

Leadership and Behavioral Response: A Case of Nigerian Hotel Employees' Proactivity

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ABSTRACT

Due to the competitiveness and complexity of the hotel business environment, it is expedient to satisfy the growing needs of the customer to have a competitive advantage over competitors. The current thesis emanated out of the need to enhance performance in light of the competitiveness and complexity of the hotel business environment. The focal purpose of this study is to examine the relationship between inclusive leadership, employee's proactive customer service performance, trust climate and organization identification. The study designed a model that investigates the role of inclusive leadership in enhancing employee's proactive customer service performance in hotels in Nigeria. The data for the current thesis was gathered from hotel employees in Lagos state, Nigeria. As the study employed quantitative research methodology for the investigation of the relationships of interest, an online survey design was used to solicit necessary data from the target respondents. Due to the challenges of lockdown and social distancing measures which the Nigerian Government put in place to curb the spread of the pandemic, the link to the survey was shared through social media. The researcher was only able to obtain permission from only five 5-star hotels and ten 4-stars hotels. The superficial outcome of the data analyzed confirmed the study's hypotheses; as such, some conclusions were drawn. Finding from this research revealed that in order for the 5-star hotels and 4-star hotels in Lagos, Nigeria to improve their employees' proactive customer service performance, they must take into cognizance the role of their organizational trust climate, the leadership style and also ensure factors to enable employees to identify with the organization must be put in place. Due to the fact that the business world is rapidly changing and very competitive, it is important to make employees proactive

especially to customers' needs. This study reveals that an inclusive leader's collaborative attribute influences an organization's trust climate as well as employees' organizational identification and proactive customer service behavior.

Keywords: Inclusive Leadership, Trust Climate, Organizational Identification, Proactive Customer Service Performance, Hotel Sector

ÖZ

Otelciliğin doğası gereği sunulan hizmetlerin karmaşıklığı ve rekabet doğası, rakiplere karşı avantaj elde etmek için üstün bir konuk odaklı strateji gerekmektedir. Liderliğin rolü, bir organizasyon içinde değişiklik yaratma gücü nedeniyle mevcut alanyazında vurgulanmıştır. Mevcut araştırma, otel piyasası ortamındaki rekabet ve belirsizlik ışığında örgütsel davranış geliştirme yollarıyla kurum içi verimliliği artırma ihtiyacına odaklanmaktadır. Sonuç olarak, bu ampirik araştırma, kapsayıcı liderliğin, çalışan proaktif müşteri hizmeti performansı, güven iklimi ve organizasyon kimliği üzerine ilişkiyi irdelemektedir. Çalışma, Nijerya'da bulunan otel çalışanlarının proaktif müşteri hizmetleri performansını artırmada kapsayıcı liderliğin rolünü araştıran bir model tasarlanmıştır. Çalışmanın verileri, Lagos Nijerya'da toplamda beş 5 yıldızlı otel ve on adet 4 yıldızlı otellerden toplanmıştır. Nijerya'dan elde edilen verilerin analizi nicel bir yaklaşım kullanılarak gerçekleştirilmiştir. Çalışmada kullanılan değişkenlerin ilişki ve analizleri AMOS 26 istatistik paketi kullanılarak yapılmıştır. Bu çalışma, kapsayıcı liderin işbirliğine dayalı özelliğinin, çalışanların örgütsel kimliğini ve proaktif müşteri hizmetleri davranışının yanı sıra kuruluşun güven ortamını da etkilediğini ortaya koymuştur. Analiz edilen verilerin sonucu da çalışmanın hipotezlerinin çoğunu doğrulamıştır. Bu araştırmadan elde edilen bulgular, Nijerya, Lagos'taki 5 yıldızlı otellerin ve 4 yıldızlı otellerin çalışanlarının proaktif müşteri hizmetleri performansını iyileştirmeleri için örgütsel güven ortamının rolünü, liderlik tarzını ve ayrıca çalışanların kuruluşla özdeşleşmesini sağlayacak faktörlerin de uygulamaya konulmasının önemini altını çizmiştir. Ayrıca, alanyazında boşluğu dolduran yukarıdaki ilişkiler bu çalışmada doldurulmuştur. Buna ek olarak, ilgili çalışma alanyazında ilk kez test edilen ilişkileri

test etmiş ve rekabet avantajını artırabilecek örgütsel nitelikleri ortaya çıkararak mevcut alanyazını hem teorik hem de pratik anlamda zenginleştirmiştir.

Anahtar Kelimeler: Kapsayıcı Liderlik, Güven İklimi, Örgütsel Kimlik, Proaktif Müşteri Hizmet Performansı, Otelcilik Sektörü

DEDICATION

This research work is dedicated to Almighty God, my mother, father and siblings.

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Chapter 1

INTRODUCTION

1.1 Background

Due to the competitiveness and complexity of the hotel business environment, it is expedient to satisfy the growing needs of the customer to have competitive advantage over competitors. Previous researches have revealed that hotels should have specific savoir-faire to acclimatize to the diverse needs of customers and competitiveness of the industry (Hallin & Marnburg, 2008; Wu & Chen, 2015). Some other studies suggested that employee proactive customer service behavior is associated with customer satisfaction beyond their basic needs, additional impression, and successful and effective service delivery (Parker, Williams, & Turner, 2006; Raub & Liao, 2012). Therefore, this motivates this research to focus on how inclusive leadership can through trust climate and organizational identification improve employee proactive customer service performance.

Some of the foundations for organizational performance have been recently found to include innovativeness and well-being of employees (Riivari, 2016; Shanker, Bhanugopan, der Heijden, & Farrell, 2017). In lieu of this, it is important to study the drivers of innovativeness and employees' wellbeing (Honkaniemi, Lehtonen, & Hasu, 2015). Of all the prominent factors, leadership has been classified as the most influential (Arnold, Turner, Barling, Kelloway, & McKee, 2007; Clarke, Arnold, & Connelly, 2015; Gong, Cheung, Wang, & Huang, 2012; Russell, 2014). Previous

studies have discovered that leaders influence innovativeness in their subordinates through social support, control and work demands (Gilbreath & Benson, 2004; Abbas, Khalily, & Riaz, 2016). Nevertheless, very few research has explored how specific leadership style, trust climate in the organization and organizational identification can improve innovativeness towards proactive customer service behavior in employees.

A research by Sharifirad (2013) argued that transformational leadership through motivation is able to foster innovativeness and wellbeing of employees while a future research was suggested by Kaposambo (2016) and Uhl-Bien (2011) to understudy leadership style such as relational relationship because it is important for leaders to pay attention to building relationships to have motivated employees (Carmeli, Reiter-Palmon, & Ziv, 2010; Uhl-Bien, 2011). With regards to this, some scholars have developed interest in specific aspect of relationship driven leadership which includes inclusive leadership as it is different from other types of leadership by its overt emphasis on the leader's accessibility, availability and openness to meet the needs of their subordinates (Hollander, 2009).

Despite the investigation on the influence of inclusive leadership on employees' innovativeness and wellbeing (Choi, Tran, & Kang, 2017), however, there has been scarce research on its influence on proactive customer service performance. In this research, we explore the influence of inclusive leadership on employees' proactive customer service performance due to the leadership's motivational factor (Carmeli et al., 2010; Hollander, 2009). There are literatures that have linked inclusive leadership and trust climate (Shore, Cleveland, & Sanchez, 2017), organizational identification (Tang, Li, Jing, & Chen, 2017), employee innovative behavior (Afsar, Badir, Saeed,

& Hafeez, 2017; Afsar, Badir, & Bin Saeed, 2014) and employee well-being (Peng & Mao, 2015; Zulkifli, 2011), and however, there has been little research directed towards understanding the mediating influence of trust climate and organization identification in the relationship between inclusive leadership and employees' proactive customer service performance.

Based on the perception of the trustworthiness of the internal working environment (Costigan, Iiter, & Berman, 1998), trust is regarded as a critical aspect of an organizational environment that employees experience, it is viewed as a critical factor for a good highly interactive association (Gould-Williams & Davies, 2005). Trust can be classified in three stages: (i) trust in the organization (ii) trust in relation to the supervisor; (iii) trust in peers (Fulmer & Gelfand, 2012). Since there are disparities between these stages, this differentiation is important. In different ways, the effect of the trust environment on the organisation and employees has been extensively studied (Renzl, 2008). Renzl (2008) pointed that trust in leadership increases the distribution of knowledge by decreasing the apprehension of compromising individuals' distinctive value and improving the individuals desire to account for knowledge.

