

**Effects of Ethical Leadership on Trust, Affective
Commitment, and Organizational Deviance at the
Hotel Industry in Cameroon**

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ABSTRACT

Purpose – The thesis investigates the effects of ethical leadership on trust in leaders’ affective commitment and employee organizational deviance, the impact of trust on affective commitment and organizational deviance and the effect of affective commitment on organizational deviance.

Methodology – Data used were obtained from 150 frontline employees working in four-star hotels in Cameroon. A convenience sampling and cross-sectional research method were implemented for that data collection. Correlation, regression, and path analysis were used for data analysis

Results–The present research endorses that ethical leadership positively affects trust in leaders and affective commitment and negatively influences organization deviance. Furthermore, it is confirmed by the present study that, trust positively affects affective commitment and negatively affects organizational deviance. Last but not the least, affective commitment negatively influences organizational deviance. Hence, the perception of ethics in leadership by employees on their leaders will instigate their trust in them. They will become committed to their jobs and avoid any deviant behaviour or actions that will negatively affect the growth of the hotel.

Managerial implications – The results of the present study should help to encourage authorities in the hospitality industry to improve in hotel prospectus by enhancing ethical leadership performances for forthcoming leaders in the industry. Managers’ and leader’s ethical behavior and their senses of responsibility have a great impact on employees’ attitudes and practices. Leaders should invest in measures that will nurture

trust and promote effective intellectual contacts in the workplace, thereby discouraging deviant employee actions.

Original Contribution – This study underwrites to the build of literature on the academic enlightenment of the significances of ethical leadership on trust in leaders in the hotel industry, as well as to the growing body of studies based on affective organizational commitment and organizational deviance in hotel industry.

Keywords: Ethical Leadership; Trust in Leaders; Employee Affective Commitment; Organizational Deviance; Cameroon.

ÖZ

Amaç – Bu tez, etik liderliğin liderlerin duygusal bağlılığına güven ve örgütsel sapma üzerindeki etkilerini, güvenin duygusal bağlılık ve örgütsel sapma üzerindeki etkilerini ve duygusal bağlılığın örgütsel sapma üzerindeki etkisini incelemektedir.

Yöntem – Kullanılan veriler Kamerun'daki dört yıldızlı otellerde çalışan 150 ön hat çalışanlarından elde edilmiştir. Veri toplamada kolayda örnekleme ve kesitsel araştırma yöntemi uygulanmıştır. Veri analizi için korelasyon, regresyon ve yol analizi kullanılmıştır.

Sonuçlar – Mevcut araştırma etik liderliğin liderlere duyulan güveni ve duygusal bağlılığı olumlu yönde, örgütsel sapmayı olumsuz yönde etkilediğini ortaya koymuştur. Ayrıca, güvenin duygusal bağlılığı olumlu yönde etkilediği ve örgütsel sapmayı olumsuz yönde etkilediği bu çalışma ile doğrulanmıştır. Duygusal bağlılığın örgütsel sapmayı olumsuz yönde etkilediği de görülmüştür. Dolayısıyla, çalışanların liderleri üzerindeki liderlik etiği algısı onlara olan güvenini artıracaktır. İşlerine bağlı kalacaklar ve otelin büyümesini olumsuz yönde etkileyecek sapkın davranışlardan kaçınacaklardır.

Yönetmel Çıkarımlar – Bu çalışmanın sonuçları, otelcilik sektöründeki yetkilileri, endüstrideki yeni liderlerin etik liderlik performanslarını artırmaya odaklanarak otellerini iyileştirmeye teşvik etmelidir. Yöneticilerin ve liderlerin etik davranışlarının ve sorumluluk duyularının çalışanların tutum ve eylemleri üzerinde büyük bir etkisi vardır. Liderler, işyerinde güveni besleyecek, etkili entelektüel temasları teşvik edecek ve böylece sapkın çalışan davranışını engelleyecek önlemlere yatırım yapmalıdır.

Özgün Katkı - Bu çalışma, otel endüstrisindeki liderlere olan güven konusunda etik liderliğin öneminin anlaşılmasının yanı sıra, otel endüstrisinde duygusal örgütsel bağlılık ve örgütsel sapmalara dayanan sonuçların akademik açıdan aydınlatılmasına ilişkin literatürün oluşturulmasına katkıda bulunmaktadır.

Anahtar Kelimeler: Etik Liderlik; Liderlere Güven; Duygusal Bağlılık; Örgütsel Sapma; Kamerun.

DEDICATION

To God Almighty and to my beloved family for their love, support, encouragement
and prayers.

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Special thank the Lord God Almighty for his grace and for giving me the strength, knowledge, understanding and most important of all, resources both moral and financial to complete this thesis. Glory, honour and power be ascribed unto thee now and forever.

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LIST OF ABBREVIATION

AC	Affective Commitment
AVE	Average Variance Extracted
EL	Ethical Leadership
OD	Organizational Deviance
SEM	Structural Equation Modeling
TR	Trust

Chapter 1

INTRODUCTION

The service sector including tourism hospitality industry is in a progressive state of persistent expansion and the industry has turned out to be one of the most important profit jobholders within the service segment of the worldwide economy (Liat, Mansori, Chuan, and Imrie, 2017). Because of the competitive nature of this trade, each country has done its best to apprehend the commercial enterprise market by providing higher commercial enterprise products and services. Organizations are striving so hard for success and productivity in the competitive global market. Employee affective commitment to their job is a major factor or motivates their performance in the organizations. In the more and more differentiated, competitive, and creative hotel provider businesses when company participants voluntarily supply work-related assistance or take part in practical carrier behavior, tremendous and excessive first-class service provision is accomplished (Baumsteiger, 2017; Buil, Martínez, and Matute, 2019; Xiong and King, 2018). Relentless pursuits for a proper leader is becoming imperative in other to promote organizations to higher levels of prominence, attractiveness, and cost-effectiveness and is now becoming one of the most fundamental responsibilities for organizations in the whole wide world. As a result, there is a paramount project in service making industries like the hospitality business.

Front service assignments in a hotel regularly go together with pressure, enthusiastic depletion, and other poor results because of low profit, a heavy remaining task, and

passionate work. Along these lines, the executives by motel directors play out a key capacity in empowering and supporting front staff to perform well in their work environment. As indicated by the social learning hypothesis, human practices are influenced by methods for individual subjective, conduct, and natural components just as shared collaborations among these variables (Bandura, 1977).

The hospitality industry has been in serious combat with ethical issues for a long period now (Lee and Tsang, 2013). The knowledge of consumer service within hotel settings is expressively influenced by the moral standards and successive behaviors of frontline workers (Wong, 1998). Once clients are knowledgeable or they recognize an organization dishonorable treatment upon worker by leaders, satisfaction is lessened (Wong, 2000). Frontline personnel's find themselves in situations where they are supposed to react to fluctuating consumer requests, realize the formal part necessities of their tasks, deliver better, solutions to consumer grievances, and are up to date with the management expectations (e.g.,Cai and Qu, 2018; Jha, Balaji, Yavas, and Babakus, 2017).

Nowadays, organizations face an environment where the demands of consumers are changing and ever increasing. Existing business settings require higher performance standards for employees due to globalization and technological developments (Belleflamme et al., 2015). A collaborative type of communication amidst hotel individual employees and their leaders, whose comportments are perceived as ethically right, will lead to the endorsement of better and sustainable relationships with them and their leaders. The ethical behaviors on the part of leaders can lead to sustainable management at the macro-level (Han et al., 2019). As a result, the determinations and capabilities of employees in this two-way relationship need to be focused on an open-

mindful and exemplary type of leadership. Leaders need to try to be self-motivated in their performances. Good leaders express some sought of dichotomy in their actions by acting differently, but positively, in different situations to express their proficiencies and maintain the goals that lead to the success of organizations. Organizations that are faced with the issues of leadership end up having negative performances (Ataay 2018). Researchers have compensated great consideration in supporting the role of leadership in encouraging employees' resourcefulness and obligation to their jobs (Javed et al., 2017). For a successful and progressive working environment, leaders have a duty to be more ethics in their work behavior. To convey an extraordinary quality of consumer knowledge in the hospitality setting, it is of utmost importance to build, reliable, courteous and just leader-follower relationships among leaders and their direct employees or subordinated (Hon and Lu, 2013; Kim et al., 2004). Supervisors together with their cohorts should find it necessary to cultivate in addition to upholding positive associations with each other, though achieving the goals of the organizations (Hon and Lu, 2010). Candid interactive verbal expressions with followers are very critical to fruitful and efficacious hotel leaders (Lolli, 2013). Previous works by different scholars have demonstrated that leader's relationships on trust and other constructs. Transparency influences leader-subordinate interactions in addition to subordinate' attitudes and comportments, which may include but not limited to alleged leaders behavioural uprightness (Vogelgesang et al., 2013), having confidence in supervisors (Palanski et al., 2011) allegiance (Leroy et al., 2012), engagement (Vogelgesang et al., 2013), and their job accomplishments (Leroy et al., 2012; Vogelgesang et al., 2013).

When employees perceive the above favorable working conditions, the personnel are more possibly build and sustain trust, developed commitment to their jobs, and avoid

deviance behaviors. Workplace deviance was defined as an intended action in contrast to important standards of the organization (Robinson and Bennett, 1995). Organizational deviant actions have become a growing issue in current years. Many deviant activities are associated to the structure of the organization, e.g., stealing, sexual persecution, absenteeism, disruptions, workplace intimidation, untruthfulness, and taking longer breaks than normal (Demir and Tutuncu, 2010). This, in turn, threatens the safety of the organization and its affiliates. Ethics is somewhat connected to the leadership behavior of managers. Though researchers, practitioners, and public representatives have considered it in the past, of late the paradigm and conforming measure of ethical leadership (EL) had been established. EL plays a very vital role in enhancing employee attitudes in the workplace (Brown et al., 2005). Even with the ongoing studies regarding the mechanisms that relate EL to employee outcomes, authors (Mayer et al., 2012, Zhu et al., 2013) still highly support the necessity for added exploration regarding this construct. Future research on the scope of sustainable conduct in EL is very important because it explains in what circumstances EL is valuable to the organization and prominent to the employee behavior. Sustaining the ethical conduct of leaders will lead to the perception of respectable management by the employees. In this way, their efforts can be directed to good organizational behavior, thus, they can sustain the life of the organization. This study contributes to the literature on EL owing to the situations in which it affects employees' conducts. Here, the knowledge of EL is extended by investigating and exploring the social exchange theory (SET) (Blau, 1964) which has been a principal background in managerial performance (Cropanzano and Mitchell, 2005), predominantly as described in references (Dirks and Ferrin, 2002, Wu et al., 2013). Past literature has argued that an exchange of quality relationships with ethical leaders should negatively

affect the engagement in deviant behaviors. Therefore, EL will favor the decrease of employees' deviant behaviors through a surge in affective commitment (AC), which portrays healthy social associations and relationships in the organization (Greenberg and Colquitt, 2013). Supervisors' actions are, to some extent, understood by the employees as intended actions that portray the rules of the organization. A handful of studies have investigated important factors that affect organizational performance, like the one that investigated performance and governance in family business using fuzzy set logic (Gonzalez et al., 2017). Good leadership also improves organizational performance when employees become committed to their specific tasks. Studies have also investigated efficiency, productivity, such as the connections of leader-member give-and-take, mobbing, and employee turnover in Turkey (Yildiz, 2018) in Turkey. Mobbing was found to be negatively affected by the leader-member exchange. The good affiliation amongst leaders and members will prevent deviance by employees. The results can be extended to Cameroon. Many previous studies have recognized relations between EL and employee well-being (Zhang and Tu, 2018), Netherlands, Germany, Austria and Greece, ethical leadership and employee wellbeing in profit and nonprofit sectors (Kalshoven and Boon, 2012), Ethical leadership on workers' work-related well-being, Chartered Accountants employees and trainees in Ireland (Chughtai, et al., 2015), but not much has been said about the mechanism through which leaders affect their workers' health and well-being.

1.1 Aim of the Study

The purpose of this research is to determine the impacts of ethical leadership on trust, affective commitment, and organizational deviance, the impacts of trust on affective commitment and organizational deviance, and finally, the impacts of affective commitment on organizational deviance in Cameroon. Hiring the more committed

employees will increase the sector size. This will positively affect the economy. Past studies investigated and establish a positive association between firm size and number of employees, (Soriano, 2005). The hotel industry, which is expected to positively affect the economy of the country, must be productive (Soriano, 2005). Thus, this study throws more light onto the hotel industry in Cameroon, as the success of this industry will improve the economy of the country. For the hotel industry to affect the economy of the country, it must be productive (Soriano, 2010) at the individual level, so the joint impact of individual establishments will be felt by the state's economy. So far, very little has been said about the hotel industry. In the past, in Cameroon, the hospitality sector in general and precisely the hotel sector, received very little attention, and many beautiful sites that can be developed as tourist attractions were abandoned and neglected. Lately, some attention has been directed to issues concerning these sectors, but there is still a deficiency in their development, organization, and promotion. A handful of studies have been conducted in the service sector in Cameroon, a few were conducted in the hotel segment (Richard et al., 2018; Njei, 2018). The service sector is one of the fastest growing sectors in business. This is why the importance of the sector in the growth of businesses and firms (Mas-Verdu et al., 2010) is noteworthy. The hotel business is part of the service sector, and the employees render services to their clients. So far, no study has looked at ethical leadership in the hotel industry in Cameroon.

