

**The Role of Customer Related Social Stressors and
Job Embeddedness on Employees' Job Outcomes:
An Empirical Study on Frontline Staff at Hotels in
Nigeria**

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ABSTRACT

The study develops and tests a model that examines how customer related social stressors' influences job burnout among frontline hotel employees in Nigeria and their effect on job outcomes' using job embeddedness as a mediating effect. The data was collected through a self-administered questionnaire from a sample of frontline employees in the hotel sector. Nigeria as a developing country and the largest economy in Africa has gone through many transformations in the hotel sector, which makes the hospitality sector more reliable and contributing to the growth of the economy. The importance of frontline employees cannot be over emphasized as this study has identified that they are strong pillars of the Hotel industry in Nigeria. The SPSS 20 and SMART PLS 2.0 software packages were used for data entry and further analysis. The PLS analyses results show significant relationship and provide support for majority of the hypothesis setup according to extensive literature review. Specifically, Customer related social stressors have positive effect on job burnout except for verbal customer aggression that has negative effect on job burnout. The result also shows depersonalization and diminished personal accomplishment has negative effect on job embeddedness, while there was no significant relationship between emotional exhaustion and job embeddedness. Job Embeddedness has positive effect on customer orientation, job satisfaction and affective organization commitment was supported while job performance was not.

However, the result shows that customer orientation, job performance and job satisfaction have negative effect on turnover intention, and no significant relationship was found between affective organization commitment and turnover intentions of

frontline hotel employees in Nigeria. Managerial suggestions and future recommendations are offered.

Keywords: Customer related social stressors, Burnout, Job embeddedness, Job outcomes, Frontline employees, Nigeria

ÖZ

Bu çalışma müşterilerden kaynaklanan sosyal stresin müşterilerle direk teması olan otel çalışanlarının işteki tükenmişlikleri (job burnout) ve bu değişkenlerin iş/kurumla ilgili sonuçlar üzerindeki üzerindeki etkisini iş ile iç içe olmanın (job embeddedness) dolaylı etkisini test etmek üzere bir model geliştirmiştir. Bu amaçla Nijerya'da otel sektöründe ilgili çalışanlara yönelik anket uygulanmıştır.

Veriler SPSS 20 ve SmartPLS 2.0 programları kullanılarak test edilmiştir. Yürütülen yapısal eşitlik modellemesi sonucunda çalışmanın kavramsal modelinde yer alan birçok hipotez literature bağlı olarak desteklenmiştir. Buna bağlı olarak müşterilerin yarattığı sosyal stresin çalışanların işteki tükenmişlikleri üzerinde etkili olduğu ancak strese neden olan müşterilerin sözlü saldırılarının bu anlamda pozitif bir etkisi olmadığı tespit edilmiştir. İşteki tükenmişliğin iş ile iç içe olma üzerindeki etkisi incelendiğinde ise çalışanların tükenmişlikle ilgili hissi yıkım duygusu ile iş ile iç içe olmaları arasında negatif bir ilişki tespit edilmemiştir. Diğer yandan işte yaşanan tükenmişliğin, iş ile iç içe olmanın dolaylı etkisi ile iş ilgili sonuçlar üzerindeki etkisi incelendiğinde ise, iş ile iç içe olmanın müşteri odaklılık, iş tatmini ve örgütsel bağlılık üzerinde olumlu etkisi olduğu ancak iş performansı üzerinde bu yönde bir ilişki tespit edilmemiştir.

Bu sonuçlar yanında çalışanların işten ayrılma niyeti üzerinde müşteri odaklılığın, iş tatmini ve iş performansının negatif yönlü bir etkisi olduğu tespit edilmiş olup, işten ayrılma niyeti ile örgütsel bağlılık arasında bir ilişki tespit edilmemiştir. Çalışma ayrıca yöneticilere bulgular doğrultusunda öneriler de sunmaktadır.

Anahtar Sözcükler: Müşterilerden kaynaklanan sosyal stres, Tükenmişlik, İşle iç içe olmak, İş çıktıları, Müşteri ile direk teması olan çalışanlar, Nijerya.

Dedicated to my entire family

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LIST OF ABBREVIATIONS

FL	Frontline
COR	Conversation of Resources
CRSS	Customer Related Social Stressors
DCE	Disproportionate Customer Expectations
DC	Disliked Customers
ACE	Ambiguous Customer Expectations
JE	Job Embeddedness
JB	Job Burnout
EE	Emotional Exhaustion
DPA	Diminished Personal Accomplishment
JS	Job Satisfaction
JP	Job Performance
CO	Customer Orientation
AOC	Affective Organization Commitment
TI	Turnover Intention
PLS	Partial least Square
SEM	Structural Equation Modeling

Chapter 1

INTRODUCTION

1.1 Aim of the Study

The world is moving fast, and, the corporate and business worlds have become so competitive that organizations evolve diverse strategies to keep their employees satisfied and stress free in order to have competitive advantage. The hospitality industry is seen as a people- oriented industry because it requires a face-to-face or voice or voice contact with customers and as a result of their demanding situations FL employees are susceptible to high stress. FL employees are faced with customers who are aggressive, rude and have hostile behaviors and are expected to serve these customers well (Zapf, 2002). As a result of the stress employees experience from customers and difficult supervisors they become burnout and it affects their work activities by decreasing their performance and thus, make the employee leave the organization (Singh, 2000). According to these meta analyses King, Funk, and Wilkins,(2011); Kusluvan et al.,(2010); Poulston, (2008) they said FLE face stress like long working hours, heavy workloads and sexual molestation. The effective management of employee turnover has been an important concern for organization because the cost of turnover is high and also the departure of the employees reduces the commitment of the remaining employees in the organization (Mobley, 1982; Staw, 1980).

However over the years, researchers have paid more interest and attention in job stability ‘why employees remain in their organization even when they get better or other opportunities in another place’ and also ‘Why employees leave’ (Mitchell et al., 2001). The factors that might influence employee’s attitude on turnover can be accounted by Mitchell et al., (2001) approach on Job embeddedness theory. Halbesleben and Wheeler (2008) suggested that JE may act as a mediator of burnout symptoms and turnover behavior. Also a relationship was found between JE and low voluntary turnover in the study of Crossley et al., (2007) and Mitchell et al., (2001) which they also reported that high employee embeddedness might be associated with positive organizational outcomes.

Harris and Reynolds, (2004); Reynolds and Harris, (2006); Yagil, (2008); Karatepe, Yorganci, and Haktanir (2009) reported that stress (Customer related social stressors) is inevitable as it is a major problem that causes burnout in the hotel sector. This explains what (Boyd, 2002; Grandey, Dickter, and Sin, 2004; Karatepe et al., 2009) said that burnout reduces the level of employees’ performances and therefore affect their commitment in satisfying the customers. As a result of this, they fail in fulfilling the objectives of the organization, which is to satisfy customers or make customers happy. Also management need to know what factors or resources (Job embeddedness) that can help employees be the best in their jobs irrespective of the stress they face (Halbesleben and Buckley, 2004; Yagil, 2008). The aim of this study is to examine how customer related social stressors affect job burnout and the influence on job outcomes like, job performance, job satisfaction customer orientation, organizational commitment and turnover intentions among FL hotel employees in Nigeria and using job embeddedness as a mediator.