In addition, Verburg et al (2018) found a correlation between performance within an organization and trust. The environment of trust has been identified as an important factor for a range of behaviors and attitudes of organizational employees, like commitment to organization, productivity, satisfaction in relation to job, stress and turnover intentions (Dirks & Ferrin, 2002). Besides, it was discovered that trust climate correlate negatively with counter-productive attitude and associated affirmatively with work efficiency, citizenship attitudes related to organisation, and

commitment of the staff (Alshaabani & Benedek, 2018; Wang, et al., 2019). The positive results need a suitable structural leadership strategy that implements process to ensure trust in the company and its staffs, knowing that the organization's management unwaveringly influences trust in the place of work (Davis, Schoorman, Mayer, & Tan, 2000).

Organizational identification is described as an identification of an individual with the culture, organizational values and mission (Tidwell, 2005). This idea arises from the theory of social identity that individuals identify themselves by culture, affiliations, membership, gender age, or other self-identification (Ashforth & Mael, 1989). The social identification process enables people to organize their surrounding environments and interactions with others. People develop a sense of solidarity with aspects of their environment as social identity evolves, such as the organizations in which they work or volunteer their personalities become interwoven with these notable groups in their lives that they are willing to participate in behavior are advantageous to others and to themselves.

Ashforth and Mael, (1989) states that organizational identification is essential to understand the reason employees join and stay in an organization There has been substantial study in the literature about the influence of organizational identity, which indicates that this variable has a beneficial impact on many variables that favor organizations (Atouba et al., 2019). Employees who feel close connection and a sense of unity with their organisations are more likely to be motivated in their own right (Van Knippenberg & Van Schie, 2000), make favorable decision (Kramer, 2006), display client orientation and organizational citizenship (Thakor & Joshi, 2005; Levine, et al 2005). This research posits that Inclusive leadership will

influence trust climate, organizational identification and employee's proactive customer service performance.

1.2 Rationale and Purpose of Study

1.2.1 Rationale

The current thesis emanated out of the need to enhance performance in light of the competitiveness and complexity of the hotel business environment. This thesis discusses the concept of inclusive leadership in relation to performance especially because of the diversity assertion within the industry. In order to avoid its negative impact, there is need to improve the strategic performance. This fuel the needfulness of this research coupled with the fact that improving performance is a critical objective and priority for all hotels.

High performance has also been noted to be an antecedent to gaining competitive advantage, sustainable growth and superior service quality (Hong et al., 2020). In examining the practicalities and potential of improving performance in a hotel, this research employs concepts such as trust climate and organization identification to uncover the mechanism through which inclusive leadership influences employees' proactive customer service performance.

According to a 2019 PricewaterhouseCoopers (PWC) report, overall room profits in Nigeria, Mauritius, Kenya, South Africa and Tanzania rose 7.4 percent in 2018, up from the 1.9% raise in 2017, reflecting mainly a 28% turnaround in Kenya, a 15.4% turnaround in Tanzania, and a 7.2% improvement in Nigeria. With increases of 20.0%, 14.6%, and 11.7% in Nigeria, Kenya and Mauritius respectively were the world's fastest-growing markets. Nigeria is predicted to be the fastest-growing

economy within the next five years, with an estimated compound annual growth of 12.0%.

In the next five years, a variety of new hotels are expected to open, which will accommodate more growth in guest nights. In addition to the fact that the researcher is a citizen of the region, the above figures stimulate the drive to carry out research in Nigeria. Due to the expected growth in the sector it is essential to bolster performance and deploy strategy to enhance the expected growth in the face of surmounting contradicting issues. This further validates the rationale for carrying out this study especially in Nigeria. Furthermore, the dynamism of this research framework has not been tested in extant literature.

1.2.2 Purpose of the Study

The focal purpose of this study is to examine the relationship between inclusive leadership, employee's proactive customer service performance, trust climate and organization identification. The study designed a model that investigates the role of inclusive leadership in enhancing employee's proactive customer service performance in hotels in Nigeria. The study also seeks to investigate the mediating role of trust climate and organization identification.

1.3 Significance and Contributions of Study

There are three main contributions that this research will make: firstly, it will extend the leadership literature by exploring the research gap on inclusive leadership and employee proactive customer service performance. There has been several research on influence of leadership style and employees' proactivity but have focused on leader support through resources and for employee ideas (Schwall, & Zhao, 2011; Isaksen & Ekvall, 2010; Mumford, Medeiros, & Partlow, 2012), but there is no

distinction on how trust and identification can bring about proactivity; therefore the second contribution is that this research will extend the knowledge of underlying factors that can foster proactive behaviors. Lastly, drawing on optimal distinctiveness theory and social exchange theory, this research will also extend the application of these theories to inclusive leadership literatures.

1.4 Agenda of the Study

Overall, this thesis is divided into five chapters, which include introduction, literature review, methodology, results and findings, and discussion and conclusion. This research obviously followed the conventional pattern of thesis writing, as the first chapter provides precise yet insightful information about the conceptualization of constructs by the author, the research justification and the study's anticipated contribution. This is immediately followed by the second chapter, which covers the existing literature on the field of research with an acute emphasis on the internationalization of education, educational tourism and related topics, to highlight the current gaps in academic literature and to satisfy the need for the identified gap in the current study proposal.

Next, it is universal understanding that, without strict attention to particular methods, academic study cannot produce results. Hence, the methodology of the current study was delineated in chapter 3 which provided full information about the study approach, as well as survey procedures Chapter 4 gave results of empirical analysis while the last chapter discussed the implication and relevance of the findings to academic studies and practices.

Chapter 2

LITERATURE REVIEW

2.1 Development of Hotel in Nigeria

Nigeria's history can be separated into the stages of colonial period, post-colonial period, (characterized by the military and democratic reign). From 1900 to 1960, the pre-independence or colonial period spanned. The idea of a commercial sector offering lodging for travellers and tourists was scarcely heard of prior to the colonial period. People usually spent years living in the neighbourhoods in which they were brought up. Interprovincial migration was more regular than it was for the general public for craftsmen who visited other city for business purposes.

For these voyageurs, relief was found in the rural villages, and in return for little or no pay, modest accommodation and nourishment was provided. The advent of colonialism, housing built like lodging houses were used to house then government representatives, their relatives and tourists (Whiteman, 2012) and railroad provide accommodating servicing at colonial stations along the railroad (Jaekel, 1997). The main hotels were Bristol Hotel and Grand Hotel which were also the first commercial hotels during 1942 (Flint, 1983); the Savoy Hotel, the Victoria Beach Hotel, and the Olympic Hotels were other prominent hotels during the 1950's (Whiteman, 2012). Rapid advances in inter-state mobility for commerce, politics and education marked the early part of the post-colonial era which spanned from 1960 to about 1965.

This led to the advent of state lodging facilities in large urban centers, like the Presidential Hotel located in the city of Port Harcourt and also in Enugu (National Statistics Bureau, 2015) and the Prime Hotel in Ibadan in 1966. Six military sponsored upheavals, a civil conflict, the exploitation of oil deposits and 2 collapsing republics in 1979 and 1993 endured the tumultuous period from 1966 to 1998. At the time, there were in the world only three foreign hotel chains: At first a Holiday Inn, the first foreign hotel brand to function in the Nigerian market, was founded by the Eko Hotel, a private company which was founded in 1976. Ikeja Hotels PLC signed a dynamic efficiency with International Telephone & Telegraph (ITT) Sheraton in 1985, to supply Lagos Mainland with the Brand Sheraton, and Hilton was set up in Abuja (Proshare Nigeria, 2015).

For the duration of the oil boom in the 1970s, so many government hotels were founded, such as the "Festac 77 Hotel, located in Lagos; Durbar Hotel located in Kaduna and finally the 3 Gateway Hotels situated in Ogun during 1979" (National Bureau of Statistics, 2015). During that time, the Victoria Hotel was bought by the state and renovated and was branded the Federal Palace Hotel. It was stated that the hotels running by government were just not in a position where appropriate service standards could be offered (UNWTO, 2006), and good number of the hotels were ultimately privatized by the 1999 democratic government.

