unpredictability till late 1950s and after that in 1966 almost 4,500 tourists were permitted to visit Eastern Asia before the Cultural Revolution started (the late 1960s to early 1970s) when tourism was entirely unknown as an economic development industry (Cohen, 2012). In the beginning of twenty-first-century tourism business existed as an economic transformation under the indeterminate situation to explore the growth opportunity of Asian tourism market and operational strategic plan played an effective role to increase and establish a competitive position in the world tourism (Leung, & Law, 2015). This region of the world is the land of poor, developing and advanced countries: Japan, Singapore, Republic of Korea, Taiwan known as high GDP and East Timor, Cambodia, Laos are suffering for living Moreover China and India are known for developing power in this region.

Specifically, “China is the region’s largest economy and the world’s second-largest, growing 7% in 2014 and 2015. Japan (USD 4.1 trillion) while India (USD 2.1 trillion) is number 3 in the region and 7th globally” (UNWTO, 2016). In 1997 Tourism for poverty present SNV in Nepal and next seven years accordingly announce other developing nations in Asia (Hummel, Gujadhur, & Ritsma, 2013).

Country/Economy	Global rank	Business environment	Safety and security	Health and hygiene	Human resource and labour market	ICT readiness
<b>EASTERN ASIA AND PACIFIC</b>						
Japan	4	5.3	6.1	6.4	5.2	6.1
Australia	7	5.1	6.1	6.1	5.1	6.0
Hong Kong SAR	11	6.2	6.5	6.6	5.4	6.5
China	15	4.2	5.0	5.4	5.2	4.6
New Zealand	16	5.6	6.3	5.7	5.5	6.0
Korea, Rep.	19	4.7	5.8	6.4	4.9	6.2
Taiwan, China	30	5.2	6.0	6.1	5.3	5.5
Mongolia	102	4.4	5.7	5.8	4.5	4.0
<b>Eastern Asia and Pacific</b>		<b>5.1</b>	<b>5.9</b>	<b>6.1</b>	<b>5.1</b>	<b>5.6</b>
<b>SOUTH-EAST ASIA</b>						
Singapore	13	6.1	6.5	5.5	5.6	6.1
Malaysia	26	5.4	5.8	5.2	5.2	5.2
Thailand	34	4.7	4.0	4.9	4.9	4.8
Indonesia	42	4.5	5.1	4.3	4.6	3.8
Sri Lanka	64	4.7	5.5	5.3	4.5	3.7
Vietnam	67	4.4	5.6	5.0	4.9	4.2
Philippines	79	4.3	3.6	4.8	4.8	4.0
Lao PDR	94	4.7	5.4	4.3	4.6	3.1
Cambodia	101	3.7	5.1	4.0	4.1	3.6
<b>South-East Asia Average</b>		<b>4.7</b>	<b>5.2</b>	<b>4.8</b>	<b>4.8</b>	<b>4.3</b>

Figure 3.7 the Travel & Tourism Competitiveness Index 2017: Eastern Asia and the Pacific (Source: WEF-TTCR, 2017)

In Asia, North-East region is the well-known and highest hospitality service provider, 57% of total tourism receipts in this region and South-East Asia (26%). According to UNWTO, “international tourist arrivals to Asia grew by 6% to reach 279 million up from a mere 110 million in 2000. By 2030 this number will reach 535 million and in particular, China is fast becoming the main source market for many destinations, namely within the region. Around 80% of international tourism in Asia is intra-regional” (UNWTO, 2016). In 2013 Jalil states, tourists existed development



and success as business activity, employment, revenue, foreign exchange overall financial development and infrastructure extension: establish stars hotel brands, different cousin restaurants, entertainment activities, shopping malls to attract tourist and provide them unforgettable experience (Moghavvemi, Ormond, Musa, Isa, Thirumoorthi, Mustapha, & Chandy, 2017).

### **3.3.7 South Asia**

In third world countries, tourism development escape the margins of 'underdevelopment' is a swelling argument and this is the sustainable achievement of the new arrangement of tourism (Mowforth, & Munt, 2015). According to Manandhar, (2009), tourism in South Asia is an innovative diversification to decrease the poverty. "South Asia comprises those countries lying between the Himalaya range of mountains and the Indian Ocean (north to south) and between the Ganga and Indus river valleys (east to west). The Indian Ocean shoreline is divided between the Arabian Sea (in the west) and the Bay of Bengal (in the east) (Wikitravel). Richter, & Richter, (1985) mentioned, seven liberated nations are in South Asia: Bangladesh, India, Pakistan, Sri Lanka, Maldives, Nepal, and Bhutan. These nations usually different from each-other by culturally, politically, cousins, landscape, climate and this diversity made these countries own tourism identity (Kaiwa, 2017).

South Asia is the probable natural tourist hub for nature fan, beg-pack traveler, trekkers, adventure, animal lover and this region is one of the most diversified geographical place with full of different types of tourism: Ecotourism, 5000 years old heritage, rich historical, natural beauty, cultural differentiation, world highest mountain and mangrove forest (Hettiarachchi, 2017). In 2015, Bangladesh, Bhutan, India, and Nepal four South Asian nations signed MVA is sub-regional excursions

among them for the inter-linked road for personnel and cargo service. Organizer hopes MVA will help economic development, inter-relation, and travel (Kumar, 2017).

Country/Economy	Global rank	Business environment	Safety and security	Health and hygiene	Human resource and labour market	ICT readiness
<b>SOUTH-EAST ASIA</b>						
Singapore	13	6.1	6.5	5.5	5.6	6.1
Malaysia	26	5.4	5.8	5.2	5.2	5.2
Thailand	34	4.7	4.0	4.9	4.9	4.8
Indonesia	42	4.5	5.1	4.3	4.6	3.8
Sri Lanka	64	4.7	5.5	5.3	4.5	3.7
Vietnam	67	4.4	5.6	5.0	4.9	4.2
Philippines	79	4.3	3.6	4.8	4.8	4.0
Lao PDR	94	4.7	5.4	4.3	4.6	3.1
Cambodia	101	3.7	5.1	4.0	4.1	3.6
South-East Asia Average		4.7	5.2	4.8	4.8	4.3

Figure 3.7: The Travel & Tourism Competitiveness Index 2017: South Asia (Source: WEF-TTCR 2017)

Moreover, another big organization is South Asian Association for Regional Cooperation (SAARC), dedicated to inter-regional development through cultural exchange, employ mutual resources and share corporal infrastructure, therefore it is identified that this organization is one of the main foundation to develop tourism in this region (Rasul, & Manandhar, 2009). According to Batala, Regmi, & Sharma, (2017), “Developing a network approach of countries in terms of economy generation has also created the opportunities for tourism participating industries to set the standard at the international level”. Consequently, regionalization expansion is the current trend declared by world tourism organization in 2016, and regional collaboration away from governmental also domestic boundaries (Hettiarachchi, 2017).

According to Regional rankings: Absolute contribution (2015), South Asia contributes to GDP 59.9 US\$bn and in 2016 Regional rankings, Real growth: Travel

& Tourism's Direct Travel & Tourism's Direct Contribution to GDP 6.2%, the total contribution to GDP 6.2%, investment growth 5.4%. Henceforth travel and tourism is able to encourage cultural exchange, increase understanding, exchange foreign earnings, income, and employment (Kaiwa, 2017). Strategic association in various levels among private investment sector, foreign investment, government tourism ministry and national tourism organization in domestic and national offer shared benefits and synergistic progress with the region tourism (Hettiarachchi, 2017).

### **3.4 Bangladesh Tourism and Hospitality**

The correct strategy and investment in tourism can change the image of developing country and may establish new identity to the world, therefore Ei, & Karamanis, (2017) states that a new types of tourism arise in developing country Between the 1970s to early 1980s as substitute solution of traditional tourism or mass tourism, based on ecological development besides highlight the country nature, history, and culture. Tourism in Bangladesh did not take into count first 28y after freedom and finally, in 1999, this sector was acknowledged as an industry (Khondker, & Ahsan, 2015).

Tourism and hospitality are a worldwide industry (Richardson, 2009) specifically in Bangladesh hospitality have been challenged with attracting holiday tourist and efficient employees to provide memorable service to customers (Tourism Division, 2002). Since the beginning of the industry, the development has enormous probable and the evolution has not existed remarkable (Khondker, & Ahsan, 2015) To be successful trained, energetic and dedicated staffs are a concern as dynamic in tourism and hospitality industry (Kusluvan & Kusluvan, 2000).



Figure 3.9: Tourism in Bangladesh (Source: Worldbank.org)

### 3.4.1 Historical background of Tourism:

Hospitality and Tourism have long been related with Bangladesh, the history of tourism in Bangla developed during the colonial period. In 1502 colonial era begun in Indian subcontinent at Kollam, Kerala and after that slowly spread till 1757 when the Nawab of Bengal lost Battle of Plassey against British East India Company. At that time, British territories underlie till the Northeast Indian states (seven sisters), Burma (Myanmar) and Bangladesh (Wikipedia).

#### 3.4.1.1 British Colonial Era (1757-1947)

Patil, (2011) addressed that “Around the middle of the nineteenth century, the Sailor Chiefs began to wreak havoc in the adjacent British territories...for they encroached upon their hunting grounds and thus became the target of daring raids”. In British-India Bangla was an attractive holiday destination for its monsoon weather and six seasonal beauties, so monsoon loves had an attraction to this land and currently, Bangladesh Tourism Development Corporation also works on it to attract tourist to enjoy monsoon (Chowdhury, & Kasem, 2014). Additionally, at the colonial era, Bangla was famous in Europe for its natural beauty, hospitality, art, and handicrafts

(Mukherjee, et al., 2016). Sacareau, (2007) mentioned that in 19<sup>th</sup>-century colonization was a significant part of tourism expansion outside of Europe.

This land was desired for the cultural and religious travel across the landscape (Travel, 2015) and this area was the home of mix religious people so religiously and politically it was a the center of Asia. “Political history description remained almost entirely the same and overall political history narratives, entirely the same way of occupation. The data political history was hinted by five melodies: (1) presence of the nationalist narrative as discussed, (2) descriptions of salient groupings identified in the literature (i.e., Muslims, British, Hindus, scheduled tribes), (3) time period discussed (pre-colonial, colonial, postcolonial/independence, post-statehood), (4) type of historical details offered (geopolitical management of space, date of statehood, description as part of tourist attraction, full historical narrative), and (5) dichotomous gendering (when/how information was associated with women or men)” (Patil, 2011).

The international and local travel planners’ visitation development history is over 300 years in South Asia (Singh, 2004). Hettiarachchi, C. addressed that this area is one of the most wonderful geographical location in the world and some of the oldest civilization had found over here. “This area consists of five regions: (1) India (2) southern islands of Sri Lanka and the Maldives (3) northern mountain area from Kashmir to Nepal and Bhutan (4) the west, Pakistan, and Afghanistan (5) the east, Bangla/Bangladesh”. The tourism development of build resort started in Bangla under the British rules in the colonial period, considering the economic development by holidaymakers (Michael & Stephen) specifically it was an activity for wealthy people (Sacareau, 2007). Tourism in Bangla was an attraction of its geographic

location, climate, culture, and essential supplies, hospitality service reasonable price (Ahmed, et al., 2010) and the cuisine of this land has an own identity, spice test to provide warm hospitality and the people are delicacy, willing to provide friendly attitude (de Alwis, 2010).

