

Does Forgiveness Climate Contribute to Employee's Flourishing? A Case of Nigerian Hospitality Industry

Adebanke Flora Gbadebo

Submitted to the
Institute of Graduate Studies and Research
in partial fulfillment of the requirements for the degree of

Master of Science
in
Tourism Management

Eastern Mediterranean University
September 2020
Gazimağusa, North Cyprus

Approval of the Institute of Graduate Studies and Research

Prof. Dr. Ali Hakan Ulusoy
Director

I certify that this thesis satisfies all the requirements as a thesis for the degree of Master of Science in Tourism Management.

Prof. Dr. Hasan Kılıç
Dean, Faculty of Tourism

We certify that we have read this thesis and that in our opinion it is fully adequate in scope and quality as a thesis for the degree of Master of Science in Tourism Management.

Prof. Dr. Turgay Avcı
Supervisor

Examining Committee

1. Prof. Dr. Turgay Avcı

2. Asst. Prof. Dr. Rüçhan Kayaman

3. Asst. Prof. Dr. Hamed Rezapouraghdam

ABSTRACT

Forgiveness climate has been a thoroughly researched topic in the field of tourism, considering the direct/indirect significance of its effect on customer satisfaction. The perception of employees about the position accorded to forgiveness in the organization significantly affects how they execute their roles, the satisfaction they find in it and the speed with which they recover from their errors. Considering several studies, it has been found that employees tend to evaluate their working environment based on the reactions and relationship established between themselves, their colleagues and their employer as a crucial role player in determining their suitability within the job. It is noteworthy that such evaluations may determine if the employee flourishes in the job.

In this thesis, considering the Nigerian hospitality industry as a case study, we have sought to investigate using empirical studies erected on 7 hypotheses, the effects of the forgiveness climate perceived by employees on their tendency and capability to flourish on the job and its environments. The hypotheses presented were validated in the study, indicating clearly that forgiveness leads to on-the-job satisfaction among employees within the Nigerian hospitality industry, as forgiveness expresses the capacity of the organizations to tolerate errors and mistakes in order to promote a better workforce. Thus, recommendations were made to promote employee flourishing within the industry. For the purpose of this study, 5 variables were considered namely forgiveness climate, service recovery performance, helping behaviour, employee satisfaction and employee flourishing.

Keywords: Employee Flourishing; Satisfaction; Forgiveness; Forgiveness Climate.

ÖZ

Bağışlama iklimi, müşteri memnuniyeti üzerindeki etkisinin doğrudan veya dolaylı önemi düşünüldüğünde, Turizm alanında kapsamlı bir şekilde araştırılmış bir konudur. Çalışanların örgütteki affetmeye verilen pozisyon hakkındaki algısı, rollerini nasıl yerine getirdiklerini, içinde buldukları memnuniyeti ve hatalarından kurtulma hızlarını önemli ölçüde etkiler. Yapılan çeşitli araştırmalar incelendiğinde, çalışanların işlerine uygunluklarının belirlenmesinde önemli bir rol oyuncusu olarak çalışma ortamlarını kendileri, meslektaşları ve işverenleri arasında kurulan reaksiyonlara ve ilişkilere dayalı olarak değerlendirme eğiliminde oldukları tespit edilmiştir. Dikkate değer olan, bu tür değerlendirmelerin ve sonuçlarının, kök bulma yeteneğini belirleyen ve iş içinde bir çalışan olarak gelişen önemli unsurlara dönüşmesi olabilir.

Bu tezde, Nijerya otelcilik endüstrisini bir analiz çalışması olarak ele alarak, 7 hipotez üzerine kurulan çalışmaları, çalışanların algıladıkları ikliminin, iş ve çevresi üzerinde gelişme eğilimleri ve yetenekleri üzerindeki etkilerini araştırmaya çalıştık. Sunulan hipotezler çalışmada doğrulandı ve affetmenin Nijerya otelcilik endüstrisindeki çalışanlar arasında iş başında tatmine yol açtığını, çünkü affetmenin kuruluşların daha iyi bir iş gücünü teşvik etmek için hataları ve yanlışları tolere etme kapasitesini ifade ettiğini gösteriyor. Böylece, çalışanların sektörde gelişmesini teşvik etmek için önerilerde bulunuldu. Bu çalışmanın amacı için affetme iklimi, hizmeti iyileştirme performansı, yardımcı davranış, çalışan memnuniyeti ve çalışan gelişimi olmak üzere 5 değişken ele alınmıştır.

Anahtar Kelimeler: Çalışan Gelişimi; Memnuniyeti; Bağışlama; Affetme İklimi.

*Dedicated to God Almighty, Mon Amour; my husband for
all his support, and to my loving family.*

ACKNOWLEDGEMENT

My gratitude goes to God Almighty for the grace to achieve this success, making all that seemed hard, easy at the end. A very big thanks to my husband (“Mon Amour”) for his total support and him being a shoulder to rest on during my Masters program. I would also love to use this special opportunity to really appreciate my caring, loving, supportive and wonderful parents Mr & Mrs. Gbadebo and Mr. and Mrs. Olaiifa for all the prayers and encouragement all through my studies. My sincere thanks to my siblings Mr Adesoye, Mr. Adebowale, Mr. Aderinsola and Mr. Babatunde and my in laws Mr. & Mrs. Awokoya, Mr. & Mrs. Abodunde and my lovely nieces and nephews. Thanks to my friends Raphael Itopa , Dana Masri, Precious Ndukauba , Joyce and Rawan AL Afeshat. Love you all. A Special thanks to my supervisor Professor Dr. Turgay Avci and Dr. Kayode Eluwole thanks for your time and effort during my studies in Tourism department. I also want to appreciate my bosses Mrs. Dilek Toksöz and Mrs. Sevil Çaltinoğlu, working with you was lovely and very peaceful.

TABLE OF CONTENTS

ABSTRACT	iii
ÖZ	iv
DEDICATION	v
ACKNOWLEDGEMENT	vi
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS	xii
1 INTRODUCTION.....	1
1.1 Problem Statement	1
1.2 Research Questions	2
1.3 Motivation of the Study.....	2
1.3.1 Deductive Approach	2
1.4 Context Causing the Question.....	4
1.5 Summarizing Findings	5
1.6 Importance of Findings	6
1.7 Roadmap for Readers	7
2 LITERATURE REVIEW	8
2.1 Theoretical Framework	8
2.1.1 Abraham Maslow’s Motivation Theory	8
2.2 Service Industries in Nigeria	11
2.3 Nigerian Hospitality Service Sector	13
2.3.1 Hotel Services.....	13
2.3.2 Restaurant Service	14

2.3.3 Resturant Service	16
2.3.4 Hospitality in Nigerian Hospitals	16
2.4 Forgiveness Climate	21
2.5 Helping Behavior	23
2.6 Employee Satisfaction.....	25
2.7 Service Recovery Performance	26
2.8 Employee Flourishing	31
3 HYPOTHESIS DEVELOPMENT	33
3.1 Forgiveness Climate and Service Recovery	33
3.2 Forgiveness Climate and Employee Satisfaction	34
3.3 Helping Behavior and Employee Satisfaction	35
3.4 Helping Behavior and Employee Flourishing.....	36
3.5 Employee Satisfaction and Service Recovery.....	37
3.6 Employee Satisfaction and Employee Flourishing	38
3.7 Mediating Effect of Employee Satisfaction	39
4 METHODOLOGY	42
4.1 Research Design.....	42
4.2 Population and Sample Size.....	43
4.3 Method of Data Collection.....	44
4.4 Instrument of Primary Data Collection	44
4.5 Reliability of Instruments.....	45
4.6 Method of Data Analysis.....	45
5 DATA ANALYSIS	47
5.1 Demographic Data Distribution	47
5.2 Analysis of Results (Outer Model).....	48

5.3 Hypotheses Testing (Inner Model).....	51
5.4 Findings.....	56
6 CONCLUSION.....	58
6.1 Conclusion.....	58
6.2 Implication of the Study.....	60
6.3 Limitations of the Study.....	61
6.4 Recommendations.....	61
6.5 Suggestions for Further Studies.....	62
REFERENCES.....	63

LIST OF TABLES

Table 1: Frequency Distribution of Respondents (511).....	48
Table 2: Result of Convergent Validity	49
Table 3: Result of Internal Consistency of the Dataset.....	50
Table 4: HTMT Ratio Result	51
Table 5: Result of Direct Effects.....	53
Table 6: Indirect Effects.....	55

LIST OF FIGURES

Figure 1: Deductive Research (Pressbooks, n.d.)	2
Figure 2: Abraham Maslow's Hierarchy of Needs	11
Figure 3: Conceptual Model of the Study	41
Figure 4: Empirical Model with Results	54

LIST OF ABBREVIATIONS

EF	Employee Flourishing
EHB	Employee Helping Behavior
ES	Employees Satisfaction
FOC	Forgiveness Climate
IWB	Innovative Work Behaviour
LAW	Leisure at Work
RMA	Resource Management Act
SRP	Service Recovery Performance
WHT	Working Holiday Tourism

Chapter 1

INTRODUCTION

This chapter contains the introductory notes and research direction for the study work. It seeks to provide the information needed to establish a significance of the research ranging from the description of the problem to the approaches considered and steps taken in the process of resolution. Considering the case of hospitality industries in Nigeria, and the perception of forgiveness by employees, we seek in this section of the work to provide some background into the possibility of employee flourishing, and the impact forgiveness capacity of employees has on it. Later in this chapter, a roadmap for users is provided in order to aid a thorough consumption of the research work.

1.1 Problem Statement

This thesis is designed to investigate the impact of forgiveness climate in Nigerian hospitality setting. While there are several studies in service and hospitality literature with employee-centric approach, most of such studies have either focused on employee outcomes or organizational level antecedents of employee behavior and attitudes. However, this thesis, using Abraham Maslow's motivation theory seeks to use both organizational and individual level attributes of firms to understand why employees flourish in the industry irrespective of the stress and the demand of the job, by investigating to know using several constructs, if forgiveness climate has an impact on the flourishing of hospitality employees in Lagos.

1.2 Research Questions

In this study, the following research questions are considered;

1. What is the degree of forgiveness climate at hospital, hotel and restaurant in Lagos Nigeria? And what impact does forgiveness climate have on employees helping behavior at hospital, hotel and restaurant in Lagos Nigeria?
2. What influence does forgiveness climate have on employee's service recovery performance at hospital, hotel and restaurant in Lagos Nigeria? What are the changes in forgiveness climate towards employees flourishing at hospital, hotel and restaurant in Lagos Nigeria?

1.3 Motivation of the Study

1.3.1 Deductive Approach

The deductive or top-down research approach, typically considered as a complicated and difficult analysis method (Azungah, 2018) employs an organizing framework which is constituted of themes needed in the coding procedure Bradley, Curry and Devers (2007); Braun & Clarke, (2006); Burnard, Gill, Stewart, Treasure & Chadwick (2008); Miles & Huberman, (1994) is employed in this thesis. In this approach, the entire analysis is based on a theory that already exists Gale, Heath, Cameron, Rashid, and Redwood (2013). Succinctly, it is concerned with the obtaining conclusions from initial propositions, by testing an anticipated structure against observations.



Figure 1: Deductive Research (Pressbooks, n.d.)

In the deductive approach, the researcher presents an interesting theory, and evaluates its significance by the use of data, thus moving from a general to a specific perspective. With the deductive analysis approach, arguments that are pivoted on principles, rules or even any other generally accepted pattern are expressed, and emphasis is vehemently laid on the inter-relationship between cause and effects. In this process, other work is studied in order to identify related existing theories which would subsequently be used in the evaluation of hypothesis.

The application of the deductive approach requires the following steps (Russell, 2010);

- a. Hypothesize: At this stage, hypothesis are obtained from the propounded theories.
- b. Analyze data: Here, by making use of any of various methodological approaches, the obtained hypothesis is tested.
- c. Rejection/Confirmation: Based on the outcome of the conducted test, the hypothesis is either confirmed or rejected. Alterations to the theory are usually considered whenever the hypothesis is rejected.

Once the researcher applies deductive method it usually starts by aiming at testing an existing theoretical structure and exploits recent empirical research in a way to achieve reasonable connections among different variables. This means the researcher found a way to develop and generate a model by using existing theories and empirical approaches. Additionally, the researcher tests the relationship over the data to be collected in the field.

The following are the benefits of the deductive approach:

1. Capable of explaining why concepts and variables are linked
2. Provides quantitative ways of measuring concepts

3. Allows for the generalization of the results of researches.

1.4 Context Causing the Question

The service management process of the (FOC) model recommends that forgiveness climate (FOC) for instance result into helping behavior (EHB) connect to service recovery performance (SRP) Rod & Ashill, (2010), while employees flourishing (EF) leads to satisfaction (ES) Hassan, Tabasum, and Luqman (2013) with all this literature are employee-centric approach. Also, the capacity to help other employees is seen to be a way to reciprocate their support within the environment Yang & Mossholder, (2010).

Furthermore, hospitality industry entails their employees to provide forgiveness climate atmosphere in a working environment by encouraging comparative advantages with the ability to create helping behavior among themselves. It is not new that direct benefits may not exist within the organization to employees who tend to help others, yet, helpers seek to continue the helping process in order to take advantage of it and obtain acknowledgment from their bosses and their colleagues Halbesleben, Bowler, Bolino, and Turnley, (2010).

In this study, the researcher particular concern is to know the impact of motivation on employee's organization development. Therefore social capital is promoted when employees are considerate one of another and are thus, generous in their actions and inactions, with a single purpose of creating cooperation. This ensures that employees are familiar one with another, leading a productive relationship based on sincerity and mutual respect with understanding, discouraging selfish behaviors.