The amount of renovated and new hotels in the Nigerian sector has risen significantly, along with a lot of private-sector acquisitions. Now there are fifteen chains of forty-five branded hotels and twenty-three autonomous hotel brands operating maximally around the nation, which include "Radisson Blu, Sheraton, Four Points by Sheraton, Hilton, InterContinental, Le Meridien, Best Western, Sun

International and Swiss International”. In 2014 Marriott purchased Protea brand which ensure that Marriott registered its footprint in Nigeria (Marriott International, 2014). An increasing number of small boutique and hotels runs by family around the nation are complemented by a minimal countrywide hotel brands including Chelsea and Rockview (Nwosu, 2016).

2.2 Hotel Market in Nigeria

Hotels.ng, a Nigerian online travel service, counts Nigeria's 7,145 hotels spread across 334 cities. The state of Lagos, the country's economic hub, has the largest demand for hotels. From 2009 to 2015, an analysis was performed on a group of 63 hotels reporting to Smith Travel Research (STR) Global to provide an overview of the design and output of Nigeria's hotel industry. The rankings are based on Smith Travel Research (STR) Global statistics and on data available from hotels.ng and other reliable sources. Properties which do not follow international requirements are possibly included in this study (Adepoju, 2014; Christie et al., 2014).

The Nigeria hotel’s room prices are some of the best globally (Oxford Business Group 2015). As governmental taxes and bad utilities inevitably raise construction and operational costs, hotel managers believe their pricing is justified at an average daily rate of US\$259. Fourteen categorizes hotels in Nigeria as mid-scale, in respect to Smith Travel Research 's chain size applied to the 2009 to 2014 data collection for Nigeria. The sector was struck hard by West Africa's Ebola virus epidemic in 2014. Insecurity triggered by the terrorist sect Boko Haram in Northern Nigeria is a matter of unease but has yet to have a dramatic effect on hotel results in the southern part of the nation.

Optimal Distinctiveness Theory

The theory of optimal distinctiveness was proposed to bridge the current vacuum in the social identity theory (SIT). The initial declaration of the social identity theory (Tajfel, 1981) and self-categorization (Turner et al., 1987) were founded principally on perceptual accentuation and cognitive process of classification. This depiction provides an explanation on how and why in-group, out-group distinctions and specific social categorizations are important but the identification with in-groups, especially in lingering, long-term identification lacked a driver. Though the theory proposed the saliently that SIT had a motivational as member endeavor for affirmative distinctiveness in the in-group (Tajfel & Turner, 1979).

The theory lacked a motivational constituent in view of the antecedents of SIT. For a lot of social psychologists, the awareness that social identification, its important behavioral and emotional concomitants is exclusively focused on “cold cognition” remained instinctively inaccurate. Due to the fact that collective identity often involves sacrificing self for the benefits of group’s solidarity and welfare, understanding when and why persons readily downplay their self - perception to prominent group characteristics calls for both cognitive and motivational study. Motivational clarifications were required to understand why group membership doesn’t lead to identification every time and why people are more recurrently recognised with some in-groups instead of others. Organizational identification is the principal source of SI, it entails values and principles that coordinate the way individual perceive the sphere within their working environment ODT is a theory that combine both social and psychological element to clearly association group identification to the size of in-group membership in different contingency (Brewer 1991; Leonardelli, et al 2010).

The fundamental of optimal distinctive theory is hinged on the fact that human needs drive individual towards group identification, (Hornsey and Jetten 2004). In one hand, people would like to be part of a social group of people who possess identical characteristic, in respect to one or more things, like possessing the same artistic style, membership of the same race or a common political philosophy. In the other hand, people want to be special, meaning they want to be isolated from other crowd, for example, if individuals in a certain context affiliate with the same music style or organization, these attributes do not serve as a basis for a distinguishing identity of the group. The key prediction for the ODT is that connection to a community is durable if the needs for differentiation and maximize of identity fulfilment in a single social group is attained. An optimal equilibrium is required to be attained between these two needs (Leszczensky, 2020).

The equilibrium procedure largely hinges on the scope of the corresponding group in a particular social setting. As described above, since most people share identical characteristics in this setting, this function hardly meets the drive for distinction; meanwhile it doesn't encourage people to feel differently. In another light, where a small number of people display their corresponding traits, the drive for integration is not fulfilled because the communities of persons are very small to constitute a substantial inclusive group. Consequently, the two conditions are satisfied when the need for participation and separation is optimally balanced, in which the group is big in adequate size to gratify the drive for inclusion and also little in size, adequately enough to fulfil the drive for distinctions. Generally, in smaller groups, the need for distinction is generally fulfilled, while larger groups' best answer the need of inclusion (Leonardelli and Loyd 2016).

Conversely, ODT does not give the precise position in order to attain optimal distinctiveness nevertheless; it is largely hinged on the environment (Brewer 1991; Leonardelli, et al 2010). Equally, ODT predicts the inverted U-shaped relationship in respect to strength of identification and the relative group size within a particular group in other words, Identity should peak if any, but not all, of the individuals are part of a group, and drastically lessen for groups that are too small or too big.

2.3 Social Exchange Theory

The theory of social exchange is a comprehensive theoretical model spanning across social empirical disciplines, such as anthropology, management and social psychology. This theory is understood as a conglomerate of theoretical models (Cropanzano & Mitchell, 2005). As regards this, the principles of social exchange have a number of related features. Theories of social exchange consider social existence as a collection from two or more individuals. Social resources (Mitchell, et al., 2012) are bartered by an exchange mechanism in which one party tries to repay another parties with good or bad deeds (Gergen, 1969; Gouldner, 1960).

The validity of these bartered often relies on the interaction between both the goal and the participant (Blau, 1964). Economic dealings often require more supervision and less trust, while social interactions typically take place freely with greater flexibility and confidence (Organ, 1988, 1990). Accordingly, one of the most sustainable and widely used intellectual structures is SET (Cropanzano & Mitchell, 2005). Many of the principal ideas of organizational conduct at some stage have been explored by means of the philosophy of SET. For instance, SET was used to underpin the research on corporate citizenship practices (Organ, 1988, 1990);

dedication (Bishop et al., 2000); equality (Tepper & Taylor, 2003); managerial and organizational assistance (Ladd & Henry, 2000).

The definition of SET begins when an institutional participant, (usually a colleague or boss), deals adversely or positively with a particular individual (Eisenberger, et al 2004; Farrell & Rusbult, 1981; Rusbult, et al., 1988; McLean Parks, 1997). The target, (normally a subordinate or colleague) might also opt to offset the care for a positive or poor behavior (Eisenberger, et al, 1987; Gouldner, 1960). These activities are frequently known as reciprocating reactions. SET suggests that individual will appear to react in kind to constructive initiating acts by participating in more positive reciprocating responses and or less negative reciprocating responses. Both responses could usually be grouped into two forms of behavioral and logical response. In specific, one type typically causes the other type.

Although as illustrated by social identity theory (Tajfel, 1982) and group prototypicality (Hogg & Terry, 2000) that diversity does not naturally produce positive outcomes (Hofhuis, Van der Rijt, et al., 2016), various other scholars (Downey et al., 2015; Groggins & Ryan, 2013; Guillaume, Dawson, Otaye-Ebede, Woods, & West, 2015; O'Leary & Sandberg, 2017) have pointed to theories that support the positive outcomes of workplace diversity. For example, there is a supportive framework in social exchange theory (Blau, 1967) for the argument that organizational trust should mediate the relationship between the climate for diversity and employee psychological wellbeing. According to Blau (1967) the principle of social exchange can be summed up as "voluntary activities of individuals driven by the profits they are expected to give and also get from others": The concept SET can be abridged in the following statement:

1. Social relations entail shared exchanges of benevolence that precipitate unconstrained obligations between relating entities.
2. Individuals who require the benevolence of others substantiate their trustworthiness, and what follows the steady extension of returned benevolence is an analogous maturation of trust between relating entities.
3. The emergence of shared commitments, loyalty, and group norms that make conformity with the leader's mandate a social obligation hinge on the organizational members' collective impressions of the organizational climate.
4. Examples of social-exchange rewards include spontaneous evaluations (e.g., personal attraction to a person [intrinsic], social approval [extrinsic], and general respect) and calculated (rewarding) actions one may offer to another as invitations for reciprocation (e.g., social acceptance [intrinsic], instrumental services, and compliance).
5. Though spontaneous rewards make social relations beneficial and worth the price, they must not be treated as invitations for reciprocation to avoid diminishing their significance (Blau, 1967).