#### **3.4.1.2 East Pakistan Period (1947-1971)**

Political economic crisis incapacitated East Pakistan's (Bangladesh) tourism sector, from 1946 to till 1971 Bangladesh was identified internationally as East Pakistan (Richter, 1989) and from the central government this region of the country was political besides economically neglected even though East Pakistan was more populated with rich cultural and tradition (Patil, 2011). Therefore, at that time there was no infrastructural formation to mention as an extension of tourism, East Pakistan was a delta even though it has colorful climate but East Pakistan has no hill or mountain like West Pakistan to attract even British to found vacation industry (Hafeez, 1971). Before the civil war in 1971 central government had found few information centers in Chittagong hill area nevertheless East Pakistan's tourism has no financial plan for publicity and activities to inform people it's simply preserved as post offices (Richter, 1989).

#### **3.4.1.3 Modern Tourism (1973- .....)**

Ever since establishing a new country after 9 months war Bangladesh tries to continually develop tourism infrastructure overall country's arrangement. International Travel magazine mentioned "chicken and egg dilemma" no one recognizes Bangladesh tourism till founded the Modern tourism in Bangladesh (Richter, 1989). "Bangladesh Parjatan Sangstha" was founded 1971 after liberation war and after the modification and extend Parjatan Sangstha convert to Bangladesh Parjatan Corporation (BPC) in 1973 (Khondker, & Ahsan, 2015) for its marketing

has been spent only 5 percent of its budget and renovating the infrastructure also starting regional offices (Richter, 1989). Bangladesh Government estimated a survey in 1983, and identified that 42 percent of foreign arrivals come to Bangladesh for a business purpose; besides this only 22 percent come as tourist and rest come for advisory, counseling, plus official job. In 2010 another new addition to developing tourism is 'Bangladesh Tourism Board' associated with United Nations World Tourism Organization (UNWTO).

This new organization has some objectives to develop Bangladesh tourism:

- 1) To construct various rules under the law where the main objective is to fill in the gap of existing tourism rules and let regulations proceed.
- 2) To develop tourism industries activities and side by side give advice as well as directions.
- 3) To create general awareness regarding tourism protection, development, and exploration.
- 4) To execute responsible tourism through the creation of some helping hand on behalf of government like as personal sector, local people, local administration, NGO, women federation, media.
- 5) To create a better communication channel for the International Tourists Organizations in Bangladesh with both government and private tourism-related organizations.
- 6) To create a strong and safe foothold for the Bangladeshi Tourist by coordinating with respective government organizations.
- 7) To create a tourism friendly environment in Bangladesh and to market its tourism potential in both domestic and foreign nations.

- 8) To develop human resource for tourism sector by creating training facilities and provide them with the right directions.
- 9) To attract tourists by maintaining quality and relevant material which in turn can provide smooth tourism service and ensuring necessary actions that need to be taken for maintenance.
- 10) To ensure the participation of physically challenged people.
- 11) To protect women rights and ensure their participation in the tourism sector.
- 12) To research on the tourism industry, to survey international markets and to analyze the data.

Bangladesh as a developing country political conflict is common in everywhere, and economic position of Bangladesh tourism is the political measurements (Richter, L. K. 1989). According to Travel and tourism economic impact (2017), “The direct contribution of Travel & Tourism to GDP was BDT421.4bn (USD5.3bn), 2.2% of total GDP in 2016 and is forecast to rise by 6.2% in 2017, and to rise by 6.1% pa, from 2017-2027, to BDT806.6bn (USD10.2bn), 2.1% of total GDP in 2027”.

The effect of tourism growth in infrastructure increases taxation and improve welfare as well (Hassan, Ullah, & Chowdhury, 2013). The development also brings innovations in relieving poverty, food safety, refining nutrition and health, relating occupation, and trade profiles, developing national security plus harmony and generating jobs (Hussain, Failler, Al Karim, & Alam, 2017). In 2016, 2,187,000 jobs generated by tourism what is 3.8% of total employment and in 2017 till these report 2,247,000 jobs has provided also for 2027 it is predicted that almost 2,695,000 jobs will include what will be the 3.8% of total (Travel and tourism economic impact, 2017).



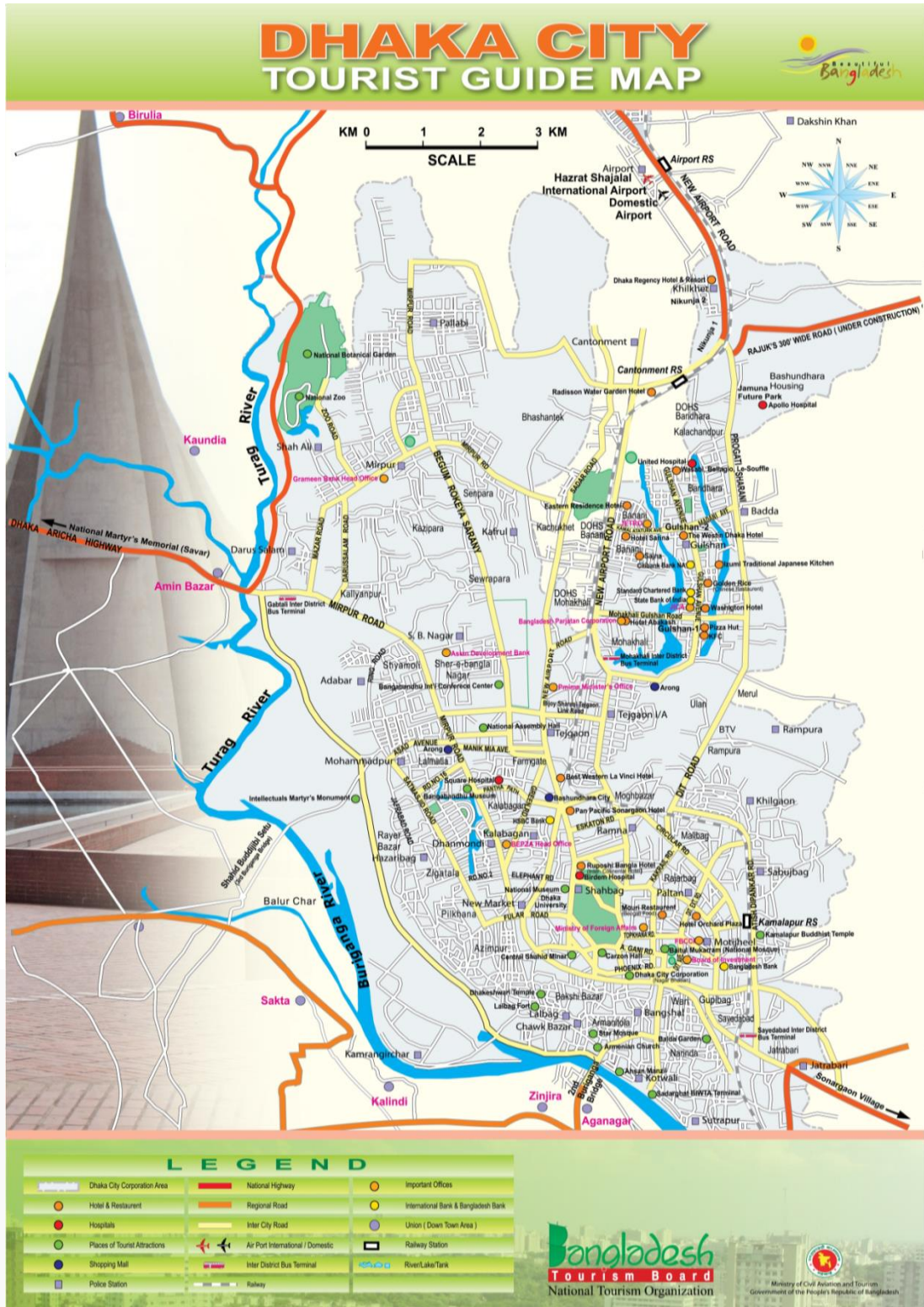


Figure 3.10 Dhaka tourist map (Source: BTB)

But still few difficulties are noticeable in this sector so that Bangladesh cannot attract holiday tourist, but world tourist is ready to visit and enjoy the beauty of nature and

Bangladesh has huge opportunity to earn foreign currency and tourism can be one of the main sources of income by the countries' natural beauty (Khondker, & Ahsan, 2015). In Bangladesh, tourism is a development sector and for this industry's proper development it is essential to have wide-ranging strategy and planning, without accurate planning, budgeting and observation the country cannot develop all the segments what is related to tourism for its stakeholder's benefits (Mondal, 2017).

### **3.4.2 Economic impact**

In tourism economic impacts is an increasing concern that is mainly expressed by generating jobs and million dollars business activities in the national and international stage (Chowdhury, & Shahriar, 2012). The particular tourism activities or actions are related to the change of economic contribution is divided into indirect impact, direct impact and induced impact (Kido-Cruz, Kido-Cruz, & Killough, 2016). All of these impacts of tourism are closely connected to inhabitants' perception of economic managing and growth of the natural region.

In Bangladesh tourism is projecting economic reformation in seaside zones, specifically sea beach and other tourist destinations (Bhuiyan, 2017). Seaside visitors in Bangladesh is boasting with the longest natural sea beach (120 km) by way of the hill also Bay of Bengal's blue water together create a panoramic beauty of nature, therefore sea base tourist place specifically Cox's Bazar is the main tourist point in Bangladesh (Kader, 2014).

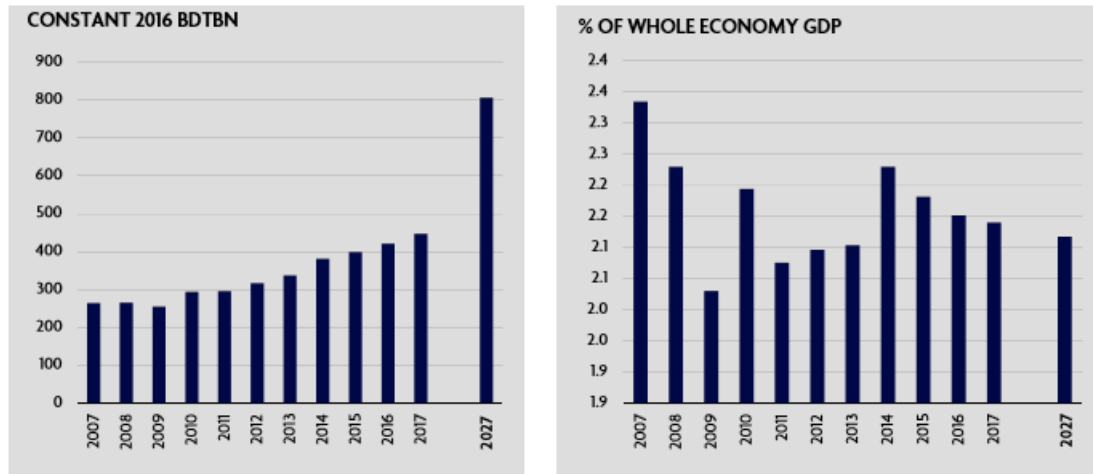


Figure 3.11 Bangladesh: direct contribution of travel & tourism to GDP  
(Source: UNWTO 2017)

In 1998 UNWTO mentioned that tourism is one of the major foreign currency earners approximately 83% of developing nations (Chowdhury, & Shahriar, 2012) and tourism development has long been an attractive option for stimulating economic growth (Jordan, & Vogt, 2017). According to UNWTO (2017), “In 2016 Travel & Tourism directly supported 1,057,000 jobs (1.8% of total employment) in Bangladesh and this is expected to rise by 1.8% in 2017 and rise by 0.6% pa to 1,138,000 jobs (1.6% of total employment)”.