1.2 Contributions

The present study adds to the existing literature in many ways. To begin, it boosts and supports our understanding of the influence ethical leadership on affective commitment and organizational deviance of employees in the hotel setting in Douala and Yaounde; Cameroon. Furthermore, the study will also boost our understanding of

how employee's trust in their leaders will positively affect commitment and put out deviance actions in the aforementioned hotel industry. Past research has confirmed the effect of ethical leadership on trust (Javed, et al., 2018; Xu, Loi, and Ngo, 2014)) and other employee outcomes like creative performance (Ahmad, et al., 2019) employee attitude like cynicism, (Karim and Nadeem, 2019), commitment. Researches have also confirmed the negative effect of ethical leadership on employee outcomes. For example, ethical leadership appeared to reduce negative employee behavior such as workplace bullying (Liu and Wang, 2014). The comprehensive model of ethical leadership and trust, affective commitment and organizational deviance have not been investigated in the hotel setting in Douala and Yaounde. The role of ethical leadership in fostering employee trust in their leaders, commitment and reducing deviance, drawing from the insights from SET (Blau, 1964) and Conservation of Resources (COR) theory (Hobfoll, 1989) were used in this study to shed more light on how the above relationship. Furthermore, this study recognizes that social exchange theory used for this study has been developed within Western cultural dynamics, (Eisenbeiss, 2012; Ng and Feldman, 2015), in Eastern culture (Karim and Nadeem 2019; Demir, M 2011)), results of this theory in the Southern cultures and the Central African culture as a whole and Cameroon, in particular, has been limited. This offers a gap that we also aim to fill.

Giving attention to the aforementioned investigation needs and to report the lack the existing literature, this research recommends and investigate a research relationship exploring the effect of ethics in leadership on trust, affective commitment, and organization deviance. Many research works on organizational deviance, ethical leadership and trust have been grounded in interactive relation (Gatling, et al., 2017), but the dimensions of personal–organizational relationships with the comprehensive

model of the constructs of ethical leadership, trust, affective commitment, and organizational deviance has been lacking in researches as a whole in the hospitality industry and Cameroon in particular. The results of this study will support to the body of research on ethical leadership and trust and their outcomes. As a result, this thesis tests the following research objectives: the effect of (1) ethical leadership on trust; (2) trust on affective commitment; (3) trust on organization deviance; (4) affective commitment on organizational deviance; (5) ethical leadership on affective commitment, and last but not the least; (6) ethical leadership on organization deviance. In this light, the primary aim of this research is to investigate systematically ethical leadership in the hotel business in both west and central Africa, precisely Cameroon, in the littoral and central regions. To fill the current gap in the hotel industry setting, and to analyze how showing a good example as a leader will lift employees good conducts and behavior, for example, responsibility and to avoid poor organizational behaviors talk less of activities of deviance.

1.3 Scope of Study

The present study is based on four-star hotels in Cameroon precisely four from the capital city; Yaounde found in the central region and four from the economic capital city; Douala, found in the Littoral region. The country has ten regions, but we have based our research on the above two regions.

The hotels include Mont Febe Hotel, Djeuga Palace Hotel, Hotel La Falaise, and Villa Marco Hotel in Yaoundé. For Douala, the study sampled Akwa Palace Hotel, Particular Destiny Suits, Hotel Sawa, and Pullman Douala Rabingha.

This study will add up to the literature by examining a comprehensive model of ethical leadership, trust, affective commitment, and organizational deviance in four-star hotels

in Douala and Yaoundé, Cameroon, a limited amount of researches in the hospitality industry survey and why the causes are connected to organizational deviance.

Chapter 2

SERVICE AND HOTEL INDUSTRY IN CAMEROON

Cameroon's service sector is divided according to different names of activities like trade, catering, hotels, and telecommunications, etc. The standing of tourism in the monetary expansion of nation-states has been recognized with no doubts by the enrichment in statistics and the development of state accounts. This can give rise to the growing interest in management apart from the advertising and promotion of hotels that make up the most important part of tourism (Richard et al., 2018). The hospitality and hotel sector, as a foremost driver in the tourism industry, subsidizes a great deal to the accomplishment and progress of tourism in countries. However, unfortunately. More than half of the total hotels are found in Douala and Yaoundé. Douala is the economic capital of Cameroon and is one of the largest if not the largest in population. So far very little has been said about the hotel industry. Previously the tourism sector in general, the hotel sector, in particular, was given very little attention, and many beautiful sites that can be developed for attractions were abandoned and neglected. However, lately some attention has been directed to issues concerning these sectors, there is still a deficiency in their organization and promotion. A handful of studies have been done in the service sector in Cameroon. Furthermore, a handful studies have also been done in the hotel sector, for example, the part played by service attributes in addition to customer satisfaction (Richard et al., 2018), do psychological capital and work engagement foster frontline employees' satisfaction? (Karatepe and Karadas, 2015), the importance of supervisor support for effective hotel employees: an

empirical investigation in Cameroon (Karatepe, 2014), customer satisfaction and loyalty in Hilton hotel Yaoundé (Njei, 2018). So far, no studies have examined how employees rate their leader's ethics in the hotel industry in Cameroon and how this perception of ethics in leadership affect their trust affective commitment and deviance behaviors. This is another gap that the current study aims to cover. Besides, this study will add up to past literature by examining a comprehensive model of ethical leadership, trust, affective commitment and organizational deviance in 4-star hotels in Douala and Yaoundé, Cameroon.

2.1 Supply and Development in the Hotel Industry

The supply of hotels in the country is still left unestablished. Hotels are generally larger in number in Douala and Yaounde, the financial capital, and capital city respectively. Douala is among the first cities in the Central African Monetary and Economic Community zone in terms of inhabitants and marketable effects. Douala is the major port and the center of chief economic supply (Montagnier, 2015). Cameroon's hotel industry is considered to move towards modernity because of face-liftings and erection of modern lodging facilities, escalating all over national territory. Information's got from the Ministry of Tourism and Leisure designate that as of April 2017, the country own some 766 recorded hotels of diverse categories spread across the ten administrative regions, (Mbonteh, 2017). The number of beds conferring to the President of the National Syndicate of Hotel Proprietors, Chantal Lewat is assessed at 30,000. The Centre region is at the top of the chart with 172 hotels, seconded by the Littoral Region with 134 hotels including 4 four-star and 11 three-star hotels of high standing (Mbonteh, 2017). Hotels with an international brand are short in supply and are represented by two Accor owned Hotels assets with about 300 rooms under Ibis and Pullman flags. The Pullman joined the market earlier 2016, taking over the former

Meridien Hotel. Douala's market is yet to see any noteworthy transformation over the previous years and is a comparatively steady market that buttresses its economic activities. So far, the main concerns of security in the northern part of the country have had some influences on the hotel output as a whole. The hotel sector in Cameroon plays a critical role in improving the monetary growth of the country. Some resident private actors involved in the renovation of Cameroon's hospitality sector are Djeuga Palace, La Falaise, Akwa Palace, and Krystal Hotels and Resorts. They plan to build 4-star and 5-star hotels in Yaoundé and Douala by 2019. With all these, there is no doubt that hotel standards in Cameroon will rise to international norms thus improving the country's attractiveness. This is in context with the fact that more than 1,300 hotels were found to operate illegally in the country, according to the latest census of Cameroon's hotel ranking commission. Measures have been commenced to deal with these facilities and safeguard standards (Yantho, 2018). The Finance Law of 2017 in its 221-224 Articles, for instance, introduced a tax spent in a hotel room for each night around the neighborhoods of FCFA 1,000 to 5,000. This tax is levied with respect to the category of the hotel and the aim is to raise revenue for the state. Though all these efforts are put in by the state, hotel owners were not satisfied with this action. The World Economic Meeting in its 2017 Tourism and Competitive Index estimated that the travel and tourism sector contributes roughly 450 million USD (over 264 billion F). The industry generated above 100,000 jobs in 2016 from the over 145,000 jobs created by the tourism and leisure sector as reported by the World Economic Forum (Mbonteh, 2017). Yaoundé's hotel supply comes from big autonomous hotels. Among them are two previously named Accor owned Hotels properties and a sole patented hotel, the five-star Hilton hotel that is benefiting from a prominent position in the country because of its popularity location and reputation. In addition to that, a handful of newly

autonomously owned hotels, the market is still to undergo any form of major organizational and noteworthy modifications within the last five years. Chiefly piloted by the state's, international organizations and non-state organizations, the market makes profits from stable basics but it is still left at a narrow capacity with very limited forecasts for development in the mid-term (Montagnier, 2015). At present only three hotels with internationally branded in the country - Pullman, a four-star hotel that was but is no longer branded as Le Meridien. Le Meridien was rated as a 5-star hotel until it was rebranded to Pullman in 2015. It contains 144 rooms. The second is Ibis that is a quality three-star "budget" commercial hotel. It offers monetary values and captures a considerable share in the market. It contains 160 rooms. Besides, there are other reputable locally owned hotels like Hotel SAWA that is a 4- star hotel and the biggest hotel in the market with 291 rooms that was patented as a Novotel until 1991. A Novotel is a middle scale hotel that has been branded within the Accor Hotels groups. It is placed between the Mercure and Pullman brands. There are more than 470 hotels and resorts branded as Novotels in 61 countries, ideally located in the heart of major international cities, business districts and tourist destinations. Now it is autonomously the major most current addition on the list was the Star Land Hotel, which opened in 2013. It is also an autonomously managed hotel, but it is of best performance in the hotel in Douala region in terms residences, Akwa Palace, which is listed as one of the most ancient hotels, was initially given the brand name of a Pullman hotel but is now it is independently autonomously managed (Estateintel.com, 2017)

2.2 Demand for the Hotels

The demand for hotels in Douala is generated by corporates organizations operating in oil and gas, telecommunications, infrastructure, and finance. The demand in Yaoundé is principally from within the nation, and region, meetings, and seminars

source markets. Cameroon is a very significant member of the Central African monetary and economic Community, which gives it a high prominence for holding events and conferences, predominantly in the capital Yaoundé. Considering the nature of these events, and the deficiency in leisure tourist demand, the market is concentrated on the higher midscale to high-end segments.

The demand for hotels chiefly originates from national and African tourists. Observing a greater part of it from sub-Saharan Africa's cities. Request pushed by business clients. Meetings, motivating forces, bargains and works needs to speak to a critical offer in the two urban areas. More to that, cities located at the coasts like Kribi in the Littoral and Limbe in the Southwest are leisure destinations and secondary hotel markets (Montagnier, 2015).

As 2019 was approaching following the supposed host of the African Cup of Nations which finally never realized because of lack of readiness as the country became politically unstable for tourists especially the host region, investors used their initiative to construct new hotels, especially in the regions that were to host the competition.. Douala, for instance, bore in mind, the projects to have its first five-star hotel in addition to the 40 new hotels under construction. Two four-star and six three-star hotels were in gestation. Meanwhile, in Yaounde, hotels like Djeuga Palace and La Falaise and others not mentioned here carried out some reconstruction projects to match up with the standards of the Confederation of African Football (CAF) (Mbonteh, 2017). Because of the unsuccessful host of the African cup of nations, most of these projects were left uncompleted.

2.3 Market Performance and Outlook

The hotel's average habitations are estimated in the neighborhoods of 60% and 70%, and average room charges are high in the middle of US\$150 and US\$160 (estateintel.com 2017). Room taxes have not perceived much-rising changes in a previous couple of years, devoid of the coming of substantial innovative stock or the advancing in older existing ones. While there has been a significant channel of hotels for Cameroon, actual accomplishment has been difficult to attain. Contrasting to other regional markets Like Nigeria and Cote d'Ivoire that have been witnessing serious political disturbance and sharp projections and declining financial development, Cameroon's continuous, development ranges between 4 – 5% did not support a persuasive case for important surges in hotel development. Promoters to spur the upgrading of existing supply, or the addition of new supply, have not been available and more significantly options for financial assistance are yet to be achieved. Other significant hindrances to this development are high capital investment essential to put in place international standards, relying on the importation, and very limited access to raw materials. (estateintel.com 2017)

Nevertheless, recent projects were announced, which were evident in a likely build-in supply. This was because of the preparations of the 2019 CAF Games that never came to reality due to current political instability in the county. It was also improbable that many of the projects in the pipeline will be completed by 2019, however. The best solution to realize was that many of the present hotels receive substantial renovations and extensions, while those about to be completed, like Djeuga Palace and Krystal Palace was to be completed. The actual growth story was supposed to be played out in 2020 that is after the African Cup on nations where the economy was supposed to

witness a substantial recovery in addition to the accrued development effects of the previous years. Hotels in Cameroon are principally owned by an amalgamation of very high network personalities, family businesses, and government agencies. Cameroon has great growth potential in terms of high-standing hotels. This potential, however, must be tapped into to contribute to the economy's development. To do that, the country has to first overcome its next challenge which is to appropriately host the thousands of tourists that will come for the 2019 AFCON, providing them with quality infrastructures, good hosting conditions, food security, and make sure all global standards are met (Yantho, P 2018). Based on Top Hotels statistics and Horwath HTL intelligence, close to 500 rooms are forecasted to be open in Douala before the year 2019. Most of these will be connected to the 3-star and 4-star segment, and it includes an additional Ibis asset. All these forecasts were concerning the supposed hosting of the African cup of nations which as earlier mentioned was not realized. At the present point in time, a momentous share was anticipated to be run individually. Worldwide Holding hotels and Marriott International hotels are bearing in mind to engage in the market. Cameroon was supposed to be the host of the just rounded up Africa Cup of Nations in 2019. If this were actualized, it would have generated a surge in hotel projects and a boost in the national economy. Overall, due to the political and economic unsteadiness in the country, hotel shareholders had to implement a wait-and-see tactic. Key infrastructural developments are supposed to have positive influences on the economy. Nonetheless, persevering trials that are disturbing the business atmosphere have been a very big hindrance to investments. (Montagnier, 2015)

As a continuation of the present research, this paper will be structured in the following light: first, a discussion on the hotel industry in Cameroon followed by a review of the key variables, the study model and the development of the working propositions. The

method used to validate the postulations, the results and conclusions of the study and last but not the least implications both theoretical and practical, limitations and future research directions.