1.2 Scope of the study

This study focuses on frontline (FL) hotel employees in Nigeria and it was confined to the three major states; Lagos, Abuja and Port Harcourt.

1.3 Methodology of the study

The research focuses on FL hotel employees in the hotel sector of Nigeria and questionnaires were self-administered to the employees. Generally, the distributed questionnaires were 250 and only 214 were rightly used for analysis. For data analyses SPSS 20 used for descriptive statistics and Smart PLS 2.0 used for structural equation modeling.

1.4 Limitation of the study

One of the limitations of this study was due to the hazards Boko harm caused in Nigeria, it made the management of these hotels to be very protective and security conscious thereby do not want to accept any unnamed person to their premises to give information or let them come close to their staffs, which made it challenging in distributing the questionnaires and retrieving it from the employees. Also most of the frontline employees in the hotels were scared to give out their opinion because of the fear of the manager knowing and which might cause their job.

Chapter 2

LITERATURE REVIEW

2.1 The Importance of Service Industry in the World

Service has been known to play a significant and influential part in the increase of international trade and it will be challenging for any economy activity to function without the help of service for example government services, professional services, educational and health services (Australia Trade Service, 2012). Over the years, service sector has experienced major development and has contributed immensely to the growth of employment and national income the world, plus it is seen has the largest fastest growing sector which contributed immensely to the growth of developing and developed countries (Niranjanpn, 2012). Also it is seen as an indicator of a country economic progress because it helped reduce poverty and unemployment than any other sector (Boundless, 2014). The globe is progressively classified as services economies because of the significance of services in under developed and develop countries Cohen and Barney (2006).

According to Global services forum (2013), the economy growth in sub-Saharan Africa account for 47% over the period of 2000 and 2005 and service industry accounts for 69% of the world GDP. Also in the World Fact Book (2013), Service industry contributed 79.4% of U.S GDP, 78.9% in United Kingdom (UK), Canada 69.9%, and the two middle class income countries -India and Nigeria whose respective shares of services in GDP are 54% and 27%. In addition, China has

experienced growth in service industry for the past three decades and it accounted for 23.9% of the GDP in 1978 and had since increased to 45% in 2013 (CIA, 2013).

In addition, the service sector account for 70% workforce in United State, 60% in Japan and in Taiwan, 50 %. Service industry has also contributed to over 36% of the world trade and 60% of the foreign domestic investment worldwide (Boundless.com, 2014).

The genuine reason for the development in service industry is as a result of the improvement and increase in urbanization, privatization and more demand for intermediate and final consumer services. Furthermore, Czepiel and Lesh (1991) identified major tasks service operators should take into consideration for business to be successful which are:

- i. The manager needs to identify the main success factors that operate in the industry.
- ii. The manager should be able to create a system that will focus around the company's strategy.
- iii. Managers should be able to free market its departmental base, infuse and defuse it all around the organization.

This can be accomplished if the second and the third option can be successfully performed. For example physical resources; which include the working environment to work with the right equipment and be safe, money to pay the bills and the employees who work there. Services can help managers and the organizations to better managed competition by differentiating through quality as well as increasing the expectations of customers.

Service sector plays an important role in the development of new economic activities such as the agriculture, economic growth and employment

2.1.1 The Characteristics of Service Industries

Christopher and Lauren,(2001); Bommer and Jalajas, (2004); Huang,(2013), defined services has an act, processes or performance co-produced to creates benefits for customers by bringing about a desired satisfactory change used for sales or added along with product sales in-or on behalf of-the recipient. The outputs of services (i.e. economic activities) are not physical products but intangible product that are consumed at the time it's served (Zeithaml et al, 2013). Also service is defined as the “activities of benefits that one party can offer to another that is intangible and does not result in ownership of anything” (Kotler and Bloom, 1984, p. 174). It means service is an untouchable product. In addition, service industry is defined “as an industry made up of companies that primarily earn revenue through providing intangible products and services” (Businessdictionary.com, 2013). In this study service is operationally defined as “an activity or series of activities of more or less intangible nature that normally, not necessarily, take place in interactions between the customer and service employees and/or physical resources or goods and/or systems of the service provider, which are provided as solution to customer problems” Gronroos (1990, p.27). Bitner, Fisk and Brown (1993) classified services into four listed thus:

Intangibility: These are services that cannot be touched or seen, unlike physical products. According to (Carman and Uhl, 1973; Parvathy, 2011) consumer believes that before buying a product they have the right to see, smell and taste the product. This is unacceptable to service because they have no opportunity to feel, touch, smell and taste the service. While selling and promoting a service, consumers must pay

much attention on their satisfaction and benefit of the service they are receiving. For example, if an airline company sells a flight ticket, the customer will not be able to touch or perceive the services offered.

Perishability: This refers to service that cannot be stored or preserved. Unlike physical commodities that can be kept in the warehouse and later sold without the present of the customer. Once service is used it cannot be returned. It is impossible for service because if not used or consumed it will waste. Which makes time a significant item because if services are not used today, it is completely a waste as it cannot be resold or returned. For example a professor time, a seat in a restaurant or airplane if not used, it cannot be resold later.

Inseparability: Services cannot be separated. The production, delivery and consumption of service occur between the interaction of the buyer and the seller. The quality of service is determined by the way employee's delivers it to the customers while products quality is seen in the method at which it is produced and delivered to the appropriate customer.

Heterogeneity: Services are different because human beings are different and they have individually unique needs. No customer is the same that means service is different from producer to producer and from customer to customer. The quality of the interaction of flight attendants and insurance agents has with their customers are the same but different with the interaction a manufacturing company will have with its customers. The rooms, food and drinks in the hotel maybe good but the employees interacting with us are the ones that determine the kind of perception (positive or negative) customers have of the hotel. For example a receptionist in a hotel cannot extend the same kind of smile to the customers during her working hours in the hotel.

Ownership: There is no ownership transferred when a service is performed from the seller to the buyer. Meaning we pay for the use of service and therefore we don't own it. For example we can pay for the service of an airline to convey us from one country to the other but that does not mean we own the airline. This is different from buying a car, book, electronics, house and a receipt of ownership would be given to us.

2.1.2 Types of Service Industries

Morris and Fuller (1989) pointed out that industrial services and industrial products have not been created and it is commonly aggregated with service in general. It can be noted that, services are generally different from goods. In pure service transaction, there is no ownership and can be transfer from the seller to the customer.

The service industry is made up of businesses and individuals that sell a wide range of service to consumers and business enterprises. People are employed in different service industries which comprise of:

- **Financial Services:** These include bankers, investment advising, mortgages brokers and insurance agents. These people provide financial solution for their clients and advice individuals and business owners on making big purchasing or investment decisions.
- **Travelling Services:** Service provider such as airlines and travel agencies (pilots, air hostesses, ticket sellers). Their main objectives are to make sure customers travel safely from one destination to the other.
- **Professional Services:** These are lawyers, accountants and they are licensed professionals that provide people with legal and tax advice.