Applying social exchange theory to employment settings underscores that individuals are certainly drawn to their jobs based on the benefits they anticipate to derive from participating in them (Blau, 1967). Fostered by different practices promoted by organizations such as human resources procedures and benefit packages, enduring employee commitments may ultimately help advance organizational effectiveness (Blau 1967). Otherwise, lack of employee commitment or poor employee retention would be detrimental to organizational success (Blau, 1967). Consequently, higher education leaders have a responsibility to foster an equitable climate for the whole constituency of diverse employees a climate anchored in trust to avoid the risk of

losing their legitimate authority over certain racio-ethnic groups, especially those who tend to feel marginalized. It cannot be overstated that individuals have a natural desire for social approval and respect (Blau, 1967). Therefore, when all frontline employees have a positive sense of wellbeing in their occupations and feel equally valued, they will reciprocate for the benefits provided in ways that will further organizational goals.

For balance to exist between the concept of self and our social identities, optimal distinctiveness theory proposes that individuals have opposing but simultaneous needs to be included in groups but still distinguished individually from groups. Additionally, in different social contexts, social identities are designated and actuated to achieve some equilibrium or balance with opposing forces while optimal identities satisfy both the need for distinction and the need for inclusion.

Brewer's theory of Optimal Distinctiveness is probably the most protuberant social perception of differentiation or social psychology approach. She claimed that differentiation and conformity are opposing but fundamental human needs which subsist independently but opposing each other. Explicitly, individuals have the need to be assimilated into a supportive and large group and on the other hand have the need for self-enhancement that can be fulfilled through membership in distinct groups (Brewer, 1991).

2.4 Inclusive Leadership

Initially, Nembhard and Edmondson (2006) proposed the idea of inclusive leadership as the "leader's actions and words or leaders who embraces an inclusiveness and appreciation others' contributions." Zeng et al., (2020) described inclusive leadership

as a win-win condition with a mutual goal and a communal vision for codependent leadership. Hollander (2009) highlighted the essential part of subordinate in this association and his understanding of leadership. Guo et al., (2020) defined an inclusive leader as, person who embraces employees and is responsible for outcomes at all levels of the organisation. In addition, an inclusive leader is seen in playing a central role in the building an inclusive organisation. Explicitly, inclusive leadership is made up of three dimensions:

1. The leaders accepted the viewpoints and shortcomings of their employees by listening closely to their thoughts, acknowledging their faults rationally and giving assistance to employees when they make mistakes.
2. Leaders appreciated and trained staff by respecting and concentrating on teaching and praise of employees, rather than exhibiting envy (Van de Ven, 1986).
3. Leaders treated workers equally, took their needs and desires into consideration, displayed a rational disposition towards their employees and maintained a distribution of profits.

Compared to other types of leadership that could be theoretically connected, inclusive leadership has had a special quality of acceptance, belonging, individuality and inclusiveness (Randel. 2018). Explicitly, transformational leadership centered on empowering and improving workers based on the needs of the organization (Dvir et al., 2002), and this leadership is centered on the leader, without dynamic worker's participation, mutual impact and reward (Hantula 2009). In the other hand, inclusive leadership stressed embracing workers for what they were, empowering them to add their particular unique skills, and motivating them to engage in organizational

actions. While servant leadership is attentive on helping workers develop and flourish (Liden, 2008), inclusive leadership focused on meeting the needs of members for transparency and availability in the work community. Although empowering leadership is based on leading through example, sharing authority, coaching and teaching (Srivastava, 2006) inclusive leadership promote a sense of inclusiveness and approachability. Grounded on the afore distinctions, the intersection between inclusive leadership and already prevailing leadership conceptualizations is small, and other styles of leadership did not cover core values of inclusive leadership adequately (Randel., 2018).

Organizational identity has grown in popularity amongst scholastic studies because of its fundamental organizational outcomes (Kose & Kose, 2016). As a form of SI, organizational identification is defined as a "awareness of unity and belonging to some human community" (Asforth & Mael, 1989). The more workers feel a feeling of solidarity in their organization, there is an increase opportunity of them to adopting the qualities and act in the best interests of the organization (Malholtra et al., 2020).

2.5 Organization Identification

Different leadership models such as transactional and transformational leadership were correlated with organizational identity (Cheng & Wang, 2015). Since leaders have a direct impact on the identity of followers (Malhotra et al 2020) and organizational identification (OI) grows when workers trust their leaders (Tagarev, 2020), ethical leadership is supposed to have a positive impact on OI (Banks et al, 2020). In reality, the more leader's exhibit ethical qualities such as honesty,

dependability, competence, and so on, the more workers are mentally committed to their company (Effelsberg, et al., 2014; Lamm, et al., 2015).

Organizational Identification is the perception of belonging that is developed by the employees for the business they work in and defined psychologically (Suifan et al., 2020). If the employee, who is a social entity, feels the presence of a positive organizational climate in the workplace, an emotional and cognitive bond is created. In the research conducted by Teng et al (2019) in a 3-star hotel business, the idea that perceived ethical work environment will strengthen organizational identification.

Organizational identification strives to achieve workplace goals by increasing the willingness to work in the employee and takes a role in the increase in productivity (Öncer & Yıldız, 2012). It is also effective in creating customer satisfaction (Bartels et al, 2019). This information highlights the importance of motivation in creating a positive organizational climate (Karolidis & Vouzas, 2019). Creating a corporate identity asset in motivation enables employees to act in the interests of the organization. Satisfying expectations especially from a socio-emotional perspective creates trust and loyalty (Lu et al, 2016). Although organizational identification is called the perception of unity with the organization's own organization, experimental evidence shows that organizational identification can also lead to negative consequences. For example; such as decreased cooperation among employees, conflicts in the workplace, unethical behavior (Conroy et al, 2017).

2.6 Trust Climate

Thanks to the contributions of researchers in various fields over the past 10 years, the critical position of trust in the place of work has been universally acknowledged by

practitioners and academic scholars (Colquitt, et al., 2007; Dirks and Ferrin, 2002; Kramer, Rousseau, et al., 1998). As Kramer (1999) pointed out, due to its capacity to decrease transaction costs, boost spontaneous sociability and promote the deference of organizational participants to the authority, trust has gradually attracted the attention of scholars engaged in leadership, organizational strategy, stress management, organizational strategy, organizational communication, structure reform, organizational learning and conflict management. However, though it has been suggested for a while that trust is crucial for organizational competition and efficiency (Argyris, 1964; Batlis, 1980; Likert, 1967), only a handful of scientific work has been carried out to crystallize the relationship between performance at work and trust (Dirks et al., 2002). Hence, the process by which corporate trust leads to higher personal outcomes is still uncertain (Mayer and Gavin, 2005) The idea of trust climate is considered as an essential feature of the corporate climate viewed by workers, based on individual subjective evaluate. The idea of trust climate can be traced all the way back to social capital theory, a theory whereby capital is generated by social interactions through networking (Adler and Kwon, 2002). "Hoffman et al. (2005) regard social capital as a arrangement that facilitates "collective intellectual capital" growth.

Social capital is seen by some as an enabler of successful collective action, fostering "cooperative behavior" (Nahapiet and Ghoshal, 1998). Social capital is often seen as an empirical partnership that can produce real and intangible gains over the long term (Lin, 1986).

2.7 Proactive Customer Service Performance (PCSP)

Proactive customer service performance (PCSP) defines constructive habits of service workers (Raub & Liao, 2012) and has three main characteristics. First, it is self-started in such a manner that workers conduct PCSP on their own without being told. Second, the long-term focus of the PCSP is such that it lets workers train for future programs. Third, it remains so that workers use all sorts of tools to satisfy the demands and desires of clients in the delivery of services (Rank et al., 2007). The core features of PCSPs are consistent with the essential characteristics of proactive behaviors discussed by previous studies. For eg, Crant's (2000) the concept of proactive behavior focuses on taking initiative while Grant and Ashford's (2008) definition focuses on anticipation/advance action.