The sample for this study includes Mont Febe Hotel with 218 rooms Djeuga Palace, 146 room, Hotel La Falaise, 125 rooms and Villa Marco Hotel in Yaoundé. For Douala, the study sampled Akwa Palace Hotel, 184 rooms Particular Destiny Suits, Hotel SAwA, 291 room, the largest concerning room number and Pullman Douala Rabingha, 144 rooms (Mbonteh, 2017).

Chapter 3

LITERATURE REVIEW

3.1 Introduction

In this chapter, reviews of other academic and scholarly discoveries, conclusions on the concept of ethical leadership, trust, affective commitment, and organizational deviance are discussed. Here the concepts of ethical leadership measurements and models, its effect on trust commitment and deviance, the impact of trust on commitment ad deviance and furthermore effect of commitment on deviance are reviewed according to earlier researches. Furthermore, the presentation of the constructs and concepts adopted in this thesis accompanied by a detailed explanation of the constructs of the study are provided. Before all the above explanations, the central theories are discussed.

The developed hypotheses and relationships are based on guidelines of two theories; the Social Exchange Theory (SET) and Conservation of Resources Theory (COR).

3.2 Theories

The study adopted the Conservation of Resources (COR) and the Social Exchange Theory (SET) to develop relationships between the constructs. The first theory used for this study is the COR theory, which claims that employees attain, uphold, and preserve some properties they need to go about their organizational tasks (Hobfoll, 1989). Conferring to the COR theory, individual characteristics are in line with the resources people as employees as the case of this study, pursue to gain, maintain, and

keep (Hobfoll, 1989). Each resource has valued according to its right (Karatepe and Karadas, 2015). These personal resources lead to the influence of other resources leading to the creation of a resource caravan (Bakker and Demerouti, 2017). Front employees with the resources that have been mentioned above retain a resource parade due to the outcomes of the positive facets of the labor setting (Kim et al., 2017).

The theory also clarifies the process of employees' ability to cope with workplace stress. Conservation of resource theory proposes that entities, individual characteristics, circumstances, and energies are four main resources that individuals do their best to acquire, conserve, and reserve. The COR theory admits four different types of resources: (a) object, such as physical advantages invested by individuals, (b) social support, such as employees' better conditions, (c) employees' individual features such as the skills they possess, and finally (d) energy resources, such as money and knowledge (Hobfoll, 1989). According above theory, individuals are required to invest resources to safeguard resource loss, recover from losses, and gain resources" (Hobfoll, 2001, p. 349). Individuals seek to not only protect their existing resources and gain additional ones but also accumulate them.

The second theory considered is the SET (Blau, 1964) that recognizes a very strong and positive stimulus of EL on the behavior of subordinates, which is articulated in strong organizational commitment. Referring to Blau (1964, p. 91): Social exchange is the voluntary engagement of individuals that are motivated by the returns they are expected to bring and frequently actually bring from others. In opposing social and economic exchange he stresses the fact that it is more probable in social exchange for the nature of the responsibilities involved in the exchange to remain indeterminate, at least initially. He argues that social exchange involves the principle that one person

does another a favor, and while there is a general anticipation of some future return, its precise nature is certainly not specified beforehand. (Blau, 1986, p. 93). SET, which replicates the ideas in a mutual or two-way relationship, is a powerful theoretical paradigm for understanding reciprocal or resource exchanging behaviors (Lumsden et al., 2012). Blau viewed the social exchange as a process of central significance in social life and as underlying the relations between groups as well as between individuals. He focused primarily on the reciprocal exchange of extrinsic benefits and the forms of association and emergent social structures that this kind of social interaction created SET postulates the existence of an excellent mutual relationship when assistants build trust on their supervisors and an urge to give in return to act of good behavior and ethics. According to SET, relationships involved in social exchange tend to encompass the interchange of socially passionate benefits and are linked with close specific affections and unrestricted responsibilities. Furthermore, relationships evolve into trusting, loyal, and mutual commitments if the parties abide by certain 'rules' of exchange, like leader-follower in this case (Cropanzano and Mitchell, 2005). The social exchange hypothesis posits that the businesses and their workers should endure unmistakable rules of social exchange, which is trustworthy on trust and unknown future obligations (Konovsky and Pugh, 1994). If any of the two parties demonstrates to be deceitful, social exchange among them will prominently be missing. Hence, social exchange lay on the acts of these two parties. Right when moral leaders go about as stewards, connect with their supporters and give clear directions to them, make their followers feel recognized and see that they can commit mistakes in the actions (Van Dierendonck, 2011). With an elevated level of confidence, the employee considers the trust as being foreseeable, consistent and encouraging, but with low trust levels, minors would consider their supervisor as someone who is very

unreliable, who is destructive and not predictable (Cropanzano and Mitchell, 2005). This study focuses on the mutual relationship between leaders and their followers and how good and fair behavior on the side of the leader should be reciprocated by commitment and performance by employees. Furthermore, the reward of the organization to an employee's commitment and good performance due to a leader's recommendations should be reciprocated by more commitment. Due to the advantages followers are given by their leaders, they experience an obligation to give in return an increased level of dedication to continue to be in the alternate connections and exercise determinations to operate with confidence at their place of work (Dirks and Ferrin, 2002). They end up being stimulated to stay dedicated to supervisors and teams and the organizations. As a result, terrible behaviors, non-attendance to work when necessary, intention to stop and exhaustion are in all likelihood to lessen. When leaders strive for their followers to be dedicated to the organizational, they require some levels of interaction in behaviors that go above the profitable exchange. Leaders who practice transformational leadership, highlight the necessities and private improvement of cohorts, motivate followers to act beyond expectations (Bass, 1985), pointing out the significance of giving appreciations and values to their followers (Stone et al., 2004). Consequently, their cohorts experience trust, respect, loyalty, and admiration for transformational leaders (Yukl, 2010). In a different way of saying the same thing, leaders seriously change personnel using motivating making them be committed and empowering them to accomplish organizational visions (Yulk, 2010).

3.3 Constructs

3.3.1 Ethical Leadership

Ethical leadership is the validation of standard and honest conduct that can be found in their leaders' activities and their associations with different leaders and followers,

and the advancement of such lead to supporters through common correspondence, authentication, and basic leadership (Brown et al., 2005). They continued to describe ethical leadership as the involvement of both personal demonstration and active elevation of ethical conduct to personnel by leaders in the organization. These behaviors and messages of supervisors or leaders impact the ethical behaviors of subordinates through social influence processes. This definition recommends leaders to set the example for others and overcome all temptations that may occur along their path. This is an exhibit of normatively suitable behavior through individual and relational connections, and the advancement of such demeanor to supporters through two-way correspondence, buttresses, and the making of decision (Brown et al., 2005, p. 120). Supporters recognize ethics in leaders as being frank, reliable, just and principled people who have the society at heart (Brown and Treviño, 2006). Research about ethical leadership concerning the hospitality and hotel industry is not widespread (Kim and Brymer, 2011). As an example, Stevens (1997) investigated and concluded that the ethical code of conduct in the hotel industry is not as established as the rest of corporate America. White and Montgomery (1980), cited in Stevens (1997), reported that approximately 60% of hotels and 20% of management firms had ethical codes, while other industries reported in the range of 70–90%

There is a high significance of good administration in the hospitality business to guarantee worker inspiration and achieve the extreme capability of the team (Kara, Uysal, Sirgy and Lee, 2013). Based on the past examination led by Testa and Sipe (2012), where they talked with the management among the hospitality business, we could name most regular difficulties referenced by the directors, for example, consistently expanding the challenge, falling economy, and moves in client inclinations and practices. To react to these difficulties and keep the degree of

administration quality high just as fulfill the necessities of the clients, leaders in the hospitality settings must be equipped for accomplishing high outcomes with restricted assets (Testa and Sipe, 2012). The style of administration affects the presentation and consumer satisfaction as well as the prosperity of a worker and organizational culture (Kara et al., 2013).

The ethical leader endeavors to affect followers' conducts through speaking the significance of ethics, acting as a representative for excellent deeds and retaining personnel accountable for moral behavior through indorsing recompenses and penalties (Brown and Treviño, 2006). Ethically moral leaders do no longer negotiate their moral values and concepts no matter the situations. They are not biased, do not practice partialities and they are never self-centered. They hardly discourse ethics and morals or consider it as an additional job obligation. This is the system in which they live and the principles they put forward to the organizations are the same morals they consider in and stand for in their private lives. These leaders mean their words, act by them, reproducing their performance and managerial practices to reach proper criteria" (Brown and Mitchell, 2010, p. 584). The uprightness solely cannot affect the moral behavior of their cohorts but, based on past investigations by Simons (2002), additionally, they have a very substantial impact on commercial enterprise successes and monetary presentation. Schwepker and Hartline (2005) observed that enterprises enhance their associates' incorporation of the business's moral codes through boosting dialogs of moral problems and implementing their moral codes. This, subsequently, advances pleasing opinions of the organization's moral environment, reduces position warfare and develops service employees' dedication to the quality service. Various types and philosophies of leadership are present, with some that look like moral leadership, yet no same with it (Brown and Treviño, 2006). Reliable leaders show

empathy and the demonstration of position is made collective by way of spiritual, dependable, transformational and moral heads. The three above-mentioned main classes of leaders are different in the sense that, however, great leaders that serve by example put more emphasis on hope, trust and visioning, transformational leader's base more on vision, values, and intelligence encouragement, whilst moral leaders are ethical managers who put in force ethical requirements (Brown and Treviño, 2006). A real leader will lead his/her organization based on integrity and values. The limited existing research on the origins of ethical leadership suggests that the ethical leaders display the same level of leadership to all subordinates (Meyer et al., 2012), thus, the subordinates learn appropriate behavior by observing others' role modeling. Ethical leaders are authentic, upright, just, and principled in decision-making. They sincerely care and are concerned for their subordinates and are ethical in their expertise and private life. Leaders should apply justice because of their authentic power (Hassan et al., 2013). Leaders are expected to direct supporters to situations that will lead to changes. They should pay attention to the beliefs of their employees, their management, and the community's livelihood. According to the employees, leaders must produce an encouraging and favorable work atmosphere. This atmosphere will nurture the employees to change and cultivate capabilities when they encounter challenging situations (Hassan et al., 2013; Lee, 2014). Past papers posited employees' perceptions of their interactions with their leaders as having a significant impact on their attitudes and behaviors, such as satisfaction, intentions to quit their job, and their performance in their jobs (Gerstner and Day, 1997). Ethical conduct can be seen as a key philosophy based on trustworthiness, being truthful and fair, and having concern for others. Here, a leader engages in behaviors that benefit others and abstains from behaviors that can cause harm to others (Toor and Ofori, 2009). Proper ethical codes

and ethics training do not always lead to success unless the ethical actions and behavior of the top managers are following what they teach. A good leader is characterized by righteousness and corresponding goals, and he or she is enthusiastic to hold on to these goals even in tough or problematic times. Good leaders care strongly about certain ideas that deserve strong concern and is a person of prudence. For executives to show their proficiency, they need to establish a trust relationship with their assistants.

3.3.2 Trust

Trust is psychological. It expresses the intention to admit vulnerability according to positive expectations of intents or behaviors from another individual (Rousseau et al., 1998). It is a very important factor in the acceptance of obligations and information from the supervisor. Trust is a very fundamental aspect in the current competitive commercial settings (Lin and Lu, 2010); trust, as one of the aspects of a Quality association, is believed to have a linked with sentiments of safety, the establishment of an understanding setting, and development of a fruitful relationship (Naude and Buttle, 2000).