- **Health care service:** This sector is responsible for treating sick people and it comprises of hospitals, medicals and dentals and human health section (e.g. nurses, pathology and diagnostic laboratories) classified by United Nations (international standard industrial classification). United States department of labor (2007) identified the health care service sector has the biggest and most improving section in the world.
- **Hospitality industry:** This sector provides customers with food, beverages and accommodation such as restaurants, bars, motels and hotels. Waiters, waitresses and bar attendants are being employed in all this departments. These are mostly front line employees that come in contact with customers or have face-to-face contact as well. They often receive majority of their wages in the form of tips, which is like a “booster”. There are some hospitality industry employees that work behind the scene and they can be call back office staffs. These employees can be chef, cleaners, purchasing managers and customer’s service representatives. The task of the purchasing manager is to order supplies for a particular department while the customer service representative makes reservations and deals with customers’ complaints.

In this course of research, the “Hospitality service industry” will be our focus.

2.1.3 Service Industry in Nigeria

Africa is a resource-rich continent that consists of about 1.1 billion population. The Africa economy contains majorly of trade, industry, agriculture and human resources and the recent development has been due to the progress of sales in commodities, services and manufacturing (World Bank, 2014). South African and Nigeria are the

biggest economies in Africa (World factbook, 2013). Trade contributed much to the growth of Africa economy in the early 21st century. Africa is the world's fastest growing continent at 5.6% a year and it projected that there will an average increase in the GDP of over 6% a year between 2013 and 2023 (The Atlantic, 2014). The World Bank expects that most African countries will reach "middle income" status by 2025, if the current growth rate continues consistently.

Tourism in Africa brought the popularity of the continent to the world (Gbadel, 2007) and it is identified has the major means through which the economic growth and development is booming Kester, (2003). According to UN world tourism organization, tourism grew immensely in 2013 making the international tourist arrivals in sub- Saharan Africa to grow at 5.2% in 2013, reaching a record of 36million, up from 34 million in 2012 and contributed to the government revenue, private incomes and jobs.

Nigeria is located in West Africa and it is one of the biggest and developing countries in Africa consisting of 180million people. Nigerian economy has over taken South African economy by being the largest economy in Africa, with the GDP estimated at US \$502billion (The guardian, 2014) and also ranked 26th in the world in terms of GDP plus it is expected that the country's economy will be among the largest 20 economies in the world by 2020 (National Bureau of Statistics, 2014). Ever since 2009 till date the Agriculture sector and Industry sector have been experiencing unstable growth in the country GDP, while the service sector improved consistently over the years (WorldFactbook, 2014) Since 1970, the oil sector has been a source of government revenue, but for the past few years it declined in the growth rate ranging from -1.74 % in 2005, -5.87% in 2007 and -0.54 in 2013 as well

as a decrease in the (2013) GDP data recording 14.75% compared to 15.80% in 2012, due to security challenges, floods, inadequate power supply, lack of infrastructure, and inconsistent regulatory environment (FinIntell, 2014). The oil and gas sector is a capital-intensive region, contributed very little to job creation making unemployment rate to increase from 21% in 2010 to 24% in 2011 (Barbara, 2014).

On the other hand, the non-oil sector (agriculture, manufacturing, telecommunication, and tourism, wholesale and retail trade) contributed to the growth of Nigeria GDP, though they also experienced a decline in 2012 due to floods, and weaker consumer demand. In 2013, these sectors (Agriculture, Telecommunication, Manufacturing, Hotels and Restaurants, Building and Construction) are majorly responsible for the increase in the economic output of the country and it is predicted that the non-oil sector will rise to 7.3 % in 2014 (National Bureau of Statistics and Business Day, 2014). African Economic outlook suggest that there is a high need to develop the non-oil sector because it would help reduce poverty and create employment and this will have positive growth in Nigerian economy.

Service industry in Nigeria today accounts for more than half of the Nigeria's GDP. Since 2003, it has become the fastest growing non-oil sector with the GDP share of (2.8%) in 2003, (15.1%) in 2007, and (29%) in 2013 and (52%) in 2014 of the Nigeria GDP (Business day, 2014). The service industry includes government activities, communication, entertainment, transportation, finance, education, health and tourism. The Government of Nigeria has created Federal Service Commission (SERVICOM) in 2005 in order to speed up the adoption of Service in Nigeria

because they understand the opportunities in using Service Industry to create jobs, and improve the standard of living of the populace.

The telecommunication sector and the banking sector have increased over the years and the telecommunication market in Nigeria is said to be one of the fastest and largest in Africa (Lanre, 2013). In addition, the entertainment industry is another huge service sector which grew in the past 10 years but was not initially added in the GDP is now included because it has helped create jobs and reduce unemployment, accounting for 1.4% in the Nigeria GDP (PMnews, 2014).

Lastly the tourism sector in Nigeria came into existence in the year 1962 and in 1990; the tourism policy was established to guide the activities, also gave more preference of the sector in National economy. World Tourism Organization (WTO) defined tourism as “an activity involving the travels of person to places outside their usual environment for not more than once for leisure, business and other purposes”. International labour organization (2008) says tourism refers to people or travellers that cross a border to spend a night or more nights in the host country. Also International labour organization divided tourism into three components, which are:

- Travel agencies, tour operators and segments of transportation
- Hotels, catering and restaurants
- International tourism, which includes: visiting friends and relatives, business and professional travel, religious travel and medical treatment.

2.2 The Tourism Sector in Nigeria

Tourism sector in Nigeria was recognized as a potential economy activity 1976 and Nigeria Tourism Board (NTB) was established same year. Tourism sector in Nigeria has contributed to the socio-economic and political development of the country; which helped provide jobs, reduced unemployment, increased the government revenue, improved the number of hotels (accommodation) and restaurants (food and drinks), generate significant foreign exchange earnings, it account for 1.7 % of the 2013 Nigeria (NBS, 2014). Frangialli, (2006) states that “As a labour-intensive industry, tourism has potential to create more jobs per unit of investment than any other industry and tourism can be a useful source of employment for women and ethnic minority groups”. Tourism cannot function in a state without hotels and restaurant and there has been major influx of hotels in the country especially in Lagos, the commercial capital of Nigeria. As at today they account for 0.74% of country’s GDP (NBS, 2014).