Recently Bangladesh government has arranged massive activities to develop tourism as a source of economic development (Bhuiyan, 2017) and 2016 had declared a tourism year plus investment was BDT72.5bn (USD0.9bn), 1.2% of total investment (UNWTO 2017). Moreover, according to Travel and tourism economic impact (2017), BDT 840.2bn (\$10.6bn) was the total Travel and Tourism contribution to GDP in 2016 what was 4.3% of GDP and end of 2017 it is forecasted to increase by 7.2% what estimate approximately BDT 1,783.0bn (\$22.6bn).

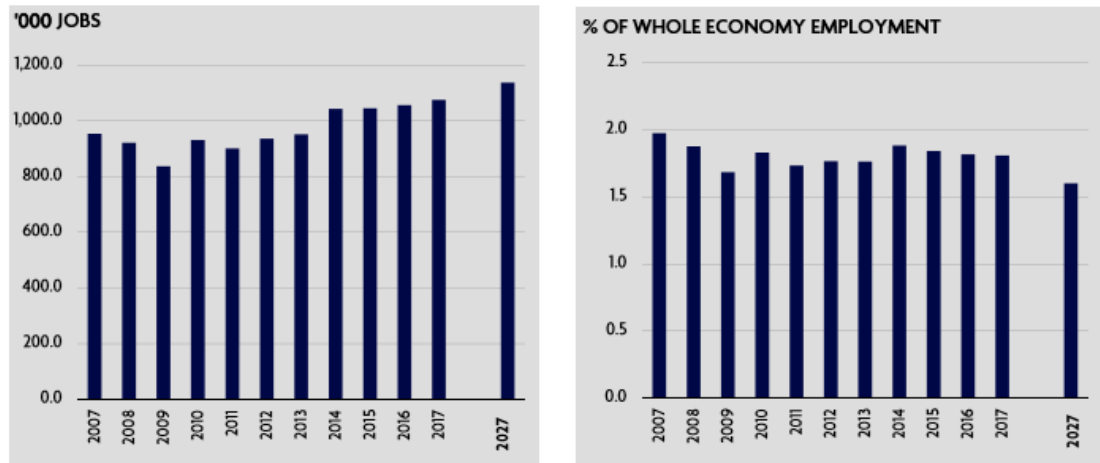


Figure 3.12 Bangladesh: direct contribution of travel & tourism to employment (Source: UNWTO 2017)

### 3.4.3 Political effect

Self-security is one of the main issues during plan of travel, tourist always seeking a safe and amuses place for self and others (Liu, & Pratt, 2017). In 1998 Sönmez mentioned, “Safety and security are considered important concerns that influence tourists’ travel decision to specific destinations. While numerous environmental and man-made disasters can considerably impact the flow of tourists, perceptions of risk and danger that come along with political instability in some destinations usually frighten potential tourists more strongly” (Elshaer, & Saad, 2017). Furthermore, the country image also effects on the process of decision-making and learn about that countries tourism (Zahra, 2012).

As a third world country, Bangladesh still could not establish its tourism identity to the world tourist due to natural disasters let foreign TV news to broadcast Bangladesh as under flood, populated and political unsteadiness country (Hai, & Chik, 2011). But to attract tourists a favorable image is essential to be selected as a holiday destination (Zahra, 2012). According to Darity (2008), “a number of signs indicate the presence of political instability in a distention. The most common are the

probability of a change in regime or government, political turmoil or violence in a society (e.g. assassinations and demonstrations), and instability in policies such as policies of human and property rights” (Elshaer, & Saad, 2017).

After long years of freedom Bangladesh politically still not stable and this instability does not let any organization to develop properly and still, Bangladesh tourism is the lowest position in South Asia and 125 global ranks with 3.7 points in safety and security, the comparison in the world ranks neighbor countries has better positions (UNWTO, 2017). Undesirable image, low reputation in world ranks and less safety will not let the country to develop in tourism, what reduce the investment and tourist interest (Elshaer, & Saad, 2017). According to UNWTO (2017), in 2016 total investment in travel and tourism was BDT25.6bn Moreover, 140.0mn USD (BDT 11.1bn) was generated by visitors’ exports and till this report in 2017, it's growing 11.2%.

#### **3.4.4 Categories of Tourism**

Bangladesh tourism has passed forty-five years after established BPC in 1973, yet tourism is blossom position and growing slowly (Kader, 2014). Among the South Asian countries, Bangladesh is one of the low ranks tourism destination but this country has huge opportunity to enhance tourism by highlight its rich cultural heritage collection, natural beauty, archeological sites (Nabi, & Zaman, 2014).

According to Islam (2009), Bangladesh has 120 km natural Sea beach and world heritage. Unfortunately Bangladesh could not succeed to introduce its tourism sites to world tourism market, therefore still tourism is limited (Hassan, & Burns, 2014) in the cart of tourism 42% visitors travel Bangladesh for business, 18% for official purposes and 17% for others, inopportunately only 23% tourist visit Bangladesh for

pleasure (Bnagladesh tourism.gov.bd). According to UNWTO (2017), In 2017 Bangladesh tourism organizations expected 147,000 international tourists to attract and future forecasted till 2027 would like to invite 239,000 tourists what will be enhanced by 7.6%.

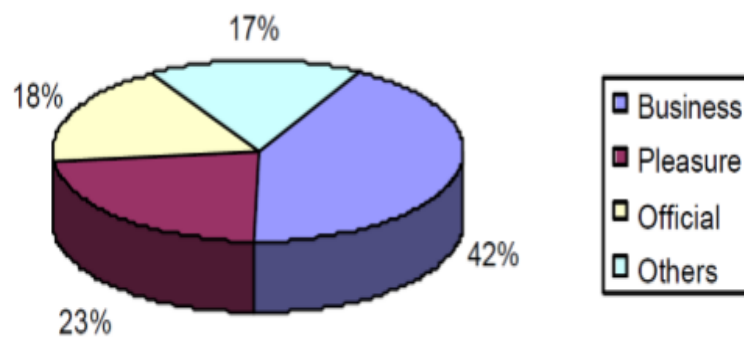


Figure 3.13 Categories of tourism in Bangladesh (Source: BTB)

To attract this huge amount of tourist Bangladesh Tourism Board and other organization working on developing various categories of tourism: education tourism, religious tourism, ecotourism, archeological and historical tourism, cultural tourism, sports tourism and also a concern to establish luxury hotels (luxury rooms, conference, meeting, exhibition rooms). Minister of Tourism and Civil Aviation says, “We have excellent MICE facilities in terms of hotels and conference and convention centers”. According to UNWTO (2017), “Business travel spending is expected to grow by 6.9% in 2017 to BDT102.4bn, and rise by 5.4% pa to BDT173.9bn in 2027”. This thesis focus on business tourist who is staying in three, four and five-star hotels in Dhaka city and how Favoritism effect on these hotels customers, co-workers and supervisors incivilities.



#### 3.4.4.1 Business Tourism in Bangladesh

Travel for business purpose is named business tourism (Banu, 2016) internationally business tourism is the main concern for world economic development (Becker, 2016). Hermelin (2012) mentioned that “Business tourism is a critical component in the ‘space of flows’ in the global economy involving a constant and substantial flow of people from distant places for shorter or longer” (Rogerson, 2015). All trade and employment-related travels: meeting clients and attend conferences, general business trip, corporate, exhibition, training, purchase, product launches and trade fairs are included in business tourism (Marais, du Plessis, & Saayman, 2017). In 1994, benchmark text Davidson describes business tourism as ‘it represents one of the oldest forms of tourism’ (Rogerson, 2015) in domestic and global level (Marais, du Plessis, & Saayman, 2017).



Figure 3.14 Reasons to visit Bangladesh (Source: TripAdvisor)

Several scholars mentioned tourism has been verified last few years as a growing industry in Bangladesh, but for the purpose of business and employment or official work (Latif, Islam, Mohamad, Sikder, & Ahmed, 2015). Moreover, according to Kader, (2014), approximately 70% of visitors came for official and business purposes. Based on Bangladesh geographic location, natural resources and as densely

populated area huge national and international investor establish industry: garments, leather, software, and ceramics for export internationally (Chowdhury n.d.). Therefore enormous numbers of purchasers are obligatory to travel Bangladesh regular basis with their delegates owing to increasing RMG and on the other side there are a number of multinational companies' delegates come to visit their local office for training and other official activities (Khondker, & Ahsan, 2015). According to Tuli (2014), to accomplish the benefits of cheap labor cost various international, multinational companies operating a business over here and several times in a year their official staffs and delegates come to Bangladesh.

#### **3.4.5 Hotels performance in Dhaka**

Hotel sector in Bangladesh is growing rapidly, specifically in Dhaka city with the concern of international business delegates (Ghosh, & Islam, 2016) to provide world-class hospitality, meetings, conventions and other services (Latif, Islam, Mohamad, Sikder, & Ahmed, 2015). Dhaka is the capital and main commercial mega city in Bangladesh, this city is the hub of countries' economic development.

HVS report (2015) addressed that, "The rapid economic growth in the country, especially Dhaka, coupled with a relatively small increase in hotel supply has led to a steep and sustained increase in both average rates and market-wide occupancies of the existing hotels". Recently established luxury hotels are closer to Hazrat Shahjalal International airport and focus on forging business travelers generally, whose are traveling for readymade garments (RMG), leather production, and textile business basically commercial purpose (Dhaka, S. 2016).



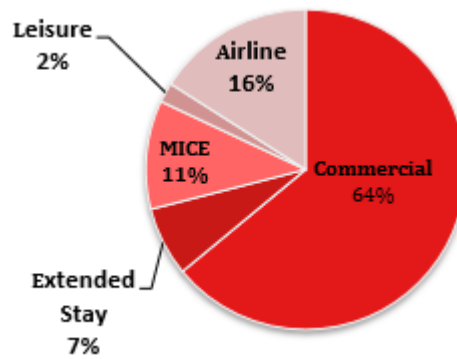


Figure 3.15, Dhaka Hotel Market Segment (Source: HVS report)

On the other side international airline companies also increase the demand for luxury accommodation in Dhaka city, in 2014 almost 6.08 million passengers were in transit and for the airline crew also produces 16% of total hotels occupations. Moreover, over the last few years, the market growth has observed 7.13% and market demand was higher around 7.0% than supply was 6.3% among all categories' hotels accommodation (HVS, 2015). Therefore midscale hotels (three stars) also operates in Dhaka with average room rates to fill up the demand.