1.5 Summarizing Findings

This thesis, using motivation theory sought to use both organizational and employees especially in moving forward, this aims to:

1. Test the of level leaders and employees attributes of firms to understand why employees flourishes in the industry irrespective of the stress and the demand of the job and to use philosophy effect in which the main goal of the leader is to assist the employee.
2. The arbitrate role of forgiveness climate in the relationship between organizational leaders and the employees.
3. The outcome of service recovery performance on satisfaction.
4. The aspect of helping behavior that leads to flourishing atmosphere in an organization, in order to have standard trust among themselves.

Also, this study can be implicit from the information that forgiveness climate defines the confidence possessed by an employee about how much their organization will accept and pardon their transgressions, failures and errors, undersanding that such cannot be avoided in the working environment Guchait, Abbott, Lee, Back, and Manoharan (2019).

It as well consist of the perception held by employees that co-employees will not maintain grudges against them whenever they make mistakes or transgress at work, but rather would support them, working with them all through the errors as they recover from them. Hence, Forgiveness climate is very indispensable in any organization, and it in turn promotes the ability of the employees to forgive one another, and arrive at a desirable end (Bennett,& Cox, 2014).

The Flourishing Scale included several items on social relationships: having supportive and rewarding relationships, contributing to the happiness of others, and being respected by others Diener Wirtz, Tov, Kim-Prieto, Choi, Oishi and Biswas-Dieneret (2010). Service recovery performance can be used to describe the actions and inactions of employees, which are channeled to provide solution to a failure in the service process, and thus, bring satisfaction of a customers Liem & Nugroho, (2019). Satisfaction is largely influenced by the value of services provided to customers, which is created by satisfied, loyal, and productive employees. Oliver, (2014). In this regard, increased attention has been ascribed to the satisfaction of employee from researchers and scholars in recent years Albayrak & Caber, (2013). Besides, helping behavior is cooperative behavior that is noncontroversial. It builds and preserves relationships and it emphasizes interpersonal harmony Shalv Gino, Barkan and Ayal (2015).

1.6 Importance of Findings

This thesis can make the following contributions to existing knowledge. Originally, there is slight empirical research about factors prompting forgiveness climate. The single empirical research work focusing directly on forgiveness climate in the industry that is known to the researchers in this work was carried out by the researchers Guchait, Lanza-Abbott, Madera, and Dawson, (2016). They focused on the examination of the impact of a forgiveness climate observed by the employee on their organizational attitude. From this work, it was gathered that the employees or staff who had a feeling that they would be forgiven of their errors or mistakes by other employees showed more commitment to the company. They were also identified to be in the category of employees who has a lower potential of leaving their jobs, and are identified to be satisfied with their jobs. This also emphasized in a more recent work that the potential originator of this study anticipates that this research work will clearly show the

capacity of introducing and maintaining forgiveness in the company on the performance provided by employees on their jobs.

1.7 Roadmap for Readers

There are several researcher which conducted finding on possibility of forgiveness climate in hospitality industry. However, the impact of forgiveness climate contribute to Employee's Flourishing in Nigerian hospitality setting.

Which is possible for employees to maintain helping behavior among themselves in an organization. This study has the main objective to focus on employee's outcome using motivation theory to achieve employee's satisfaction in hospital, hotel and restaurant in Lagos Nigeria.

Chapter 2

LITERATURE REVIEW

In this chapter, a review of several existing studies related to the study area will be presented. Several literature revolving around the service industries in Nigeria, the Nigerian hospitality service industry, forgiveness climate, helping behavior and employee satisfaction and flourishing have been discussed in details. Also, a theoretical framework on which the research is based will be described in this chapter.

2.1 Theoretical Framework

2.1.1 Abraham Maslow's Motivation Theory

Motivation is defined as a key element that changes the behavior of the employee toward their job, i.e. what makes an individual to behave in a particular way Greer,& Germaine (1968) .The achievement of every organization depends on the type of motivation given to its employees. Employees are motivated if there is a friendly environment and a high performance work system which brings out the psychological capital on the job. Moreover, the reverse will be the case if a low performance work system stressor takes over the emotion of the employee and dissatisfaction sets in, causing a spike in intention to quit.

Job commitment and satisfaction is said to prevail if there is motivation such as: incentives, training, job security, employee's corporation , and satisfaction. Management invest on its employees to motivate them to work effectively and sufficiently and in return gain a competitive advantage over its rivals in the same line

of businesses. Research has shown that people show more commitment when they are motivated. Motivation could take either an intrinsic or extrinsic form. Although, both forms of motivation are very important as performance driver, but organizations lay more emphasis on intrinsic because of job commitment. Theory of motivation can be seen as a win-win situation since the management invest and also expect a positive response from the employee. Thus, a social exchange exists between the employer and the employee as a result of motivation given. In the same vein, a high job demand, when mixed with insufficient resources needed for the job, leads to a situation in which the mental resources of the employees are sapped and dried, ending up in exhaustion. Lai & Chen, (2012); Lee, Teng & Chen, (2015); Rod & Ashill, (2010). But on the flip side, the sufficiency and accessibility of the required resources for a job promotes the development of the staff, by enabling them to evaluate their condition in the organization as risk free and less stress, instead of having a lack of resources, Xanthopoulou, Bakker, Demerouti, and Schaufeli, (2012); (Rusch, 2019). It has been gathered from studies that the requirements of jobs have a great relationship with the tendency of employees quitting their jobs, and also, emotional exhaustion. Venkataraman & Ganapathi, (2013); Chan & Mai, (2015); Leo, González-Ponce, Sánchez-Miguel, Ivarsson, and García-Calvo (2015).

However, unsocial work hours, low pay, heavy workloads, low training, job insecurity, high turnover MacIntosh & Doherty, (2010) and poor management practices MacIntosh & Doherty (2010), will lead to dissatisfaction and eventually promote job quitting and absentism. Moreover, the presence of motivation will surely display the following attributes in productivity: reduction in rate of accident, reduction in rate of absenteeism, improvement in intra/Inter personal relationship, reduction in lateness,

improved service delivery, less fatigue, increased morale at work, prospect for advancement, improved efficiency and time management.

Many scholars have written series of articles on motivation theories on organizational culture and the effect of motivation using some theories under motivation. Abraham Maslow's theory of needs (1943) is used in this study because employee's satisfaction is connected to motivation such as: social needs, job security, physiological needs and safety needs which in turn have positive effect on self-actualization and self-esteem. He classified all human needs into a hierarchical manner from the lower to the higher order. In essence, he believed that once a given level of need is satisfied, it no longer serves to motivate man. Then, the next higher level of need has to be activated in order to motivate the man. Maslow identified five levels in his need hierarchy. Considering the hierarchy of needs propounded by Abraham Maslow, needs that are of high importance (also called the physiological and safety needs) can be identified to have a link with the culture of organizational. It is known that young companies undergo this stage in their developmental process where they have to struggle with the primary survival needs. Considering the third layer of the hierarchy, we perceive that social needs as available there would within organizations be equated to the creation of unique units within the organization. This moves by the dictates of the organizational culture. In order to obtain better results and output from staff, the mentioned must be carefully implemented. Caardy and Selvarajan, (2006). Well-articulated Organizational culture, Human Resources Management in conjunction with the performance of staff and really-articulated culture are bound to offer sterling results, while a less articulated culture is bound to on the contrary, provide a bad Human resources practice. Moreover, human resource management tries to develop employees through work Bratton &

Gold, (2017) it includes administrative activities that are related to planning, recruitment, selection, orientation, training, appraisal motivation and remuneration Storey,(1992). Robbins & Judge, (2009) sum up human resource management by five key concepts: motivating, disciplining, managing conflict, staffing and training. Similarly, Storey (1992) describes the five functional areas of human resource management as staffing, rewards, employee development, employee maintenance and employee relations. Whereas, the five functional areas of human resource management proposed by Storey in 1992 connotes forgiveness climate in this study.

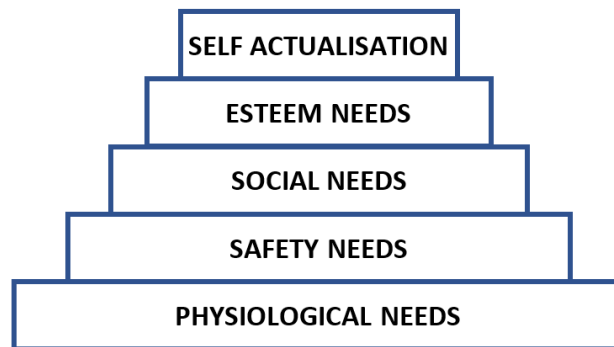


Figure 2: Abraham Maslow's Hierarchy of Needs

2.2 Service Industries in Nigeria

Rather than providing sales of physical products, service companies are the types of company that offer services. In Nigeria, several service companies exist, with density highly correlated to the geographical location. With this, it is expected that several service companies would be, and are available in major cities like Lagos, Port-Harcourt, Abuja and others due to the availability of target customers, closeness to raw materials and ease of transport. Several studies have been carried out by researchers focusing on service companies in Nigeria, among which several focused on the relationship between the training obtained and the productivity of workers, with little

or none evaluating the correlation of training on the individual indices of productivity and workers productivity in Nigeria Ajala, (2009).

Consequently Adesola, Oyeniya, and Adeyemi (2013) investigated the correlation of training on the productivity of workers using ex post facto research design and random sampling of three hundred respondents from three service industries in Osun State. It was discovered that staff development correlated positively and highly with workers' productivity, and that increased morale at work, time management, reduction in rate of absenteeism were highly and positively correlated with training and this in turn caused an increase in workers' productivity. In another study Osibanjo, Waribo Akintayo, Adeniji, and Fadeyi, (2019), efforts were made to increase employee commitment, given quality of work life by surveying the employees of several start-up service companies located in Lagos. It was observed that employee commitment is largely influenced by quality of work life. Dauda (2013) took a necessary look at the educational service industry in a bid to examine the effect of internal service quality on employees' job satisfaction. By surveying the employees of the university library, it was found that irrespective of the high internal-service-quality and job-satisfaction of employees, the job satisfaction of the considered employees was not improved. Furthermore, in Nkiruka, (2014), the dimensions of service quality (SERVQUAL) encountered by students on sustainability of higher education at a Nigerian university was measured. The authors went further to investigate whether the service quality encountered was satisfactory or not. They found that the service quality encountered was satisfactory. In the health services within Edo and Delta states, Idubor & Oisamoje, (2013) investigated the availability of adequate health care facilities for the health of workers. It was discovered that from 123 companies, only 4.5% of the entire

medical staff had appropriate training in occupational health. The authors concluded that there is unavailability of healthcare provision for medium and small scale companies and as such, health education of both the employers and employees emphasizing on the enforcement of existing laws are needed to improve the existing standard of occupational health services. Considering the importance of the banking sector Olusegun, Atiku, Genty, and Akinlabi (2011) investigated the effects of electronic banking on employees' job security of bank employees in Lagos, Nigeria. It was realized from the study that the adoption of e-banking and automation directly promoted the loss of jobs and early retirement of bank employees. The study of Abubakar, (2016) was directed to assess the impact of perceived service quality by Mobile Telecommunication industry on customer satisfaction in Nigeria. Examining all the major mobile Telecommunication companies in Nigeria, it was established that the quality of service provided by the mobile telecommunication companies is poor. Adewale, (2014) examines the part played by internal control system in the management of Nigeria Customs Service. Analysis of data reveals that significant difference existed between internal control system and proper accountability, and that effective internal control system could increase revenue generation.

2.3 Nigerian Hospitality Service Sector

2.3.1 Hotel Services

In this study, focus will be on 3 types of hospitality service industries which are Hotel hospitality industry, hospital service industry and restaurant service industry. Karatepe, (2011a) developed and tested a model, which investigated emotional dissonance and emotional exhaustion among employees in frontline service jobs. To obtain data, they provided self-administered questionnaires to a sample of frontline hotel employees in Nigeria. The results demonstrated a number of significant direct

and partial mediating effects and provided support for the majority of the hypothesized relationships. Specifically, it was found out that emotional dissonance partially mediated the relationships of negative affectivity and intrinsic motivation with emotional exhaustion. They also revealed in their results that emotional exhaustion partially mediated the effect of emotional dissonance on turnover intentions. In the same way Karatepe, Keshavarz, and Nejati (2010) developed and tested a research model, for predicting the impacts of job (supervisor support) and personal resources (trait competitiveness and self-efficacy) on work engagement using frontline employees of the five- and four-star hotels of Abuja, the capital city of Nigeria. Their results demonstrated that trait competitiveness predicted three dimensions of work engagement better than did self-efficacy, and further revealed that frontline employees who had elevated levels of competitiveness and adequate supervisor support in the workplace had higher self-efficacy beliefs. Among other researches in this area, Osman Karatepe, (2011) tried to develop and test a research model that examines the effect of perceived ethical climate on job performance and extra-role customer service, fully mediated by job satisfaction using a research model derived from Bagozzi's (1992) reformulation of attitude theory. Results from the study reveal clearly how job satisfaction has a terrific mediation impact on the ethical climate in perception's on the ability to perform a job, and provide extra service to the customer. Also, their findings prove that the impact of the ethical climate in perception on satisfaction obtained from the job is more significant among old-serving front desk staff.