Nigeria is one of the largest and geographically, socially and culturally most diversified African country, with a landmass of 923,768 km², 4000 dialects, and 370 ethnic groups. The country, with its rich cultural heritage has 36 states and six geopolitical zones that group people largely by ethnic background: North-West, North-East, South-West, South-South, South-East and Central Nigeria. The country is also blessed with tropical rain forests, savannah grasslands, mangrove swamps, and the Sahel savannah near the Sahara Desert. Foreign tourists are attracted by natural features like the national parks, game reserves, beaches, plateau, forests and cultural attractions like the Osun Oshogbo Festivals, The Argungu Fishing Festival, Ine Festival in Delta State, and the Iwas-Akwa festivals in Imo State, IdumangiOlali,

in Okpoama, Brass, and Bayelsa State, Eyo festival in Lagos, Kano/Katsina Durbar, and Mmanwu festival in the south Eastern Nigeria. The arrival of international tourist in the country has increased from 0.2% in 2003 to 0.7% in 2013. The consistent growth in the tourism sector and its positive impact in the Nigeria economy has aided increase in global disposable income and demand for leisure, it led to the increase in domestic tourism. Most visited touristic sites in Nigeria;

- Assop Falls, Jos Plateau.
- Cross River Park
- Agbokim Water Falls, Cross River State: situated in a pleasant forest surroundings.
- Zuma Rock Suleja, Niger State
- Foot Bridge at Abraka Turf, Delta States: Sandy beach, good sport environment like lawn tennis, squash, rockets
- Obudu Mountain Resort

Figure 1 shows a beautiful site for picnic, swimming and other outdoor activity in Jos

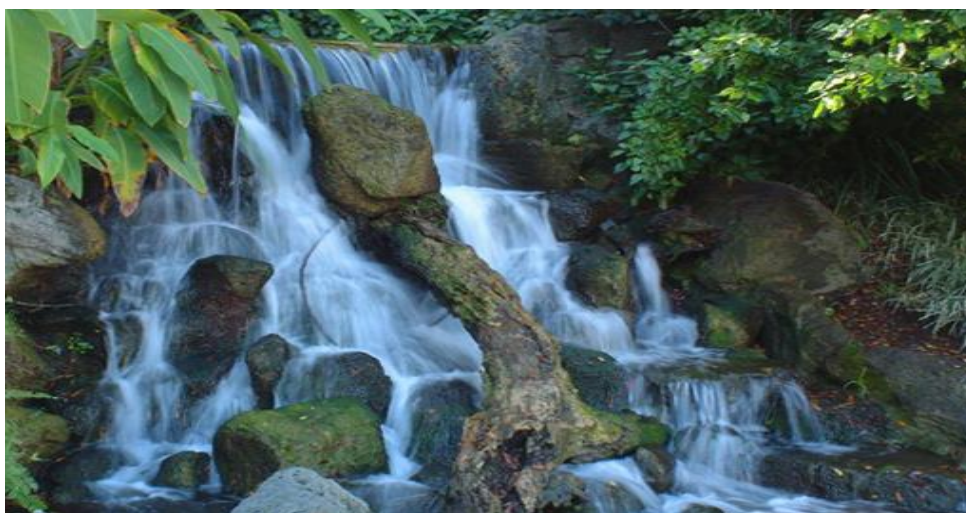


Figure 1: Assop Falls Jos Plateau State

Figure 2 is where the wonderful work of nature can be appreciated with its awesome and almost indescribable views.



Figure 2: Obudu Mountain Resort

Figure 3 shows a landmark situated along Kaduna road. This rock has the potential to become a touristic center. Some of these sites are developed and others yet to be developed.



Figure 3: Zuma Rock, Suleja, Niger State

Despite the growth in the sector, there are some issues that have hindered the growth of the service sector i.e. bad roads, occurrence of power outage, high crime rates, kidnapping, bombing, and Boko haram, frequent political, religious, and ethnic disturbances. Also Danata, (2011) identified some of the problems of developing the tourism industry in Nigeria are as follows:

- i. Low level of awareness by the citizens of tourism and its benefits
- ii. Lack of regulatory legislation
- iii. Inadequate disposable income to motivate travel to and participation
- iv. Nigeria Delta and Boko Haram Militancy
- v. Non professionalization of the industry
- vi. Non implementation of the 2006 Tourism development master plan
- vii. Inadequate finance and banking services
- viii. Development of infrastructure
- ix. Political Insecurity
- x. Economic constraints for effective monitoring and enforcement

He furthered recommended that if these problems are solved and put in the right place the tourism sector would improve tremendously.

2.3 Essentials of Service Employees

Human resource (HR) management seeks to achieve competitive advantage through the strategic development of a highly committed and capable workforce using integrated array of cultural structural and personal techniques (Storey, 2001). Also HR is defined as a management approach through which managerial decisions that involves employees and organization are delegated upon Beer et al. (1984).

Armstrong (2006) defines human resources management as aspect of processes integrated within the overall industry of the organization. Also, Human resources management is defined as “the policies, practices, and systems that influence employee’s behavior, attitudes, and performance” Raymond et al. (2007). Due to the series of definitions of HR, it can be indicated that HR is an elusive concept with various meanings. HR policies and practices are executed with the economic, social, political and legal environment. There will be a need for considerable historical and cultural insight into local conditions to understand the process, philosophies and problems of national models of HR (Hofstede, 1993). The population of Nigeria and its HR base makes it one of the most attractive economies of foreign investment in Africa. According to Fajana (2009), Nigeria is one of those economic that is troubled by abundant labour and scarce of talent.

According to Fajana and Ige (2007) HR in Nigeria is still in the “infancy stage” and a lot of academic research still needs to be done in this area. There is lack of adequate HR practices in work places in Nigeria. The idea of Nigeria to import modern technology is still slow as well as training. Most organization face lack of funds in the management of human resources and others factors that has hindered the development of HR in Nigeria include: lack of internal manpower to complete all the necessary tasks, the business climate in Nigeria as a results of deregulation, globalization and technology advancements has outplacred many companies to get special projects done without adding employees to the pay rolls Lolofin and Folawewa (2006). Organizations in Nigeria are coming up with different methods in other to be able to adopt foreign organizations. The management in Nigeria organizations manages the staffs and set up goals and objectives. Organization performance appraisal in Nigeria is a dialogue process and serves as a mentor to

generally mold the individual to perform at an optimal level. Employees are given the room or opportunity to carry out self-evaluation based on commitments and projects they were involved in during the assessment period.

2.3.1 The Role of Employees within the Effectiveness of Services

Employees are considered as the most vital source of information. They act as intermediaries between the customers and organization. Employees are meant to provide excellent services to customer in order to meet the strategic intensions of the organization. Yan Zhang (2008, p.60) states, “excellent service of hotel is embodied in the service process of service employees for their customers”. Employees are like ‘glue’ that holds the customer and the organization. Employees are meant to play multiple roles that are:

Customer Retention: The main role of employees is to retain valuable and loyal customers. The lifetime value of a customer strongly depends on the current and potential annual spending, the duration, and durability of customer relationship.

Excellent Service: Delivering excellent service and exceeding the expectations of the customer (Johnston, 2001) this will also mean setting the right expectation at the right place.

Communication: Effective Communication is the pillar to a successful service in any organization. Koontz and O.Ionnel (2005) said communication is vital to all phases of management by every individual within the system and is particularly important in directing and leading any department in the organization. According to Mcfarland (1994) communication is the central element in all aspect of life. Employees also act as co intermediaries between the managers and customers. (Mcfarland, 1994) identified the following functions of employees as:

- Employees are met to capture, deliver and influence the buyer's perceptions. The focus is on service employees because they themselves are service as well.
- They represent the organization in the eyes of the customers
- They are the marketers; they market advertised the product and service on the behalf of the organization
- Employees influence customer's satisfaction. They personally represent the product and are working billboards from promotional standpoint. Some employees may decide to perform more traditional selling roles.