The present hotel performance in Dhaka is more upper midscale and upscale with the newly addition world hotel chain business such as The Westin, Le Meridien, Six season, Four Points by Sheraton, Pan Pacific, Dhaka Regency Hotel & Resort, Amari Dhaka, Hotel Sarina, The Olives, Ascott place Dhaka, The Way Dhaka and Dhaka Sheraton (Ruposhi Bangla) hotels are providing world class services to the customers (Hossain, 2016) but till the last decade Dhaka Sheraton and Pan Pacific Sonargaon was only the five stars hotel in Dhaka for upscale hotel accommodation and service (Latif, Islam, Mohamad, Sikder, & Ahmed, 2015).

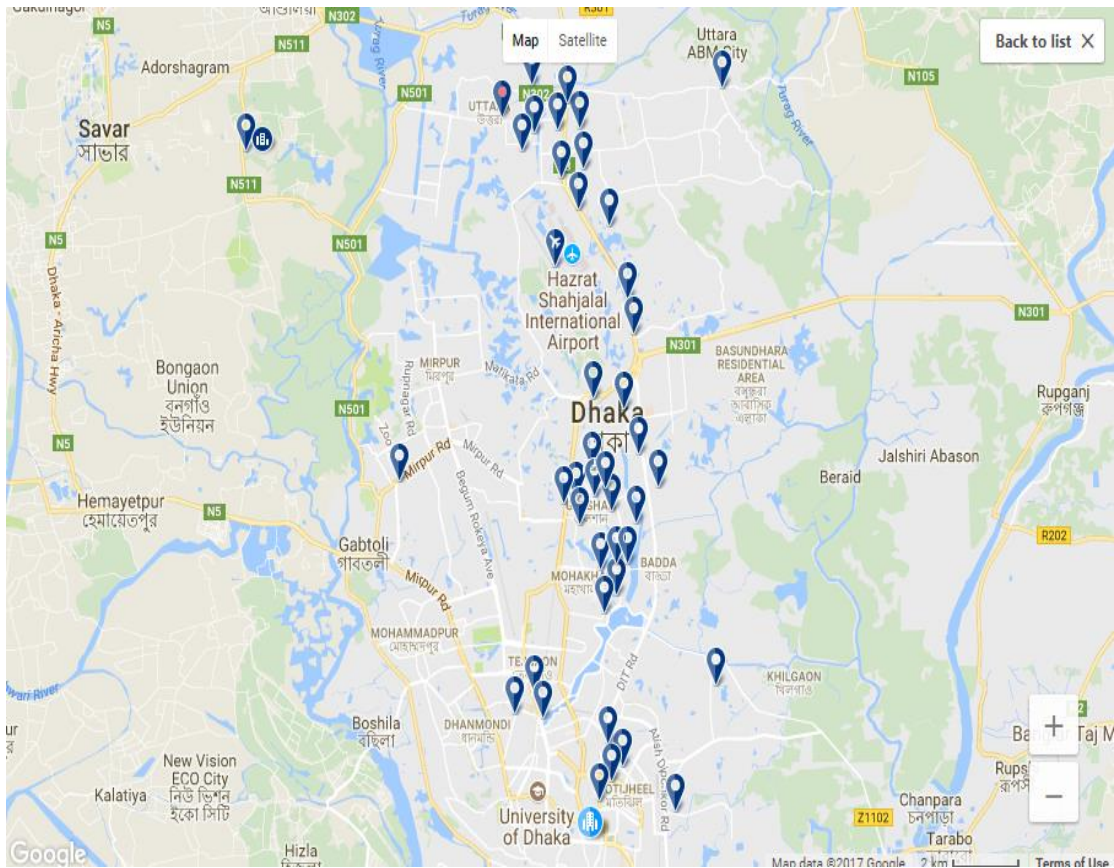
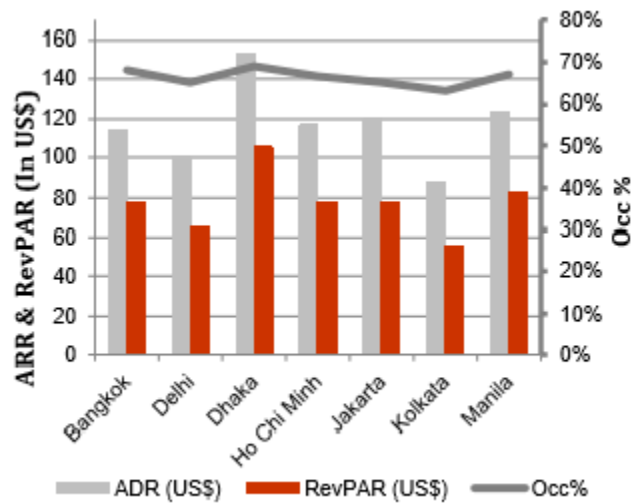


Figure 3.16, Hotels location in Dhaka (Source: booking.com)

According to the report of HVS (2015), these upper scales provide 1,400 five star quality rooms’ and plan to offer next five years 2,600 rooms, where “Ascott the Residence which is offering about 500 three to four star quality rooms plus in addition to these rooms, there are about 200 one to two star quality rooms available in guest houses” (Latif, Islam, Mohamad, Sikder, & Ahmed, 2015).

There are almost 100 mid scales hotels in Dhaka. All of these hotels in 2016 directly generate 1,057,000 jobs (1.8% of total employment) and indirectly supported 2,187,000 jobs by the tourism industry were 3.8% of total employment (UNWTO, 2016). And Bangladesh tourism industry is developing over two decades by private investment concern on build up upscale hotels in Dhaka as well as other destination (Latif, Islam, Mohamad, Sikder, & Ahmed, 2015).

Hotel is a part of the service industry and service industry's management is based on productivity and hotel is one of the big sectors of the service industry (Peshave, & Gujarathi, 2011). According to Wikipedia, productivity management system is, "Productivity is an average measure of the efficiency of production. Productivity is a ratio of production output to what is required to produce it (inputs of capital, labor, land, energy, materials, etc.)."



**Figure 3.17,** Dhaka Hotel Performance Against South Asia (Source: HVS)

The measure of productivity is defined as a total output per one unit of a total input.” Productivity management has relation with health and work behavior (Shahinuzzaman, Hoque, & Saha, 2017) today the way of buoy up is not only essential to motivate employees but also keep them in the right way to be productive and suitable arrangement of service provider (Abubakar, Namin, Harazneh, Arasli, & Tunç, 2017). In the hospitality industry providing excellent service to customers is measured as obligatory (Darvishmotevali, Arasli, & Kilic, 2017).

Even though it seems easy to provide admirable service but in reality, it is a challenge for the hotel industry, specifically the management system's favoring creates conflict among service provider to coworker, supervisor and customer characteristics also identified as a major challenge (Peshave, & Gujarathi, 2011). This serious challenge can be accomplished by employees dedication, work engagement, and management system of impartiality, motivation, where specifically frontline employees bear out their job obligation spiritually and physically (Ncube et al., 2013; Ye and Liang, 2010 cited in Darvishmotevali, Arasli, & Kilic, 2017).

In 1999 Bateson and Hoffman defined frontline employees (non-managerial) as "boundary-spanning workers mediating between the organization and its customers, are given the opportunities to make their own decisions and develop their abilities and job performance skills (cited in Cheung, Baum, & Wong, 2012). Moreover, an essential role has been maintained by frontline employees for satisfied as well as loyal clients through the quality of service, face to face conversation; build up an organizational friendship, retention of satisfied and service recovery (Karatepe, 2013).

In hotel industry one of the main department is Human resources and this department's activities in the business, therefore various scholars have surveyed how human resource management treat front-line employee's to avoid incivility from a co-worker to supervisor level in an organizational (Kuslivan, Kuslivan, Ilhan, & Buyruk, 2010). Satisfied employees in the industry will generate better service and behavior to coworker and customer, which will produce a higher profit (Pan, 2015). In Bangladesh, the human resource does not place on the top of its priorities of management movement strategy (Chowdhury, 2011).

A survey study on readymade garments employees suggests that “less emergency response, procurement and contracting, OHS policy, worker participation, benchmarking and monitoring and review as the key contributors to produce counterproductive work behavior in the context of Bangladesh” (Shahinuzzaman, Hoque, & Saha, 2017). But in 2006 Islam mentioned in his research that, “fewer than 20 percent Bangladeshi organizations hold PMS on regular basis and only 10 percent organizations link performance evaluation result with HRM decision-making” (Chowdhury, 2011).

Likewise, performance estimation is naturally depending on managers’ judgments instead of objective measures of appearance (HR Practices Survey BD 2007) where manager decisions prejudiced by categories and he/she prefers the person who is near or dear to him/her where organizational favoritism/nepotism play a role (Haque & Hossain 2010). Like this judgment in private and public organization, especially hotel industry practices performance measurement system (PMS) wrongly (HR Bangladesh 2011).

## Chapter 4

### METHODOLOGY

#### 4.1 Introduction

Informative research and social science-based research are count on interpretivism and/or positivism. The positivism research core aim is to find out the facts and related laws also the method of quantitative research. As a result, positivism assumptions rely on the usual science and use of the law of the objectivity's (Johnson & Cassell, 2001). Research methodology describes the field study's methodical analysis of the theoretical explanation, in order to accomplish the purposes this chapter concern on the methodology of the experiential study. Precisely, it introduces the research deductive approach (quantitative method) and explains the necessity of this approach. Kothari, (2004) states that "Quantitative research is based on the measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity" (cited in Deacu, Prostean, Oprea, & Pop, 2015).

Therefore this chapter expressed research method in various sections; at first in (section 1) describe brief information about positivism, which individually fortifies quantitative research approach, after that in (section 2) consider quantitative research design. In (section 3) describes the nature and purpose of research and in (section 4) discuss sampling method used in this dissertation, this section focus on focused representative and questioners. In (section 5) describe sample size and sampling

design and in (section 6) provides an indication of data collection and in (section 7) addressed data analysis.

## **4.2 Research Approach**

Research has several approaches: either deductive approach/quantitative or inductive approach/qualitative is frequently applied (Bryman & Bell, 2011; Andersson, & Petersson, 2017), in a research it is a critical stage to select the research theory even though research approach has nominated. Therefore this dissertation applies the deductive approach to test and develops the theoretical model. According to Tavory et al., (2014), “deduction approach proposes a hypothesis about specific findings which is based upon theories that already exist, while an induction approach is specified as the procedure of gathering new data in order to enhance or problematize theories that are well established”.

From three to five stars hotels in Dhaka was selected for measure the effect of favoritism and nepotism on the customer, coworker and supervisor’s incivility. Each hotel was requested to answer the questioners by their frontline employee’s from front office department receptionist plus reservationists, from food & beverage department bartender, waiter, and waitress, also from the housekeeping department room attendants, as well as from the room service department ball person, and from the sales and marketing sales executive. Only full-time employees are included in this research, in Bangladesh its rear to find part-time employees in hotel industry without internship students.

## **4.3 Research Design**

The deductive approach led to quantitative research and mentions the research design that emphasis on quantification of data collection and analysis (Bryman & Bell,

2011; Andersson, et al., 2017). Therefore, at the stage of research design need to consider what type of data has collected its formula as well as the process of analysis. In 1997 Gill & Johnson describe, “research design is a blueprint that enables the researcher to structure a research problem in such a way that the outcome is the production of valid, objective and replicable answers” (Al-Qahtany, 2014). This dissertation inclined recent existing available studies like UNWTO reports, furthermore national organizations data as BPC, BTB information and followed some steps:

**Step one:** Literature review considered as the major point of relative analysis. It is necessary to generate knowledge from similar research like journals, articles, books, technical and economic report to provide empirical support.