Finally, Parker et al. (2010) define three main characteristics of proactivity/proactive behavior: self-starting, change-oriented, and future-oriented. Based on these concepts, we conclude that PCSP can be a particular form of constructive activity since it is self-starting (which signifies taking initiative and self-starting) and long-term (which signifies anticipatory and future-focused). While PCSP, extra-role actions, and OCB are both "extra miles" behaviors, PCSP varies from the other two constructs in three ways. First, PCSP as a form of constructive activity can involve both intra-and extra-role activities with a high degree of anticipatory prescriptions (Grant & Ashford, 2008). Service workers, for example, may proactively give product details to consumers during consumer visits, and this is an in-house activity; in the meantime, service employees may proactively follow up with customers during non-work hours to resolve possible customer problems that may be extra-role behavior. Thus, though certain PCSP activities can be outside personnel role criteria,

PCSP is not necessarily the same as extra-role behavior or OCB. Second, PCSP requires long-term anticipatory actions to fix problems that have not arisen, whereas extra-role behavior and OCB typically rely on problem-solving after they do (Raub & Liao, 2012). Third, PCSP calls for continuous means of delivering "extra" support, while extra-role actions and OCB are often immediate activities at the workplace (Chen et al., 2017).

2.8 Hypotheses Development

2.8.1 Inclusive Leader and Trust Climate

Perceived inclusion by subordinates is achieved by leaders' behavior that accentuates uniqueness because they feel they are valued and appraised based on their unique perspectives and qualities. Leaders ask for perspectives and information that highlights their uniqueness by encouraging diversity in the contribution of their subordinates which increases the subordinates' perception of inclusion. Randel et al. (2018) mentioned that when inclusive leaders facilitate conversations of diverse perspective, they encourage the subordinate to have the perception that their unique viewpoints are applauded. Additionally, leaders' knowledge of individuals' personality will help them in encouraging the uniqueness of their subordinates. Inclusive leadership, in their relationships with supporters, displays transparency, connectivity and availability (Zhu & Zhang, 2020). We posit that this kind of relationship can foster a trust climate that will enhance performance. Trust climate often referred to perceived or collect trust was defined by Salomon and Robinson (2008) as shared perceptions of group members' trust in their leaders. Individual work outcomes are well predicted by the trust climate in the organization (Avey, Reichard, Luthans, & Mhatre, 2011; Peus, Wesche, Streicher, Braun, & Frey, 2012) however has received less attention in comparison to research on trust in leadership at an individual level.

Trust climate in the organization is significantly transformed by leaders (Avey et al., 2011) and trust is a key for inclusive leader (Lussiez, 2009). Inclusive leaders are likely to generate a very strong trust climate due to the fact that there is open communication and empathy among members (Jones & Jones, 2011; McNeish & Mann, 2010). Also in accordance to optimal distinction theory's main prediction, which posit that members of a group operate at an optimal level if they feel inclusive in the group, this can be facilitated by an inclusive leader ability to create trust climate in ensuring inclusiveness and secondly members can operate distinctively on the leverage of the group trust climate distinctively to bolster result.

Consequently:

H1: Inclusive Leadership has positive influence on employees' perception of Organizational Trust Climate.

2.8.2 Trust Climate and Organizational Identification

Leaders' behavior at conceptual level are perceived to be more trusting; increase and promote identification within the organization because interpersonal treatments of the employees send message to them that they are respected and valued (Fulmer & Gelfand, 2012). Specifically, due to the fact that inclusive leaders are collaborative, it is expected that they increase cooperation among their subordinates (Randel et al , 2016; Malhotra et al 2020) which consequently promote organizational identification. It was discovered that when there is organizational identification among employees, competition is absent (Galvin, Lange, & Ashforth, 2015).

Furthermore, some researchers (Ceri-Booms, 2010; Van Knippenberg, 2011) claimed that people often identify with organizations or social institutions when there is trust, as it satisfies their need for psychological safety which has been supported by several

empirical researches (Carmeli et al., 2010;). Several researchers have also revealed that characteristics on inclusive leader such as trustworthiness, accessibility, openness and availability are said to be positively related to organizational identification (Walumbwa et al., 2011; Choi et al., 2017).

In light of the above argument, the research proposes that:

H2: Trust Climate has positive influence on employees' Organizational Identification.

2.8.3 Organizational Identification and PCSP

OI is a critical psychological state that mirrors the bond existing between the staff and organization. It is said to be a persuasion mechanism (Cheney, 1983) and have the capability of potentially predicting and explaining employees' attitudes and behaviors in the organization (Edwards, 2005). Employees have been influenced through identification to acquiesce to the organization's goals. Employees with high identification often take the organization's goals as theirs and are further motivated to work hard to achieve the goals.

Individuals with high identification are concerned with the organization's wellbeing and have a perception that their survival is linked to the organization's survival (Dutton, Dukerich, & Harquail, 1994, p. 254). Due to this, they direct the efforts on behalf the organization and their colleagues to create distinctiveness and also want to go the extra mile to satisfy the needs of their customers; which means that they are able anticipate the needs of the customers and self-initiate means of meeting them.

Therefore,

H3: Organization Identification has positive influence on employees' display of Proactive Customer Service Performance.

2.8.4 Mediating role of Trust Climate

High quality relationships are typified by high level of interaction, support, trust, informal and formal rewards based on social exchange theory (Dienesch & Liden, 1986). Wu, Tse, Fu, Kwan and Liu (2013, p. 385) mentioned that this relationship should sustain “a balanced or equitable social exchange” via behaviors (such as organizational citizenship behavior) and positive work attitudes (such as organizational commitment and job satisfaction) (Ramachandran, Jordan, Troth, & Lawrence, 2011).

Therefore trust climate that ensues from inclusive leadership enhances positive employee work outcomes and promotes high quality social exchange affiliations. Research shows that trust climate increases perceived supervisor fairness, employee job satisfaction, job performance (Brahm & Kunze, 2012) and organizational citizenship behaviors (Engelbrecht & Chamberlain, 2005). Several researches imply that employee performance, work attitudes and behaviors are mediated by organizational trust climate (Zhang & Morris, 2014; Van De Voorde, Van Veldhoven, & Paauwe, 2014).

Organizational identification according to Ashforth, Harrison and Corley (2008, p.333) is defined as “the degree to which an individual expresses himself or herself in terms of membership in the organization for which he or she works”; if there is a good trust climate in the organization, it reduces individuals' uncertainty (Schaubroeck, Peng, & Hannah, 2013) and improves the psychological bond between

the employees and the organization which ultimately results in organizational identification.

Therefore the next hypothesis posits that:

H4: Trust climate mediates the relationship between inclusive leadership and employees' attitude towards Organizational Identification.

2.8.5 Mediating role of Organizational Identification

As explained from the Social Exchange theory (Blau, 1964), the relationship between an employee and the organization is described as an exchange relationship (Rousseau, 1995). According to Cropanzano and Mitchell (2005), SET suggests that interpersonal connections results from some workplace antecedents. The theory also assumes that individuals will likely return any benefits received which stimulates helpfulness and goodwill towards the individual they have the SE linkage (Masterson, et al., 2000) and also to the organization they have such relationship with. Consequently, employees that perceive that they receive from their organization, especially trust will have high organizational identification will have a high proactive customer service performance.

According, hypothesis 5 posit that

H5: Organization identification mediates the relationship between trust climate and Proactive Customer Service Performance.

2.8.6 Inclusive Leadership and PCSP

Several researches have emphasized the role of leadership in influencing employees' creativity. Three behavior mechanisms were identified by George and Zhou (2007) that leaders can use to provide support; they include trustworthiness, developmental feedback, and interactional justice. These behavior or characteristics are found in

inclusive leaders and are found to increase creativity. Inclusive leaders are able to motivate creative behaviors by providing support (social, work and ideas) for creativity (Shalley & Gilson, 2004).

Inclusive leaders' support coaching also encourages interpersonal risk taking and increases employees' perceived psychological safety (Hood, Bachrach, Zivnuska, & Bendoly, 2016) which thereby facilitate their disposition to engage in behaviors central to innovative and creative behavior as well as experimentation. Also when leaders make their employees feel included in the organization, the progress of the organization will be important to them and they can foresee the needs and wants of not only the organization but also the customers, thereby improving their proactivity to customer service.

Therefore hypothesis 6 posits that:

H6: Inclusive leadership has positive influence on employees' Proactive Customer Service performance.