2.3.2 Restaurant Service

The restaurant business is a highly lucrative business among hospitality service businesses, since it addresses one of the most basic needs of the society. Restaurants play an active role in the overall income made in urban areas like Lagos. Considering

the role they play, there is now more pressure on business practitioners to justify that marketing function contributes to shareholders value by the firms, who are thus assessing the extent to which cost of business can be minimized and how that could help in reducing marketing expenditure and ultimately increase Return on Marketing Investment, ROMI Akinbola, Ogunnaike and Ojo (2013) attempted to ascertain the link between outsourcing and marketing performance using ten fast food outlets in Lagos, Nigeria as case studies. Based on their findings, it was discovered that outsourcing contributed to increase in marketing performance.

Service failure has always been recurring in service industries, and this includes the restaurant. Even though the primary aim of the industries to provide sterling services, avoidable and non-avoidable errors have been impossible to totally eliminate and as such, alternatives have been sought in handling the fallout by handling the complaints and dissatisfaction of the offended customer swiftly. In Walter & Ezema, (2016) the authors investigated the connection existing the way complaints of customers were handled and how satisfied this made the customer using some hotels in the south-southern part of Nigeria (Port-Harcourt) as a case study. By using appropriate research methods, it was detected that how complaints were handled and the satisfaction of the complainant were highly and significantly correlated. Additionally, it was found that every possible angle to be covered in complaint handling as investigated by the study had positive correlation with the satisfaction experienced by the complainant. Due to this, it was established by the authors that the level of satisfaction experienced by the complaining customer is determined to a large extent by the complaint handling office of the company, and how well the company establishes interaction between its staff and the customers, and as a result of this finding, the authors suggested that restaurants

within the state elevate a friendly, and customer friendly interaction with their customers, and also, they provide a good system of complaint lodgement and resolution.

2.3.3 Resturant Service

Hospitality industry connotes happiness and happiness is built from from experience. However, handling customers problem is an important factor of customer's retention and loyalty which is further driven by the way each problem is been handled. Here, skills are required which is also tantamount to the level of training the employee has acquired to solve problem. The right judgement is very paramount in fixing customers problem if there is a fair judgement the customer will be very happy and there is sure harmony between both parties. Moreover, it is pivotal to know that its better to fixed a problem when it is small than to correct it collectively which is more complex task to do. Once there is a flop at any service delivery process, correction should be done and if there is need for apology it should be done politely. All the aforementioned can never take effect if there is no employee's empowerment to tackle problems, remember that customers are watching the way issue or problem is being handled and the judgement the employee give to each issue brings about a revisit intention and which is also a win win situation for both parties because the employee's self efficacy is improved and there is a happy mood in the face of the customer and the result of this positive interactions will definitely result in parity.

2.3.4 Hospitality in Nigerian Hospitals

Among service industries, the hospital is a unique and very essential establishment. The nurses, doctors, psychologists and anesthesiologists are regarded as employees while patients are considered to be the customers. One of the best ways that could be applied in a bid to please both customers cum employees in this section is to see that

there is adequate inputs in terms of infrastructure and all the necessary instruments required to save lives. Quick delivery will naturally takes its full course if there is enough available resources therefore negating long que and time pressure. Apart from training the hospital personnels, effort should be made to help them free from some certain factors that could lead to stressor which can actually result to job dissatisfaction and eventually brings about disaster. Work overload depletes the individual performance which could lead to Psychological disorder and this disoreder can result to insufficient sleep. Although, to solve this, each personnel can have a shift to reduce work load and have enough rest for the next day task. According to literature review, in the field of medicine 0.01 error terms is required to avoid danger in this sector since human lives are directly involved. What causes stressors and long working hours most time is shortage of manpower, a great number of employee can help to reduce work overload and definitely lead to employee's job satisfaction. To support our claims, Rukewe, Ambrose, Akinola, Oladunjoye and Oladunjoye (2012) conduted a research on job satisfaction among anesthesiologists at a tertiary hospital in Nigeria, identifying elements of job stress and dissatisfaction, and the results signifies that, time pressures, long working hours precipitating into insufficient sleep. In a related study, on ‘Factors affecting working conditions in public hospitals’ it was observed that, the shortage of staff which led consequently to an overloading of the available ones cause the available ones to be incapable of providing the essential care required by their patients were considered to be main stressors and direct causes of resignation of nurses in the hospitals. Also, other factors causing nursing employees to quit arise from their uest for more practice and career elevation needs. Increased wage is also a factor, as is entitlement, working environment and the available tools to work Mokoka et al., (2011). Furthermore, Suzuki et al., (2004). Identified the fact that nurses tend to have

mental health challenges than other professionals due to the nature of their working hours. Since they work more in the late hours of the day, they stand a higher chance of mental stress. Also, they experience some kind of exposure to a higher level of this stress due to the fact that it is required of them in their profession to develop more skills that are needed for easy adaptation into the ever advancing technological requirements of their job. Interestingly, Colff and Rothmann (2009); Barger et al.,(2009); Lockley et al., (2007) highlighted that the chances of a nursing professional making a mistake ranging from prescribing a wrong medication or wrong dosage to a patient increased tremendously with and in proportion to the length of their shifts, with shifts longer than 12 hours showing higher impact. Furthermore, Geiger-Brown et al., (2012) also recognized when the length of shift was investigated, that the care received by patients was drastically affected by the length of time already spent on the shift by the nurse, with nursing professionals who had been on shift for 12 hours providing less quality care to their patients than their counterparts who spent not more than 8 hours. Existing studies in this regard establish the fact that women engaged in such irregular working hours experienced some difficulties, the main one being the higher probability of developing a cancerous breast tumor, and also a suppressed immune system.

In addition, it is normal that too many engagement at work place brings about stress and psychological disorder this is so as a result of a long working hour which is equally tantamount to staff shortage or probably there is a deficient in resources such as equipment and other important apparatus used to save lives in the hospital should be replaced with new modern equipment in order to hasten and ease the task given to each health medical personnel. Employees are happy if the task given to them does not required long working hours. It gives room for relaxation and as well enable them to

do their job perfectly by administering the right drugs to patients. Employee's job satisfaction can result in emotional intelligent which helps the medical personnel to be more committed and flourish or perform very well at work place. In order to buttress our claims, Manyisa, (2015). Availability of the required facilities and infrastructure is quite essential as studies have found out that old infrastructure and the likes greatly increases job dissatisfaction and the possibility of an infection. It thus becomes essential to provide needed infrastructure and resources to the appropriate department and sections for a smooth flow of working operations.

The hospital considerably receives a large number of customers during open hours, and as such always experience a shortage of materials and infrastructure, among which the most popular is the sitting space. In the wake of this, the authors of Nkeiruka Ameh, Sabo and Oyefabi (2013) sought to investigate patients' satisfaction at a Nigerian hospital by the use of queueing theory; a mathematical approach to the analysis of waiting lines in any setting where arrival rate of subjects is faster than the system can handle. It was found out that majority of the patients spent 2 hours or less on the queue before being seen by a doctor and less than 1 h to with the doctor, also majority of the patients were satisfied with the time they spent on the queue before being seen by a doctor. The patients who spent less time on the queue before seeing the doctor were more satisfied than those who spent more time. Rukewe, Ambrose, Akinola, Oladunjoye and Oladunjoye (2012) went further to assess job satisfaction among anesthesiologists at a tertiary hospital in Nigeria, identifying elements of job stress and dissatisfaction. It was gathered from the study that 58.7% of the anesthesiologists were satisfied with their job. Also, stressors were identified by the respondents such as time pressures, long working hours precipitating into insufficient sleep. Also, they reported

that the medical officers were most discontented among the employees, followed by senior registrars, and that more than half of the employees complained about the absence of a definitive closing time. Holding to the fact that in the hospitality service industry, job satisfaction among Nurses is also an important factor and a key to achieving the sustainable Goals in sub-Saharan Africa, it is crucial to understand what motivates Nurses and to what extent they are satisfied with the organizations they work for and other contextual variables. Asuquo, Imaledo, Thomp-Onyekwelu, Abara, and Agugua (2017) sought to provide this essential information about job satisfaction among health professionals specifically Nurses in the Niger Delta region of Nigeria. The authors adopted a descriptive cross sectional design for this task. From the study, it was revealed that a good number of the nurses (more than half) were satisfied with their jobs even as several causes of dissatisfaction existed. Asuzu & Ofili, (2013) was designed to assess the level of job satisfaction and its relationship to psychological health among medical doctors in Calabar, a southern city of Nigeria. Using cross-sectional descriptive survey, 3 public hospitals were evaluated. The study found out that more than half of the medical doctors expressed overall satisfaction with their job, a direct outcome of inadequate pay and work overload. Also, it was discovered that a handful of the doctors (20%) were at increased likelihood of psychological disorder. From this, it could be clearly seen that the hospital service industry in Nigeria needs urgent improvement. These have formed the basis for our own research into the impact of employee forgiveness on flourishing.

It is pertinent to know that people naturally show positive attitude to work when they are motivated and there will be no cynicism if the motivational aspect is opted out. When there are incentives, rewards and training, the psychological capital is enhanced

and the individual is said to be more productive at workplace. However, forgiveness climate becomes a project which every manager of hospitality industry needs to really examine as the frontline employees in the hospitality industry service sector industry both in Nigeria and elsewhere becomes a necessity since the primary contact people in this sector are the frontline employees a huge investment in training them will surely bring about service recovery performance. To support our claims, Lai & Chen, (2012); Lee, Teng and Chen, (2015); Rod & Ashill, (2010), job demands coupled with inadequate job resources including low levels of training and supervisory support, low pay, and lack of empowerment and rewards deplete employees' energy and mental resources and lead to emotional exhaustion. However, Venkataraman & Ganapathi, (2013); Chan & Mai, (2015); Leo, González-Ponce, Sánchez-Miguel, Ivarsson, and García-Calvo (2015) also argued that other than having an effect on emotional exhaustion, the requirements of the job and its resources, also have effect on the propensity of employees to resign from their jobs. In a related development, Xanthopoulou, Bakker, Demerouti, and Schaufeli, (2012), also claimed that, the presence of the resources needed for the job facilitates the learning process of the employees and it consequently enables them to evaluate their condition as non threatening.

2.4 Forgiveness Climate

Forgiveness, the deliberate decision to to avoid ill feeling and a motivation to retaliate is not a new area of research. It has always been considered by scholars Guchait, Lanza-Abbott, Madera and Dawson (2016). As relationship that exists between two individuals. In the hospitality industry, forgiveness is considered from the organizational perspective as the capacity to do away with a feeling of antipathy

and blame, which is supported by a positive, productive and resolutive approach to oversights, errors and offenses within the organization.

In extension to the description of forgiveness in forgiveness climate, climate on a personal note refers to the perceptive ability of a person about practices, processes and benefits within an organization. Thus, it can be said that perceived forgiveness climate within an hospitality setting refers to the perception within the mind of employees that assure them that employers know that employees are vulnerable to mistakes naturally, and as such, must provide some sort of support for them when they make such mistakes, without keeping grudge against them as they rather, work a way to overcome the problems, correcting the errors in the process.

For a thorough grasp of forgiveness climate and how it is perceived by employees, it is needed to have a discussion of the social processing theory, as it provides an unreplaceable framework for such understanding. Employees' perception of their work environment, according to the theory by Salancik & Pfeffer, (1978) is influenced by their personal judgement and social criteria like tips provided them by co-employees. The theory proposes that as several members of a group evaluate their experiences within the organization, and those of their colleagues, they tend to profile the environment and as such, make a disclosed or undisclosed conclusion about the forgiveness climate of the organization. These experiences that are closely monitored are considered to be of great importance because they tend to shape the opinions and perceptions in the workplace. Employees who tend to be successful at work, having little or no significant errors are in position to provide support for others who may be unable to offer such sterling service at the moment, while correcting them in the support process. As other employees (colleagues and supervisors) offer forgiveness to

erring employees, desire for blaming and buck passing is relaxed, giving way to productive, pro-social motivation.

It must be clearly noted that forgiveness in no way is structured as an escape route for irresponsibility, and as such, it must not under any circumstances condone, or be perceived to condone, excuse disregard, forget or even deny the harmful or reckless behaviours of any offender.

In a different study, Guchait et al., (2019) identified the attending effects of forgiveness climate on the service recovery of employees, and more specifically, frontline employees. The authors intimated that since errors are unavoidable, and irrespective of the error, service must be maintained and provided to customers, a forgiving climate thus promotes service recovery in an organization after an error as employees' motivation is not downed with a consistent focus on the service error made, the attending blames and punishment, but rather, on getting stronger, and providing better service.

2.5 Helping Behavior

This concept is defined to be the uncoerced efforts that are directed at providing support and help to those who are in need of it, irrespective of the possibility or availability of benefits. It is considered as a positive social behavior (voluntary action intended to help or benefit another individual or group of individuals, such as sharing, comforting, rescuing and helping (Eisenberg & Mussen, 1989). Consider the impact of trust and prosocial motivation whenever training programmes are being planned.

Considering COR theory, the authors of (Clercq Rahman & Ul,2019) explore the interactive effect between family-to-work disagreement and an Islamic work principle

for the explanation of helping behavior. Results from the study show that the personal challenges and family obligations of employees impacts their desire and willingness to offer help of their own accord to coworkers, but this effect is reduced when such staff can draw on an Islamic work principle. Findings from the study thus aim to secure employee from the fatigue that results from their personal domestic challenges, thus reducing their propensity to dismiss a coworker who is stuck with a situation and needs some help.

Other authors have taken a diverse look at the factors that influence helping behavior. Jian, Kwan, Qiu, Liu & Hong, (2012) in their research have sought for a better study into the implications of supervisor abuse on the helping behaviour of the supervisee in hotels. Also, (Zhao & Guo, 2019) have sought to explain within the limit of their studies the possibility, time and cause of supervisor abuse affecting the helping behavior of employees in the hospitality industry using COR theory. Various significant conclusions can be inferred from the study, among which are; the evidence that abusive behavior of the supervisors grossly impacted on the helping behavior of employees to their co-employees, which corroborates the findings of (Özduran, 2017; Zou et al., 2015) in which it was concluded that leadership handles a significant role in predicting the helping behavior of hotel staff. Considering therefore that hotel employee's helping behavior must be encouraged and promoted, it becomes essential to emphasize on promoting the practice among employee (Kim, Neill & Cho, 2010).