**Step two:** To review the related measures of questioners and evaluated the subjective data to support the theoretical model and support the deficiency of widespread research. Comparison existed result with the hypothesis of the case study.

**Step three:** In the final step of research design will arrange for assumptions as well as references to this study. References for assessment creators plus upcoming academics research topic will be provided.

#### **4.4 Nature and purpose of research**

The meaning of a research and the existed results are actually examined for the project purpose. Saunders, & Lewis, (2009) explains that “the way in which you answer your research question will result in either an exploratory, descriptive or explanatory studies” (Bunny, 2017).



#### **4.4.1 Explanatory research**

Find out something specifically is necessary to look for fresh vision and deliver questioners or data set to measure the phenomena in a fresh light. The purpose of this study is to explore employees or respondents feeling and reflections about favoritism and nepotism in the hotel industry. According to Adams & Schvaneveldt (1991), “it can be likened to activities such as travelling or exploring one of its main advantages is that it is flexible and adaptable to change, this does not lack direction but rather what initially starts as broad research topic will narrow as they researcher goes along” (Eriksson, & Novozhilova, 2016).

#### **4.4.2 Descriptive research**

In this study, the objective is to represent the perfect profile of employees work circumstances and incivilities. Saunders et al. (2009) state that “illuminates the fact that descriptive is a means to an end, but not an end in itself” (Zamuee, 2017). Even though it may offer exciting statistics as well as may provide the clarification of the situation, therefore it is valuable to survey to identify the solution to some specific problems.

#### **4.4.3 Explanatory research**

It is required to identify the connection between favoritism, nepotism and HR practices for employees’ gratification. Explanatory research may find out the main reasons and explain the phenomena being studied and recognize the features.

### **4.5 Sampling Method**

According to Robson (2002), a non-experimental fixed strategy is usually conducted in questionnaire-based research (Carey, Milsom, Brooman, & Jubb, 2017). The survey can be started with explanatory, descriptive, exploratory and for questionnaire explanatory and descriptive can be more accurate tools for generating data (Cohen et

al, 2000; Gentles, Charles, Ploeg, & McKibbon, 2015). This dissertation used a hypothetical model based questionnaire to front-line employees (front office, food & beverage, housekeeping, room service, sales, and marketing) of three, four and five-star hotels in Dhaka to investigate the research's questionnaire to establish the numerous elements by well-structured and accurate questioners. Dhaka is the capital city of Bangladesh and center of commercial activities and in this region, there are 13 five stars, 21 four stars, and around 45 three star hotels (BTB) and there are several hotels are waiting to start their service and some world chain hotels are constructing.

Star hotels	Property	Sample size	Missed	Collected Data
5 Star	13	9	4	159
4 Star	21	15	6	145
3 Star	45	32	13	170

Figure 4.1, Property in Dhaka

Self-administered has delivered method has followed to deliver the questionnaires to the respondents and multiple choice close questions have used. According to Oppenheim (1992), “self-administered questionnaires are usually presented to the respondent by the researcher or by someone in an official position; and the group administered questionnaires which are given to a group of respondents assembled together” (Griga, 2017). For this dissertation questionnaire design conducts all of the endorsements of justification and defines where it essential, what was suggested by Professor Dr. Huseyin Arasli, this dissertation's questionnaire was collected and modified from Arasli, & Tumer, (2008). The used questionnaire is systematized below:

**Part one:** in this part, six demographic base questionnaires were asks about age, gender, education, year of work, department, and stars of hotels.

**Part two:** this part contains 22 questionnaires about favoritism, customers, coworkers, supervisor's incivility, and turnover intention.

#### **4.6 Sample Size and Sampling Design**

An appropriate sample is an elementary requirement for the research. Sekaran (2005) states sample is "a subset of the population. It comprises some members selected from it. In other words, some, but not all, elements of the population would form the sample" (cited in Wali, Sadq, & Rasheed, 2016). Moreover, sample size can be constant because of limitation, time and budgetary problem. This research faced social security and organization confidential issue as a limitation, even though target place has huge hotels and around 500 questionnaires had delivered but 482 questionnaires received back and among them, 8 questionnaires were not completed. Sekaran (2003) state that, for an acceptable data analysis researchers need to ensure 385 responses minimum. In this research respondents were asked to mark the rating box on the scale of 5 points about their significant regard for every single variable, Likert scales are: Strongly Agree = 1; Agree = 2; Neutral = 3; Disagree = 4, and Strongly Disagree = 5. And Never = 1; Seldom = 2; Sometimes = 3; Often = 4; Constantly = 5.

And in the next step demographic information's were coded as: age (17-20 = 1, 21-24 = 2, 25-28 = 3, 29-35 =4, 36-50 = 5, 50+ = 6), gender (Female = 1 and Male = 2), education (high school = 1, university/2 years = 2, university/4 years = 3, masters = 4), year of working (1-4years = 1, 5-8years = 2, 9-12years = 3, 12+ = 4), department (food & beverage = 1, reservation = 2, housekeeping = 3, room service = 4, sales and

marketing = 5), number of stars (3stars = 1, 4stars = 2, 5stars = 3). After all coded data has entered in IBM SPSS statistics 21. Numerous assessments (frequency, percentage, and mean) were applied in data analysis.

#### **4.7 Data Collection**

Different source and method can use for data collection and data can be secondary or primary (Saunders et al, 2007; Sanders, Neumann, Basu, Brock, Feeny, Krahn, & Salomon, 2016). Secondary data previously exist and on the other side, primary data is innovative, freshly collected. To address this research both secondary and primary data were required, secondary data has obtained in the literature review and that consist of hypnotically influences. On the contrary, primary data has collected by an investigation from hotel employees in the hotel sector in Dhaka. In 1992 Oppenheim mentioned, in social research data collection, questionnaire method is common and reliable (Griga, 2017).

For this dissertation, researcher phoned and email to the management of different hotels in Dhaka region as mentioned before, was explained the purposes of this dissertation also request for data collection permission. Unfortunately, maximum hotels said the questionnaire is confidential and sensitive to management issue, therefore, it's not possible to provide such a kind of information. Finally, 9 five stars, 17 four stars and maximum three stars hotels allowed their some frontline employees to participate but managers and supervisors were monitoring and explained them the questionnaire, moreover some hotels received questionnaires to fill it up and returned later. Besides this circumstance, few hotels received questionnaire but gave back empty. 500 questionnaires were distributed to the employees, where 482 questionnaires were received back filled up but among those 8 questionnaires was

missed information. Rest 18 questionnaires some came back empty and some did not get back. Subsequently, 474 questionnaires were measured, as long as the response ratio was 94.8%.

#### **4.8 Data Analysis**

Categorized the responses into different sets are obliges the questionnaire to answers transformed into many variable numbers in the quantitative data analysis, likewise transforming the responses to numbers as well as categorizing progression is manes coding (De Vaus, 2002; Bentzen, Lemyre, & Kenttä, 2016). As a result, after data collection, all the answers were coded into Statistical Package for Social Sciences (SPSS) also explore the used independent variables and dependent variables relation in numerous rectilinear progressions.

This analysis was used SPSS tools to investigate the report of the responses. Factor analysis of all processes is subjected to a positive of convergent rationality issue. Especially, the demographic analysis of the sample is used to report the rate of repetition. Confirmatory factor analysis evaluated the measures of psychometric properties, as well as the number alpha, has used (Joreskog & Sorbom, 1996; Amarantou, Kazakopoulou, Chatzoglou, & Chatzoudes, 2017). Moreover, t-values are assessed to estimate the standardized loading in the statistics of the model fit.  $\chi^2/df$ , RMR, NNFI, and CFI are used as fit statistics of the estimated model. In 1998 Kelloway explain the follows tests:

“CFI-Comparative Fit Index: The comparative fit index is based the noncentral chi-square distribution. NNFI-Non-Normed Fit Index: The NNFI results in numbers with a lower bound of 0 but an upper bound greater than 1. Higher values of the

NNFI indicate a better fitting model, and it is common to apply the .90 rule as indicating a good fit to the data. Chi-square: Since chi-square test is sensitive to large sample sizes ( $n = 474$ ), other fit statistics are to be taken into account. RMR-Root Mean Square Residual: This is the square root of the mean of the squared discrepancies between the implied and observed covariance matrices.”

The correlations result has reported by Pearson product-moment correlation to estimate the discriminant validity. According to Karatepe & Ekiz, (2004), other researchers have the influence to report discriminant validity in this kind of analysis. An assessment of interior dependable consistency every variable has exposed to the procedure when the measure is refining (Revilla-Camacho, Cossío-Silva, & Palacios-Florencio, 2017). The coefficient alpha .70 level has used commonly accepted and categorized numerous reversion analysis were used to test the hypothesized affiliations.

## **Chapter 5**

### **RESULTS**

#### **5.1 Introductions**

The graphic analysis and examine the hypothesis on the collected data of the effect of favoritism on customers, co-workers and supervisors incivilities rate on frontline employees, is the research main purpose. This chapter analysis the result of respondents demographic information: age, gender, education, years of working, department and numbers of hotel in (section 1), and questionnaires results of favoritism/nepotism base customers, co-workers and supervisors incivilities measurement results in (section 2), after that model and hypothesis test results in (section 3).

#### **5.2 Demographic Breakdown analysis**

Respondent's demographic data: age, gender, education, years of work, department, and their observation about their organizations are analyzed and presents in this section.

**Age:** The figure 5.1 shows the respondent's age variations data, here 10.3% of employees are between 17-20, 24.3% of employees are between 21-24, 34.2% of employees are between 25-28 this is the highest percentage of respondents, 28.9% employees are between 29-35, and 2.3% of employees are between 36-50 this is the lowest category of respondents.

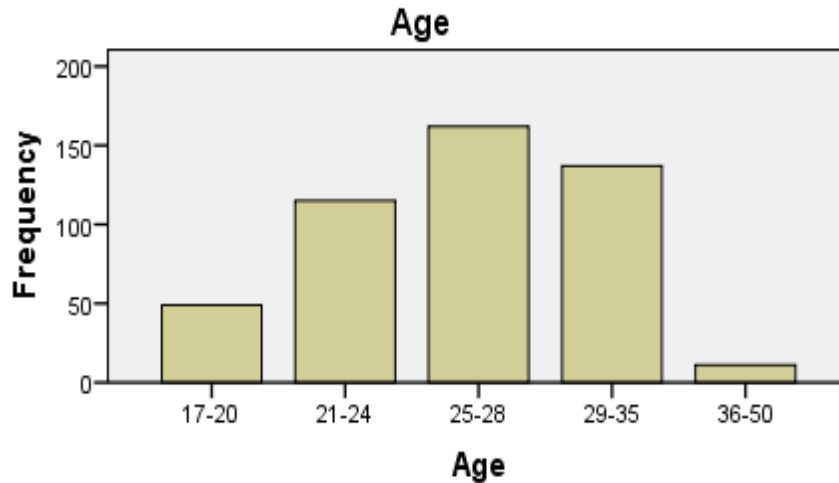


Figure 5.1: Respondents age

**Gender:** The figure 5.2 displays the respondent's gender, here 46.2% of respondents are female and 57.4% of respondents are male. This figure shows that in job sector there is a balance in gender.