Trust remains an essential entity in societal and monetary associations and is consequently one of those elements that mostly determine overall performance within the company (Mackenzie, 2010). An investigation of the causes and outcomes of trust in the leadership inside the context of ethical management and its outcomes is one of the main objectives of this research. When two people trust each other this connection exists between them, which makes them be able to counter all that comes to their ways such as authority struggles and low productivity (Hess and story, 2005). Trust expressed to each other by two individuals shows that in the practice of the give and take, both parties will show their utmost concern to each other (Ulaga and Eggert, 2006). Trust is a paradigm of brilliant relevance and therefore several definitions

concerning trust have been laid down mainly at the discrete level. To begin, the tendency in having trust, which denotes prospects, views or different approaches towards the different person and the intent to have trust in them. Additionally, the aim to agree to take some level of susceptibility resulting after the hazard of putting trust in the other individual (Mollering, 2006; Curras-Perez et al., 2017). A preconceptions mostly implemented in the past writings is the one suggested in the work of Mayer et al. (1995), which says that trust can be seen as the inclination to one party to be prone to the behaviors of any other person principally grounded by the anticipation that another will function in a specific manner that is significant to the trustor, regardless of the potential to display or manage that other. In addition, Mayer et al. (1995) considered 3 different causes including the fact that honesty of the personnel is the evaluated, capacity, which signifies the knowledge and capabilities of the trusting personnel, act of goodwill, which denotes the intentions and purposes of follower for an exact act; and finally, honesty, seen as the cause of the procedure of the ability to trust denoting the concepts dominant the behavior of the trustee. Having confidence in a leader's follower association, followers anticipate their supervisors to lead them out of unsure and susceptible conditions with genuineness and confidence. In the current research, trust in leadership can be defined as the readiness of a subordinate to remember the acts, assurances, words or purposes of their supervisor. Subordinates rely on words and assurances given to them by their supervisors to hope up and count on goodwill and positivity in uncertain situations (Hua, 2004). When trust levels amongst followers and leaders are low, their enthusiasm to function better, implementation of determinations and commitment in good behaviors are less probable. Additionally it can be due to the fact subordinates find it hard to concentrate on the jobs overall enactment and positive behaviors because their determinations to

work well are fruitless due to the fact that they are afraid of being taken advantage upon others or their untrustworthy leaders due to the absence of positive anticipations, variability in addition to the absence of feeling of responsibility and mutual benefits (Mayer and Gavin, 2005). Hence, they become less motivated to carry out their tasks beyond minimal necessities. It is not safe to take risks and inserting oneself in unstable situations when trust levels are minimized, therefore they abstain from attempting what so ever in novelty and interesting behaviors, thus extricating from their jobs. All these will result in the absence of commitment and the expression of poor behaviors to a certain point in time where the personnel will start having the mind to turn over from the organization. Grounded in the above opinions, we hypothesize that: When high trust, employees welcome ambiguity and threats due to the fact their supervisors, stay committed to establishments (Thibaut and Kelley, 1978).

Trust in a relationship grows when supervisors are open to employees' input and willing to share control. If employees trust their leaders, they perceive their leader's honesty, reliability, and equity, and then they will be highly committed and ready to perform when necessary. Besides, the support that comes from the relationship with the supervisor affects overall trust levels more than the support from the organization that is perceived by the employees. In a high-quality relationship, the personnel understands leaders to be emotionally supportive, trustworthy, and reliable (Dienesch and Liden, 1986). Employees respond to trust by supporting in meeting important business goals (Whitener et al., 1998). When employees perceive a lack of trust on the part of their supervisors, they disrespect the orders on the basis that their words are unreliable. Thus, for supervisors to optimize their employees' efficiency in respecting duties, they need to gain trust in them, so that they will become committed.

3.3.3 Affective Commitment

This is a personal attitude towards the organization (Mowday et al., 1982). Mowday et al. (1982) defined employee affective commitment to the corporation as the level to which workers identify themselves with, the organization in which they belong. On the contrary, Mowday et al. (1979) referred to the affective commitment to the organization as a robust certainty in organizational objectives, values, and a disposition to perform job tasks under it. Bishop and Scott (2000) defined effective organizational commitment as a degree to which contributors of a crew have interaction and become aware of their workgroup, that is, it designates an emotional affection that group members are familiar with the group. It goes with solid trust in tolerating the association's objectives, the readiness to apply impressive endeavors for the association, and a powerful urge to keep up enrolment in the association. Affective commitment has been characterized as a representative's enthusiastic bond and contribution with his or her manager or association (Tews, Michel, and Stafford, 2013). This enthusiastic bond has noteworthy significance and significance in any business setting that has workers, yet is especially profound in a setting, for example, the hotels and eatery organizations that is so serious in human resource

Employee organizational commitment, which can be observed as an array of behavioral intents, a force of motivation, or an approach, impacts many behavioral consequences (Gould-Williams, 2007). The tendency for workers to stay loyal to an employer is based on their emotional attachment. Committed workers are esteemed as the individuals who offer the mutual qualities and convictions upheld by the association, and who are sure of the way their associations would constantly give them that odds to develop in their profession ways (Mowday, et al., 1979). Therefore, concerning this belief, they rely on and are most probably inclined to positions to make them embed their commitment to the organization, mainly if they hunt for an elevation

in their workplaces. Managers are always looking for avenues to generate greater employee affective commitment and competitive advantages (Chan, et al., 2006). The employees that bond emotionally to their organization are seen as dedicated and loyal employees. Emotionally committed employees that have a high sense of belonging that makes them more involved in the organization's activities strictly follow goals and have the desire to remain in their organizations. Two waves of investigations on employee affective commitment are present in popular literature: A broad variety of causes and outcomes of employee affective commitment has been distinguished, including work qualities, organizational attributes, and individual characteristics (Mowday, et al., 1979). , of which, organizational features are extra controllable by supervisors to effect on worker commitment .Meyer and Allen. (Meyer and Allen, 1991) have recognized three unique standards in the meaning of responsibility: emotional, continuation, and standardizing duty. The greater part of the past examinations have viewed the concept of commitment at the combined level or explored only one component, such as affective organizational commitment. Nevertheless, (Meyer et al. 2002) declared that the three components of duty were unique, but related concepts and further research might be urged to investigate the relationship between the three segments. Right off the bat, presenting to the meta-examination (Meyer, Stanley, Herscovitch, and Topolnytsky, 2002), employee affective commitment had the most powerful association with outcomes that are work-inclined. Secondly, preceding researches have investigated and confirmed that affective commitment to the organization is principally prejudiced by management (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, and Rhoades, 2002). Employees who exhibit affective commitment strongly identify with the company and its objectives and might not welcome offers to leave the current company, even if they

are influenced by a better financial reward by another company. Meyer and Allen's model proposed that affective organizational commitment includes three conceptually and empirically distinct dimensions, labeled as an affective, continuance, and normative commitment (Meyer et al., 1997, Meyer et al., 2002). Employees with strong AC support the organization out of their willingness. Those having strong continuance commitment stay because for them it is a requirement. Those with strong normative commitment stay because they see it as a responsibility. Affective commitment is a highly consistent and binding construct capable of determining an employee's emotional attachment to, and empathy with, an organization (Solinger et al., 2008). Obligations include 'behavior terms' that designate the actions that the commitment suggests (Meyer and Herscovitch, 2001). Organizational deviance can be defined as cautious (or intended) desire to cause harm to an organization. Organizational deviant behavior can manifest as delay or extreme and unnecessary absenteeism that cause employees to withdraw tangibly and emotionally from the organization.

3.3.4 Organizational Deviance

Organizational deviance is a form of deviance action when employees discover that their leaders are abusive and fail in their role to give them the necessary support they need (Thau et al., 2009). Citing Kaplan (1975), Bennett and Robinson (2000) portray work environment deviance as conduct that representatives intentionally take part in that damages the standardizing desires for the social setting. The achievement of hospitality organizations is fundamentally subject to the degree to which customer-facing workers convey compelling administration. This has provoked expanding specialist enthusiasm for both the positive and the negative parts of worker practices and their consequences for administration conveyance. This wonder is inescapable

among hospitality workers, can risk administration gauges and has negative monetary ramifications for the business. Such constructive and adverse practices are potential determinants of authoritative execution and the degree to which they get verifiable or express authorization by the association may affect the association itself, on clients, and on representatives, thusly it would be enlightening for analysts to build up an improved comprehension of the factors related with deviance. Workplace deviance might be coordinated toward individuals from the association, reflecting relational aberrance, or towards the association itself, which alludes to hierarchical abnormality. Even though work practices have been broadly inquired about in the hospitality setting, less consideration has been given to negative practices or what might be depicted as business-related deviance (Jung and Hye, 2012). A past investigation has revealed that deviance actions in the organization are a persistent occurrence that has a very negative effect on hospitality establishments (Zhao et al., 2013). Deviant actions in the hotel and hospitality setting destabilize good service actions and effective organization performance (Pulich and Tourigny, 2004) and end up in enormous economic damage in hospitality establishments (Tian et al., 2014). Owing to damage caused by deviance in the workplace hotel organizations should pay more attention to trying to pinpoint its possible antecedents (Gatling et al., 2017). These are the two types of deviant behaviors studied in hospitality. To begin with, relational organization deviance breaks relational standards. Coordinated at particular people in the association, relational deviance in the organization can incorporate impolite and forceful practices toward subordinates (Lyu et al., 2016), visitors (Bavik and Bavik, 2015), and collaborators (Jung and Yoon, 2012). Furthermore, organizational deviance is to decide breaking practices that are coordinated against the association. It defies formal authoritative strategies and principles incorporates activities, for example, taking of organizational

belonging without permission (Poulston, 2008a), avoidance (Kincaid et al., 2008), conscious delay and non-appearance at work without permission (Chia and Chu, 2017), substance misuse (Giousmpasoglou et al., 2018; Hight and Park, 2018), and misappropriation of organization property (Lee et al., 2014). Both relational and authoritative deviance abuse essential clearly stated organizational rules: decided upon as regularly, conceded to and that speaks to worldwide merits (e.g., not causing harm to another person, no cheating, no stealing, etc.). The hospitality business has a one of a kind culture when contrasted with different ventures. It is a part of incessant cooperation among clients and representatives, where the forefront staff assumes a pivotal job in administration conveyance (Terglav, Konečnik Ruzzier, and Kaše, 2016). The benefit of friendliness associations relies upon basic representative demeanors and practices (Ubeda-Garcia, Claver Cortes, Marco-Lajara, and Zaragoza-Saez, 2014). Freak conduct has come to be a rising and expensive problem for associations. Studies have looked to find laborer aberrance in the spot of occupation since it appears to deliver enormous scale authoritative harms (Cameina and Ribeiro, 2014). In like manner, Kaplan et al. (1986) perceived that representative abnormality used to be a wilful demonstration of a laborer who both needed inspiration to consent to the social standard or effectively damaged these desires. Researchers ordered degenerate practices into four classifications: property deviance like attacking hardware, tolerating kickbacks, deception about hours worked, and taking from organization generation deviance (leaving early, taking intemperate breaks, intentionally working moderate, and losing assets), political deviance (indicating preference, tattling about associates, accusing collaborators, and contending obstructively), and individual hostility (lewd behavior, verbal maltreatment, taking from colleagues, and imperiling associates). Analysts have outfitted experimental

proof that apparent foul play in the spot of a business prompts freak representative practices (Demir, 2011).

Deviant behavior is not always based on the satisfaction level for the job. Organizational deviant behaviors can be very aggressive and unproductive to the success and profitability of the organization. Supervisors who engage in skeptical behaviors or act unmannerly cause employees to produce less and engage in fewer organizational citizenship behaviors (Zellars et al., 2002). This can be expressed in deviance behaviors. If an employee perceives that a supervisor gives improper information or assigns tasks that will not be of any advantage to the company, they may take extra defenses and/or be unwilling to perform well when working, and this behavior could result in slower task completion. All of these outcomes prevent organizations from pursuing sustainable development.

3.4 Theoretical Framework and Hypotheses Development

The following discussion explains the arguments and reasoning of the hypothesized effects in the proposed research model.

3.4.1 Relationship between EL and TR in a Supervisor

Trust is very essential when it comes to determining personal and organizational efficacy (Searle et al., 2011). The impact of the moral standards of seniors on assistants overshadows that of peers (Mayer et al., 2010) because workers seem to be more comfortable to display allegiance and devotion when in agreement with their bosses' ethical decisions. Successful ethics in leadership practices set up surroundings in which subordinates nurses and improve trust in leader or association. In this condition, leaders have a positive discussion with supporters (Liden et al., 2014b) and characterize course to their adherents as far as capacities, wishes and information are

concerned (Van Dierendonck, 2011). Moral leaders delegate a full-size measure of power to their adherents. At the point when the adherents carry out the responsibility effectively, leaders can dismiss and leave followers to work on their own because he has confidence in them (Van Dierendonck, 2011). Numerous value-based leadership styles such as transformational, authentic, servant and ethical leadership are linked with trust. But the present study focuses on ethical leadership which is based on normative behavior, that is behavior that is related to or driven by a standard or norm (Brown et al., 2005). Ethical leaders esteem submissiveness, uniformity, and regard for other people (Jaramillo et al., 2009, p. 352). (Joseph and Winston 2005) verified that leaders delineated a solid fine relationship with trust in the organization. The way leaders execute their leadership behavior can affect the degree to which the followers will put their trust in them. Along these lines, we foresee the practices of the leaders are regularly acknowledged by the representatives. The personnel realizes what sorts of practices are acknowledged inside association by method for watching the practices of the predominant (Kim and Brymer, 2011). Truthfulness and veracity are exclusively imperative in the development of trust building (Lapidot et al., 2007). EL performances of supervisors will increase followers' trust in those leaders according to their words (Brown and Mitchell, 2010). These encouraging behaviors of leaders create commitment in the assistants to follow by trusting their supervisor (Dirks and Ferrin, 2002). Prior research offers supportive experimental confirmation that EL can stimulate employees' trust in their supervisor (Brown et al., 2005). For short, effective Leadership puts into practice behaviors that result in elevated levels of trust in employees. Such employees in turn exhibit higher commitments levels. Though SET gives a very convincing clarification on why employees are compelled to reciprocate ethical leadership behaviors, there is an indication that employees only occasionally

reciprocate ethical treatments by their leaders (Kacmar et al., 2011). This study was carried out in the United States. They concluded that the strength of this reciprocity might depend on other political perceptions. Therefore, our study will examine how the effect of EL will affect employee behavioral outcomes, in our case, TR, AC, and OD. When employees exhibit the willingness to trust the leader and when an ethical leader establishes a basis of trust, the employee will also be inclined to trust the work environment and the organization. Thus, we posit that:

Hypothesis 1. EL positively affects TR in the supervisors.