2.4 The Frontline Employees

The knowledge and understanding of customers is very crucial to the success of any business and this should not be difficult, as several studies have developed different methods in understanding them Drucker, (1999). Tjan, (2012) noted that frontline employees are the best in understanding your clients and as well the easiest and cheapest method. These employees provide services that are intangible and interact directly with customers (Gonzalez and Garazo, 2006; Harries2012; Kusluvan, Ihan and Buyruk, 2010; Smith, 1994). A frontline employee refers to any employee that has daily and direct interaction with customers (Morris et al., 2008). These employees portray the image of every hospitality business; in a hotel setting frontline employees are bartenders, housekeeper, waiters and waitresses. They are the most important people within the company because they have deeper and closer relationship with the customers, for example if a bartender or any of the frontline employees fails in their respective duties, it will surely affect the level of customer service. The frontline employees should be treated like the star players on a ball

team. They should always be honored for their high level of work performance and should be recognized.

In contrast to their significance they are the lowest wage earners in the organization, they are placed at the lower end of the organizational hierarchy, meaning their views are often disregarded. Frontline employees are the best source of observational research because they are the first point of contact with customers, they would know which food items are most demanded, frequently unfinished food, and who is happy coming and leaving. So listening to the voice of your frontline employees is very important, which makes organizations know more about their customers.

On the other hand, being a frontline employee is a challenging duty because it requires one to meet their own personal needs and satisfy their customers' requests, which could lead to one being stressed because of trying to balance both (Gray, 2000). With this knowledge any employee that finds it difficult in achieving this, would lead to negative outcomes like low concentration at work, psychological instability, absence from work, demotivated and low job performance (Shigemi and Mino et al., 1997; Teasdale, 2006).

2.5 Stresses on the Staff

People experience stresses in their daily life that causes problems or encourages them to learn. There are different models of stress and it includes: transactional and homeostatic models and the conservation of resources stress model. According to Lazarus (1966) "stress arises when individuals perceive that they cannot adequately cope with the demands being made on them or with threats to their well-being". Similarly, "stress results from an imbalance between demands and resources"

Lazarus and Folkman (1984). Also Palmer (1989) emphasized that stress normally occurs when perceived pressure exceeds the acceptable rate that a person can cope with.

Stress may affect the mental, physical and emotional state of a person (Goldberg, 2014). Faulkner and Patiar (1997) says that front line office and housekeeping staff are vulnerable to stress due to their duties. As a result of the work stress employees' experience, it leads to absenteeism, poor performance, accidents, mistakes, alcohol abuse and drug abuse (Williams et al., 2001). Pulak, (2012) identified 12 stressors that are responsible for stress among hotel employees. Which are:

- Immense pressure to perform a particular job at a given time and the demands required of the job become overwhelming
- When an employee have less control over his or her work or no control at all
- Employees that receive less pay irrespective of their position
- Having stressful, rude and unfitting conversation with the customers
- Working in an hostile, demanding, stressful, and unfriendly environment
- Employees that have to be on their feet for long hours (frontline)
- Employees that have long hours of duty and also those that have night shifts may results to lack of sleep, which in a way becomes the reason of stress
- Taking up a job or task that you are more or less qualified for
- Hectic and close-fitting schedule
- No balance of work and personal life
- When an employee engage in a job that is boring, tedious, monotonous and repetitive
- Vague job description and expectations

2.5.1 Conservation of Resources

Hobfoll (1989) developed the Conservation of Resources (COR) model and it is one of the principal models of stress. According to the COR model individual seek to obtain and sustain resources and if these individuals maintain, protect, gain and

conserve resources they would flourish (Hobfoll and Lilly, 1993). They further define resources as “valued things” which helps to meet the needs of an individual. These resources are divided into objects, persons, characteristics and conditions Hobfoll (1989). Objects’ being the first resources includes the visible materials that help an employee in the survival process to physically overcome (e.g. material assets). Secondly, a resource can be a condition, this may include things such as a healthy marriage or secure job (status in the organization). Thirdly, there are personal characteristics that can include mastery of skills (e.g. self-esteem). The final resource that can be gained or lost is energy, which includes resources such as money and time.

Furthermore, the act of coping is a major aspect of the COR theory and it theorize that individual makes use of any of the four resources to help manage the demands placed on them and that coping should mediate the relationship between the demands on stress and optimal functioning (Hobfoll, 1989). Meaning if a person has enough resources, the demands would be seen as less challenging and would cope well but if the person has low resources, he/she will perceive that demands are strenuous and would be more challenging in coping.

Hobfoll (2001) says employees get stressed due to the demands from customers, which makes them exhausts their resources and leads to burnout especially if the resources are not replaced. Also a person that has enough resources would cope better with the demands and see it has less challenging. As resources are used it would better if they obtain additional resources. According to the theory of conservation of resources (COR) an employee will attempt to manage and limit his

or her current resources available, thereby increasing one's ability to perform task with the tools at hand (Alarcon, 2011).

Turnover intention is often an outcome of sudden reductions of employee's resources, which is due to the stress they faced from customers. Stress that customers create may lead employees who plan to retire when their older, do not wait still that time due to job demands and reduced resources (Schreurs, De Cuyper, van Emmerik, Notelaers, and de Witte, 2011). In addition, COR theory propose that when a person faces heavy demands at work due to the stress they experience which could be from customer related social stressors may also cause performance problems (Hobfoll, 1989).

2.6 Customer Related Social Stressors

The philosophy which says that the customer is "always right" or the "customer is a king" has made uneven powers or right between the frontline employees and customer which makes the frontline employees to always be at service for the customers by serving the customers in a polite and friendly way irrespective of how the employees may feel or how the customers may act either rudely or kindly (Yagil, 2008). Because of the right the customers have, Ben-Zur and Yagil (2005) said customers do not have any formal requirement to be polite, pleasant or act in a good manner towards the frontline employees. According to several researches social stress has shown to be related to increased turnover (Keashly, Trott, and MacLean, 1994), decreased job satisfaction (Cortina et al., 2001), and emotional exhaustion (Cropanzano, Rupp, and Byrne, 2003).

Customer related social stressor (CRSS) is divided into four dimensions, which are: Disproportionate customer expectations, Customer verbal aggression, Disliked customer and Ambiguous customer expectations (Dormann and Zapf, 2004).

1. Disproportionate customer expectations is defined by employees' feeling of injustice or unfairness, and it refers to "situations in which customers tax or challenge the service that they want to receive from the service provider" (Dormann and Zapf, 2004, p. 75);
2. Customer verbal aggression can be defined as customers' intentions or antisocial behavior to harm frontline employees (Dormann and Zapf, 2004, p.75);
3. Disliked customers refer to "interactions with hostile, humorless, and unpleasant customers and interruptions by customers" (Dormann and Zapf, 2004, p. 76); and,
4. Ambiguous customer expectations describe "unclear customer expectations" (Dormann and Zapf, 2004, p. 76).

Besides CSSs, different scholars have used other terms to define social stressors caused by customers or dysfunctional customer behaviors and attitudes. These include "deviant consumer behavior" (Mills and Bonoma, 1979), "problem customers" (Bitner et al., 1994), "consumer misbehavior" (Fullerton and Punj, 1997), "customers' behavioral abuse" (Harris and Reynolds, 2003), "customer hostility" (Rupp and Spencer, 2006), "difficult customers" (Reynolds and Harris, 2006), "unfair treatment by customers" (Holmvall and Sidhu, 2007), and "customer unfriendliness" (Walsh, 2011; Wegge et al., 2007). Walsh (2011, p. 69) conceptualized customer unfriendliness as "a stressor that can bring about a change in the boundary spanner's psychological resource, namely his or her well-being."