The research therefore was focused on the effect of negative leadership on staff helping behavior. Another evidence that was inferred from the study is that, for the link that exists amongst abusive supervision cum helping linkage, proactive personality and resource management act (RMA) had significance in the role of moderators. In

cases where proactive personality cum RMA had high values, abusive supervision–helping behavior relationship was at its weakest, while on the other hand, a very strong link between abusive supervision cum employees’ helping behaviors was observed at the moment when proactive personality and RMA were also low.

These results show that the part played by proactive personality in structuring the form of the abusive supervisor–staff helping behavior relationship is highly dependent on the levels of RMA. Proactive employees with an elevated level of RMA are fortified with more inner will and resources to react to abusive supervision and behavior, thus, they are stronger candidate in obtaining constructive approaches and patterns instead of a lower discretionary behavior like the helping-behavior.

This results in the poorest abusive supervision–helping behavior relationship. Conversely, when the employee seems less proactive, and with low RMA, the inner will is weakened, as well as the significance of proactive personality on the abusive supervision–helping behavior link. This is observed due to the fact that employees having a low RMA also have low resources for the regulation of coping tactics and handle psychological distress cum resource depletion (Kaniasty, 2012). In As a result, non-proactive employees possessing low RMAs stand a higher chance of responding negatively to abusive supervision, showing the lowest levels of helping behavior in an attempt to reduce further resource depletion.

2.6 Employee Satisfaction

According to Alegre, Mas-Machuca, Berbegal-Mirabent (2016) employee satisfaction is a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Lasisi,

Eluwole, Ozturen & Avci, (2019) in their study tested the controlling impact of employee proactivity on the Innovative Work Behaviour IWB and satisfaction of such employees. They proceeded to make finding that show that staff members become more innovative and creative whenever they find a complementary innovative HR make the most out of their individual proactivity, though it does not guarantee satisfaction for an overly proactive staff.

2.7 Service Recovery Performance

Service recovery can be described succinctly as the process undergone by an organization in order to put an end to the problems experienced by a non satisfied customer, and in the process, making them to believe in the company, and become loyal to it Iden & Eikebrokk, (2013). It can be also describe as the step or series of steps taken by a service provider or company in order to handle a failed service Kant & Jaiswal, (2017). Considering that the satisfactory feeling of customers are also included in the description, the service recovery must be a carefully organized and structured approach of restoring customers who have had bad service experiences and are grieved to a feeling in which they ne longer feel grieved Kane and Mitchell, (2013).

Employees who are situated at the front-line of various hospitality organizations have a role to play in service recovery performance in that organization in order to ensure and maintain corporate success (Karatepe, 2012;.Kim, & Brymer,(2011). Irrespective of the efforts contributed into the process of delivering outstanding quality to customers by service companies, mistakes, errors and failures are absolutely avoidable in this complex and dynamic process Gelbrich & Roschk, (2011). As a result of this,

it becomes mandatory to investigate the factors that come to play when such failures are to be recovered from.

To close, it must be carefully observed that upon comparing the outcomes of this research with those of (Masoud & Hmeidan, 2013), several contrasting points would be observed. Even though nine hypothesis are common in the 2 researches, the outcomes of 5 are the same while the remaining are not. The imbalance observed tend to support the work of (Belias & Koustelios, 2014; Marta, Singhapakdi, Lee, Burnaz, Topcu, Atakan & Ozkaracalar, 2012) which aims to establish that conceptual models that were created with a cultural context and socioeconomic environment in mind may be difficult, if not impossible to integrate by generalization into others. Subsequently, other scholars attempting to practice such must be wary of the pitfall of adapting and generalizing models into unfit scenarios, they thus must make adaptations to the model and construct for a valid research.

The research of Cambra Fierro, Melero Polo, & Sesé Oliván (2014) offers a much needed contribution to the research on service recovery as it brings to the fore, the importance of the link between post-service recovery and word-of-mouth. Differing from the results of other researchers (Kim & Smith, 2007) and (Carpenter, 2008) the outcome of this study proves the fact that customers who had experienced a failure in times past, and as such have become dissatisfied still have a tendency of becoming the flag bearing, loyal customers and evangelists of the business in as much as commensurate and satisfactory service recovery efforts were swiftly implemented to rescue the situation. This is measured through the opinion of the customers as perceived effort and perceived justice. Furthermore, previous studies also had the privilege of identifying and underscoring the essence of perceived effort and justice,

variables which undoubtedly are essentials to any meaningful post-service recovery customer satisfaction. This way, the study establishes the inability of any of the variables under investigation, to independently impact the effect of word-of-mouth.

In the same vein, (Cambra Fierro et al., 2014) showed in their study how unquestionable the significance of perceived effort is on perceived justice and the satisfaction of customers. The authors went further to infer from this that customers of any hospitality industry would truly be impressed if they are made to believe that their worries are the worries of the employees, such that they could commit significant amount of time in a bid to end their problems and meet their needs daily, while providing them with updates on the resolution process as well as a timeframe of an expected solution. Equipped with such an inference, it becomes defensible that the loyalty of customers in an organization extends beyond engaging, but rather includes the capability to positively convince other prospective customers is highly correlated with the satisfaction of such a customer. Implacably, companies are laden with the responsibility to ensure that amongst other things, their customers do not engage in negative word-of-mouth or social media comments, reactions and contributions while with their friends or colleagues due to a failed or careless service recovery management process.

The authors proceeded to identify scenarios where the aim of avoiding ill word of mouth passing by grieved customers is not achieved (Hudson & Hudson, 2012; E. Lee & Park, 2010). In such a scenario, the organization did not only fail to meet the primary expectation of the customer, but has further disappointed at not being capable of proffering a feasible and lasting solution either, thus, causing a breakdown in the relationship between the customer and the organization, also forcing them to engage

in a search for such services from competitors and a participation in counterproductive word-of-mouth campaign. In order to curb this, it behooves on the companies in question to handle such service performance issues in ways considered convincing by the customers. Thus, building a close relationship with customers to the point of preference knowledge like being familiar with their compensation choices (economic compensation, discounts on future purchases, gifts) and requesting that they provide some sort of feedback concerning potential solutions they would prefer or recommend could be an effective strategy to improve the failure recovery process. Several perspectives exist to distributive justice namely; distributive, procedural, and interactional justice. Of these, it (Cambra Fierro et al., 2014) stressed that consumers preferred distributive justice or the management approach to the failure. As a result of this, it can be agreed upon that customers tend to be more loyal to companies with higher response rate and better failure management practices in which they are refunded of the cost of the complain-causing service, or as the case may be, repair damaged products promptly. Further still, the customers would be more satisfied if employees apologize when necessary in order to clear a pending failure, and can show empathy.

This shows in essence that customers of hospitality industries place premium on employee effort and commitment to find a solution to their problems while making sure that they are not kept in the dark concerning the progress of the problem solving or service recovery process. In order to successfully achieve these, companies have a role to play, and a crucial one by all means. They have to invest in seminars and trainings for their staff, since the frontline employees' attitude and professionalism will be put under rigorous tests during such encounters and they also hold the

responsibility of providing satisfaction to the customers. During this process, trainers make it a responsibility to emphasize the significance of patience and calmness in handling customers and their complaints effectively, knowing that their efforts and contribution will earn a reward posteriori, since achieving service recovery for every failure with a customer makes the satisfied customer a potential evangelist of the company. Such customers end up contributing positively to the success of the company, thus promoting her image and reputation among friends and colleagues, attracting new customers in turn.

In their research, Costers, Van Vaerenbergh & Van den Broeck (2019) provide empirical support for the positive direct and indirect effect of cultural intelligence on the restoration of service performance. In the paper, an initial work is provided on improving the understanding of the direct impact of personal resources on JD-R theory, and comparing cultural intelligence as a personal resource to the most popular job resources in service recovery performance.

The authors of Luo, Guchait, Lee and Madera, (2019) in 2 studies vaguely termed as Study 1 and Study 2 propose that cultural differences exist not only in the mechanism but also in the mediating role of emotional labor between the U.S sample and Chinese sample. Findings from the studies showed that transformational leadership has positive correlation with deep acting but the inverse is its correlation with surface acting, and also, it was gathered that deep acting has a negative relationship with recovery performance and surface acting has a positive relationship with service recovery performance. Consistency exist in the results between the American and Chinese studies, although deep acting and surface acting has various knock-on impacts, with results from the US sample confirming an indirect effect of deep acting only, on the

transformational leadership and service recovery performance relationship. In the same manner, the second study proved the mediation capability of surface acting, mediating the transformational leadership and service recovery performance relationship. The findings of these studies emphasize the significance or role played by culture on the relationship between transformational leadership and service recovery performance.

Armed with the knowledge of the significance of recovery on hospitality industry, specifically on service industries as the hotel, restaurant and hospitals, this study seeks to examine the unique role of service recovery performance in the afore-said industries.

2.8 Employee Flourishing

Guchait, Abbott, Lee, Back, and Manoharan (2019) defined forgiveness as the internal act of relinquishing anger, resentment, and the willingness to ensure vengeance against a person that has harmed us, as well as the increase in positive emotions and thoughts toward the harm-doer. In extension, forgiveness climate therefore is defined to be how employees perceive the activities, processes and rewards in their establishment (Fehr & Gelfand, 2012).

Leisure at work (LAW) defined in the work of Duerden, Courtright and Widmer (2018) as a portion of personal time in which purposive recreation activities are permitted during work has become well known, and has a high chance of playing a crucial part in promoting employee flourishing. In light of this Lacanienta, Duerden, and Widmer (2019) seek to provide evidence in its support, providing proof that is needed by companies, businesses and organizations who may desire to initiate LAW

or maintain currently operating ones. It is a rather complicated occurrence with little research, and as such needs further research in a bid to improve the general understanding of its processes and outcomes, and also to implement it successfully in order to obtain expected results.

It can be gathered from the study of Rautenbach & Rothmann, (2017) that vocational advancement, genuine leadership, cum work-life intrusion can influence and forecast workplace flourishing. Vocational advancement and authentic leadership has a positive relationship with flourishing, just as negative work-life intrusion has a negative impact on flourishing. The dependency of individual well-being on job resources is highly emphasized in the study as seen and corroborated by the Job Demands-Resources model.

The findings of Coetzee and Oosthuizen (2017) suggest work-role psychological flourishing to be crucial in promoting workplace interpersonal vitality and job longevity. The human resources units have a duty to setup and promote office practices which promotes the achievement of the individual need and flourishing of staff. This in turn has a chance of reducing the possibility of such employees to cut job longevity. In order to arrive at this, Human resources unit and other leaders need to have a consciousness and awareness to bullying and such behaviors in the work environment. When management put such recommendations to practice, they tend to create a working environment where employees are comfortable and safe, this in turn elevates their psychological stability and reduces turnover - a measure of the probability of employees leaving their positions.

Chapter 3

HYPOTHESIS DEVELOPMENT

3.1 Forgiveness Climate and Service Recovery

Forgiveness climate is how the individual perceived support from the organization through rewards, practices, training and rewards all these factors listed here such as training and rewards are antidotes to service error which in turn bring about service recovery performance. “To err is human, to forgive is divine,” a notable saying from Alexander the great (Hunter et al., 1964). In relation to the hospitality industry, a poet popular for being critical is actually an irony. Individuals often don't forget the mistakes that take place as a portion of their overall guest experience.

Human error is unavoidable because there is no atmosphere of tolerance, companies are faced with errors and are not alien to the negative effects that such errors can bring, effects like tension, injuries, time lost, defective goods, ill word-of-mouth, consumer discontentment, elevated expenses and stoppage of income. Errors are also related to stress and forgiveness climate to take its full course when there is adequate resources, therefore, there must be a win win situation that means empowering the staff, having sufficient staff, reducing the number of working hours to avoid work overload, making provision for sophisticated technology, rigid system, strict policies, controlling employee's behavior and incentives. Although, error can not be predicted but it naturally occur when there is no adequate training and error management personnel.

To support this claim, Stone (2002) argues that when employees are truly and totally forgiven, they are retained without a decline in their worth, and this promotes creativity, and increases the adaptability of the organization to fluctuating market conditions. Although, Cox (2011) asserted that, Forgiveness is crucial in the process of promoting better relations and connections in the work environment. It reduces the experienced tension and stress. Managing service failure is essential in every establishment to perform well and in turn leads to service recovery.

H1: Employees' perception of forgiveness climate in Nigerian hospitality service positively impact on their attention to service recovery.

3.2 Forgiveness Climate and Employee Satisfaction

Employees' perception of forgiveness climate in Nigerian hospitality service positively impact on their attention to service recovery. In a Nigerian hospitality service industry, forgiveness level is very low between employee, supervisors and their respective employees as managers create fear in the mind of the employees, promoting threat and a fear of punishment among them. Threats which include the risk of losing their job, entitlements, salary reduction, embarrassment and humiliation among others. This in turn negatively affects their performance and capacity to recover from the recent error, as they are over burdened with its consequences, enforcing an inability to put more effort in his or her service to the guest.

Employees respond to the acceptability they experience at work. When mistakes are made, the tendency to either be corrected constructively, while solution is sought to the mistake or reprimanded with threats and subsequent bitterness, plays a significant role in the satisfaction of the employee with the work. This perception which is built

in the work place over time saliently influences the liberty with which the employee carries out his duty, and in turn, his comfort and satisfaction with the work.