3.4.2 Relationship between TR, AC, and OD

Dedication and trust are both necessary for the production of results that encourage effectiveness and reduce inefficiency (Morgan and Hunt, 1994). Afsar, Shahjehan, and Shah's (2018) Study performed with Front employees in the hospitality businesses in Thailand revealed that job embeddedness of employees completely mediated the influence of TR in the leader on a tendency to quit current jobs. In some, other research on personnel in coffee shops in Thailand results suggested that TR in supervisor related transformational leadership to intentions quit (Ariyabuddhiphongs and Kahn, 2017). Numerous past investigations have to try to find the background causes of affective organizational commitments (Allen and Meyer, 1996; Meyer et al., 2002; Rego et al., 2013). Leadership in literature is designated as a very essential impact of the commitment to the employer (Shamir et al., 1993). Past researches exhibits a tremendous positive link between ethical leadership and affective commitment (Allen and Meyer, 1996; Yucel et al., 2014) Brien, Thomas, and Hussein's (2015) past researches about hotel workforces in New Zealand discovered that a good level of communication heightened trust within co-workers in an organization. A previous empirical investigation, Chiang and Jang (2008) reported that leadership positively

influenced managerial trust. Committed employees can also develop the capability of creating innovative minds and lives (Ponce et al., 2018). Yoon et al. (2016) showed that trust affected positively the environmental management method on organizational citizenship behaviors amongst hotel workforces. Past investigations also demonstrated that trust influenced legal corporate social responsibility as well as additional responsible gambling approaches on job satisfaction (Lee et al., 2013). When commitment and trust are carried out in the service, they will lead to the improvement and success of the business. Organizational affective commitment has a sturdy connection to the trust construct, and there exist several investigations that, following relationship advertising methods and the responsibility, trust concept suggested or recommended by Morgan and Hunt (1994), investigated and confirmed that trust is one of a most significant precursor of employee's commitment to the organization. Followers who fail to have confidence in their leaders will probably relate detrimental effects to leaders because they take it to be the leaders' secure and manageable faults. (Tomlinson and Mayer, 2009). At the point that workers are faced with harming results, they think about it as the issue of leaders' and may likewise even partake in hurtful moves, for example, organizational employee deviance (Robinson and Bennett, 1995; Bennett and Robinson, 2000). Comprehensively comprising practices from less important employee deviances, for example, squandering assets of the organizational, to significant abnormality, taking or undermining organizational assets, employee deviance is frequently seen in the hotel settings (for example Yen and Teng, 2013; Zhao et al., 2013). Followers are most likely to have cooperation in employee deviance when they ascribe trust infringement on the side of leaders (for example Pioneers and association) (Martinko et al., 2002; Spector and Fox, 2010). Employee organization deviance is a passionate reaction by employees to the disappointment in the behavior

of their leaders (Spector and Fox, 2005). Whereas deviant actions behaviors and practices are aimed at the association, they harm the organizational execution and results of these actions are hazardous to the leaders (Dunlop and Lee, 2004)

Since supervisors as frontrunners are the epitome of association, supporters ascribe the reason for having incredulous leaders to business venture (Eisenberger et al., 2010; Shoss et al., 2013). Overall, employees observe their leaders' actions to be skeptical; they fight back in opposing to the office and leaders in the form of organizational employee deviance. Nevertheless, supporters who have certainty, their leaders make helpful attributions to the pioneers and give them the advantage of uncertainty. Subsequently, they are less inclined to have collaboration in such deviant acts even within the sight of an awful situation. In particular, supporters who have belief in their leaders acknowledge as valid with them and they hope that their leader will handle them with care (Mayer et al., 1995). Accepting the association as having definitive power above its leaders, they formulate a great private affection to the association. Accordingly, they are bound to welcome the association's great will and are more averse to fight back against the association regardless of whether they face abuse by clients or the organization.

In line with this, the current relationship will remain binding in online settings (Flavián and Guinalú, 2006). The positive effect of trust on commitment has been confirmed in literature for instance, in the study of Flavian, et al. (2019), who investigated to confirm this relationship in employees in a virtual team leader. This innovative act of employees can be influenced by the perception of ethics in leadership. The link between TR and AC and OD can be explained by the COR theory (Hobfoll, 1989). When employees perceive good and fair behavior, they gain TR. This TR can be

considered as a resource that employees build which will influence them to be committed, thus restrain from deviant actions Employees' trust in supervisors due to their ethical conduct will lead to a highly committed employee team. In relationship management literature, commitment is indistinguishably linked to trust. Employees who perceive trust in their supervisors will be very committed to the organization and will hardly engage in deviant acts; thus, their commitment will completely cancel out deviant behaviors.

Hypothesis 2. TR in the supervisor positively affects AC.

Hypothesis 3. TR in the supervisor negatively affects OD.

3.4.3 Relationship between AC and OD

Affective commitment is one of the fundamental drivers of conduct, for instance, work execution or turnover by individuals in the workplace (Harrison et al., 2006; Tews et al., 2013). In a critical number of the sections of the hotel business, the dining knowledge can advance toward getting to be commoditized, where every idea looks somewhat like another. It is consequently basic for administrators to discover and keep gifted representatives that are eager and ready to reliably convey brilliant administration and furnish an involvement with which the visitor will be cheerful. With that in mind, it has been exhibited that large amounts of affective commitment responsibility correspond to positive demonstrative execution and workers applying additional vigor in the interest of the association in pursuit of organizational goals (Meyer et al., 2002). Moral leadership practices bring about raised degrees of trust in workers. Such workers thus display higher commitment levels thus deviate from deviant actions. Employees have the belief that organizational deviance is the most practical way to express their annoyance toward the organization. Previous scholarly works have contended organizational commitment to having positive consequence on

performance of job (Chen et al., 2006), meaning it has a negative effect on counterproductive job behaviors like deviance as the case of this study, for instance, Yousef (2000) disputed that managerial dedication has a positive association to each job fulfillment and presentation. Some investigations by the following investigators (Abdul Rashid et al., 2003; Samad, 2005) observed dedicated personnel as being most probable in having elevated work motivation, in addition to well-elevated performances in their job. Affectively loyal employees tend to carry out better job performances and be extra creative (Leroy et al., 2012). Workers having an elevated height of commitment in the organization are greater inclined and prompted to give significantly support to the organization (Rego and Souto, 2004). For that reason, commitment or dedication will increase performance (Jaramillo et al., 2005; Vandenberghe, 2009; Vandenberghe et al., 2004). Employees recognize the fact that when they go against the rules and regulations of the hotel, like cases of deviance, they may likely receive reprimands like a demotion, reduction of salary, or dismissal (Tepper et al., 2009). Workers who show extra dedications are devoted to supporting organizational success, and they express enhanced performances in their jobs. Besides, being pushed to engage in organizational deviance can provide such personnel management experience towards the unsatisfying fact that they are unable to keep away from the disliked state of affairs by quitting the company (Fox and Spector, 1999). We suggest that the give-and-take principle in the SET designates that favorable actions by one side would lead to a kind response by the other side in bilateral relationships (Cropanzano and Mitchell, 2005). Past research according to (Appelbaum et al. 2007, confirmed that affective commitment to the organization negatively affects both employees' interpersonal and organizational deviant behavior in hospitality organizations. This is the case of the present study in the leader–

employee relationship. In line with COR theory, resources accumulated by employees, that are used to engage in commitment to their jobs will allow employees to restrain from deviant actions, (Demir, 2011; Robinson, 2008). Employees with a higher affective commitment to an organization would be strongly determined to contribute to the success of the organization. Thus, they are unlikely to threaten the overall wellbeing of the organization (Gill, Meyer, Lee, Shin, and Yoon, 2011). This high level of employee commitment to the organization will lead to a low or even no deviant actions of the employees, thus: we suggest that.

Hypothesis 4. Affective commitment negatively affects organizational deviance.

3.4.4 Relationship between EL and AC

Sustainable EL perceived by the employees can render them more committed to their job. Furthermore, sustainable commitment can lead to hotel productivity that may affect economic and social sustainability (Shields et al., 2018). The relationships between ethical leadership and affective commitment have been already established (Kalshoven et al., 2013,). Schwepker and Hartline's (2005) results of studies established an organization that has been able to enhance its colleagues' internalization of the company's moral standards by way of boosting debates of moral difficulties and implementing its moral code. As a result, this leads to the development of effective organizational views of their moral climate reduces role struggle and advances carrier employees 'affective commitment. When men and women adopt moral codes, they personalize them and live according to them. The work Treviño et al. (2000) proposed that ethical leadership rest on two pillars; the moral person and the moral manager. The moral person constituent emphasizes on desirable personal qualities of leaders such as being perceived as honest, fair, and trustworthy by their followers. The moral manager component focuses on the leader using transactional efforts such as rewards

and punishments to reinforce desired behaviors and reduce undesired behaviors, as well as communicating about the importance of ethics. When a leader expresses abilities and is strong in both of these areas, then that leader is considered an ethical leader. Given that moral leader conspicuously shows their moral values such as operating with a strong belief and integrity for employees to model, also, to communicate moral directions, they have to affect positively worker affective commitment. Conferring with the studies of Braun et al. (2013), identifying an attachment to, the leaders are the most probable outcomes in improved effective commitment in the supporters. Popper, Ori, and Ury (1992) disputed that transformational leaders have an exquisite impact on workers in addition to their achievement in setting up affective commitments to the business. The current investigation discusses ethical leadership as a focuses on the improvement of personnel and moral conducts, and may additionally support career growth of members and affective dedication to the organization. This undeviating effect of leadership on AC to the business can be characterized by utilizing the societal exchange (Blau, 1964) and the standard of correspondence (Gouldner, 1960). As per these, the extremely valuable demonstrations of a person towards each other make obligations that ought to be responded. Moral leaders help their representatives develop and win through setting the best advantages of their workers at therefore front, which motivates the personnel to have a sense of obligation to give in return the gesture by becoming dedicated to the organization.

Some studies, for example, Erben and Güneşer (2008) uncovered that kindness in leading has a moderate effect on affective commitment and has a solid effect on continuation responsibility. Past research according to (Afsar, 2014) demonstrated that good leaders have a positive effect on affective commitment and continuance

commitment though; the dictator in leadership harms affective commitment. Studies, such as Jaramillo, et al., confirmed transformational leaders as having an exquisite impact on cohorts and their achievement in setting up their commitment. In this present examination, moral initiative, which spotlights on the improvement of staff and good practices, may moreover commit to developing the follower's affective commitment and devotion to the association. Leaders help their workers develop and win through putting the best advantages of their representatives at the forefront, which inspires the faculty to feel committed to respond that motion by methods for being devoted to the association. Workers make an over-generalization about the views concerning the action of their supervisors or bosses. One of the most important ways an organization can choose to enhance employee commitment is to maintain solid ethical leaders. For short, effective Leadership practices leads to an elevated level of trust in employees. Such employees subsequently display higher commitment levels. This is because employees see them as agents behind the support of the well-being of the organization, as a result, we postulate

Hypothesis 5. Ethical leadership positively affects affective commitment to the organization.

3.4.5 Relationship between EL and OD

Very few researchers have examined how ethical leadership affects deviant behaviors in the organization, the paths, and the moderators of the ethical leadership –deviance relationship. Employee frustration can be discharged in many ways. Employees can react to an unethical behavior directly in a similar manner; Employees' deviant acts can be limited because of their powerlessness in the organization as compared to their supervisors or bosses. Observational learning, self-viability, and self-guideline are crucial for evoking human practices. Along these lines, adherents for the most part

feature changes to their unique insight and frames of mind and uncover duplicated work practices as they examine and emulate their pioneers' practices while associating with them. A handful of studies have inspected the results of hotel administrators' initiative practices on workers' frames of mind and practices (e.g., Bouzari and Karatepe, 2017; Chen and Wu, 2017; Karatepe and Talebzadeh, 2016; Patiar and Wang, 2016; Wu and Chen, 2015, 2018). Ethical leadership is negatively related to deviant behaviors such as group deviance (Mayer, Aquino, Greenbaum, and Kuenzi, 2012), unethical behavior (Mayer et al., 2012), as well as other negative behaviors (Bedi et al., 2016). The study of Kuenzi et al.,(2019) confirmed that a weak perception of ethical leadership on leaders by followers will lead to increase deviance. In spite of the way that different laws and guidelines have been put into power to anticipate the moral issues, it is seen that the deceptive practices are yet basic inside the associations (Steinbauer, Renn, Taylor, and Njoroge, 2014). A lack of trust perceived by followers on their leaders can push them to engage in deviant behaviors. Past investigation showed that deviance targeted to the organization- is an opportune means for workers to express annoyance against the business (McMahon, 2000). Tepper et al. (2008) established that the workforces who suffer unmannerly administration steered up their deviance behaviors to demonstrate their offended feelings. Hence, deviant behavior is usually intended towards the organization, in ways like faking receipts or interpersonal aggression toward others in the organization (Bennett and Robinson, 2000). An indirect striking back toward the organization of a deviant behavior often seems a safer choice when subordinates are not satisfied with the conduct of their leaders (Detert et al., 2007, Mayer et al., 2009). Traditionally, the literature has identified organizational deviance because of perceived leaders' low ethical conduct. Thus, we expect that a follower of ethically upright leaders will not engage in deviant behaviors.

Hypothesis 6. Ethical leadership negatively affects organizational deviance.

The constructed hypotheses between the study variables are illustrated in the proposed research model (Figure 1) that is given below.