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	202	42.6	42.6	42.6
Male	272	57.4	57.4	100.0
Total	474	100.0	100.0	

Figure 5.2: Respondents gender

**Education:** The figure 5.3 displays that 5.7% of respondents are just high school graduate, this is the lowest percentage of respondents, 33.8% of respondents are higher secondary school/diploma, 46.6% of respondents are 4 years university graduate, this is the highest percentage of respondents, 13.9% of respondents are masters.



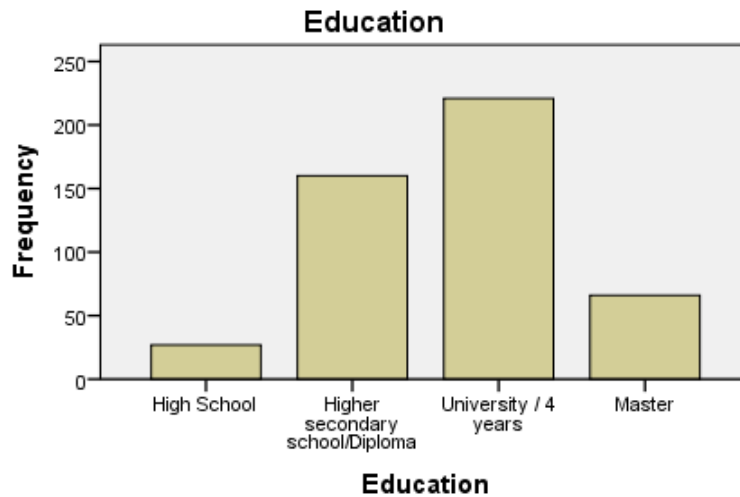


Figure 5.3: Respondent's education level

**Year of working:** The figure 5.4 shows that, 43.7% of respondents are working 1-4 years and this is the highest percentage of respondents indicate that maximum front-line employees are not working long period of time, therefore, it proves there is turnover, 38.2% respondents are working 5-8 years, 15.2% of employees are working 9-12 years, and only 3.0% of employees are working more than 12 years, this is the real figure in hotel industry.



Figure 5.4: Respondent's year of work

**Department:** The figure 5.4 shows that 30.0% employees are working in food & beverage department, 25.9% of employees are working on the reservation, 19.4% of employees are working in housekeeping, 14.1% of employees are working in room service and 17.5% of employees are working in sales and marketing.

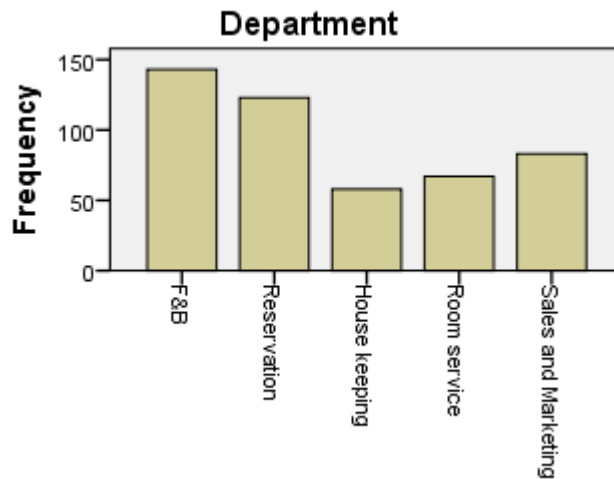


Figure 5.5: Respondent's working department

**Number of stars:** This figure displays that, 35.9% of respondents are working in 3-star hotels and this is the majority of respondents because of the sample size of the hotels, 30.6% of respondents are working in 4-star hotels and 33.5% respondents are working in 5-star hotels.

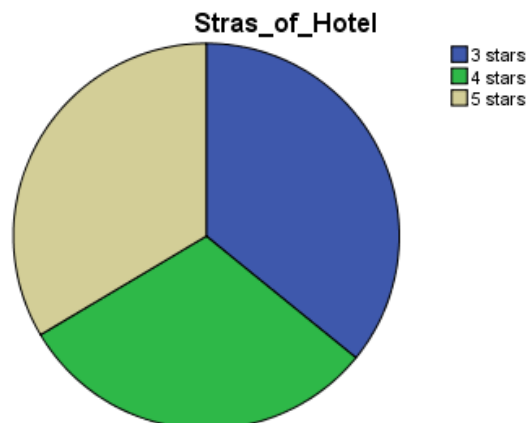


Figure 5.6: Respondent's working place

Table5.1: Respondents' Profile (n = 474)

	Frequency	Percentage
<b>Age:</b>		
17-20	45	10.3
21-24	115	24.3
25-28	162	34.2
29-35	137	28.9
51+	11	2.3
<b>Gender:</b>		
Female	202	42.6
Male	272	57.4
<b>Education:</b>		
High school	27	5.7
Higher secondary school/Diploma	160	33.8
University /4 years	221	46.6
Masters	66	13.9
<b>Year of work:</b>		
1-4	207	43.7
5-8	181	38.2
8-21	72	15.2
12+	14	3.0
<b>Department:</b>		
Food & beverage	109	23.0
Reservation	123	25.9
Housekeeping	92	19.4
Room service	67	14.1
Sales and Marketing	83	17.5
<b>Stars of hotel</b>		
3 star	170	35.9
4 star	145	30.6
5 star	159	33.5
<b>Total</b>	<b>474</b>	<b>100</b>

Table 5.2: Scale of entries, Reliability, and Experimental Factors Analysis Outcomes

Scale of entries	Factors Loadings	Eigenvalue	Percentage of Variance	$\alpha$
<b>Favoritism/nepotism</b>		<b>1.50</b>	<b>6.82</b>	<b>.92</b>
I am always careful when speaking to the staffs those.....	.72			
Supervisors are afraid of subordinates who are related.....	.78			
Middle-level managers at this hotel are uncomfortable.....	.67			
Executive's friends and acquaintances are dominated.....	.49			
High level executive's friends and family staffs are less.....	.59			
Friends and acquaintances of executives ignore job.....	.52			
<b>Customers' incivility</b>		<b>2.55</b>	<b>11.62</b>	<b>.90</b>
Customers treat employees as if they were inferior or stupid....	.53			
Customers show that they are irritated or impatient.....	.46			
Customers make comments that question the competence.....	.57			
Customers make personal verbal attacks against me.	.42			
Customers make comments about my job performance.	.63			
<b>Co-worker incivility</b>		<b>3.27</b>	<b>14.87</b>	<b>.81</b>
How often do coworkers ignore or exclude you while at work?	.93			
How often do co-workers raise their voices at you while at work?	.97			
How often do coworkers do demeaning things to you at work?	.98			
<b>Supervisor incivility</b>		<b>1.65</b>	<b>7.52</b>	<b>.87</b>
How often do supervisors ignore or exclude you while at work?	.54			
How often do supervisors raise their voices at you while at work?	.57			
How often are supervisors rude to you at work?	.59			
How often do supervisors do demeaning things to you at work?	.58			

<b>Turnover intention</b>		<b>1.39</b>	<b>6.34</b>	<b>.87</b>
I am optimistic that I would find another job, if I looked for one.	.51			
I am confident that I could quickly get a similar job.	.49			
I will easily find another job if I lose this job.	.71			
I could easily switch to another employer, if I wanted to.	.56			

**Model fit statistics:  $\chi^2 = 448.611$ ,  $df = 203$ ; CFI = .919; IFI = .920; RMSEA = .051, GFI = .922, AGFI = 903**

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NOTE: every entry is computed on a five-point scale

### 5.3 Measurement Results

A series of asserting factor: favoritism/nepotism, customer incivility, coworker incivility, supervisor incivility, the turnover intention was endangered for analysis and measure in this dissertation. The table 5.2 shows a five-factor model for fit statistics (Diamantopoulos and Siguaw, 2000) such as:  $\chi^2 = 448.611$ ,  $df = 203$ ; CFI = .919; IFI = .920; RMSEA = .051, GFI = .922, AGFI = 903. And the result of  $\chi^2 / df$  value (2.21) was in the array of recognized rate (1-3). Moreover, GFI, AGFI, IFI, and CFI are upper than .90. The straight effect expressively directs to further factors, like hypersensitivity, immediate profligate morals and objectives and hostile attribution biases (Walters, & DeLisi, 2015). As well as the RMSEA (.051) is lower than .08 is positive outcomes, and a minor RMSEA directs that the model was better also maximum rate can be 0.06 (Biswas, & Bhatnagar, 2013) and RMR (.025) results also accurate.

The loading start estimated from .42 to .98 and table shows that there is no missing and cross loading. Overall, the results practically display that every single factor goes above the least possible satisfactory level of an afresh suggested established scale, 0.50 by (Nunnally, 1978) as well as the results discriminant rationality of the measure and sustenance to dimensionality (Arasli, Bavik, & Ekiz, 2006). All the evidence of loading validity were estimated standardized and significantly (Anderson & Gerbing 1988 cited in Karatepe, & Avci, 2017). Moreover, all the alphas ( $\alpha$ ) are more than .75 so they are accepted.

Table 5.3 shows the correlations factors, means besides favoritism, customer's incivility, coworker incivility, and supervisor incivility then turnover intention. At

first, the relation between favoritism is importance correlation. Arasli, (2006) said, “Workers who have relations with the upper-administration in this company cannot realize the reasons for their success” and others turnover intention. In this table between favoritism and turnover, the intention has a negative relation (.145). Secondly, the relation between favoritism and supervisor incivility, it is a directly affected relation (.272), The third one is between supervisor incivility and customers (.035), accordingly the fourth relation between coworker incivility and customers (.054) in addition to the study variables of correlations among the results quantity variety from 0.31 to 0.62 .

Table 5.3: Correlations of Variables

Factors	Mean	Std. D	Coworker Incivility	Customer Incivility	Supervisor Incivility	Favoritism	Turnover Intention
Coworker Incivility	2.74	.62					
Customer Incivility	2.02	.39	.054				
Supervisor Incivility	3.34	.43	.118	.035			
Favoritism	3.62	.37	.103*	.049	.272***		
Turnover Intention	3.44	.31	.053	.025	.025	.145**	

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

\* . Correlation is significant at the 0.05 level (2 - tailed)

## 5.4 Model Test Results

Table 5.4 shows that, (H1) favoritism dose not effect on customer incivilities ( $\beta = .051$ ,  $t = 1.07$ ) therefore it is rejected. In (H2) shows favoritism effect the coworker incivility ( $\beta = .170$ ,  $t = 2.24$ ) and (H3) favoritism effect the supervisor incivility ( $\beta =$

.315,  $t = 6.15$ ) as a result these two hypothesis are accepted. According to (H4) customer incivility ( $\beta = .013$ ,  $t = .35$ ), (H5) coworker incivilities ( $\beta = .020$ ,  $t = .863$ ), (H6) supervisor incivilities ( $\beta = -.014$ ,  $t = -.408$ ) indicate these three hypotheses has no effect on employees turnover intention, so these three hypotheses are rejected. Finally (H7) favoritism has directly effect on employees turnover intention ( $\beta = .122$ ,  $t = 3.051$ ) so this hypothesis is accepted.