H2: Employees' perception of forgiveness climate in Nigerian hospitality service positively impact on their satisfaction with the work.

3.3 Helping Behavior and Employee Satisfaction

Organizational citizenship behavior is very important in every firm since employees are happy if their effort towards promoting the firm is recognized by given rewards and training to encourage them for a job well done. There are five distinct dimension in organizational behavior or OCB helping behavior, courtesy, sportsmanship, conscientiousness, and voice behavior whereas helping behavior is seen as the most important of them all because of its importance in the overall since its addresses the employee's well being and status and giving accurate attention to their needs its natural that the morale of the employee can be boosted and which will make them to perform better in the end it becomes a plus to both parties that means the employee and the mangement.

Although, achieving this factor requires a good leadership, a transformational leadership who is proactive, full of empathy and very helpful. In order to justify the idea above, Bowlr and Brass, (2006); Venkataramni and Dalal, (2007). Claimed that, behavior is motivated using various theoretical perspectives, such as social exchange theory. In a prior research done by Mossholder, Richardson and Settoon, (2011). Also claimed that, helping behavior describes an employee's voluntary actions aimed at helping another coworker with task-related issues the occurrence of helping behavior must involve the presence of the helper and the recipient. From the research of Wei

nstein & Ryan (2010), it was gathered that the act of providing help increases the well-being of the helper and the receiver of the help.

In another research conducted by Raver et al., (2012), it was discovered that the determination of a specific employee to help others boost the possibility of the entire team to be helpful one to another. From other researches carried out by Rosopa et al., (2013), it was determined that staff members with more desire to help tend to receive commendation than their counterparts. However, in the research done by Podsakoff et al., (2000); Van Dne et al., (2008). Result shows that, an employees tend to help other colleagues when they also have been helped by others within the organization and thus, find it as a duty. Employees tend to enjoy their work and show a feeling of satisfaction and a willingness to continue with the job in a Nigerian hospitality environment when they receive help from co-workers and colleagues at their moment of inadequacies.

H3: Employees' helping behavior in Nigerian hospitality service positively impact on their satisfaction with the work.

3.4 Helping Behavior and Employee Flourishing

The quest for having the best employee is not just a mere say but it's a product of resource management champion. Employees are proactive because of the working condition, human capital and the friendly environment, adequate resources, training and rewards as the case maybe. An employee who is efficacious will definitely perform well if there is a good working condition and reverse will surely be the case if there is few resources. When there are enough facilities, the individual's efficacy is even more

enhanced and he/she is committed to his job, whereas, the rate of quitting may not be defined.

A manager who invested little should not expect high performance, performance comes to play only when the following factors are present; training, rewards and employee's empowerment. Employees are happy when they are in a comfortable environment work is stress free. Flourishing is another factor that an organization can use to manage error or service failure because if an employee is happy with his job he said to be committed and then high performance sets in and an attempt to quit will never be an option. An individual who is happy with his job is ready to take up different job responsibilities and extra role since the environment the individual belong is stress free and there is a suitable working condition and extra role is done because of the positive emotion that the employee has for his job. Our claim will be baseless if there is no literature to support them. Harter, Schmidt, and Hayes, (2002). Asserted that, levels of employee engagement were positively related to business-unit performance (i.e., customer satisfaction and loyalty, profitability, productivity, turnover, and safety.

H4: Employees' helping in Nigerian hospitality service positively impact employee flourishing.

3.5 Employee Satisfaction and Service Recovery

This part of helping behavior lead a great result in Nigerian hospitality service. It shows that when an employee receives help from fellow workers and colleagues in a workplace, it will absolutely provide a positive feeling with such an employee flourishing emotionally and psychologically in the work place.

In addition, employees satisfaction ensure positive impact on employees service recovery performance in the Nigerian hospitality sector, since when an employees is well satisfied in the organization, such an employee provides effective service to customers, fixing problems that may arise in any event in the organization.

Generally, satisfied employees tend to be at their best behavior, since they want to retain their role in the organization and their level of satisfaction, this in turn affects their relationship with other employees and the customers. Satisfied employees thus tend to enthusiastically seek to re-establish broken links within their service delivery and recover from every service failure as soon as possible in order to sustain the ongoing service being provided.

H5: Employees' satisfaction will positively influence employee's service recovery.

3.6 Employee Satisfaction and Employee Flourishing

Whenever employees are satisfied with their job in the Nigerian hospitality service industry, such an employee flourishes well in the assigned roles given to him. Also, such employees makes progress in any extra work given to him which will help him to function well.

When employees feel relevant and significant in the workplace, a rush of self-confidence is experienced and such employees tend to value their job. This is a very significant expectation from employees who would love to maintain their jobs. It is observable then that employees who flourish at their workplace or duty post have a quality precedent to being satisfied at such work place.

H6: Employee satisfaction will positively influence employees' flourishing.

3.7 Mediating Effect of Employee Satisfaction

In an organization environment, whenever we see employees performing very well in his or her job activities it simply means that sure employee is satisfied with the job. Employee Satisfaction helps in explaining how employees having a positive work attitude can create a tendency to contribute or engage in desirable inputs in their job role. You, Quach, Saito, Pham & Sharma, (2016). They also noted that positive work-related attitudes such as Employees Satisfaction could positively influence employee helping behavior, and these positive attitudes can direct their roles and behaviors in any working environment that will also provide great achievement for organization at large considerably.

Furthermore employees who are satisfied often have a more optimistic attitude that helps in better performance, and also with a will heart to help other colleague which will create a positive atmosphere in job place. are highly motivated and can efficiently and effectively carry out their duties. Rosopa, Schroeder, and Hulett, (2013), found out in one of their studies that staff members that tend to help others are considered to have a more pleasing personality trait, and as such, they obtain better ratings and recommendations for their promotion.

Employees that found satisfaction in the conditions surrounding their work tend to be forgiving of the mistakes of their colleagues than those who find the working environment and condition uncomfortable. Since forgiveness climate is an essential recipe for recovery performance, thus, there exists a positive correlation between satisfaction of employees with the recovery from service failure or the like in any hospitality industry.

In like manner, employees who are satisfied with their working conditions and environments have a high tendency of helping other employees, and as such, helping them-to-flourish.

H7: Employee satisfaction mediates the effect of forgiveness climate on service recovery performance (a), and the effect of helping behavior on employee flourishing (b).

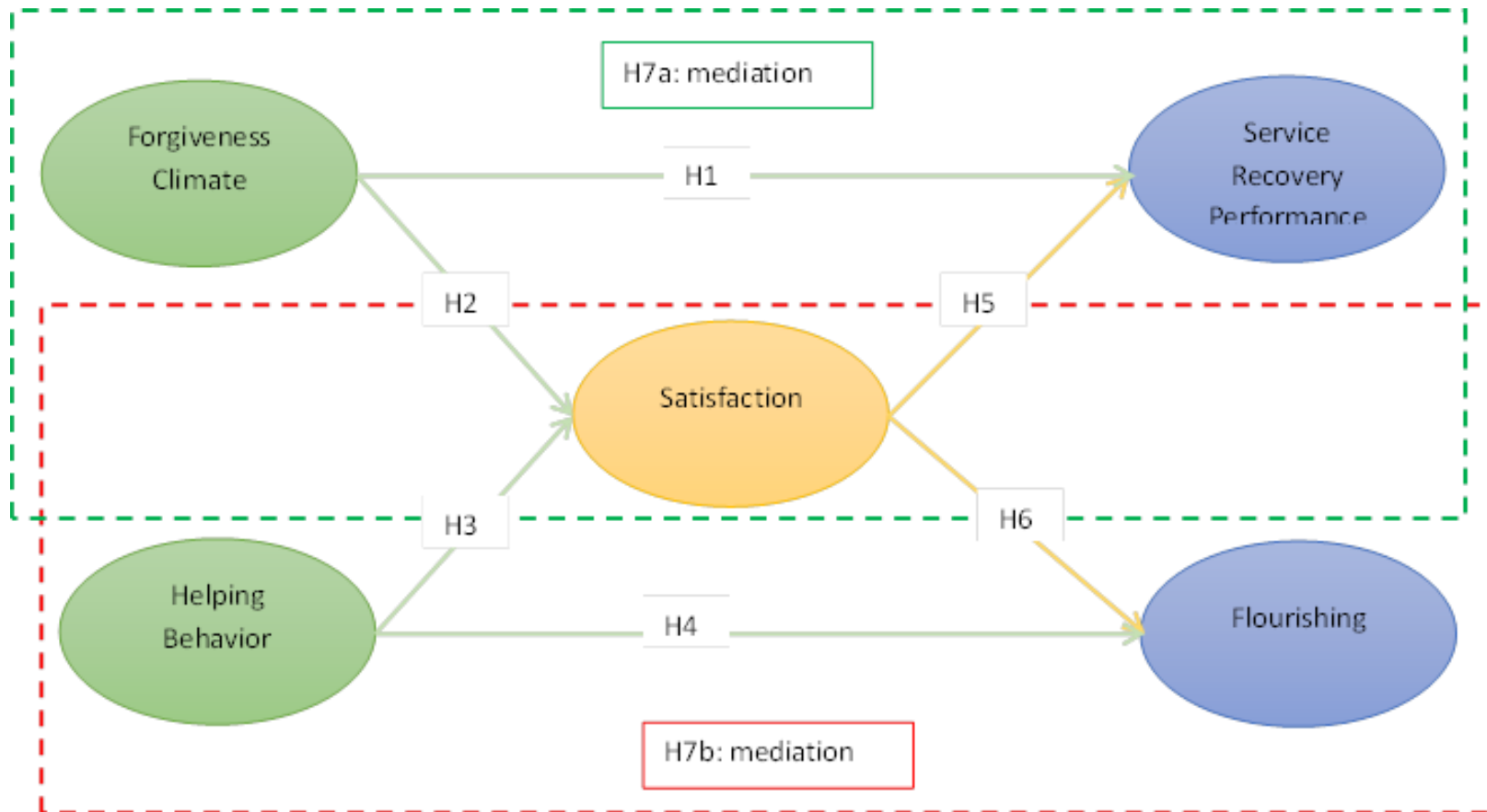


Figure 3: Conceptual Model of the Study

Chapter 4

METHODOLOGY

This chapter demonstrated the approach and procedures employed by the researcher to achieve the set objectives of the study. That is; the chapter expanded on the subject of research design, population and sampling, data collection, instrumentation of the study, data analysis and location of the study. It is believed that the method of the study is as important as the result of the study because if the method is not adequate then the result will be inappropriate. Hence, special care was taken to ensure the integrity of the method in alignment with the objective of the study which is to highlight the role of forgiveness climate and helping behavior in eliciting service recovery performance and flourishing among hospitality employees in Nigeria.

4.1 Research Design

Given that the goal of the study is to use an already established theoretical framework to investigate and understand a novel causal inference among specific variables of interest, it is thus appropriate to proceed with the quantitative research approach which allows researchers to draw from extant views in literature and lean on the strength of scholars to draw conclusions from already known facts via quantification of the new ideas Levine, and Timothy (2009).

Furthermore, quantitative methods empowers the researcher to apply survey administration on selected sample within the population of interest that is deemed reason enough for representation and generalization of the result, Mehmetoglu, and

Mehmet (2004). As a result of the research design, a deductive approach which incorporates the idea of quantification of study via survey questionnaires into the development of hypotheses and the testing of the same Ardekan, Elena Behjati (2014). With deductive approach, scholars are able to attain desired outcome through systemic procedure at a less time independent of other interfering issues.

4.2 Population and Sample Size

This thesis draws its subjects from the group of hospitality employees working in hospitals, and hotels in Lagos State, Nigeria. This population represents a cross-section of the major hospitality outlets in the country considering that Lagos is the business hub of the nation with a variety of attractions for business tourists and leisure tourists alike.

According to Lagos State Ministry of Arts and Culture, fourteen 5-stars hotels were operational at the time of data collection, and twenty-six government-managed hospitals *Lagos State Ministry of Arts and Culture*,(2020). Using a purposive sampling technique, 7 of the hotels and 13 of the hospitals were contacted for permission to conduct the research. 5 hotels and 4 hospitals granted the necessary permission and the study was conducted in the said hospitality organizations.

The respondents sample size for this thesis was calculated using Sorper, n.d. prior sample size calculator for structural equation models. Given that we have 5 latent variables and 25 observed variables and anticipated effect size of 0.3 and probability of occurrence of 0.05%, the minimum recommended sample is 150 respondents. Our sample size (511) was more than the required sample as recommended by Daniel Sorper, thus, establishing the adequacy of the sample size of the study.

4.3 Method of Data Collection

The data collection process began with face-to-face administration of survey questions through the help of a third party appointed by the researcher. This later changed to online survey due to the disruption in the process owing to the outbreak of the novel corona virus in March, 2020. Thus, the total responses gather for the study included those received via self-reported questions and online survey administration.

4.4 Instrument of Primary Data Collection

The data collection for the current study implemented a survey questionnaire that was designed using scales from previous extant literatures. For all the variables of interest, past study concerning the study in hospitality settings was employed and adopted for the current study. Specifically, forgiveness climate was measured using 4-item scale that was initially validated in Guchait, Abbott Lee, Back and Manoharan, (2019). The sample item of the scale included “in our organization, we do not hold grudge”. This scale was anchored on a 5-point Likert range of 1 being strongly disagree and 5 being strongly agreed. Helping behavior was measured using 4- item scale that was initially validated in De Clercq, Rahman, and Haq, (2019) using five-point Likert scales, ranging from 1 strongly disagree and 5 being strongly agree. This item sample of scale used “in our organization, my colleagues can count on my help if they have difficulties in their work”.