3.5 Research Model Framework

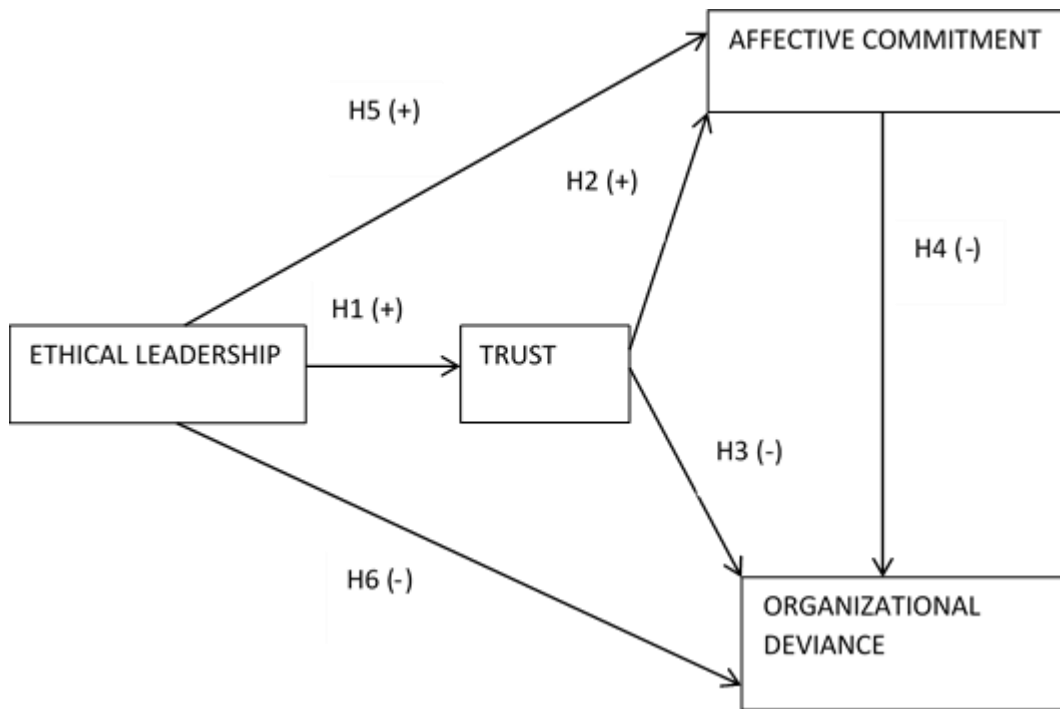


Figure 1: Research Model and Hypotheses

Chapter 4

METHODOLOGY

4.1 Introduction

The decision and strategy for information accumulation for this examination are described in this section. The focal points and drawbacks of the received specific technique and test for the investigation for this examination will likewise be accounted for.

4.2 Population and Sampling

The sample population consisted of frontline employees of four 4-star hotels in Yaoundé, the capital of the country, and four 4-star hotels in Douala the economic capital. According to information obtained from the human resource department of the sampled hotels, the total population was estimated to be around the neighborhood of 500 front line employees, since the study based on them. Douala has more than 40 hotels, (estateintel.com 2017) each with at least five four-star hotels. This study sampled Mont Febe Hotel, Djeuga Palace Hotel, Hotel La Falaise, and Villa Marco Hotel in Yaoundé. For Douala, the study sampled Akwa Palace Hotel, Particular Destiny Suits, Hotel Sawa, and Pullman Douala Rabingha. The population of Yaoundé is estimated at about 2.5 million, making it the second-largest city in the country after Douala. Douala has more than 3 million inhabitants. Douala is the 27th most expensive city on earth, and the most expensive African city (Cameroon Population, 2019). The motive behind the choice of front employees as the participants for this research was that a hotel's front employees apart from recreating its general administration quality,

likewise fills in as place for lodging insights and client coordination and has a significant impact in developing strong associations with clients and the network. Before the conduction of the study process, we spoke with the human resources chiefs of all hotels to be examined, to acquire support for the review. The majority of the members were well learned about the unforceful idea of investment and the strategies included.

To deal with and limit potential regular strategy difference, (CMV) (Podsakoff, MacKenzie, and Podsakoff, 2012). This study examined four-star hotels from two cities in two regions of the country. These two cities Douala and Yaoundé, were chosen because they are the largest and second largest regions of the country respectively, in terms of inhabitants (Cameroon Population, 2019). The sample size of 30 respondents from the above-stated hotels was used to conduct a pilot study. The reason for this pre survey was to be sure that the questionnaires were well organized and understood by the respondents during the filling process and testing the scales for reliability, before the main survey. Before starting the pilot study and the main survey, the researchers explained to the managers and employees the aim and use of research and assured the concealment and privacy of their provided responses (Ilkhanizadeh and Karatepe, 2018).

4.3 Research Design and Data Collection

The research method implemented for this study quantitative research method and convenience sampling was used. The participants responded individually as they all had personal opinions. Data were gotten from front employees with a time difference of two weeks in three waves to reduce the risk of common method bias. Using a temporal separation, through the lags among variables is concurrent with the works of

Podsakoff et al. (2003) and recent studies in the current literature (Karatepe and Demir, 2014). Codes allotted to the Time I, and Time II questionnaires assisted the researcher to match the questionnaires with each other to avoid mistakes during retrieval. The participants were guaranteed the anonymity of their results, as the results would be used only for research purposes and not for any form of sabotage. They did not need to mention who their leaders were. They were informed that the researchers were just interested in the leadership perceptions of employees and not about a particular leader. The questionnaires were self-administered to the different hotels' employees directly by the researchers or indirectly through their managers. A whole number of about 250 questionnaires were printed. Due to bad weather conditions at the time of data collection and poor transportation network, we could only distribute 170 questionnaires. 170 questionnaires were distributed to different hotels alongside coded envelopes at the start of data collection. This was to make sure the researchers returned the questionnaire to the particular respondent in case of incomplete filling. Besides, to ensure complete perfect filling, the survey respondents were asked to complete the questionnaire out of their working schedule if they had time issues during their hours of work to facilitate unbiased completion. The survey process was carried out in three different waves with a time lag two weeks, another reason coupled with the bad weather and poor transportation, why we could not distribute all printed questionnaires. This is because the number of questionnaires collected in time I should be the exact number to be distributed in time II. The number of questionnaires retrieved at the time I was the same number sent out at time II as mentioned above to the same respondent with the help and assurance of the coded envelopes. After the questionnaires were the collection, they were put in secured envelopes for decreasing or minimizing the risk of common bias (Podsakoff et al., 2003). This research adopted a conclusive

and quantitative research technique where data were collected and statistically analyzed (Aliaga and Gunderson, 2002, Muijs, 2004). Using a cross-sectional design methodology the study involved the collection of data from the population sample for a particular period. Primary data used for this research was obtained from respondents who happen to be permanent personnel of the hotels under study at the time of data collection, with the use of questionnaires adopted from past researches.

4.4 Measurements and Scales

The questionnaire used for this research was divided into five different parts: ethical leadership, trust in leaders or supervisor, affective commitment, organizational deviance, and demographic information of the respondents. EL was measured using 10 items adopted from reference (Brown et al., 2005). For example, one of the items for EL was "My supervisor listens to what employees have to say". For measuring trust, five items were adopted from reference (Stdgill, 1962). An affective commitment was measured using six items, including three reversed items, developed by reference (Meyer et al., 1993), and an organizational deviance 12-item scale adapted from reference (Bennett and Robinson, 2000) (e.g., "This person has taken property from work without permission"). All items (see Appendix A) were rated on a 5-point Likert measurement from 1 being strongly disagree to 5 strongly agreeing. To avoid the response bias, the items under the same scale were not labeled. The data were analyzed using correlation, regression analysis, factor analysis, and path analysis. The entire questionnaire was designed initially in English. However, the survey was carried out in Cameroon, which is a country with two main official languages, English and French. Therefore, the questionnaire was written in English, translated to French, and back-translated (Brislins, 1986) to English by a native speaker to make sure the sense of the questions did not change in the course of translation. Though Yaoundé and Douala are

located in the French part of the country, many English speakers have migrated to this site in search of jobs and a better life, so most of them cannot express themselves in French. To lessen the problem of common method variance bias, data were collected at two different times (Podsakoff et al., 2003). Based on the method in reference (Podsakoff et al., 2003), at Time 1, the questionnaire consisted of the questions regarding demographics and ethical leadership items; at Time 2 questionnaire consisted of measuring trust, affective commitment, and deviance.

4.5 Methods for Data Analysis

The data were analyzed with the SPSS version 22.0 and the AMOS version 7.0. Descriptive statistics were used to describe the respondents' demographic profiles, and Structural Equation Modelling (SEM) was utilized to test the proposed research hypotheses. Following previous studies in line with the two-step approach works of Anderson and Gerbing's (1988) more precisely, firstly we measured the measurement test model with the implementation of discriminant and convergent validity (Anderson and Gerbing, 1988). Here, we calculated the composite reliability for each measure (Bagozzi and Yi, 1988). Confirmatory factor analysis was the method of data analysis for the above tests. Secondly, we assessed the construct associations in the assumed model through structural equation modeling path analysis. We implemented some fit indices like with degrees of freedom (df), comparative fit index (CFI), (Adjusted), Goodness of Fit index (GFI) parsimony normed fit index (PNFI), non-Normed Fit Index (NNFI) also called Tucker-Lewis index (TLI), Normed Fit Index abbreviated as NFI, standardized root mean square residual abbreviated as SRMR and root mean square error of approximation abbreviated as RMSEA, (Hair, Black, Babin, and Anderson, 2010).

Chapter 5

RESULTS

5.1 Introduction

This chapter presents the results based on the analyses used in the study as stated above. The chapter presents the result of the fieldwork conducted in hotels in Cameroon as mentioned above.

At Time I, 170 questionnaires was distributed. The number of questionnaires retrieved after Time I collection was 160. At the second wave of the collection, the 160 surveys were given to the same respondents, and 155 were retrieved after Time II. A period of two weeks separated the questionnaire submissions. In the end, just 150 questionnaires were used for data analysis because five of them were incomplete, obtaining a response rate of 88.24%. Based on the population of front employees in the sampled hotel, which was estimated to be about 320 to 340 at the time of data collection, the minimum sample size was supposed to be between 170 and 180 respondents. The reason for this small sample size is that the study made use of just frontline employees of food and beverage reception. For example, hotels like Pullman had about 30 front employees at the time of data collection. Before retrieving the questionnaires, the researchers ensured that they were filled. Any uncompleted questionnaire was given back to the respondent to complete. Some of the managers were very helpful. The researchers even had the opportunity to meet some of the staff one-to-one in some of the hotels in which the researchers had close friends or relatives as workers. We could only get to four 4-

hotels in Douala and four in Yaoundé because of the difficulties encountered because of the present weather condition at that time. It was during the rainy season, actually, more than 250 surveys were printed, with all the bad road poor road connections poor and less developed method of transportation and the inconveniences of coming out under the rain for fear of the questionnaires getting wet, only 170 was finally distributed to these above-mentioned hotels. Furthermore, the sample size was small as a result of the above explanation and also because the researchers had to sacrifice time and effort to make sure that the distributed surveys are filled and each hotel is almost exhausted before moving to the next to make sure missing data be eliminated or kept at the minimum. Fortunately, time was sacrificed enough to deal with missing data since the circulated number of surveys was low.

5.2 Demographic Characteristics of the Respondents

The demographic statistics for the respondents are displayed in Table 1. These results show that, out of the 150 employees, 70 (46.7%) were male, and 80 (53.3%) were female. More than 50% of the participants were single 122 (81.3), and just a few 28 (18.7%) were married. No cases of divorce were reported in the results. More than half of the number of respondents 90 (60%) were above 28 years of age; 140 (93.3%) of them had at least a university degree. Very few 10 (6.7%) were high-school certificate holders. As far as the organizational tenor is concerned, 88 (58.7%) of the respondents had between 1 to 5 years of experience, 40 (26.6%) had worked from 6 to 10 years, and 10 (6.7%) had 11–15 years of job experience in a hotel.

Table 1: Demographic Profile of Respondents.

	Frequency	Percent	Valid Percent	Cumulative Percent
Age				
18-27	60	40.0	40.0	40.0
28-37	87	58.0	58.0	98.0
38-47	2	1.3	1.3	99.3
57+	1	.7	.7	100.0
Total	150	100.0	100.0	
Gender				
Male	70	46.7	46.7	43.7
Female	80	53.3	53.3	100.0
Marital Status				
Single	122	81.3	81.3	81.3
Double	28	18.7	18.7	100.0
Divorced	0.0	0.0	0.0	100.0
Education				
High school	10	6.7	6.7	6.7
University	89	59.3	59.3	66
Graduate	51	34	34	100
Post Grad	0.0	0.0	0.0	100.0
Total	150	100.0	100.0	
Tenure				
Less than 1 year	12	8.0	8.0	8.0
1-5	88	58.7	58.7	66.7
6-10	40	26.6	26.6	93.3
11-15	10	6.7	6.7	100
16-20	0.0	0.0	0.0	100.0
Hotels				
Hotels in Douala	84	56.0	56.0	56.0
Hotels in Yaoundé	66	44.0	44.0	100
Total	150	100.0	100.0	

5.3 Confirmatory Factor Analysis and Psychometric Properties

The constructs of the proposed research model were assessed by Confirmatory Factor Analysis (CFA). Furthermore, we also assessed the reliability and validity of the constructs. We assessed the reliability using Cronbach's alpha and composite reliability (Nunnally and Bernstein, 1994). Then, we assessed the convergent validity and discriminant validity by utilizing the Average Variance Extracted (AVE)

technique (Hair et al., 2010, Leung et al., 2015). Furthermore, the correlations between the research model variables were calculated, and the results are presented in Table 2.