Wegge et al.'s (2007) study demonstrated that unfriendly customer behaviors cause employees stress and lower their performance.

In the Dormann and Zapf (2004) research which he conducted with flight attendants, travel agency employees and sales clerks in shoe stores in Germany specified that customer verbal aggression, ambiguous customer expectations and dislike customers positively influence emotional exhaustion. Also Karatepe et al (2009) found out in their study of frontline hotel employees in Northern Cyprus that customer verbal aggression leads to emotional exhaustion and emotional dissonance and also in all caused employees turnover intention. In addition, Holmvall and Sidhu (2007) study, they found that disproportionate customer expectations causes' lower job satisfaction among employees. Furthermore, Choi et al., (2012) found out in their research in Korean tourism sector that customer related social stressors significantly and positively influence emotional exhaustion except for disproportionate customer expectations.

According to the COR theory, it support that customer related social stressors are highly connected to resource loss, which is a delicate and serious aspects of frontline service employees who must conserve their limited emotional resources with regards (Hobfoll, 2001).

2.7 Job Burnout

As at today, burnout occurs in different jobs and employees feel burnout when they are not able to effectively manage their interactions with customers (Dormann and Zapf, 2004). Mayo Clinic, (2012) defined burnout as a state of physical, emotional or mental exhaustion combined with doubts about a person capabilities and the value of

one's job. In addition, Maslach and Jackson (1981, p.99) defined burnout as “a psychological syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people” and he also developed Maslach Burnout Inventory is mostly used to measure burnout. Frontline employees' job is emotionally demanding because of their interactions with difficult customers, which makes them prone to burn out (Bakker et al., 2000; Dormann and Zapf, 2004). There are some causes of burnout identified by different scholars and are:

- Insufficient job/personal resources (Lee and Ashforth, 1996)
- Employees duties that are unclear and vague (Posig and Kickul, 2003)
- Less social support from the organization (Brown and O'Brien, 1998)
- Superiors or supervisors that demoralize employees (Westman and Etzion, 1999).

Emotion exhaustion, Depersonalization and Diminished personal accomplishment refers to the three dimensions of burnout (Maslach, 1982)

2.7.1 Emotional Exhaustion

Maslach (1982) defined Emotional Exhaustion (EE) as one's feeling of being overstretched emotionally and physically. This means that emotionally exhausted individuals would be worn-out and unable to unwind. Therefore, they perceive themselves as exceeding their coping limit, approaching “the end of the rope” in psychological and emotional senses. Employees experience lack of energy because of their emotional resources has been used due to excessive psychological demands. Employees appear to have quitting intentions due to discomfort in the workplace caused by high levels of EE. Furthermore, Karatepe (2011) conducted a research

with hotel employees in United Arab State, which he indicated that customer aggression on life satisfaction and turnover intentions are moderately mediated by emotional exhaustion. Grandey et al., (2004) reported that negative customer behaviors as verbal aggression (e.g. shouting, insults and cursing) are common basis of stress for service providers and customer aggression was positively related to emotional exhaustion.

2.7.2 Depersonalization

Depersonalization is defined as “the development of negative, cynical attitudes and feelings about one’s Clients” (Maslach and Jackson, 1981, pp.99). This explain the fact that a person who losses his or her identity tend to treat and see people as things or inanimate object thereby displays uncaring or insensible attitudes and behaviors towards them.

2.7.3 Diminished personal accomplishment

Diminished personal accomplishment (DPA) refers to a person feeling dissatisfied or disappointed with their work activities due to the fact that they could not produce good results, which makes them evaluate themselves negatively (Maslach and Jackson, 1981; Golembiewski et al., 1986). In the model of Maslach and Jackson, it suggests that high emotional exhaustion leads to depersonalization and DPA.

Dormann and Zapf (2004) said employees who can’t handle job related strain do not have enough reserves of physical, social and emotional resources and because of that they have burnout out. In this background, resources can be energy, time, and conditions that are important to the person. Service employees that experience burnout due to the loss of any their resources might reduce the dedication or passion they put in their job i.e. they emotionally detach themselves from work, behaving in a selfish-way, by only thinking of their own benefits and they take less personal

responsibility for work outcomes (Cherniss, 1980). Although Service employees are expected to act in line with the conditions set by their organization, but Wright and Hobfoll, (2004) says employees who have burnout might want to sustain the remaining resources they have by reducing their morale and putting less effort in their job. Therefore, it is most likely service employee's zeal to behave in the expected manner would reduce if they experience burnout or EE (Singh, 2000).

In conjunction with COR theory, employee's job performance tend to decrease when they experience job burnout. This is due to the fact that employees do not have adequate resources to handle the challenges or difficulties they get from the three dimensions of burnout. In the study of Dormann and Zapf (2004) they reported that the components of customer-related social stressors were related to burnout.

In the hospitality sector it recorded that the rate of employees' burnout has increased and the main reason is due to the chronic stress they experience at work. The employees in the hospitality and hotel sector face this unfriendly experience, as they have to work hard and sometimes work odd hours. Because working hours in hotel varies from each organization to the other. Although working hours also depends on the kind of a job it entails (Pulak, 2012).

2.8 Job Embeddedness

Job embeddedness (JE) is relatively a new concept that is yet to be studied as mediator (Burton, Holtom, Sablinski, Mitchell, and Lee, 2010; Sekiguchi et al., 2008; Karatepe, 2011). According to Mitchell et al. (2001) JE is an employee retention theory which refers to the collection forces keeping an individual in the organization. It includes links, fits and sacrifice.

2.8.1 Links

Links refer to “formal or informal connections between a person and institutions or other people” (Lee et al., 2004; Mitchell et al., 2001). This implies that employees who have strong connections or relationship with friends, family, co-workers, physical environment and the community would be embedded in their jobs. Therefore the higher the number of links between the person and the web, the more connected they are to the organization. Holtom, Mitchell, and Lee (2006) argued that the environment or the community influences a person way and choice of life. For instance, aged and married employees with children tend to stay in the organization and community because of the multiple of links that exist between them (Mitchell et al., 2001).

2.8.2 Fit

Fit refers to “an employee’s perceived compatibility or comfort with an organization and with his or her environment” (Mitchell et al., 2001; Lee et al., 2004). Fit with the organization means that the employee’s career objectives, knowledge, skills, abilities and values are in line with the organization culture and the job requirements. While, fit with the community means employees that fit into the characters and physical environment of the community e.g. climate, religious, beliefs, weather conditions and entertainment or leisure activities (Mitchell et al., 2001). JE model suggest that the more an employee fit with the organization and the surrounding community, the stronger the bonds to the organization (Lee et al., 2004; Mitchell et al., 2001).

2.8.3 Sacrifice

Sacrifice refers to “the perceived cost of material or psychological benefits that may be forfeited by leaving a job” (Mitchell et al., 2001, p.1104). Employees are aware of the disadvantages of leaving the organization or what they tend to lose if they leave

the organization voluntarily (Holtom et al., 2006; Mitchell et al., 2001). For instance, an employee might give up his or her old co-workers, promotional advancement in the organization, healthcare, pension plans and interesting projects. Also leaving the organization may lead to community- related loss like giving up local club membership.