Satisfaction was measured using 4-items scale that was initially validated in Jani, Dev and Heesup Han (2014). The sample item of the scale included “I am satisfied with my job in this organization”. This scale was framed with 1 indicating ‘strongly disagree’ and 5 being ‘strongly agreed. Service Recovery was measured using 5-item scale that was initially validated in Yavas, Karatepe, Avci, and Mehmet (2003). This sample

item were elicited on 5-point scales ranging from 5 strongly agree to 1 strongly disagreed. The sample item of the scale included “in our organization considering all the things I do, I hardly dissatisfied customers quite well”. Employee flourishing was measured using the 8-item scale developed by Diener, Wirtz, Tov, Kim-Prieto, Choi, Oishi and Biswas-Diener (2010). This scale has been used and validated in the hospitality settings by Butt, Abid, Arya, and Farooqi, (2020) An example item was “I am optimistic about my future”. The scale was anchored on a 7-point Likert measure ranging from 1 being strongly disagree to 7 being strongly agree.

4.5 Reliability of Instruments

All constructs (independent, dependent and mediating) were evaluated for reliability, and validity using the widely accepted recommendations of Anderson, James and David Gerbing (1998) and the more recent suggestions of Henseler & Dijkstra, (2015). Reliability was assessed using Cronbach’s alpha, and Dijkstra–Henseler’s ρ (ρ_A) composite reliability score. Convergent validity was established using Average Variance extracted (AVE) values and discriminant validity established using Fornell and Larcker, (1981).

4.6 Method of Data Analysis

The collected data for this study was analyzed using Statistical Package for Social Sciences (SPSS) and Advanced Analysis of Composite (ADANCO) statistical packages. SPSS was used to analyze the frequencies of the demography variables while ADANCO was used to test the hypotheses proposed in the study. ADANCO is a variance-based SEM software that take into account the individual variances of all variables in a complex structural models (Henseler & Dijkstra, 2015). The packages is graphical and gives precise output that demonstrates the accuracy of the proposed relationships.

The initial steps in the analysis involved the check of adequacy of data for the proposed model. In other words, we examine the measurement model of the study through the investigation of convergent validity, discriminant validity and the reliability of the variables. Further, structural model, that is; hypothesized relationships were testing with bootstrapped sample of 9,999 at 95% confidence interval.

Chapter 5

DATA ANALYSIS

In this chapter, readers will be provided with the results of data analysis and the findings from these results. In general terms, the frequency distribution of the respondent, analysis of data adequacy and hypotheses are also given in this chapter. More specifically, result of validity and reliability of data in form of convergent and discriminant validity check were provided. Lastly, result of hypothesized relationships were also given.

5.1 Demographic Data Distribution

Table 1 given below describe the result of the demographic distribution of the 511 respondents used for the evaluation of the current thesis. As can be seen from the report in the Table, middle-aged class (26-35 years) are the most represented groups in the study with 37.6% representation. Generally, the sample consisted of mostly the youths as people aged 46 years or older only constituted about 25% of the total sample.

Concerning the gender distribution of the sample, the sample showed almost balanced distribution as female slightly edged the male group with 50.5% to 49.5%. This distribution showed the reality of the demographic distribution of the workers in hospitality industry in Nigeria. In terms of educational status, the majority of the sample are educated with the highest representation being holders of university degree. Specifically, university degree holders represented 52.6% of the sample, 17.8% are

holders of postgraduate certificates while the remainder are either graduates of technical schools or secondary schools.

Approximately, 55% of the sample of this thesis have been working in the industry for 5 years or less and about 13.7% are highly experienced with 12 or more years of working in the organization. Similarly, the sample consisted of mostly married individuals with about 57% representation while the singles are about 42% and the divorced consisted of less than 2% of the sample (see Table 2).

5.2 Analysis of Results (Outer Model)

The five-factor model of the current thesis was evaluated for model fit and data adequacy in partial least square structural equation model via ADANCO statistical package. The analysis followed the 2-step approach of Gerbing and Anderson, (1988). In the initial step, factor-centric path study was carried out to examine the measurement model of the study. The results showed that the data fit the model adequately after few factors which fail to load adequately under their corresponding construct were deleted.

Table 1: Frequency Distribution of Respondents (511)

	Frequency	%
Age		
18-25	92	18
26-35	192	37.6
36-45	97	19
46-55	86	16.8
56 and older	44	8.6
Gender		
Male	253	49.5
Female	258	50.5
Education		
Secondary	62	12.1
Technical	89	17.4
University	269	52.6
Postgraduate	91	17.8

<i>Organizational Tenure</i>		
Less than 3 years	150	29.4
3-5 years	131	25.6
6-8 years	69	13.5
9-12 years	91	17.8
More than 12 years	70	13.7
<i>Marital Status</i>		
Single	215	42.1
Married	289	56.6
Divorced	7	1.4

As reported in Table 2, all items loadings were above the 0.6 required threshold as suggested by Dijkstra and Henseler, (2015). The outer loadings were also significant at $p < 0.05$. This in addition to the AVE of all constructs was used to establish the convergent validity of the study. Clearly, with the values of AVE of all construct ranging from 0.5 to 0.8 showed that the result of the study conforms to the global requirement of 0.5 value for AVE Ukeje, Lasisi, Eluwole, Titov, and Ozturen, (2020). In addition, the indicator reliability and multicollinearity scores were also reported to further buttress the support for the convergent validity of the constructs.

Table 2: Result of Convergent Validity

Indicator	Outer Loadings	Indicator Reliability	Indicator Multicollinearity	AVE
SERV				0.5407
SERV1	0.6981	0.4874	1.1595	
SERV2	0.6357	0.4041	1.2458	
SERV3	0.7196	0.5178	1.1863	
SERV5	0.6272	0.3933	1.1343	
FGCL				0.5161
FGCL1	0.6743	0.4546	1.4307	
FGCL2	0.7012	0.4916	1.8645	
FGCL3	0.7062	0.4987	1.5869	
FGCL4	0.7871	0.6195	1.1510	
SATF				0.7694
SATF1	0.8921	0.7958	1.4115	
SATF2	0.8620	0.7430	1.4115	
HELP				0.5517
HELP1	0.7242	0.5244	1.5051	
HELP2	0.7975	0.6360	1.6296	
HELP3	0.7479	0.5594	1.4351	
HELP4	0.6978	0.4869	1.2002	
FLOU				0.5790

FLOU1	0.6231	0.3882	1.3145
FLOU2	0.5736	0.3290	1.2162
FLOU3	0.6404	0.4101	1.2095
FLOU4	0.6664	0.4441	1.2328
FLOU5	0.5917	0.3501	1.1454
FLOU6	0.5935	0.3522	1.2760

Note: SERVR = Service recovery, FGCLI = Forgiveness Climate, SATF= Satisfaction, HELP = Helping behavior, FLOU = Flourishing.

Reliability of the constructs were established using Cronbach’s alpha and Dijkstra and Henseler’s composite reliabilities for assessing the internal consistencies of the constructs Bagozzi, Richard, Yi and Youjiae (2012). Results of Dijkstra-Henseler's rho (ρ_A), Jöreskog's rho (ρ_c) and Cronbanch’s alpha as given in Table 3 showed that the dataset for this thesis demonstrated an acceptable level of internal consistency because the values are above the expected threshold of 0.7 Chin and Wynne (1998).

Table 3: Result of Internal Consistency of the Dataset

Construct	Dijkstra-Henseler's rho (ρ_A)	Jöreskog's rho (ρ_c)	Cronbach's alpha(α)
SERVR	0.7027	0.7658	0.7019
FGCLI	0.7713	0.8096	0.7183
SATF	0.7075	0.8697	0.7012
HELP	0.7308	0.8308	0.7297
FLOU	0.7757	0.7850	0.7750

Note: SERVR = Service recovery, FGCLI = Forgiveness Climate, SATF= Satisfaction, HELP = Helping behavior, FLOU = Flourishing.

Discriminant validity was assessed using Heterotrait-Monotrait Ratio (HTMT) which requires that the inter-construct correlation should be less than 0.9. Nevertheless, if there are conceptual similarities, a threshold value of 0.85 could be used Henseler, Ringle, and Sarstedt, (2015). Accordingly, as reported in Table 4, the result of this study complied with the requirement of HTMT. Thus, discriminant validity is confirmed.

Table 4: HTMT Ratio Result

Construct	SERVR	FGCLI	SATF	HELP	FLOU
SERVR	1.0000				
FGCLI	0.3709	1.0000			
SATF	0.6209	0.4010	1.0000		
HELP	0.5199	0.4757	0.2600	1.0000	
FLOU	0.6823	0.3606	0.5053	0.6291	1.0000

5.3 Hypotheses Testing (Inner Model)

In the second stage of data analysis, we assessed the inner model or structural model of the study. In other words, we investigated the proposed hypotheses given that the validity and reliability of our outer model has already been established. In this part of the analysis, we examined the explained variance of the latent variables (R^2), the relevance and significance of the proposed path coefficients as well as the effect sizes the model (f^2).

To achieve the above results, we run a bootstrapped analysis with 9,999 resampled size in ADANCO 2.1.1. The results as presented in Table 5 indicated that every hypothesized direct relationships received empirical support as all path coefficients were significant at $p < 0.001$ level except for the path from helping behavior to satisfaction which was significant at $p < 0.005$ level.

In a more specific term, the first hypothesis which proposed that forgiveness climate exerts a positive and significant effect on employee's service recovery performance was statistically significant with path coefficient (0.17, $t = 3.43^{**}$). Thus, hypothesis 1 was supported. Furthermore, the second hypothesis posited that forgiveness climate in hospitality industry will exert a positive and significant influence on employee

satisfaction. Like the first hypothesis, this hypothesis also received statistical support with path coefficient (0.30, $t = 5.79^{**}$). Thus, the second hypothesis is also supported.

Hypotheses 3 and 4 investigated the direct influence of co-worker's helping behavior on employee's satisfaction and flourishing respectively. As evident and reported in Table 5, the path coefficient for both paths were statistically significant. For the impact of helping behavior on satisfaction (0.08, $t = 1.55^*$) and for the impact of helping behavior on flourish (0.41, $t = 7.08^{**}$) showed that hypotheses 3 and 4 were also supported.

The set of direct relationships given in hypotheses 5 and 6 proposed the direct influence of satisfaction on service recovery and flourishing respectively. These hypotheses also received statistical support (0.36, $t = 6.79^{**}$; 0.28, $t = 6.58^{**}$).

As evident in Figure 2 and also reorted in Table 5, the coefficient of determination (R^2) for the endogeneous variables service recovery performance, employee flourish and employee satisfaction were 20%, 28% and 11% respectively. Thus, the exogenous or predicting variables of forgiveness climate and helping behavior collectively explained those percentages in the endogeoneous variables of the research model. Additionally, the cohen’s effect size also demonstrated that the predictor variables exerted from low to moderate effects on the dependent variables (see Table 5).

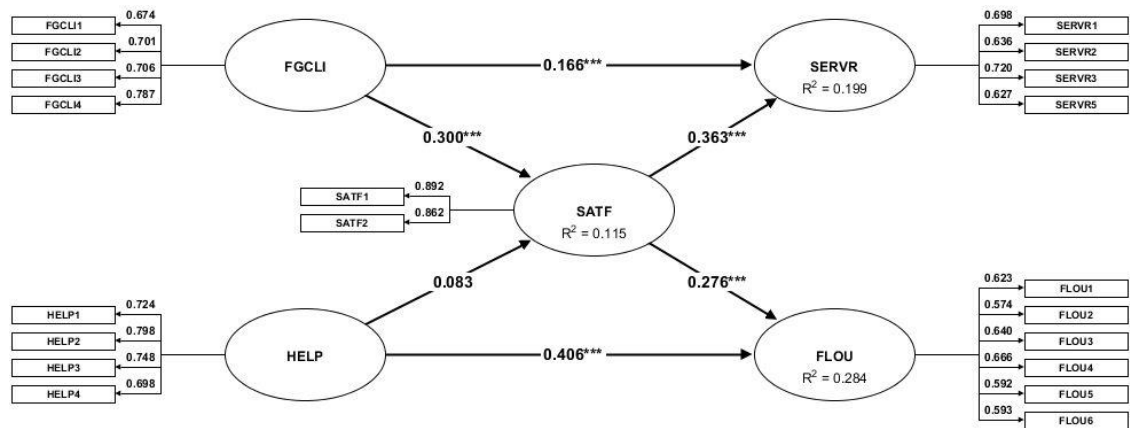


Figure 4: Empirical Model with Results

The last hypothesis investigated the mediating effects of employee satisfaction in the relationship between forgiveness climate cum service recovery performance (a), and the importance held by helping behavior on employee flourishing (b). Table 6 provided the result of total indirect effects. Evidently, employee satisfaction mediated the the aforementioned relationships as proposed.

Table 6: Indirect Effects

Effect	Original coefficient	Standard bootstrap results					Percentile bootstrap quantiles			
		Mean value	Standard error	t-value	p-value (2-sided)	p-value (1-sided)	0.5%	2.5%	97.5%	99.5%
FGCLI -> SERVR	0.1090	0.1120	0.0254	4.3009	0.0000	0.0000	0.0531	0.0656	0.1638	0.1808
FGCLI -> FLOU	0.0829	0.0846	0.0198	4.1916	0.0000	0.0000	0.0391	0.0482	0.1258	0.1413
HELP -> SERVR	0.0300	0.0314	0.0215	1.3932	0.1636	0.0818	-0.0172	-0.0071	0.0770	0.0929
HELP -> FLOU	0.0228	0.0235	0.0160	1.4256	0.1540	0.0770	-0.0145	-0.0058	0.0572	0.0686

5.4 Findings

As highlighted in the introduction chapter, this thesis was designed to develop and test an empirical model which examine the effects of forgiveness climate in Nigerian hospitality settings and the helping behavior of co-workers in those organizations on the service recovery performance and flourishing of the employees. The study also investigated the mediating influence of employee satisfaction, the relationship between forgiveness climate and service recovery performance and helping behavior and flourishing.