The results of CFA shown in Table 3 reveal that there was a strong proof of convergent validity for all the measure items. All loadings showed great significance, as they all exceeded 0.5. Based on the claims of Fornell and Larcker (1981), the cut-off point for AVE should be 0.5 and above. To deal with the issue of and affirm the absence of common method bias. The results of confirmatory factor analysis based on measurement model analysis generated the resulting satisfactory fit statistics: $df = 2.29$; $CFI = .92$; $TLI = .90$; $GFI = .96$; $RMSEA = .065$; $SRMR = .056$). The results of the incremental fit indices indicate that all the measurement models achieved. Furthermore, an encouraging outcome was also expressed by the GFI. The GFI for each of the measurement models are close to 1 and above 0.9, indicating good absolute fit has been achieved for each measurement model (Hair et al., 2006). As specified in Table 3, all factor loadings were above .50 thus indicated significant results. The AVE written in full as average variance extracted by every hidden variable was equal to or greater than .50. Consequently, convergent validity was attained (Anderson and Gerbing, 1988; Fornell and Larcker, 1981), Harman's one-factor assessment was run through unrotated EFA (exploratory factor analysis). In this method, items are forced to load under one factor. The results revealed that one factor explained below 50% of the total variance and that was 32.8% in the case of the present study. Therefore, it was confirmed that common method bias was not an issue (Podsakoff et al., 2003). The present results for AVE ranged from 0.55 to 0.83. Constructs of composite reliability ranged between 0.88 and 0.96, with all values above a reference point of 0.70, as stated by reference of Fornell and Larcker (1981), and, therefore, the constructs showed discriminate validity. Besides, we attained substantial standardized factor loadings for

indicators that loaded above the threshold. The investigation provided indications of convergent validity. As a result, since all Cronbach's alpha reliability values were high above the threshold of 0.70, Nunnally and Bernstein (1994), the convergent validity realized all conditions, as no AVE was below 0.5.

Table 2: Latent Variable Correlation Matrix

	EL	OD	TR	AC
EL	1.00			
OD	-0.43**	1.00		
TR	0.22**	-0.27**	1.00	
AC	0.41**	-0.06	0.47**	1.00

Notes: EL: ethical leadership; OD: organizational deviance; TR: organizational trust; AC: affective commitment. ** All correlations showed significance at the $p < 0.01$ level for two-tailed test

Table 2: Scale Items and Confirmatory Factor Analysis

Items	Loadings	CR	AVE	Reliability
EL1	0.92	0.96	0.83	0.97
EL2	0.92			
EL3	0.90			
EL4	0.90			
EL5	0.93			
EL6	0.91			
EL7	0.92			
EL8	0.88			
EL9	0.82			
EL10	0.83			
TR1	0.60	0.88	0.55	0.84
TR2	0.67			
TR3	0.75			
TR4	0.80			
TR5	0.80			
AC1	0.79	0.93	0.69	0.91
AC2	0.85			
AC3	0.85			
AC4	0.83			
AC5	0.84			
AC6	0.82			
AC7	0.81			
OD1	0.76	0.96	0.63	0.95

OD2	0.77			
OD3	0.84			
OD4	0.81			
OD5	0.84			
OD6	0.79			
OD7	0.80			
OD8	0.82			
OD9	0.80			
OD10	0.82			
OD11	0.79			
OD12	0.66			

5.4 Results of Hypotheses

The suggested propositions were verified with the use of path analysis, and the outcomes of these tests are presented in Table 4:

Table 3: SEM Paths Results for the Proposed Hypotheses

	Casual Path	Standardized Estimates	T Statistics	Supported
H1	EL -> TR	0.230	2.3870 **	YES
H2	TR -> AF	0.394	4.7588 **	YES
H3	TR -> OD	-0.399	4.6660 **	YES
H4	AC-> OD	-0.364	4.7823 **	YES
H5	EL -> AC	0.321	5.0738 **	YES
H6	EL -> OD	-0.346	5.4073 **	YES

EL = ethical leadership; TR =trust; AC =affective commitment; OD = organizational deviance; ** All correlations showed significance at the $p < 0.01$ level for two tailed.

H1 was accepted, asserting a positive effect of ethical leadership on trust ($b = 0.230$, $p < 0.01$).

The second hypothesis (H2) measured the positive effect of trust on affective commitment. The analysis revealed significant results ($b = 0.394$, $p < 0.01$), and consequently H2 was accepted. H3 assessed the significant negative effect of trust on organizational deviance. H4 posited that affective commitment negatively affects the deviance behavior of employees. The fifth hypothesis (H5) assessed the positive impact of EL on AC, and, finally, hypothesis 6 measured the effect of EL on deviant

behavior. The results of the H3–H6 showed significance, with the following beta values at 99% confidence interval: H3 ($b=0.399$, $p < 0.01$), H4 ($b =0.364$, $p < 0.01$), H5 ($b = 0.321$, $p < 0.01$), and H6 ($b = 0.346$, $p < 0.01$)

Chapter 6

DISCUSSION AND CONCLUSIONS

6.1 Introduction

In this chapter, we are going to discuss our results and back the findings with the work of previous scholars. This will be later followed by a conclusion based on the findings of the present study.

6.2 Discussions

As mentioned above the population of front employees in the sampled hotel, which was estimated in the range of 320 to 340 at the time of data collection, and based on sample size calculation by <http://www.raosoft.com>, the minimum sample size was supposed to be between 170 and 180 respondents. The reason for this small sample size of 150 was that the study made use of just frontline employees of food and beverage, bar and front office staff. Secondly, the weather condition during that period was not the best as there was too much rain, bad roads, poor transportation network, and hold-ups. This made movement practically difficult and stressful. Furthermore, collecting data at three-time intervals with a time lag of two weeks also affected the sample size, as the author could not continue since the number of retrieved surveys should be the same to be distributed in the next phase of data collection. This made time a factor of the hindrance.

Grounded in SET (Blau, 1964) and COR theory (Hobfoll, 1989), this thesis investigated the link between ethical leadership and hotel employees trust affective commitment and deviance.

The present research aimed at examining the impacts of ethical leadership on trust, affective organizational commitment, and OD, that is, hypotheses H1, H5, and H6, respectively. Furthermore, it aimed to test the impact of TR on AC and OD (H2 and H3, respectively), and, finally, the effect of AC on OD (H4). Many studies have reiterated on the standings and reputations of EL (Kim and Brymer, 2011). This study concluded that EL is positively related to job satisfaction and the organizational AC of their middle managers. However, the topic has received very little systematic scholarly attention (Gini and Ciulla, 1998). The reduction of unethical or deviant behavior has long been a topic of interest for hospitality industry organizations (Damitio and Schmidgall, 1993). The number of female participants showed a higher overall percentage than the number of males. Women are more submissive and reliable than men when it comes to working in hotels in Cameroon (Olugbade and Karatepe, 2018). The number of married respondents was very low. In Cameroon, most people have a very narrow knowledge and a great misconception about the hotel business. People believe that those who work in hotels, especially women, are open to sexual harassment and promiscuity. They believe that most of the employees have inappropriate relationships with their bosses and coworkers (Olugbade and Karatepe, 2018). For this reason, it is almost impossible for a married couple to allow their partners to work in a hotel because of the fear of marital problems. Most married people do not even think of looking for jobs in hotels because of this misconception. There is no special treatment for employees based on their marital status. A married employee can do the same job as a single employee.

To determine the causality (cause-effect) of each set of relationships in this study, correlation and path analysis were run. These results, as illustrated in Tables 2 and 4 and Figure 2, indicating the cause-effect relationships and their respective path coefficients. The relationships were EL-TR, TR-AC, TR-OD, AC-OD, EL-AC, and EL-OD. Their correlation coefficients were, respectively, 0.23 **, 0.39 **, -0.40 **, -0.36 **, 0.32 **, and -0.35 **.

Based on the path analysis results, the first hypothesis, H1 tested the relationship between EL and TR. The positive impact of EL on TR indicates that an increase in EL will lead to an increase in employees TR. The result of this relationship is in line with past studies (Brown and Trevino, 2006; Johnson et al., 2012; Thau et al., 2007; (Dirks and Ferrin, 2002). In line with SET (Blau, 1964), employees who experience ethical behavior in their leaders will tend to increase their level of trust. The employees expect good and fair behavior from their leaders and the leaders expect this good and fair behavior to be returned. This behavior will be reciprocated by the trust they will instill in their leaders. Employees who display their disposition to put their trust in their leader and when an ethical leader creates a foundation of trust, the employee will also be inclined to trust the leaders, the work environment and the organization. It can thus be hypothesized that ethical leadership leads to employees' trust in the leader. For this reason, they will have no intention to engage in deviance actions and behaviors.

The second hypothesis, H2, tested the relationship between TR and AC. When employees trust their leaders, they show their gratitude by becoming committed to their jobs. With a high TR level amongst executives and co-workers in the working environment, employees are motivated, remain in the organization, and commit to it.

They build positive intentions and expectations (Demir, 2011). That is to say, the more they trust their leaders, the more they take their tasks with greater seriousness.

The third hypothesis, H3, tested the relationship between TR and OD. Our results of the trust–deviance relationship are concordant with those of a previous study (Demir, 2011; Thau et al., 2007)). Besides, Consistent with prior research (Vogelgesangetal.,2013), this research found the leader's relational transparency to be an antecedent to behavioral integrity, which in turn relates to follower's trust in the leader. As proposed by the COR theory (Hobfoll, 1989), EL discourages employee's deviant behavior, thus boosting employees' trust in leaders and minimizing employees' unethical actions. Employees' commitment to the organization is fundamental to prevent employees' deviant behavior. This study highlights the absence of deviant behavior among hospitality employees because of the trust they had in the leaders. Hospitality employees did not disregard organizational rules because of their ability to trust their leaders and their commitments. Employees' affective commitment is a significant counter driver that prevents employees' deviant behavior. When an organization provides a good environment for efficiency and performance, deviant actions of employees will lessen to a significant minimum, (Demir, 2011). This will increase the efficiency of their job and assist their coworkers. Our results indicate that employees who trust their leaders are less likely to engage in organizational deviance if their leaders do not engage in distrustful acts and behaviors with them. Deviance can adversely affect employee services to the customer. For example, in leader-employee relationships that lack transparency and integrity, employees might be compelled to engage in counterproductive acts of deviance that will drag the reputation of the hotel to the mud. Contrary to the above statement and as the case of the study, employees

the behaviors actions and comportsment of their leaders thus they do not engage in deviant acts.

The fourth hypothesis, H4, examined the effect of affective organizational commitment and employee's deviance actions in the hotel as the study investigates. According to the findings of this study, affective employee commitment has a significant negative impact on organizational employee deviance. This is to say an increase in affective commitment will strongly discourage deviant actions. These results are in line with reference (Robinson, 2008), who disputed that deviant acts among colleagues can be constrained by penalties. With a strong commitment by employees to the organization, their behaviors are significant in performing a crucial role in consequences like higher satisfaction in their job, diminished intentions to quit, and successive decline in organizational employee deviance (Demir, 2011). Employees who are a commitment to their organizations are strongly determined to contribute to the success and progress of the organization. Consequently, they probably will not threaten the overall wellbeing of the organization (Gill, Meyer, Lee, Shin, and Yoon, 2011). Hotel employees who have decided to be committed to their jobs and who also have trust in their leaders will not act contrary to the rules that lead to positive outcomes for the hotels. A limited number of studies in the hospitality industry examine why antecedents are related to organizational deviance; many studies have been conducted in different industries (Demir, 2011). As supported by other empirical studies (Chiu and Peng, 2008),

The relationship between EL and AC was hypothesized as H5. The results of this study also confirmed that EL was significantly related to AC to the organization. In line with SET (Blau, 1964), employees who truly acknowledge ethics in the behavior in leaders

will tend to increase their level commitment. This commitment can be reciprocated by reward and the employees will reciprocate this kind gesture with more commitment. Commitment to an organization can be higher based on the attitude of the leader towards his or her subordinates. This result is concordant with those of past studies (Neves and Story, 2015) that EL has a positive and a significant impact on AC. Subsequent examinations have provided support for this notion, and suggest that ethical leadership is, directly and indirectly, related to followers' job satisfaction and organizational commitment (e.g. Kim and Brymer, 2011; Neubert et al., 2009). The commitment of employees to the organization is an important influencing factor in the survival of enterprises. For this reason, enterprises are making many practices (wage increase, improvement in working conditions, etc.) to increase their employees' commitment. Besides these practices, the leadership style of a supervisor is also a crucial factor that makes an influence on the commitment of employees.

H6 tested the relationship between ethics in leadership and employee deviance behaviors. We found that ethics in leadership has a negative influence on employee deviance. That is to say, an increase in good and fair behavior by leaders will lead to a decrease in employee OD. Drawing from SET (Blau, 1964), employees who experience ethical behavior in their leaders will restrain themselves from deviant actions that will threaten the performance and productivity of the hotel. In a mutual relationship as explained by SET one good turn deserves another. This finding is in line with those of preceding research (Thau et al., 2007) which concluded that the perception of good leadership by the employees would surely prevent them from showing deviance behaviors or actions. Based on prior research (Demir, 2011), employees recognize that their bosses are an inspiration for them; following the positive leader-member interactions, employees form an ethical opinion toward these

leaders and the organization. In contemporary organizational settings, it is of great importance to emphasize positive behavior with the use of motivating rewards and counter desecrations with sanctions. Organizational leaders have a responsibility to utilize rewards and sanctions when necessary. This research contributes to the leadership literature by recognizing two very essential intellectual mechanisms, which are trust and affective commitment, which prevent employee's workplace deviance actions. Furthermore, EL may remarkably discourage employee deviant behavior. More so, EL encourages employees to perform their tasks. By doing so, the employees will develop critical cognitive resources, including trusting their bosses. Consequently, they will be motivated to express their own opinions about the organization and the expected behavior of the ethical leader; thereby, they will become very committed and avoid workplace deviance behaviors.