Table 5.4: Regression Outcomes

<b>Factors</b>	<b>Beta</b>	<b>t</b>	<b>p</b>	<b>Label</b>
Favoritism relate to Supervisor incivility	.315	6.155	***	Accepted
Favoritism relate to Customer incivility	.051	1.073	.283	Rejected
Favoritism relate to Coworker incivility	.170	2.24	.025*	Accepted
Supervisor incivility relate to Turnover intention	-.014	-.408	.683	Rejected
Customer incivility relate to Turnover intention	.013	.351	.725	Rejected
Coworker incivility relate to Turnover intention	.020	.863	.388	Rejected
Favoritism relate to Turnover intention	.122	3.051	.002**	Accepted



## **Chapter 6**

### **DISCUSSION**

#### **6.1 Introduction**

The contribution of the hospitality industry is related to the organizational environment, management style, executive's fairness, and civil behavior. This research contributes several issues: favoritism, customer incivilities, co-worker incivilities, supervisor incivilities and turnover intention. Arasli, & Tumer, (2008), Favoritism and other circumstance have the influence to turnover intention. Yet in developing countries, the uncivil behavior is one of the challenges in the organization to control because of imbalance managerial issues contain visible or invisible incivilities. In Bangladesh performance is at the beginning level as well as growing through the competition between local hotels organization and MNCs chain hotel operation, with the growing demand of business customers' the service market became explosive and more competitive (Chowdhury, 2011).

High level of awareness in the organization may develop the awareness among the employees it is evident in this research nevertheless researcher also found that local hotel organization is in the critical situation of practicing or implementation HRM. This chapter provides the summary and discussion of the data analysis, theoretical hypothesis measurement as well as Discussion of Results in (section 1), after the move to Supervision Implications in (section 2), and finally Limitations in (section 3) and Future Research Instructions in (section 4).

## **6.2 Discussion of Results**

This research develops a model and tests the hypothesis that measured the aim of the study. The aim of the research is the effect of favoritism on turnover intention via customers, co-workers and supervisors incivilities in the hospitality industry and the research also discussed the outcomes of favoritism and incivilities as well as the relationship among all of these issues. All of these relationships have tested through the collected data from the three to five-star hotels in Dhaka, Bangladesh.

Frontline employee's turnover intention is an opposite indication of a positive relationship with customers, coworker and supervisor (Boshoff & Allen 2000 cited in Babakus, Yavas, & Karatepe, 2017). Turnover intention is a negative outcome of favoritism, this supported by other researchers report as well (e.g., Arasli & Tumer, 2008). This negative impact is related to employee's dissatisfaction and turnover intention when job performance is influenced by incivility (Büte, 2011). Favoritism, incivility were examined as organizational unfairness and it is related to turnover intentions in this research. These inter-related activities were measured through hypotheses.

First hypothesis: Favoritism relates to customer's incivility positively at the workplace, it's tested that workplace favoring has no interaction with the customers (Schilpzand, et al., 2016). As well as, some customers do uncivil behavior because of their character and mentality and in service industry customers are doing the personality-based behavior (Eddy, Robinson, Kraft, & Carver, 2013). Customers influence is common in the hotel, restaurant vaguely in the hospitality industry

(Gutek et al., 1999). As a result, employees realize the uncivil customers as an additional boss with their rude attitude (Walker, van Jaarsveld, & Skarlicki, 2014).

Han, Bonn, & Cho (2016) mentioned that employee's workplace behavior and attitudes can be related to customers' incivilities. Sometimes employee's personal like and dislikes also effect on having uncivil attitude between both sides and some customers are taking benefit of obscurity through incivilities with service employees (Wilson & Holmvall, 2013) but this abusing has no connection with organization favoring practice. In addition, customer incivility also happened with employees as the target person; specifically with front-line employees were customers as the committee by the intention of generating some extra benefit, harm an employee as well as create a violation in the organization for destroying social norms of the industry (Sliter, Jex, Wolford, & McInnerney, 2010).

The second hypothesis: Favoritism relates to coworker incivility negatively. Abubakar, Namin, Harazneh, Arasli, & Tunç, (2017) discussed, those who got a job by the use of upper levels support may show uncivil attitude to their coworker. Edralin, (2013) state that, the uncivil attitude among employees may disobey the norms of harmony, collaboration, constancy, security and may indicate dysfunctional action in the organization, therefore favoritistic employees' incivility create challenging task for management to handle and justify the missing of favoritism.

Safina, (2015) identified that "In a related move the organizational phenomena are the primary concern in the investigation since they stir up the promotion of inefficient fellow-laborers to conduct their occupying top positions in organizational hierarchy and to obstruct talented proficient co-workers' career path, these

phenomena are stated to be favoritism and nepotism”. So anything happens in workplace employees try to adjust to the environment, it might be because of all organization has the same work condition and less opportunity to find a similar job at any time but they are seeking better opportunity always. Employees tendency of adjustment is based on little knowledge/ education, fewer job skills, little work experience, lack of access and opportunities (Danziger, Danziger, Seefeldt, & Shaefer, 2016).

The third hypothesis: Favoritism relates to supervisor incivilities negatively, because of the favored supervisors may get the authority to bullying or raise their voice on the employee. Favoritism may wide-ranging to treating the rude manners to employees (Abubakar, Namin, Harazneh, Arasli, & Tunç, 2017) and employees think it is part of their work condition. Dillon, (2012) addressed that, supervisors are creating stress at work through forcing extra work, unrealistic working schedule, favoring someone specific, inadequate staffing and enforce self-side strategies and technique. Therefore Abubakar, Namin, Harazneh, Arasli, Tunç, (2017) state that, favoritism in the organization and based on that supervisor incivilities can reduce employees strength in mind which has an effect on physical.

These uncivil activities became as rules to employees, they know that if anything happens, unfortunately, supervisors or managers will bullying them and mentally they become ready for facing such a kind of situation. Verbal and nonverbal violence is concerned with an abuse of supervision in managerial judgment (Crocker, 2005). These incivilities become an organizational problem, which is issued by the authority to behave strongly to keep the staff goes on some extra miles (Reio, 2011). However, organizational favoritism and supervisor’s incivilities have no variances either

gender or demographic background, as well as superior incivilities direct impolite attitude and discrimination to a particular group (Zurbrügg, & Miner, 2016).

Fourth hypothesis: Customer's incivilities relates to turnover intention positively. Unfortunately, if any customers do uncivil behavior to employees they do not take it a serious issue to think of turnover but customers uncivil behavior effect on employees passionate tiredness (Bunk & Magley, 2013). Customer's uncivil manners connected to surface inoffensive and characterize as the irresistible situation (Han, Bonn, & Cho, 2016). In front of the customer's employees may not say something rough but behind of this, they do laugh and gossip about it. But in organization gossip actions is observed from a negative standpoint (Sucher, & Cheung, 2015).

On the other side, in 2009 the research of Browning identified that customer's behavior and attitude to the frontline employees are measured as deviant and the key influences of employees to involve in acts of nonconformity (Edralin, 2015). Even though customer's incivilities do not distress on turnover but it increases the intention and withdrawal behaviors which include absenteeism and delay at work, overall reduce the job performance (Sliter, Sliter, & Jex, 2012). As well as a negative relationship between service performer and customer incivilities informed that there is a gap of understanding otherwise customer incivilities and turnover is still an unindustrialized concept (Chaudhary, Chaudhary, Lodhwal, & Lodhwal, 2017). Several scholars recommend that in compare customer's incivilities are aversive sources than other incivilities in the organization (Totterdell & Holman, 2003).

The fifth hypothesis: Co-worker incivilities relates to turnover intention positively. Favorite's employment can be unambiguously measured as a harmful act to the

employee and might have highly effective on coworker (Safina, 2015). Conservation of Resources (COR) theory, clarify how coworker incivility influence the pathological exhaustion of workers.

It might be that favoristic employee will report to the upper-level management about employees, therefore this person may react roughly and can be dominated and relax in the job. But after all of these issue employees in the hotel industry in Bangladesh do not think of turnover. Because they know that all the organization has the same environment with general employees, moreover after working in one hotel they know the hotel management style, work condition, rules and regulations and become aware about incivilities, so if they change jobs because of co-worker incivilities maybe they will face same or new situation and unknown environment.

In 1969 Hirschi presented four social bonds to control the organizational uncivil behavior, where he concern on commitment, belief, involvement, and attachment. He believed that having a good friendly attachment among employees, professional commitment to the organization, self-belief and everybody's fair involvement may reduce incivilities in an organization and change the motive of turnover intention (Nirankari, & Seth, 2015). Because turnover intention effect on employees performance what is highly cost associated with replacing an effective and educated employee (Sjöberg, & Sverke, 2000).

Sixth hypothesis: Supervisor incivilities relates to turnover intention positively. Supervisor rude behavior measured as harmful consequences in job gratification, turnover intents, well-being attitude and physical problems include a headache, dizzy, blood pressure, feeling inactive and sleeping problems (Holm, Torkelson, &

Bäckström, 2016). As well as in workplace supervisor incivilities generate physical symptoms to the suffering which upsurge tension and turnover intention (Leiter, Day, Gilin Oore, & Spence Laschinger, 2012).

Finally the seventh hypothesis: Favoritism relates negatively to employee's turnover intention. Daskin & Tezer (2012), favoritism as an organizational politics can inspire employee's turnover intention. Employees may tolerate all kinds of incivilities but when they see favoritism in the organization, employees get a signal of unfairness and realize that they are ignored and unconsidered as human capital (Arasli, Ali Bavik, Ekiz, & E., 2006). Then employees think about their future in that organization, and what kind of opportunity they will get, as well as what about their job security, improvement, reward and so on. Because frontline employees from the beginning of the selection process to evaluation and promotion they face favoritism (Arasli & Tumer, 2008).

In this research, there are two essential support to the hotel management and overall hospitality. First, uncivil behavior and treatment through favoring someone specifically may affect organizational balance and employees' turnover intention, has not acknowledged enough make a balance for all employees. Additionally, experiential research has concerned the connections among the favoritism, uncivil behavior in the hotel industry and the outcomes. Secondly, this research measured connections are based on the collected statistics and identify the low practice of human resource management in the hospitality industry. As well as hotel industry in Dhaka seems one of the suitable sectors to examine these relationships: favoritism, incivilities, and seeking the better option that will be better matched to their desire (Esptien, 2006).

### **6.3 Supervision Implications**

The aim of this research and the results suggest that, the organization should reduce the impacts of favoritism, as well as all types of incivilities and partial treatment need to prevent by law and order of organization and government should apply labor law (Arasli, 2008). Furthermore, all the managers and supervisors should be alert to organizational behavior, and organization need arrange regular training sections to all level of manager's current knowledge and informed hospitality trends. In addition to all the employees should attend different kinds of the seminar to learn about their operations and duties and reduce stress. "Having expatriate managers is one effective way of exercising tight control over overseas subsidiaries, and they are less likely to be influenced by local cognitive and normative pressures concerning HRM" (Quintanilla et al. 2008, p. 437 cited in Chowdhury, & Mahmood, 2012).