As shown in previous sections, all hypotheses of the study were supported. These findings implied that forgiveness climate is a viable predictor of satisfaction, flourishing and service recovery performance among Nigerian hospitality employees. In other words, when organization projects an atmosphere that forgives honest mistake and does not dwell on the mistakes of the employees, they foster courage, resilience and encourage employees to want to try again and make it better. Thus, when forgiveness is visible in service organizations, service employees tend to provide faster and efficient recovery from failures. This result support those found in extant literature that suggest that forgiveness climate is pivotal in minimizing negative consequences of errors and mistakes Guchait, Abbott, Lee, Back, and Manoharan, (2019). Guchait, Lanza-Abbott, Madera and Dawson, (2016).

Further, our result indicated that forgiveness lead to satisfaction on the job. This is logical and expected as forgiveness expresses organization's tolerance and ability to look past errors and mistakes in order to build better workforce. Service employees are knowledgeable and understand that errors are detrimental to organizational success

and performance and will take forgiveness over misdeeds as worthy privilege. Thus, it is not surprising that such scenario will foster happiness and satisfaction.

We also found that co-worker's helping behavior fostered employee satisfaction and flourishing. This is in line with the tenet of motivation theory as help communicates an emotional message of support, inclusion and togetherness. Thus, with helping behavior, service employees tend to have feelings of belongingness and an identity with the organization thereby satisfying their inherent need for recognition and identification. This finding also echoes the opinion of scholars in the industry that suggest that helping behavior as a precursory indicator of service excellence and customer satisfaction Kang, Kim, Choi, and Li, (2020). Several foray of studies have investigated employee satisfaction from varying perspectives. Our finding which indicated that satisfied employees will ensure effective and effective service recovery and will also flourish in the job is in alignment with the views of the majority of the scholars on satisfaction. For instance, our results corroborate those of Wang, Guchait, and Paşamehmetoğlu,(2020). that error tolerance fosters employees positive attitudes which in turn results in effective service recovery performance.

Chapter 6

CONCLUSION

In this chapter, based on the finding of the research which have been presented in previous chapters, we infer and present the conclusions of the work. Also, limitations of the study are identified in order to provide guided usage of the obtained results and finally, we present directions for future work.

6.1 Conclusion

This study titled “Does forgiveness climate contribute to employees flourishing? A case study of Nigerian hospitality industry” was conducted in an attempt to investigate the significance of forgiveness and forgiveness climate on the flourishing of employees, the effects of which has an implied effect on the productivity and effectiveness of employees. The study focusses on 3 main hospitality service organizations in Nigeria namely; the hospital, the restaurant and the hotel.

It was found from the study that service recovery of employees in hospitality industries in Nigeria is greatly affected by the forgiveness climate they perceive. This clearly shows that when employees are forgiving of one another’s errors, they indirectly encourage the forgiven employee to quickly recover from the failure and provide the needed service to customers. This observation prompted an investigation into the satisfaction of employees at work, considering the same conditions. Upon investigating the satisfaction at work of hospitality industry employees, it was realized that forgiveness climate highly correlates with their satisfaction. Employees who

perceive that forgiveness is readily available to them (perception of positive forgiveness climate) tend to feel more and more satisfied with their work and role in the organization unlike the employees who perceive the opposite, and thus, tend to feel less satisfied with the work and its involvements. With this, a positive correlation was observed and accepted.

Also, other than forgiveness climate, several other factors are responsible for the behavior of employees at their respective hospitality company, another of such factors is the helping behavior prevalent in the organization. We investigated the significance of helping behavior on the work satisfaction of Nigerian employees considering the variability of helping behavior among colleagues, and it was found out that the availability of helping behavior among employees greatly promotes their satisfaction with the work. With this also, a positive correlation was observed. Subsequently, we investigated the impact of the same variable on employee flourishing among hospitality industry employees in Nigeria. It was realized that in the Nigerian hospitality settings, employees tend to flourish more when they are assured of, and receive help from their colleagues. A positive correlation was also observed.

The impact of employee satisfaction on employees' service recovery was also identified in this study. Even though service failures are undesirable but unavoidable, and that the recovery from it is of utmost importance, the satisfaction of employees play a very crucial role in this recovery. It was observed among Nigerian hospitality employees that those who felt the needed satisfaction recovered quickly from a service failure than those who felt dissatisfied. In the same vein, we proceeded to investigate the importance of employee satisfaction on their flourishing. A positive correlation was detected between employee satisfaction and flourishing. It was realized that

employees who feel satisfied tend to flourish, and the opposite was experienced by employees who feel dissatisfied.

Finally, we investigated the mediation capacity of employee satisfaction on the significance of forgiveness climate on service recovery and its performance, and also the mediation role of employee satisfaction on the effect of helping behavior on employee flourishing. In both cases, we detected a positive correlation, proving that employee satisfaction promotes a positive forgiveness climate which in turn promotes service recovery performance among employees. It was realized that satisfied employee will easily forgive their colleagues when errors occur, and this gesture in turn helps such employee with the error to quickly recover, the opposite was observed with dissatisfied employee. Also, it was established that satisfied employees were more available to offer help to their colleagues, which in turn promotes their flourishing.

6.2 Implication of the Study

Due to the observed correlations, it could be implied that since the perception of forgiveness has a positive correlation on attention to service recovery and employee satisfaction, effort should be made to ensure that forgiveness is promoted and maintained in the organization. Also, since work satisfaction and employee flourishing are highly dependent on the experienced employees' helping behavior, efforts should be directed on maintaining robust helping behavior among employees. Also, as employee satisfaction affects employee's service recovery and flourishing, it can be implied that the satisfaction of employees must be highly sought after and promoted.

6.3 Limitations of the Study

The study was conducted in Nigeria among 3 main hospitality establishments which are the hospital, hotel and restaurant. As such, the findings from this study may not fully reflect the impact of the mentioned variables on employees in other countries of the world, especially countries with a larger economy and work conditions. Even within the country, other hospitality industries that were not considered may not find the outcome of this research directly applicable.

6.4 Recommendations

Based on the findings of the study, it is highly recommended that employers, managers and stakeholders in hospitality organizations within Nigeria establish frameworks that are suited to promoting the forgiveness climate, helping behavior, satisfaction of employees in their hospitality organizations since they play important roles in determining how the staff of the organization will perform in their areas of duty, the quality of service they render and on their recovery from service failures.

By establishing and maintaining open top-bottom relationship among the employees, forgiveness, helping behavior and satisfaction can be greatly fostered within the organization, producing significant effects in the productivity of employees.

Also, since it has been established that forgiveness climate, which is highly visible in service organizations is crucial in minimizing negative consequences of errors and mistakes within the organization, and leads to on-the-job happiness and satisfaction, it is proposed to managers in the target hospitality fields that they take as a matter of necessity the establishment and maintenance of a forgiving climate in the organization

by developing their own capacity for forgiveness and modelling it through orientation and training programmes in their employees.

Finally, taking from the tenets of motivation theory, it is known that help communicates an emotional message of support, inclusion and togetherness. As such, managers in the target hospitality fields are encouraged to promote helping behaviour in their organizations by encouraging prosocial behaviour among their employees through quality examples and reducing factors that inhibit helping behaviour among their employees.

6.5 Suggestions for Further Studies

The variables investigated in this study have been applied only to the hospital, hotel and restaurant. In the future, we propose that it is essential to investigate these variables and their effects on other sectors within the hospitality industry.

Also, by changing the geographical region of the research, effects of these variables can be identified in other regions, widening the application and relevance of the findings. Other countries in Africa should be considered as targets for the study.

REFERENCES

- Abubakar, A. (2016). Impact of perceived service quality by mobile telecommunication industry on customer satisfaction in Nigeria. *International Journal of Advanced Research*, 4(4), 845–852.
- Adesola, M. A., Oyeniyi, K. O., & Adeyemi, M. A. (2013). Empirical study of the relationship between staff training and job satisfaction among Nigerian banks employees. *International Journal of Academic Research in Economics and Management Sciences*, 2(6), 108.
- Adewale, O. H. (2014). *Internal Control System: A Managerial Tool for Proper Accountability A Case Study Of Nigeria Customs*. 10(13), 252–267.
- Ajala, E. M. (2009). *Staff training as correlate of workers' productivity in selected service industries in Osun state, Nigeria*.
- Albayrak, T., & Caber, M. (2013). Penalty--Reward-Contrast Analysis: a review of its application in customer satisfaction research. *Total Quality Management & Business Excellence*, 24(11–12), 1288–1300.
- Alegre, I., Mas-Machuca, M., & Berbegal-Mirabent, J. (2016). Antecedents of employee job satisfaction: Do they matter? *Journal of Business Research*, 69(4), 1390–1395.
- Ameh, N., Sabo, B., & Oyefabi, M. O. (2013). Application of queuing theory to patient

satisfaction at a tertiary hospital in Nigeria. *Nigerian Medical Journal: Journal of the Nigeria Medical Association*, 54(1), 64.

Amos, O., State, O., Oluseye, O., State, O., Abiola, O. O., & Kingdom, U. (2013). *Enterprise Outsourcing Strategies and Marketing Performance of Fast Food Industry In Lagos State , Nigeria By*. 3(1), 22–33.

Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411.

Ardekani, E. B. (2014). *An Assessment of Environmental Performance of Accommodation Sector with Focus on 5 and 4 Star Hotels: The Case of TRNC*. Eastern Mediterranean University (EMU)-Doğu Akdeniz Üniversitesi (DAÜ).

Asuzu, M. C., & Ofili, A. N. (2013). *Job Satisfaction and Psychological Health of Medical Doctors In Calabar , Southern Nigeria*. 90(6).

Azungah, T. (2018). Qualitative research: deductive and inductive approaches to data analysis. *Qualitative Research Journal*.

Barger, L. K., Lockley, S. W., Rajaratnam, S. M. W., & Landrigan, C. P. (2009). Neurobehavioral, health, and safety consequences associated with shift work in safety-sensitive professions. *Current Neurology and Neuroscience Reports*, 9(2), 155–164. <https://doi.org/10.1007/s11910-009-0024-7>.

- Bennett, R. J., & Cox, S. (2014). Forgoing the Sweetness of Revenge for the Healthy Choice of Forgiveness. *Handbook of Unethical Work Behavior: Implications for Individual Well-Being: Implications for Individual Well-Being*, 44.
- Bradley, E. H., Curry, L. A., & Devers, K. J. (2007). Qualitative data analysis for health services research: developing taxonomy, themes, and theory. *Health Services Research*, 42(4), 1758–1772. <https://doi.org/10.1111/j.1475-6773.2006.00684.x>.
- Bratton, J., & Gold, J. (2017). *Human resource management: theory and practice*. Palgrave.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3, 77–101. <https://doi.org/10.1191/1478088706qp063oa>.
- Burnard, P., Gill, P., Stewart, K., Treasure, E., & Chadwick, B. (2008). Analysing and presenting qualitative data. *British Dental Journal*, 204(8), 429–432. <https://doi.org/10.1038/sj.bdj.2008.292>.
- Cambra Fierro, J., Melero Polo, I., & Sesé Oliván, F. J. (2014). From dissatisfied customers to evangelists of the firm: A study of the Spanish mobile service sector. *BRQ Business Research Quarterly*. <https://doi.org/10.1016/j.cede.2013.10.001>.
- Cardy, R. L., & Selvarajan, T. T. (2006). Assessing ethical behavior: the impact of outcomes on judgment bias. *Journal of Managerial Psychology*.

- Carpenter, J. M. (2008). Consumer shopping value, satisfaction and loyalty in discount retailing. *Journal of Retailing and Consumer Services*.
<https://doi.org/10.1016/j.jretconser.2007.08.003>.
- Chan, S. H. J., & Mai, X. (2015). The relation of career adaptability to satisfaction and turnover intentions. *Journal of Vocational Behavior*, 89, 130–139.
- Clercq, D. De, Rahman, Z., & Ul, I. (2019). Explaining Helping Behavior in the Workplace : The Interactive Effect of Family-to-Work Conflict and Islamic Work Ethic. *Journal of Business Ethics*, 155(4), 1167–1177.
<https://doi.org/10.1007/s10551-017-3541-3>.
- Coetzee, M., & Oosthuizen, R. M. (2017). *Work-role psychosocial flourishing : Its mediation role on workplace bullying and employee turnover intention turnover intention*. 0237. <https://doi.org/10.1080/14330237.2017.1321826>.
- Costers, A., Van Vaerenbergh, Y., & Van den Broeck, A. (2019). How to boost frontline employee service recovery performance: the role of cultural intelligence. *Service Business*. <https://doi.org/10.1007/s11628-019-00396-3>.
- Dauda, A. (2013). *Effect of Internal Service Quality on Employee Job Satisfaction: Evidence from Abubakar Gimba Library , IBB University , Lapai – Nigeria Mohammed Mallami Maishanu , PhD*. 3(6), 88–96.
- Diener, E., Wirtz, D., Tov, W., Kim-Prieto, C., Choi, D., Oishi, S., & Biswas-Diener, R. (2010). New well-being measures: Short scales to assess flourishing and

positive and negative feelings. *Social Indicators Research*, 97(2), 143–156.