More importantly, JE defines the resources as links, fit and sacrifice that sum up to retain an employee in the organization. David and Andrews (2012), proposed that on-the-job (Organization) and off-the-job embeddedness (Community) factors are negatively related to turnover intentions. Also Karatepe and Ngeche (2012) research on hotel employees they revealed that JE is significantly and positively linked to job performance and negatively influence turnover intention.

Sekiguchi et al. (2008) said employees who are highly embedded would deal effectively with customers' requests and complaints. Lee et al. (2004) argued that employees with high levels of JE are more connected or tied to their work because of the good relationship they have with their coworkers and supervisors, which makes them feel attached to the organization plus they also feel they fit well in their jobs. Thus, the support they receive from the organization will therefore make them to fully apply their skills to their workplace. Past researches on JE has shown connection with significant outcomes, such as turnover (Allen, 2006; Crossley et al., 2007; Jiang et al., 2012; Mitchell et al., 2001), job performance and organizational citizenship behaviors (Lee, Mitchell, Sablinski, Burton, and Holtom, 2004) also turnover intentions (Lee et al., 2004; Mitchell et al., 2001). Low job satisfaction and high turnover intention of employees are as results of burnout (Kahill, 1988). Crossley, Bennett, Jex, and Burnfield (2007) found that JE lessened employee's

intention to leave the organization. Recently, Bergiel et al. (2009) reported JE mediated the effects of compensation and growth opportunity on intention to quit. Several studies found job satisfaction and organizational commitment to be less significant predictors of intentions than JE (Felps et al., 2009).

2.9 Job Outcomes

2.9.1 Job Satisfaction

Hoppock (1935) proposed Job satisfaction (JS) and he said it is the emotions and attitude an employee's show towards their jobs and the personal reaction towards their jobs. JS is simply how content an individual is with his or her job. JS can also be defined as "a pleasurable or positive emotional state, resulting from the perception of one's job as fulfilling or allowing the fulfillment of one's important job values, providing these values are compatible with one's physical and psychological needs" (McPhee and Townsend, 1992, p.117). Meaning employees who have JS would have positive work attitudes, improved performance and more creative, flexible and loyal (Wicker, 2011). In addition, JS is the level of "favourableness or unfavourableness" with which workers view their job" (Werther and Davis, 1999). For example, if employees feel they are treated unfairly, receiving less salary, less to no support from the organization, they are more likely to have negative feelings towards their work, co-worker and supervisor (Luthans, 2005, Manzoor et al., 2011). Therefore, JS is more concern with how well an employee's expectations at work are in line with outcomes (Khan, 2006). In the study of Kim and Robert (2011) they identified that there is a positive relationship between job satisfaction and organizational commitment and regardless of an employee job satisfaction does not mean he or she will voluntarily work more. Boyd (2002) reported in their study of airline and railway staff that employees who are constantly insulted verbally by passengers have

depression, feels worthless and reduced JS. Spinelli and Canavos (2000) suggested that for effective customer satisfaction and service quality, frontline employees should be fully satisfied. JS affects customer orientation behavior positively (Wen-Hai Chih¹ and Ling-Chu Huang, 2013). According to Begley and Czajka, 1993; Tharenou, (1993) said that JS is correlated with improved JP, positive work values, and high levels of employee motivation and lower rates of absenteeism, turnover and burnout.

Besides the significance of JS, it has been discovered that satisfied employees have better health and live longer, and the satisfaction on the job extends to the employees life outside the job.

2.9.2 Organizational Commitment

Organization commitment is the extent to which an employee recognizes with the organization values, beliefs and goals decides to continue working with the organization (Singh and Pandey, 2004). Organizational commitment is divided into three models, which are:

1. **Normative Commitment:** This explains when employees willingly stay in the organization because they are grateful to the organization for their employment (Singh and Pandey, 2004).
2. **Affective Organization Commitment:** Employees remain in the organization because their motive, beliefs recognize with the organization, and leads to their participation in the organization activities (Sabri et al., 2011). Alexandroy, Babakus and Yavas (2007) reported that affective commitment is positively related to job satisfaction while emotional exhaustion is negatively related (Babakus et al., 1999).
3. **Continuance Commitment:** This refers to “a consciousness of the expenditure linked with parting the organization” (Bodla and Naeem, 2008; Aydogdu and

Asikgil, 2011). Employees remain with the organization because of the individual costs of leaving the organization, for example an employee might feel that he or she is too old to get a new job and decide to stick with her current organization (Singh and Pandey, 2004). Much of the interest about organizational commitment is the belief that employees who are highly organizationally commitment then to be engage in more citizenship activities thereby display higher performance (Jaros, 1997) and other similar desirable behaviors.

2.9.3 Job Performance

Job performance (JP) is defined as “the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes” (Babin and Boles, 1998, p. 82). According to the COR theory, it suggests that employees whose resources have been depleted would have low JP because they are emotionally exhausted (Wright and Cropanzano, 1998). In conjunction with the model, employees that experience high emotional exhaustion, depersonalization and diminished personal accomplishment, will have decrease in job performance. There are fewer studies on the relationship between JE and job performance (Karatepe and Ngeche, 2011), and they further reported that JE increases employee’s JP. Also (Meyer et al., 2002; Franke and Park, 2006) research about front line employees found out that JS and Organizational commitment increase job performance.

2.9.4 Customer Orientation

Customer orientation (CO) is defined as “an employee’s tendency or predisposition to meet customer needs in an on-the-job context” (Brown et al., 2002, p. 111). Also defined as "the dissemination of information about customers throughout an organization, formulation of strategies and tactics to satisfy market needs inter-functionally and achievement of a sense of company-wide commitment to these

plans" (Shapiro, 1988). Likewise, Deshpande et al., (1993) says CO is "the set of beliefs that puts the customer's interest first, while not excluding those of all other stakeholders such as owners, managers, employees, in order to develop a long-term profitable enterprise". CO is simply about how to increase and maintain long-lasting satisfaction and to create customer loyalty.

Kim, 2008 and Yilmaz et al. (2005) argues organizations that have good customer orientated behavior will have positive performance. Some researchers discovered hospitality sector need better understanding of CO because it is importance to the firms and would increase performance (Kim et al., 2006; McNaughton et al., 2002; Sin et al., 2005). Firms that are customer-oriented tend to perform better than their competitors and provide better customer satisfaction (Hoffman and Ingram, 1991; Julian, 2008; Kim and Suh, 2005; Kim and Kwon, 2010). CO directly affects frontline employees' job performance (Babakus et al., 2009). In the research of Sousaa and Coelhob (2013), they noted that JS relates positively with CO of frontline service employees.