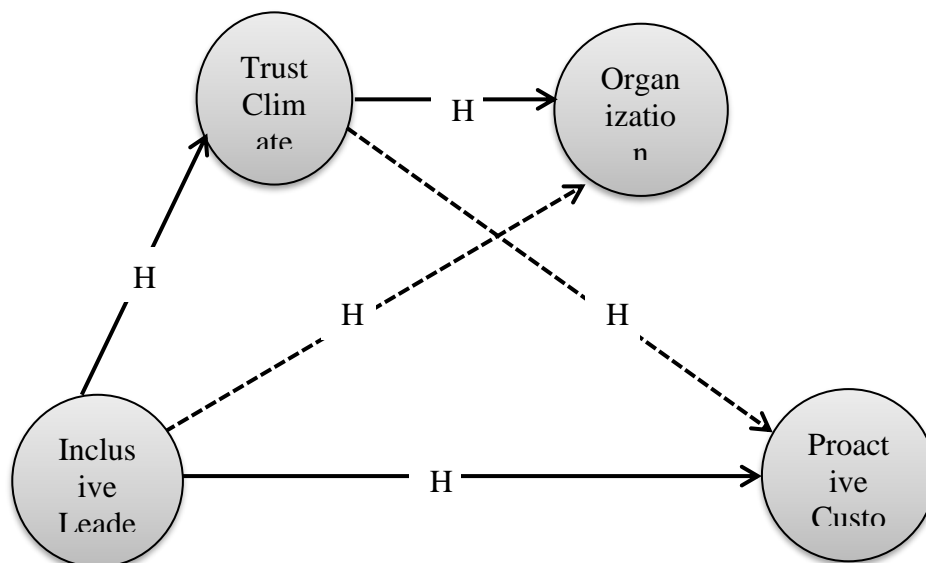


Figure 1: Conceptual Model

Chapter 3

METHODOLOGY

3.1 Data Collection, Sample and Procedure

The data for the current thesis were gathered from hotel employees in Lagos state, Nigeria. As the study employed quantitative research methodology for the investigation of the relationships of interest, online survey design was used to solicit necessary data from the target respondents.

Due to the challenges of lockdown and social distancing measures which Nigerian Government put in place to curb the spread of the pandemic, the link to the survey was shared through social media networks of the hotels. Although, there were a number of 5-stars and 4-stars hotel in Lagos, the researcher was only able to obtain permission from only five 5-star hotels and ten 4-stars hotel.

To hasten the data collection process, the researcher leverage on family relationship to coordinate the participation of employees internally. Specifically, the researcher delegated the follow-up of participation to his elder sister who is an employee in one of the hotels being investigated.

To ensure that only the individuals within our study population participate in the filling out of the surveys, we included two eligibility questions at the beginning of the survey. The eligibility questions asks “are you currently employed in a 5-star or

4-star hotel?” and “is your hotel located in Lagos, Nigeria?” Both questions are mandatory and a “yes” response is required for the participant to be able to proceed to the other areas of the survey.

The survey included two main parts. The initial part comprised of 30 items measuring all the four latent variables of the study. The second area included questions pertaining to the demographic features of the participant. The survey also included an introductory message detailing the purpose of the study and the voluntary nature of the study. Respondents were also assured of their anonymity in the introductory message. Since English is the official language in Nigeria, there was no need for back-translation but pilot study conducted with 25 hotel employees showed that the instrument was clear and understandable.

To determine the adequacy of the sample size of the study, we employed Sorper’s (2021) a-priori sample size calculator for multiple regression. Based on the anticipated effect size of 0.15, desired statistical power of 0.8, probability level of 0.05, and 3 predictors, the calculator suggested that a minimum of 76 samples is required. Since the sample of the thesis is more than 76, we conclude that the sample is adequate.

A-priori Sample Size Calculator for Multiple Regression

This calculator will tell you the minimum required sample size for a multiple regression study, given the desired probability level, the number of predictors in the model, the anticipated effect size, and the desired statistical power level:

Please enter the necessary parameter values, and then click 'Calculate'.

Anticipated effect size (f^2): ⓘ

Desired statistical power level: ⓘ

Number of predictors: ⓘ

Probability level: ⓘ

Minimum required sample size: 76

Figure 2: A-Priori Sample Size Calculator for Multiple Regression

3.1.1 Measures

For the validation of hypothesized relation in the research model, multiple items measurement scales will be developed for all variables in the research construct. All measurement items will be adopted for this research. Due to the fact that these measurement items are likely to give different result when used on different context or setting, a pilot study including 20 research assistants and their direct manager was conducted. The pilot study result shows that the measures are a good fit for the study settings because the questions were well understood and there was no need to re-evaluate the measurement items.

3.1.2 Inclusive Leadership

Inclusive leadership will be measured using a 9-item scale adopted from Carmeli et al. (2010) and the scale will be a 5-point Likert scale. The item will assess three dimensions of inclusive leader which includes accessibility, availability and openness. Sample of question includes: “The manager encourages me to access him/her on emerging issues (accessibility)”.

3.1.3 Trust Climate

To measure trust climate, we will adopted items from Huff and Kelley (2003). The adopted items is a 4-item scale and 5-pont Likert scale (1 = strongly disagree; 5 = strongly agree) measuring internal and external trust to evaluate trust climate. Sample item for internal trust is “In this organization, subordinates have a great confidence for supervisors” while sample item for external trust is “When this organization enters into an agreement with another organization, it is generally very sure that the other organization can operate in the best interests of the agreement.”

3.1.4 Organizational Identification

Organizational identification will be measured using a 10-item scale adopted from Mael and Tetrick (1992) and the scale will be a 5-point Likert scale. Sample of question includes: “When anyone criticizes (this organization), it sounds like a personal insult.”

3.1.5 Proactive Customer Service Performance

Proactive Customer Service Performance will be gauged via a 7-items used by Rank, Carsten, Unger and Spector (2007) which was adopted from the Proactive Service Performance Scale (PROSPER), also the scale will be a 5-point Likert scale. Sample item include: "My staff member envisions problems or needs that customers might have and develops solutions proactively"

3.2 Data Analysis

The analysis of the data was done using a quantitative approach. In other words, the respondents' characteristics were presented with the aid of frequency analysis. The measurement model of the study was assessed with AMOS 26 (), that is, convergent and discriminant validity for the construct were assessed through confirmatory factor analysis (CFA) using AMOS 26. Based on Fornell and Larcker's (1981)

recommendations, convergent validity will be evaluated by checking the t-value significance with the parameter estimates and reliability of the measurement items will also be done using composite reliability. According to Hayes, Preacher and Myers (2011), two serial mediation analysis is also referred to multiple-step multiple mediation. This serial mediation will be done as suggested by Hayes (2012) by using SPSS macro PROCESS which entails estimating model coefficient by using ordinary-least-square path analysis which will help in determining both the indirect and direct effects.

Chapter 4

RESULTS OF DATA ANALYSIS

In this chapter, the findings of the study whose data have been collected from hotel employees in Lagos, Nigeria were presented. This chapter reports the participants profile ($n = 162$). The chapter equally presented the results of the 4-factor measurement model and the seven hypothesized relationships which consist of direct and indirect effects.

4.1 Demographic Details of Respondents

As expected, the participants of the study comprised of slightly more female hotel employees than their male counterparts (see: table 1). Generally speaking, 82 (50.6%) hotel employees were female, while the remaining 80 (49.4%) were male hotel employees. A broad section of the respondents are well-educated. Thirty-nine (24.1%) had a 2-year college degree, while 109 (67.3%) had 4-year college degree. The remainder possessed one of primary, secondary school or master degree certificates.

Seventy-five (46.3%) were aged between 28 and 37 years old, while 68 (42.0%) participants were aged between 18 and 27 years. The remainder were 38 years or older. With regards to the years of experience in hotel employment, 92 (56.8%) had between 1 and 3 years of work experience. Thirty-nine (24.1%) has less than a year of working experience. Eighteen (11.1%) participants had tenure of between four and

six years. The remainder had more than six years of work experience. The overwhelming majority of the participants (77.8%) were single.