Eisenberg, N., & Mussen, P. H. (1989). *The roots of prosocial behavior in children*. Cambridge University Press.

Fehr, R., & Gelfand, M. J. (2012). The forgiving organization: A multilevel model of forgiveness at work. *Academy of Management Review*, 37(4), 664–688.

Fornell, C., & Larcker, D. F. (1981). *Structural equation models with unobservable variables and measurement error: Algebra and statistics*. Sage Publications Sage CA: Los Angeles, CA.

Gale, N. K., Heath, G., Cameron, E., Rashid, S., & Redwood, S. (2013). Using the framework method for the analysis of qualitative data in multi-disciplinary health research. *BMC Medical Research Methodology*, 13(1), 117.

Geiger-Brown, J., Rogers, V. E., Trinkoff, A. M., Kane, R. L., Bausell, R. B., & Scharf, S. M. (2012). Sleep, Sleepiness, Fatigue, and Performance of 12-Hour-Shift Nurses. *Chronobiology International*, 29(2), 211–219. <https://doi.org/10.3109/07420528.2011.645752>.

Gelbrich, K., & Roschk, H. (2011). A meta-analysis of organizational complaint handling and customer responses. *Journal of Service Research*, 14(1), 24–43.

Gerbing, D. W., & Anderson, J. C. (1988). An updated paradigm for scale development incorporating unidimensionality and its assessment. *Journal of*

Marketing Research, 25(2), 186–192.

Guchait, P., Abbott, J. L., Lee, C.-K., Back, K.-J., & Manoharan, A. (2019). The influence of perceived forgiveness climate on service recovery performance: The mediating effect of psychological safety and organizational fairness. *Journal of Hospitality and Tourism Management*, 40, 94–102.

Guchait, P., Lanza-Abbott, J., Madera, J. M., & Dawson, M. (2016). Should organizations be forgiving or unforgiving? A two-study replication of how forgiveness climate in hospitality organizations drives employee attitudes and behaviors. *Cornell Hospitality Quarterly*, 57(4), 379–395.

Hassan, M. U., Tabasum, S., & Luqman, R. (2013). Impact of employee satisfaction on financial performance through mediating effect of customer satisfaction: A case study of life insurance Corporation of Pakistan. *Science International*, 25(4), 957–963.

Henseler, J., Dijkstra, T. K., Rigdon, E., Shmueli, G., & Chin, W. W. (2015). *The future of PLS path modeling: prediction or explanation?*

Hospital, P. T., Asuquo, E. O., Imaledo, J. A., Thomp-onyekwelu, C., Abara, N. L., & Agugua, C. C. (2017). *Job Satisfaction Among Nurses in the University of*. 3(1), 1–7. <https://doi.org/10.11648/j.cajph.20170301.11>.

Hudson, S., & Hudson, L. (2012). *Customer service for hospitality and tourism*. Goodfellow Publishers Ltd.

- Hunter, G. K., Butt, J., & Pope, A. (1964). The Poems of Alexander Pope. *The Modern Language Review*. <https://doi.org/10.2307/3721204>.
- Iden, J., & Eikebrokk, T. R. (2013). Implementing IT Service Management: A systematic literature review. *International Journal of Information Management*, 33(3), 512–523.
- Idubor, E. E., & Oisamoje, M. D. (2013). An exploration of health and safety management issues in Nigeria's effort to industrialize. *European Scientific Journal*, 9(12).
- Jani, D., & Han, H. (2014). Personality, satisfaction, image, ambience, and loyalty: Testing their relationships in the hotel industry. *International Journal of Hospitality Management*, 37, 11–20.
- Jian, Z., Kwan, H. K., Qiu, Q., Liu, Z. Q., & Hong-, F. (2012). *Abusive supervision and frontline employees' service performance*. 2069. <https://doi.org/10.1080/02642069.2011.614338>.
- Kane, M. B., & Mitchell, R. (2013). *Implementing performance assessment: Promises, problems, and challenges*. Routledge.
- Kaniasty, K. (2012). Predicting social psychological well-being following trauma: The role of postdisaster social support. *Psychological Trauma: Theory, Research, Practice, and Policy*, 4(1), 22.

- Kant, R., & Jaiswal, D. (2017). The impact of perceived service quality dimensions on customer satisfaction. *International Journal of Bank Marketing*.
- Karatepe, O. M. (2011a). Do job resources moderate the effect of emotional dissonance on burnout? *International Journal of Contemporary Hospitality Management*.
- Karatepe, O. M. (2011b). Job resourcefulness as a moderator of the work–family conflict—job satisfaction relationship: A study of hotel employees in Nigeria. *Journal of Hospitality and Tourism Management*, 18(1), 10–17.
- Karatepe, O. M. (2012). Perceived organizational support, career satisfaction, and performance outcomes: A study of hotel employees in Cameroon. *International Journal of Contemporary Hospitality Management*.
<https://doi.org/10.1108/09596111211237273>.
- Karatepe, O. M., Keshavarz, S., & Nejati, S. (2010). Do core self-evaluations mediate the effect of coworker support on work engagement? A study of hotel employees in Iran. *Journal of Hospitality and Tourism Management*, 17(1), 62–71.
- Kim, S., Neill, J. W. O., & Cho, H. (2010). International Journal of Hospitality Management When does an employee not help coworkers? The effect of leader – member exchange on employee envy and organizational citizenship behavior. *International Journal of Hospitality Management*, 29(3), 530–537.
<https://doi.org/10.1016/j.ijhm.2009.08.003>.

- Kim, W. G., & Brymer, R. A. (2011). The effects of ethical leadership on manager job satisfaction, commitment, behavioral outcomes, and firm performance. *International Journal of Hospitality Management*, 30(4), 1020–1026.
- Kim, Y. K., & Smith, A. K. (2007). Providing a critical service today for tomorrow's consumers: A relational model of customer evaluations and responses in the child care industry. *Journal of Retailing and Consumer Services*. <https://doi.org/10.1016/j.jretconser.2006.09.007>.
- Lacanieta, A., Duerden, M. D., & Widmer, M. A. (2019). Leisure at work and employee flourishing. *Journal of Leisure Research*, 49(3–5), 311–332. <https://doi.org/10.1080/00222216.2018.1543815>.
- Lagos State Ministry of Arts and Culture (2020). Available at <https://tourismartandculture.lagosstate.gov.ng/>
- Lai, M.-C., & Chen, Y.-C. (2012). Self-efficacy, effort, job performance, job satisfaction, and turnover intention: The effect of personal characteristics on organization performance. *International Journal of Innovation, Management and Technology*, 3(4), 387.
- Lasisi, Taiwo T Eluwole, K. K., Ozturen, A., & Avci, T. (2019). *Explanatory investigation of the moderating role of employee proactivity on the causal relationship between innovation-based human resource management and employee satisfaction*. October. <https://doi.org/10.1002/pa.2051>.

- Lee, E., & Park, J. (2010). Service failures in online double deviation scenarios: justice theory approach. *Managing Service Quality: An International Journal*.
- Levine, T. (2009). 21st Century Communication: A Reference Handbook. In W. F. Eadie (Ed.), *Quantitative Approaches to Communication Research* (1st ed., pp. 57–64). Sage Publications, Inc.
- Liem, S. L., & Nugroho, J. L. E. (2019). Management Commitment to Service Quality and Service Recovery Performance of Customer Service Officer at Pt Bank Central Asia, Tbk-Surabaya-Indonesia. *Advances in Social Science, Education and Humanities Research (ASSEHR), Volume 186, 308*, 190–193.
- Lockley, S. W., Barger, L. K., Ayas, N. T., Rothschild, J. M., Czeisler, C. A., & Landrigan, C. P. (2007). Effects of Health Care Provider Work Hours and Sleep Deprivation on Safety and Performance. *The Joint Commission Journal on Quality and Patient Safety*, 33(11, Supplement), 7–18. [https://doi.org/10.1016/S1553-7250\(07\)33109-7](https://doi.org/10.1016/S1553-7250(07)33109-7).
- Luo, A., Guchait, P., Lee, L., & Madera, J. M. (2019). Transformational leadership and service recovery performance: The mediating effect of emotional labor and the influence of culture. *International Journal of Hospitality Management*. <https://doi.org/10.1016/j.ijhm.2018.06.011>.
- MacIntosh, E. W., & Doherty, A. (2010). The influence of organizational culture on job satisfaction and intention to leave. *Sport Management Review*, 13(2), 106–117.

- Manyisa, Z. M. (2015). A conceptual model for improving working conditions in public hospitals in Mpumalanga Province. *An Occupational Health and Safety Perspective [PhD Thesis]. University of Limpopo (Medunsa), Department of Nursing Science.*
- Mehmetoglu, M. (2004). Quantitative or qualitative? A content analysis of Nordic research in tourism and hospitality. *Scandinavian Journal of Hospitality and Tourism, 4*(3), 176–190.
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook.* sage.
- Mokoka, K. E., Ehlers, V. J., & Oosthuizen, M. J. (2011). Factors influencing the retention of registered nurses in the Gauteng Province of South Africa. *Curationis, 34*(1), 1–9.
- Nkiruka, R. (2014). *Dimensions of Service Quality Encountered By Students on Sustainability of Higher Education in Nigeria.* 4(6), 147–156.
- Oliver, R. L. (2014). *Satisfaction: A behavioral perspective on the consumer: A behavioral perspective on the consumer.* Routledge.
- Olusegun, S. (2011). *Effect of Electronic Banking on Employees' Job Security in Nigeria Effect of Electronic Banking on Employees' Job Security in Nigeria.*
- Özduran, A. (2017). *Manager mindsets and employee organizational citizenship*

behaviours. 29(1), 589–606. <https://doi.org/10.1108/IJCHM-03-2016-0141>.

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513–563.

Pressbooks. (n.d.). *Pressbooks*.

Rautenbach, C., & Rothmann, S. (2017). *Antecedents of flourishing at work in a fast-moving consumer goods company*. 0237. <https://doi.org/10.1080/14330237.2017.1321846>.

Raver, J. L., Ehrhart, M. G., & Chadwick, I. C. (2012). The emergence of team helping norms: Foundations within members' attributes and behavior. *Journal of Organizational Behavior*, 33(5), 616–637.

Robbins, S. P., & Judge, T. (2009). *Organizational Behavior (16th Edition ed.)*. New Jersey: Pearson Education, Inc.

Rod, M., & Ashill, N. J. (2010). Management commitment to service quality and service recovery performance. *International Journal of Pharmaceutical and Healthcare Marketing*.

Rosopa, P. J., Schroeder, A. N., & Hulett, A. L. (2013). Helping yourself by helping others: examining personality perceptions. *Journal of Managerial Psychology*.

- Rukewe, A., Fatiregun, A., Oladunjoye, A. O., & Oladunjoye, O. O. (2012). Job satisfaction among anesthesiologists at a tertiary hospital in Nigeria. *Saudi Journal of Anaesthesia*, 6(4), 341.
- Rusch, S. (2019). *Stressmanagement*. Springer.
- Russell, K. (2010). The Art of Being a Scientist: A Guide for Graduate Students and their Mentors by Roel Snieder, Ken Larner. *International Statistical Review*, 78(1), 159. https://doi.org/10.1111/j.1751-5823.2010.00109_28.x.
- Salancik, G. R., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. In *Administrative science quarterly*. <https://doi.org/10.2307/2392563>.
- Shalvi, S., Gino, F., Barkan, R., & Ayal, S. (2015). Self-serving justifications: Doing wrong and feeling moral. *Current Directions in Psychological Science*, 24(2), 125–130.
- Sorper, D. (n.d.). *A-priori Sample Size for Structural Equation Models*. <https://www.danielsoper.com/statcalc>.
- Storey, J. (1992). (1992). *Developments in the Management of Human Resources*.
- Suzuki, K., Ohida, T., Kaneita, Y., Yokoyama, E., Miyake, T., Harano, S., Yagi, Y., Ibuka, E., Kaneko, A., Tsutsui, T., & Uchiyama, M. (2004). Mental Health Status, Shift Work, and Occupational Accidents among Hospital Nurses in Japan.

Journal of Occupational Health, 46(6), 448–454.
<https://doi.org/10.1539/joh.46.448>.

Van Dyne, L., Kamdar, D., & Joireman, J. (2008). In-role perceptions buffer the negative impact of low LMX on helping and enhance the positive impact of high LMX on voice. *Journal of Applied Psychology*, 93(6), 1195.

Venkataraman, P. S., & Ganapathi, R. (2013). A Study of Job Stress on Job Satisfaction among the Employees of Small Scale Industries. *IOSR Journal of Business and Management (IOSR-JBM)*, 13(3), 18–22.

Walter, B., & Ezema, S. (2016). *Complaint Handling and Post-Complaint Satisfaction Customers of Eateries in Port Harcourt , Nigeria*. 3(12), 16–26.

Yang, J., & Mossholder, K. W. (2010). Examining the effects of trust in leaders: A bases-and-foci approach. *The Leadership Quarterly*, 21(1), 50–63.

Zhao, H., & Guo, L. (2019). Abusive supervision and hospitality employees' helping behaviors: The joint moderating effects of proactive personality and ability to manage resources. *International Journal of Contemporary Hospitality Management*, 31(4), 1977–1994. <https://doi.org/10.1108/IJCHM-01-2018-0100>.

Zou, W., Tian, Q., & Liu, J. (2015). International Journal of Hospitality Management Servant leadership, social exchange relationships, and follower' s helping behavior: Positive reciprocity belief matters. *International Journal of Hospitality Management*, 51, 147–156. <https://doi.org/10.1016/j.ijhm.2015.08.012>.