6.3 Conclusions

This study examined six hypotheses as discussed above. H1, H2, H3, H5, and H6 were all proposed as positive and significant, while H4 was negative and significant as posited. The results give support to all stated hypotheses. We can conclude that, for the above eight hotels considered in this study, their leaders express ethics in their leadership. This perception of ethics in leadership by the employees' influence and motivate their TR, their commitment to their tasks, and avoidance of deviance behaviors. Sustaining good conducts in leadership has become an evolving leadership style. This has rewards and considerable implications for enhancing the reputation of hotels, maintaining the sustainable development of hotels, other enterprises, and society in general (Ataay, 2018).

Scholars and experts in organizations try to promote the discussion of EL. They further try to understand the reasons why some leaders do not behave ethically with their assistants. This study's findings showed that EL, which can also be seen as an expression of a style of leadership (Kraus et al., 2018), can greatly encourage steps that lead to positive changes in an organization as a result of employees being more committed and involved in their tasks. According to reference (Hussain et al., 2018) that investigated the Lewin's model for change development from the ethnographic point of view, a good leadership style can influence the employees' willingness to change and to be effectively committed, which will influence organizational change and development. According to the current investigation, when employees perceive that leaders display ethical behaviors, they also display trustworthy actions, which are characterized by a high level of commitment in their job, and, as such, steer away from deviant behaviors. Past studies (Megeirhi, et al., 2018) investigated and concluded that the perception of authentic leadership gives less tolerance to uncivil behavior in the workplace in Jordan. We can extend this conclusion to Africa, as this study found that when employees see their leader as authentic and ethical, they might observe their work environment as a place where deviant behaviors are less tolerated (Megeirhi, et al., 2018). Therefore, with trust and commitment, they will avoid uncivil and deviant actions.

As affirmed by the findings of this study, a sustainable EL positively affects TR and AC but, on the other hand, negatively affects OD. Furthermore, employees' TR positively affects AC and negatively affects OD. Finally, yet importantly, AC negatively affects OD. Hotel and organization efficiency and productivity (Zhang and Tu, 2018) can be influenced by employees' behaviors. TR, AC, and OD can be considered as outcomes of perceived sustainable EL. Furthermore, when employees

are comfortable with their job and surrounding conditions, they become committed and productive. When employees are committed, they become more productive, and this will further influence the productivity of a business in general (Soriano, 2010) thus, beneficiaries and clients will perceive a good treatment. Given decreasing moral or deviant conduct has for quite some time been a theme of enthusiasm for cordiality associations (Damitio and Schmidgall, 1993) this exploration upgrades the comprehension of the components prompting authoritative aberrance. Understanding the relationship between leaders and devotees in the cordiality business is significant as there is a consistent and direct connection between the two gatherings. Since hospitality associations are an exceptionally social condition, assembling an abnormal state of trust in the pioneer supporter relationship can encourage authoritative working. Based on the outcomes and the dialog, we can reason that the workers' attitudes and behaviors toward an organization in which they work are highly based on the actions and comportment of their leaders. Employees who perceive trust and fair treatment will show affective commitment to the organization. Those that perceive a lack of trust and unfair treatment will have no choice but to lose trust and display deviance behaviors. In our results, no case of lack of TR in leaders was observed.

Chapter 7

IMPLICATIONS, LIMITATIONS AND FUTURE RESEARCH RECOMMENDATIONS

7.1 Introduction

This final chapter explains the implications of both theoretical and practical. This will be followed by some possible limitations of the and recommendations for future research directions to minimize or completely avoid these type of limitations

7.2 Theoretical Implications

Based on the outcomes of SET and COR, our results indicated that employees who perceive a leader to show good conduct and behavior will trust in them. They will, in turn, be committed to their jobs and thus will not engage themselves in deviant actions. According to SET (Blau, 1964), leaders are supposed to be an example for their followers. Discussing on COR theory, individual characteristics go alongside with the resources that hotel employees follow to gain, maintain, and keep (Hobfoll, 1989). Frontline employees with these resources retain a resource parade due to the outcomes of the positive features of the work setting (Kim et al., 2017). Thus, they will positively engage in organizational goals and help foster productivity by being committed and keeping away from deviance action as a result of trust in leadership. The study is of importance in terms of contributing ethical leadership to be understood within the scope of social change. The leaders with the moral personality and management approach can play an effective role to establish moral values and make positive

behaviors more common within the organization. Such kinds of managers contribute the employees to shape their behaviours. Those kinds of behaviors are regarded as undesired and unacceptable behaviors. Ethical leaders make fair and balanced decisions, ethically conduct their personal lives, can be trusted, and are willing to discipline employees who behave unethically. These characteristics reflecting the ethical personality and ethical management dimensions of the ethical leadership are effective in terms of forming appropriate behavioral patterns within the organization. This study sees ethical leadership as an important antecedent of trust. Followers who feel that their immediate supervisors are much consistent, dependable and honest, they become strongly rooted in their organizational links and sacrifices, and job fit. Hospitality organizations should pay more interest and emphasis on generating a just work atmosphere that avoids negative behavior by providing employees with socio-cultural backings and a right to the user to information (Ali and Jan 2012).

This study tested the effect of EL on employees' outcomes, i.e., TR, AC, and OD. The results highlighted that the managers should develop trustworthy leadership skills that will be accompanied by lower workplace deviance, as this is crucial in gaining a competitive advantage in international and worldwide markets (Walumbwa, et al., 2010). Managers should show ethical behaviors that will motivate employees to be committed to their individual and collective workplace. Based on SET, this act of ethics by leaders motivate employees to trust their leaders and be committed. Furthermore, it will also discourage employees from engaging in deviant behaviors. (Blau, 1964). The role of sustainable ethical behavior in leadership should be significantly emphasized for the development of hotels.

7.3 Implications for Managers

Further, above the hypothetical significance of these outcomes, this thesis offers critical practical implications for hotel managers, leaders of direct subordinates as the case of the present study and hospitality professionals. We argue that hotel organizations need to put a force to a thorough management teaching programs for hotel managers to assist them to understand the importance of ethics in leading, management and improve those behaviors like, cultivating ethically behaviors, and act as sources of inspiring to employees for them to foster welcoming attitudes. Ethical leadership is an effective tool to acquire competitive benefits over different hotel establishments. There are important accurate drives that this research can offer to hospitality organizations. First, the success of hospitality commercial enterprise relies upon on the capacity of leaders to forge trustful relationships with followers, whom leaders count on, to be honest, give extra discretionary effort, and be dedicated to organizational objectives (Simons et al., 2007)

The outcomes of the model highpoint the need of many strategies that are required to building employees trust in the leader. One of them include promoting empathy. Managers in the hospitality industry can hinder ethical deviance in their employees' behavior by becoming role models in their organizations that would promote ethical culture among their subordinates (Hunter, 2008). Such deviance from the ethical code of conduct would ultimately destruct the organizations' reputation and performance. In terms of organizational success and progress, managers should consider the findings from this study that employee-level outcomes as a result of ethical leadership such as trust and commitment be significant. Furthermore, managers should make sure leaders

portray ethical behaviors that will give employees no reason what so ever to engage in acts of defiance against the organization

7.4 Limitations and Future Research Directions

This study shed light on the relationship between ethical leadership and its consequences in the hotel industry operating Cameroon, like trust and commitments to name a few. Researchers who show interest in pursuing this line of research should reach more thorough data on ethical leadership and organizational and employee outcomes through qualitative research using bottomless interviews with employees and managers of hotel enterprises. Moreover, other types of leadership and like authoritarian leadership and outcomes other than organizational affective commitment, trust and deviance can be explored in the future. Besides, a similar study can be carried out in other enterprises operating in the tourism industry to examine the relationship between paternalist leadership and organizational commitment. The study assumed a cross-sectional design in which case, data were obtained from a group of respondents only once; hence, the explanations of interconnection are based on an indication of co-variation and personal self-reliance in the suggested or hypothesized connections. Longitudinal research is recommended for future studies to determine the causal links. This research was carried out during the rainy season when access to hotels was difficult because of traffic, rain, hold-ups and other disturbances. Thus, getting to these hotels was a major issue because of traffic, long distances, and bad roads. Future researches are recommended during the dry season when the weather is conducive and movement is easy. Another limitation of this study will be the generalizability of results. Results will not be appropriate for generalizability because of the low sample size. Future research should consider sample size in order to generalize results. This research was carried out only in hotels in Cameroon. Future

researches including other regions will help to broaden and generalize our results. Furthermore, the study uses personnel to rate the ethics of their. Further research should involve leader's opinion on their own ethical behavior. Notwithstanding the potential limitations of this work, the study still contributes to research in ethical leadership, OD, and AC. This research made use of affective commitment that has been widely used and popular. Future researches can provide beneficial contributions by including other variables, such as work engagement, job embeddedness, high-performance work practices, job stress, or innovative behavior.

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APPENDICES

Appendix A: English Survey Items

Ethical Leadership (10 items) from Brown, Treviño, and Harrison (2005).

Ethical leaders conduct personal life in an ethical manner.

Define success not just by results but also by the way it explains one's attitude it is obtained.

Listen to what employees have to say.

Discipline employees who violate ethical standards.

Make fair and balance decisions.

Can be trusted.

Discusses business ethics or values with employees.

Set an example on how to do things the right way in terms of ethics.

Have the best interest of employees in mind.

When making decisions, they ask what the right thing to do is.

Trust (5 items) from Anand, Chhajed, and Delfin (2012).

Trust the information supplied to me by the Leadership Team.

The Leadership Team has my best interests at heart.

The Leadership Team responds well to my concerns.

The Leadership Team treats me with respect.

The Leadership Team knows about the problems I face.

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Organizational Deviance (12 items) from Bennet and Robinson 2000.

Took property from work without permission.

Spent too much time fantasizing or daydreaming instead of working.

Falsified a receipt to get reimbursed for more money than they spent on business expenses.

Taken an additional or a longer break than is acceptable at their workplace.

Came in late to work without permission.

Called in sick when they were not.

Neglected to follow their boss's instructions.

Intentionally worked slower than they could have worked.

Discussed confidential company information with an unauthorized person.

Left work early without permission.

Left their work for someone else to finish.

Used an illegal drug or consumed alcohol on the job.

Affective Commitment (6 items) from Meyer, Allen, and Smith, 1993.

I would be very happy to spend the rest of my career with this organization.

I really feel as if this organization's problems are my own.

I do not feel a strong sense of "belonging" to my organization (R).

I do not feel "emotionally attached" to this organization (R).

I do not feel like "part of the family" at my organization (R).

This organization has a great deal of personal meaning for me.

Scale: 1 = strongly disagree 5 = strongly agree. For Reversed items, 1 = 5 and 5 = 1

Appendix B: French Survey Items

Leadership éthique

Les leaders éthiques mènent leur vie personnelle de manière éthique.

Définir le succès non seulement par les résultats mais aussi par la manière dont il explique l'attitude obtenue.

Écoutez ce que les employés ont à dire.

Les employés disciplinaires qui violent les normes éthiques.

Prendre des décisions justes et équilibrées.

Peut être fait confiance.

Discute de l'éthique des affaires ou des valeurs avec les employés.

Donner l'exemple sur la manière de faire les choses de la bonne façon en termes d'éthique.

Ayez à l'esprit le meilleur intérêt des employés.

Lorsqu'ils prennent des décisions, ils demandent quelle est la bonne chose à faire.

La Confiance

Je fais confiance aux informations qui m'ont été fournies par l'équipe de direction.

L'équipe de direction a à coeur mes intérêts.

L'équipe de direction répond bien à mes préoccupations.

L'équipe de direction me traite avec respect.

L'équipe de direction connaît les problèmes auxquels je suis confronté.

Déviance organisationnelle

Pris une propriété du travail sans permission.

Passé trop de temps à rêver ou rêver au lieu de travailler.

Falsifié un reçu pour se faire rembourser plus que ce qu'ils ont dépensé en dépenses professionnelles.

Pris une pause supplémentaire ou une pause plus longue que celle acceptable sur leur lieu de travail.

Je suis arrivé en retard pour travailler sans permission.

Appelés malades quand ils n'étaient pas.

Négligé de suivre les instructions de son patron.

Intentionnellement travaillé plus lentement que prévu.

Discuté d'informations confidentielles sur l'entreprise avec une personne non autorisée.

Quitté le travail tôt sans permission.

Laissé leur travail pour que quelqu'un d'autre finisse.

Utilisé une drogue illégale ou consommé de l'alcool au travail.

l'engagement affectif

Je serais très heureux de passer le reste de ma carrière avec cette organisation.

Je sens vraiment que les problèmes de cette organisation sont les miens.

Je ne ressens pas un fort sentiment d'appartenance à mon organisation. (R)

Je ne me sens pas "émotionnellement attaché" à cette organisation. (R)

Je ne me sens pas comme "faisant partie de la famille" dans mon organisation. (R)

Cette organisation a beaucoup de signification personnelle pour moi.

Scale 1 = fortement en désaccord 5 = Tout à fait d'accord.