Table 1: Participants' Profile (n =162)

Variables	# of participants	Valid Percentage
Age		
18-27 years	68	42
28-37 years	75	46.3
38-47 years	12	7.4
48-57 years	4	2.5
58-67 years	2	1.2
68-77 years	1	0.6
Gender		
Male	80	49.4
Female	82	50.6
Education		
Primary school	1	0.6
Secondary school	7	4.3
2-year college	39	24.1
4-year college	109	67.3
Master	6	3.7
Tenure		
Less than 1 year	39	24.1
1-3 years	92	56.8
4-6 years	18	11.1
7-9 years	10	6.2
10 or more	3	1.9
Marital Status		
Single	126	77.8
Married	36	22.2

4.2 Model Specification and Assessment Results

The confirmatory factor analysis results show that the data were accurately fitted to the four-factor model with 30 items ($\chi^2 = 466.64$, $df = 371$; $\chi^2 / df = 1.26$; CFI = 0.99; PNFI = 0.86; SRMR = 0.035; RMSEA = 0.040). All standardized factor loadings were above the 0.5 critical values. They were all significant. The average variance derived varied from 0.81 to 0.92. In summary, all measures satisfied the

requirement for convergent validity (Anderson & Gerbings, 1988; Fornell & Larcker, 1981) (see Table 2).

Table 2: Loadings, AVE and Reliabilities

Indicators	Loadings	t-values	CR	AVE	MaxR(H)
Incl			0.97	0.81	0.98
Incl1	0.893	-			
Incl2	0.890	17.40**			
Incl3	0.947	20.55**			
Incl4	0.940	20.12**			
Incl5	0.868	16.44**			
Incl6	0.864	16.24**			
Incl7	0.903	18.07**			
Incl8	0.894	17.58**			
TrstC			0.96	0.85	0.96
TrstC1	0.908	-			
TrstC2	0.931	20.18**			
TrstC3	0.924	19.74**			
TrstC4	0.921	19.57**			
OrgI			0.99	0.89	0.99
OrgI1	0.926	-			
OrgI2	0.927	21.94**			
OrgI3	0.968	26.05**			
OrgI4	0.940	23.15**			
OrgI5	0.960	25.11**			
OrgI6	0.932	22.37**			
OrgI7	0.974	26.91**			
OrgI8	0.917	21.18**			
OrgI9	0.932	22.41**			
OrgI10	0.932	22.37**			
PcsP			0.99	0.92	0.99
PcsP1	0.949	-			
PcsP2	0.970	30.30**			
PcsP3	0.972	30.54**			
PcsP4	0.968	29.84**			
PcsP5	0.953	27.89**			
PcsP6	0.951	27.15**			
PcsP7	0.952	27.16**			

Note: Incl =Inclusive Leadership, TrstC =Trust Climate, OrgI =Organization Identification, PcsP =Proactive Customer Service Performance, CR =Composite Reliability, AVE = Average Variance extracted.

The accuracy of the discriminant was guaranteed since the mutual variances of both constructs were smaller than the average variance derived (Fornell & Larcker, 1981).

In addition, heterotrait-montotrait ratio (Henseler , Ringle & Sarstedt, 2015) was also

used to complement the Fornell and Larcker's criteria. The results reported in Table 3 showed that the study has no discriminant validity concerns.

Table 3: Discriminant Validity

S/N	InclL	TrstC	OrgI	PcsP
Fornell and Lacker's Criteria				
InclL	0.900			
TrstC	0.490***	0.921		
OrgI	0.140*	0.394***	0.941	
PcsP	0.816***	0.571***	0.191*	0.959
Heterotrait-Monotrait Criteria				
InclL				
TrstC	0.489			
OrgI	0.137	0.396		
PcsP	0.825	0.568	0.184	

Note: Significance of correlations * $p \leq 0.05$, *** $p \leq 0.01$. There is no discriminant validity concern when values of HTMT ratio is less than 0.90.

4.3 Results of Proposed Hypotheses

Table 4 presents the findings about the interrelationships of inclusive leadership, trust climate, organization identification and proactive customer service performance.

Inclusive leaderships exerts a positive influence on trust climate ($\beta = 0.477$, $t = 6.747$, $p \leq 0.01$) (see Table 4). Thus, the empirical findings supports hypothesis 1. Trust climate also positively impact employee's organizational identification ($\beta = 0.41$, $t = 4.99$, $p \leq 0.01$), therefore hypothesis 2 received empirical support. The direct link from inclusive leadership to employee's proactive customer service performance was also empirically supported ($\beta = 0.72$, $t = 14.01$, $p \leq 0.01$), however, the direct link from organization identification to proactive customer service performance did not receive empirical support ($\beta = 0.03$, $t = 0.06$, $p \leq 0.95$). Hence, hypothesis 3 was rejected while hypothesis 4 was supported.

To estimate the specific indirect effect, Process Macro model 6 was run in SPSS with 10,000 resample size at 90% confidence interval. The precise indirect impact of inclusive leadership on proactive customer service performance through the mediating role of trust climate was empirically significant ($\beta = 0.103$, {LLCI=0.036, ULCI=0.218}). In other words, trust climate effectively impact the process through which inclusive leadership impact proactive customer service performance. Thus, hypothesis 5 was supported. Hypothesis 6 which proposed a serial mediation effect of trust climate and organizational identification in the direct link between inclusive leadership and proactive customer service performance did not receive empirical support (see Table 4 and Figure 2).

The total effect of inclusive leadership on employee's proactive customer service performance was significant ($\beta = 0.83$, $t = 17.33$, $p \leq 0.01$). Similarly, the total direct and indirect effects were also significant. The total direct effects was 0.723 ($t=14.01$, $p \leq 0.01$) and the total indirect effect was 0.104 (SE = 0.056, {LLCI=0.038, ULCI=0.218}). This result explains 22% of variance in trust climate, 15% of variance in organization identification and 69% of variance in proactive customer service performance.

Table 4: Main Result

Research Hypotheses		Estimates	t-value	Confidence Intervals		p-value
				LLCI	ULCI	
H1	Incl \longrightarrow TrstC	0.48	6.75	0.36	0.59	0.001
H2	TrstC \longrightarrow OrgI	0.41	4.99	0.27	0.54	0.001
H3	OrgI \longrightarrow PcsP	0.03	0.06	-0.08	0.09	0.954
H4	Incl \longrightarrow PcsP	0.72	14.01	0.64	0.81	0.001
		Estimates	BootSE	BootLLCI	BootULCI	
H5	Incl \longrightarrow TrstC \longrightarrow PcsP	$\rightarrow 0.103$	0.06	0.036	0.218	
H6	Incl \longrightarrow TrstC \longrightarrow OrgI \longrightarrow PcsP	$\rightarrow 0.001$	$\rightarrow 0.01$	-0.016	0.016	

R ² for:	
Trust climate	0.22
Organization identification	0.15
Proactive customer service performance	0.69

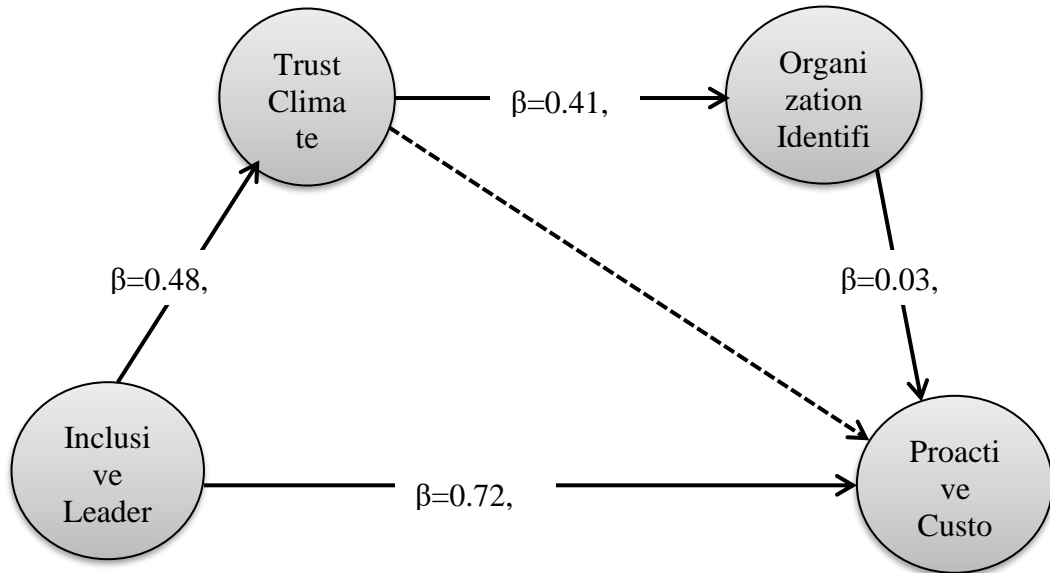


Figure 3: Model with Result

			Estimates	LLCI	ULCI				
Incl	→	TrstC	→	PcsP	0.103	0.036	0.218		
Incl	→	TrstC	→	OrgI	→	PcsP	0.001	-0.016	0.016

Chapter 5

DISCUSSION

5.1 Summary of Findings

The superficial outcome of data analyzed confirmed the study's hypotheses; as such some conclusions were drawn. Data analysis showed that except for hypotheses 3 and 6, all hypotheses were supported which means that there is a positive relationship between inclusive leadership and organizational trust climate, also there is a positive relationship between trust climate and organizational identification.