Therefore proper practice of HRM can change the situation of the organizational favoritism and Arasli, Bavik, and Ekiz (2006) stated in their similar study in the hotel industry in Cyprus, "Human resource departments have to have sufficient power and authority in order to help ensure that employment policies will be implemented without discrimination, ethically and affirmatively". According to Bangladesh Labor Act, 2006, at the basic level in the job all non-managerial employees should get the same opportunities of establishing pay bargaining, as well as job guidelines, payment scale, bonuses, annual increments and other grants.

### **6.4 Limitations**

In this research were used inter-related data to measure the hypothetical relationships and it was difficult to conclude the relationships concerning the planned directions. The favoritism and all types of incivilities mentioned in this dissertation are



correlated with each other. These correlations have individual sector relation and analyses these sector base relations are problematic. Furthermore, in this research favoritism was measured with workplace incivilities from (customer, coworker, and supervisor), in this sector favoritism is base and incivilities are depend on it. As well as research also measured turnover intention as outcomes by incivilities (customer, coworker, and supervisor), in this sector incivilities are base and turnover intention depends on it. Additionally, this research also measures the direct relation between favoritism and turnover intention. But in original scale which measured favoritism and nepotism on bank employees in North Cyprus over nine years before.

This could found some limitations when to establish and modify the research in a new sector and comparing with the original scale. In this research measure favoritism's effect on customer, coworker and supervisor and as result turnover intention in hospitality industry in Dhaka, to remedy these issues this research is connected with (Arasli, & Tumer, 2008) was primarily concern the relation among favoritism, nepotism and cronyism to identify the job stress and job satisfaction in banking industry. As a result of this research field, sample size, place, and timing do not represent the base study or any previous research. It is also mentionable that no researchers were collecting data on Dhaka hotel sector's favoritism, turnover intention and incivilities. Therefore, collecting data about favoritism and workplace incivilities in a new place has limitation to contract with hotel authority and as a new sector of the research, field management is not used to provide such kind of confidential information for research. Nevertheless this research achieved satisfied sample size to represent the configuration of the Dhaka hotel industry.

## **6.5 Future Research Instructions**

Focus on the research limitation some directions for upcoming investigation is addressed over here. First of all, data for this research was collected in a single city of Bangladesh, therefore, future research can focus collecting data from all the cities or all the five stars hotels or make a comparison between cities/hotels, as well as the comparison, can be between different countries. In addition, this research only focuses on the hotel industry; future research can focus on different sectors of the hospitality industry. Secondly, future research can consist of other dimensions, such as include some outcomes of turnover intentions: effect on service, service recovery, employees motivation, and so on. Thirdly, current model can be linked to some other issue, other factors, and the sample size can be extended. In the globalization time everything can be solved, just need more and more research to identify the reasons and solutions. Regardless of these limitations, the outcomes of this dissertation as regards the favoritism and incivilities should be present in the hospitality industry, specifically in the hotel industry in Bangladesh as well as worldwide.

## **Chapter 7**

### **CONCLUSION**

In getting the dissertation to the least, sum-up the findings collected through the detailed discussion in the literature of favoritism and its effect on turnover intention via incivilities, discussion about the overall situation of the hotel industry. The knowledge archived by this research provides recommendations to the authority with respect to present management situations. The purpose of this research is to examine favoritism effect on frontline employees through (customer, coworker, supervisor) incivilities and turnover intentions in the hotel industry in Dhaka. Bangladesh is high population density and large size of the population compared than anywhere in the world according to land (Chowdhury, 2011). According to Wikipedia in 2017 the estimated population in Bangladesh is 163,187,000 (8<sup>th</sup>) and the density is 1,106/km (2,864.5/sq. mi). But unfortunately for this huge population, the country strategy does not put top priorities of HRM to develop these human resources (Khan, & Jahur, 2016).

After analysis, the data several issues are identified negatively. First of all, almost every frontline employees are scared of speaking with executives friends or acquaintances, they think their supervisors also hesitated to control them, furthermore middle-level managers consider them as upper-level executives relatives so in some cases they are uncomfortable, because executives friends and relatives are less responsible than other employees, as well as dominated by other employees. The

frontline employees also notice that executives relatives some case cannot full fill the job requirements and customers' expectations, in such case customers, become irritated and do uncivil behavior to employees and supervisor cannot control or say something to the acquaintances, so they rude on the other employees. It is clear that employee appointed by nepotism is getting favor from all levels of management. Confirmation of correspondence report (2012) stated, "However we must not forget that in most of these hotels, the owners prefer to hire their relatives so that if there are benefits, they would largely benefit them. That is the reason why if you lead a parallel investigation, you will not fail to notice the close collaboration between some employees and supposed godfathers supervisors/managers" (Andre-Marie, 2012).

On the other side, high level of executives has a hard time to demoting or fire friends and acquaintances, as well as they, are interested to keep their acquaintance in a good position, in that case, they ignore the performance of the other employees, additionally they concern the same way in reward and promotion. Therefore all the employees feel they need to have someone in the higher level position; it may allow them organizational politics. Moreover, maximum time Executive's relatives get a chance for training or any additional educational facilities. But all the frontline employees should get training time to time to learn and develop their skills to provide service as international tread as well as handle the customer's complaints expertly. In the hospitality industry, training workshop is more effective than theoretical education (Mayaka, & Akama, 2007).

The foremost discoveries of this research managerial incivility reduce the motivation of employees and effect on service besides handling customers complain, in this

situation service quality become low and unexpected to the customers. Therefore, dissatisfied customers first express their anger or rude attitude to frontline employees, from time to time customers treat employees as they were inferior and show they are irritated as well as raise voice and demand something unreasonable. Sliter et al., (2011) state that, customer's incivilities is more disappointed than co-worker and supervisor. On the other side, several employees mentioned they are getting good comments for their hospitality and friendliness; it proves that after all kinds of unfair circumstance employees are patients and determine to offer their best. Maximum supervisors/managers are not graduated from a hospitality background, likewise average of them start from the entrance level and year by year they have been working in the same hotel's identical department and got improvement.

Luckily, last ten years 12 universities in Bangladesh including Dhaka University are teaching tourism and hospitality (Bhuiyan, 2017); unfortunately, in the real field, there are rear hospitality background employees. The students are not interested to work in a hotel, they just do an internship. Fakir, & Ahmed, (2017) discussed, tourism and hospitality industry still not desire to establish a career for fresh graduates, income, education, social status have judged with this job time schedule and satisfaction is a big matter. Therefore maximum employees are from different study background besides some of them are return from Middle-east with entry-level experience.

Favorable culture should be avoided in the hotel industry so that employees are feeling comfortable to come at work and do their best with enjoyment. The public and private authority should establish the different training and seminar to produce trained, skilled, and efficient manpower for the tourism industry in Bangladesh so

that they can provide quick service with quality to the tourists. Human resources managers should concern on the organizational behavior in order to control incivilities and sustain job satisfaction, as well as related depart managers also need to avoid unfair treatment to employees.

All the employees have right to get the fair treatment and reward so that they will feel they are the important part of this organization. Without job satisfaction and fair work environment employees will not be dedicated to providing their best, dissatisfied employees cannot make a customer satisfied (Bernhardt, Donthu, & Kennett, 2000). The relationship between customers and employees are based on employee's willingness and organization commitment. Frontline employees create the first impression to guest and establish a good organizational relationship to be the loyal customer, so authorities should concern on frontline employees job satisfaction.

Andre-Marie, (2012) in Personal Communication state that, "Although the majority of hotels are privately owned, it is clear that the relationship one can have with the owners or managers of these companies is not generally an advantage. Indeed, many and almost all believe that the closeness to managers don't benefit those who get close, and does not give additional motivation, much less security in case of problems. But people say from perception promotion for people who have relations in the company is not usually on the basis of merit. It's like we said above, a kind of favoritism that relatives should benefit first of the privileges and social advantages offered by the company".

In comparison the work environment of the hotel in Dhaka is different than other cities in Bangladesh, here maximum customers are a business person or any

company's delegates whose are travel to Dhaka for providing purchase order, meeting, conference, training, and another official purpose. Generally, Dhaka is essential to foreigner buyers especially for RMG, Textiles, software and recently F&B business. Therefore these customers need instead and high-quality service and excellent conversation skills in some case explain than something or informing them about some specific place, as a result frontline employees in hotels are expert in the English language. After that also sometimes unexpected problem can happen, and customers can have complained and they have been facing rude attitude as incivility. So management needs to concern on it and makes sure of customer satisfaction and service recovery as well as employee satisfaction.

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## **APPENDIX**

## APPENDIX A

Dear participant;

The purpose of this research is to determine; effect of favoritism on turnover intention in the hotel industry of Bangladesh. Your participation in this research is completely voluntary. You may decline altogether, or leave blank any questions you don't wish to answer. There are no known risks to participation beyond those encountered in everyday life. Your responses will remain confidential and anonymous. Data from this research will be kept under lock, key and reported only as a collective combined total. No one other than the researchers will know your individual answers to this questionnaire. Thank you for your assistance in this important endeavor.

Did you get any kinds of support to in get this job from family or friends?

Yes  No

### *Demographic information:*

**Age:** 17-20  21-24  25-28  29-35  36-50   
51+

**Gender:** Female  Male

**Education:** high school  higher secondary school/diploma

University /4 years  Master

**Years of working:** 1- 4 y  5-8 y  8-12 y  12+ y

**Department:** A) food and beverage  B) reservation

C) Housekeeping  F) Room service  G) Sales and Marketing

**Number of stars:** 3  4  5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Please answer the questions on the questionnaire as best you can.	1	2	3	4	5

1	I am optimistic that I would find another job, if I looked for one.	1	2	3	4	5
2	I am confident that I could quickly get a similar job.	1	2	3	4	5
3	I will easily find another job if I lose this job.	1	2	3	4	5
4	I could easily switch to another employer, if I wanted to	1	2	3	4	5
5	How often do coworkers ignore or exclude you while at work?	1	2	3	4	5
6	How often do coworkers raise their voices at you while at work?	1	2	3	4	5
7	How often do coworkers do demeaning things to you at work?	1	2	3	4	5
8	How often do supervisors ignore or exclude you while at work?	1	2	3	4	5
9	How often do supervisors raise their voices at you while at work?	1	2	3	4	5
10	How often are supervisors rude to you at work?	1	2	3	4	5
11	How often do supervisors do demeaning things to you at work?	Never	Seldom	Sometimes	Often	Constantly
12	Customers treat employees as if they were inferior or stupid	1	2	3	4	5
13	Customers show that they are irritated or impatient.	1	2	3	4	5
14	Customers make comments that question the competence of employees.	1	2	3	4	5
15	Customers make personal verbal attacks against me.	1	2	3	4	5
16	Customers make comments about my job performance.	1	2	3	4	5
17	I am always careful when speaking to the staffs those are friends or acquaintances of hotel executives.	1	2	3	4	5
18	Supervisors are afraid of subordinates who are related to	1	2	3	4	5

	high-level executives.					
19	Middle-level managers at this hotel are uncomfortable with the presence of those employees with close personal ties to executives.	1	2	3	4	5
20	Executive's friends and acquaintances are dominated over co-worker and sometimes out of control of supervisor.	1	2	3	4	5
21	High level executive's friends and family staffs are less responsible and relax than other staffs.	1	2	3	4	5
22	Friends and acquaintances of executives ignore job responsibilities and customers expectations.	1	2	3	4	5