Furthermore, analyses showed that the positive relationship between organizational identification and employees' proactive customer service performance was not significant; however, there is also a positive relationship between inclusive leadership and proactive customer service performance. Finally, analyses of data also showed that organizational trust climate fully mediates the relationship between inclusive leadership and proactive customer service performance while employees' organizational identification failed to mediate the relationship between inclusive leadership, organizational trust climate and employees' proactive customer service performance.

5.2 Conclusion

Finding from this research revealed that in order for the 5-star hotels and 4-star hotels in Lagos, Nigeria to improve their employees' proactive customer service performance, they must take into cognizance the role of their organizational trust

climate, the leadership style and also ensure factors to enable employees identify with the organization must be put in place. This research is applicable to other star hotels not only in Lagos but other cities in Nigeria and around the world; the findings of this research can also be applied to other tourism and hospitality sectors as well as other industries in general. Future research can be carried out by examining the moderating role of organizational justice on employees' proactive customer service performance.

Furthermore, given the peculiarity of today's realities in the wake of the pandemic, it is highly imperative that managements' altitude and dispositions to their employees is now more valuable than ever. Even more, organization's proactive customer service performance is an attribute that has the potential of stirring a major recovery for hospitality organization and management must as a result pay focal attention to its antecedents in order to ensure their customers experience this valuable attribute during their service interactions.

5.3 Contribution to Theory

Due to the fact that the business world is rapidly changing and very competitive, it is important to make employees proactive especially to customers' needs. This study reveals that inclusive leader's collaborative attribute influence organization's trust climate as well as employees' organizational identification and proactive customer service behavior. Firstly, this research gives a leadership perspective to managing employees' proactivity behavior; therefore, it contributes to the growing literature on employees' proactivity literature.

Secondly, literature was extended by revealing the role employees' organizational identification in association with inclusive leadership and employees' proactive customer service performance, responding to a call for future research on employees' positive behaviors (Qi & Liu, 2017). Findings from the research suggest that inclusive leadership effect is above and beyond trust climate but also organizational identification and proactivity. Employees who feel included within the organization perceive that the trust climate is high and with this, they are able to easily identify with the organization (Ng, 2015).

5.4 Contribution to Practice

This research recommends that leaders should consider inclusive leadership style in order to encourage trust climate in the organization to motivate employees to identify with the organization. For instance, when a leader provides a supportive, open and trusting climate, this encourages proactivity among the employees. Leaders who display behaviors that encourages support and diversity, such as motivation, empathy and championing initiatives; as a result of these, their subordinates will feel free to be dexterous and bringing new ideas that can promote proactivity.

The result of the mediation influence suggests that the best way to improve employees' proactive customer service performance is by increasing the trust climate in the organization as well as employees' organizational identification. Therefore, managers of hotel organizations can consider several ways of increasing trust climate in order to encourage proactivity. One of the ways to do this is to develop inclusive leadership; however, other organizational practices such as perceived justice, organizational communication and support can also have an influence on the trust climate and organizational identification which the managers must ensure is in place.

5.5 Research's Shortcomings and Future Opportunities

This thesis is not without its limitations. While the researcher strived within its available resource to gather data most suitable for the study, it must be noted that the study used a cross sectional data gathered through online survey due to the pandemic. This is a worthy limitation and scholars are advised to employ a more causal inferential compatible approach such as time-lagged or longitudinal design in subsequent study.

Also, for this thesis, we deployed trust climate as a mediator. Propensity to trust is employee's attribution strategy (Ogunmokun et al. 2020), and can be viewed as a mediator. That is, future research can investigate propensity to trust as a mediator of the influence of inclusive leadership on proactive customer service performance.

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APPENDIX

Survey Questionnaire

This is a warm invitation for you to invest your valuable time and intellectual wealth to my survey. This study is part of my Master of Tourism Management program at Eastern Mediterranean University located in Northern Cyprus. This survey is designed to help us solicit valuable information that can be interpreted to practical recommendations for hospitality managers. The focus of this research is to establish the role of leadership on employees' organizational trust climate and organizational identification to improve their proactivity

Responses will be kept completely anonymous and confidential. The survey is consist of four variables and will take approximately 10 minutes to complete. You may skip any questions with which you are not comfortable.

Part A

Please indicate your level of agreement or disagreement with each of these statements. Place an "X" mark in the box of your answer.

	Statement	Strongly Agree	Only Agree	Neither nor Disagree	Disagree	Strongly Disagree
1	The supervisor is open to new concepts (openness)					
2	The supervisor is caught up in innovative approaches to improve job procedures (openness)					
3	The supervisor is open to explore the desired priorities and creative approaches to accomplish them (openness)					
4	The supervisor is available for advice on issues (availability).					
5	The Supervisor is a constant "presence" in this					

	team – someone ready to use (availability)					
6	The supervisor is available for professional concerns that I would like to address with him or her (availability)					
7	The supervisor is willing to pay attention to my requests (availability)					
8	The supervisor allows me to have access to him or her on developing topics (accessibility)					
9	The supervisor is available to discuss new problems (accessibility)					
10	There is a very high degree of confidence throughout this organization.					
11	In this organization, subordinates have a great of confidence for supervisors					
12	If someone in this organisation makes a commitment, those within the organization will almost certainly believe that the individual will do his or her best to uphold the promise.					
13	Supervisors in this company trust their subordinates to make sound choices					
14	When someone criticizes (this organization), it sounds like a personal insult					
15	I'm really interested in what people are worried about (this organization)					
16	When you talk about this organization, I usually say "we" rather than "they"					
17	The achievement of this organization are my successes					
18	When someone praises this organization, it feels like a personal compliment					
19	I behave like (name of organization) individual to a large degree					
20	If an article in the media attacked the organization, I would feel ashamed					
21	I don't behave like a typical (name of organization) (person)					
22	I have varieties of characteristics indicative of (name of organization) individual					
23	The disadvantages identified with (name of organization) individual often refer to me.					
24	My team member shares details proactively with clients in order to satisfy their financial needs					
25	My team member predicts challenges or needs that clients may have and creates solutions constructively.					

26	My team member uses his or her own discretion and interpretation of risk to decide whether to make allowances or improvise solutions.					
27	My team member assumes responsibility by following the engagement of the client and ensures a seamless transition to other service members.					
28	My team member deliberately builds relationships with other provider representatives to best support clients.					
29	My team member takes the opportunity to clarify customer needs to other fields of operation and collaborates in the execution of strategies.					
30	My employee proactively checks with clients to ensure that client requirements have been fulfilled or surpassed.					
<p>Part B Instructions Answer questions as they relate to you. For most answers, check the box (s) most applicable to you or fill in the blanks.</p> <p>1. Age (Select only one.)</p> <p><input type="checkbox"/> 18-27 <input type="checkbox"/> 28-37 <input type="checkbox"/> 38-47 <input type="checkbox"/> 48-57 <input type="checkbox"/> 58-67 <input type="checkbox"/> 68-77 <input type="checkbox"/> 78 or more</p> <p>2. Gender (Select only one.)</p> <p><input type="checkbox"/> Female <input type="checkbox"/> Male</p> <p>3. Education (Select all that apply.)</p> <p><input type="checkbox"/> Primary <input type="checkbox"/> Secondary <input type="checkbox"/> 2-years College <input type="checkbox"/> 4-years College <input type="checkbox"/> Master <input type="checkbox"/> PhD</p> <p>4. Organization tenure (Select only one.)</p>						

<p><input type="checkbox"/> Less than 1 year</p> <p><input type="checkbox"/> Between 1 and 3 years</p> <p><input type="checkbox"/> 4-6 years</p> <p><input type="checkbox"/> 7-9 years</p> <p><input type="checkbox"/> More than 9 years</p> <p>5. Marital Status (Select only one.)</p> <p><input type="checkbox"/> Single</p> <p><input type="checkbox"/> Married</p> <p>Additional Comments:</p>
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