2.9.5 Turnover

Fried et al., (2008) said turnover "refers to the subjective likelihood that frontline workers will voluntarily leave their employing organizations within a relatively limited time frame". Also, turnover intentions refer to employees' willingness to leave an organization (Thoresen, et al., 2003). In the research of (Karatepe and Ndeche, 2011; Mitchell et al., 2001) they found out that JE reduces turnover intentions. For example if an employee remains in the organization, he or she is highly embedded in the job, since they have good relationship or connection with the organization and community. Yavas et al. (2008) reported that emotional exhaustion is positively related to turnover, meaning emotional exhaustion increases turnover

intention. Karatepe, (2011) research on frontline hotel employees, says customer aggression positively and significantly influences turnover intention. In the study of (Tett and Meyer, 1993) they found out that job satisfaction and organizational commitment decrease employee's turnover intention. (Kusluvan, Ilhan, andBuyruk, 2010; Lam et al., 2002) said job satisfaction and organizational commitment are critical variables for predicting employees' performance and turnover intentions.

2.10 Hypotheses of the Study

2.10.1 Customer related social stressors Effect on Job burnout

COR theory explains that individual that have less resources tend to be more stressed when demands are placed on them (Hobfoll, 1989) and customer related social stressors is highly connected to resource loss frontline employees experience due to their daily conversation they have with customers and therefore causes job burnout (Hobfoll, 2001) and emotional exhaustion (Grandey et al., 2007). CRSS include: Customer verbal aggression refers to "verbal communications of anger that violate social norms" (Grandey et al., 2004, p. 398) that is form of swearing, yelling, shouting and threatening of employees (Grandey, Dickter, and Sin, 2004). Disliked customers which is the rude and hostile interaction employees have with customers and also the interruptions by customers (Dorman and Zapf, 2004,p.76), Disproportionate customer expectations is defined by employees' feeling of injustice or unfairness, and it refers to "situations in which customers tax or challenge the service that they want to receive from the service provider" (Dormann and Zapf, 2004, p. 75) and Ambiguous customer expectations describe" unclear customer expectations" (Dormann and Zapf, 2004, p. 76). Job burnout comprises of three dimensions (emotional exhaustion, depersonalization and diminished personal accomplishment). Dormann and Zapf (2004) said customer related social stressors

are associated with burnout among service providers and especially with depersonalization.

Harris and Reynolds (2004) reported that 92% of frontline employees suffer oral abuse from customers in the hospitality industry and 70% of the customers display verbally aggressive behaviors deliberately. Customer aggression has a negative effect on the employees' health and safety and according to some researches it reveals that due to customer verbal aggression employees experience intense stress and depression (Boyd, 2002) causing somatic symptoms of emotional burnout and emotional dissonance (Bedi and Schat, 2007; Grandey, Dickter and Sin, 2004). Dormann and Zapf (2004) said employees who can't handle job related strain do not have enough reserves of physical, social and emotional resources and because of that they have burnout out.

Karatepe et al. (2010) research about frontline bank employees in Northern Cyprus found out ambiguous customer expectation had significant positive effect on emotional exhaustion. Similarly, the research of Ben-zur (2007) about service providers found that customer aggression was positively related to burnout dimensions (emotional exhaustion, depersonalization and diminished personal accomplishment). In the Dormann and Zapf (2004) research which he conducted with flight attendants, travel agency employees and sales clerks in shoe stores in Germany specified that customer verbal aggression, ambiguous customer expectations and dislike customers positively influence emotional exhaustion. Kim and Choi (2012) study indicate that customer-related social stressors positively influence emotional exhaustion. A recent study of Dursun and Aytac (2014) found that verbal abuse significantly increased the emotional burnout and depersonalization levels of bank

employees. Thus, following hypotheses are proposed:

H1: Customer verbal aggressions have positive effect on FL employees' emotional exhaustion.

H2: Customer verbal aggressions have positive effect on FL employees' depersonalization.

H3: Customer verbal aggressions have positive effect on FL employees' diminished personal accomplishment.

H4: Disliked customers have positive effect on frontline employees' emotional exhaustion.

H5: Disliked customers have positive effect on frontline employees' depersonalization.

H6: Disliked customers have positive effect on frontline employees' diminished personal accomplishment.

H7: Ambiguous customers' expectation have positive effect on frontline employees' emotional exhaustion.

H8: Ambiguous customers' expectation have positive effect on frontline employees' depersonalization.

H9: Ambiguous customers expectation have positive effect on FL employees' diminished personal accomplishment.

H10: Disproportionate customer expectations have positive effect on FL employees' emotional exhaustion.

H11: Disproportionate customer expectations have positive effect on FL employees' depersonalization.

H12: Disproportionate customer expectations have positive effect on FL employees' diminished personal accomplishment.

2.10.2 Job burnout Effect on Job embeddedness

Burnout is defined as a state of physical, emotional or mental exhaustion combined with doubts about a person capabilities and the value of one's job (Mayo Clinic, 2012) and it is divided into three dimensions; EE refers to the "feelings of being emotionally overextended and depleted of one's emotional resources" (Maslach, 1993, pp. 20-21). Depersonalization refers to the treatment of others as objects or things rather than people due to insensible attitudes and negative feelings (Maslach and Jackson 1981, pp.99) while DPA refers to the negative perception an individual have about him/herself and the feeling of disappointment because one could not produce good results (Maslach and Jackson 1981, pp.99). JE refers to "the combined forces that keep a person from leaving his or her job" (Yao et al., 2004, p.159). Links, fit, and sacrifice; these are three critical dimensions of JE. Links is defined as "formal or informal connections between a person and institutions or other people", while fit refers to "an employee's perceived compatibility or comfort with an organization and with his or her environment" and sacrifice is defined as "the perceived cost of material or psychological benefits that may be forfeited by leaving a job" (Mitchell et al., 2001). Karatepe (2011) study suggests that employees with high emotional exhaustion are unlikely to be embedded in their jobs and cannot product excellence results at work place. Consistent with these meta-analytic findings (Holtom et al., 2012; Lee et al., 2004) about employees with lower JE would to be slightly connected to the organization because they suffer from stressors and strain, which leads to emotional exhaustion. Also they may not feel attached to the organization because their personal values, skills and career goals do not fit with the organization. Therefore they pay less attention to their work, reduced commitment and display tardiness, absenteeism, or turnover intentions (Fully embedded

employees in the organization are likely to have intentions to stay, while the discomfort employees are likely to have intention to leave the organization or display quitting intentions). So, we propose that:

H13: Emotional exhaustion is negatively related to Job embeddedness.

H14: Depersonalization is negatively related to Job embeddedness.

H15: Diminished personal accomplishment is negative related to Job embeddedness.

2.10.3 Job Embeddedness Mediating Effect on Job outcomes

JE is described as the resources that retain an employee in the organization and customer orientation is described as a personal resource of an employee (Brown et al., 2002, p. 111). In this basis, employees that are fully embedded would have stronger customer orientation and therefore exhibit strong concern for customer needs and shows low level of nervousness and frustration during service encounters. So, we propose that:

H16: FL employees' job embeddedness has positive effect on customer orientation.

JE as an employee retention shows a significant association with job satisfaction (Lee et al., 2004 and Mitchell et., 2001) and their findings was based on the notion that JE "is a process through which decisions to perform and participate" (Lee et al., p,719) are made. Meaning an employee that is fully embedded in the organization tends to be more satisfied on the job. Besides, Holtom and Inderrieden (2006) specified that "JE is conceived as a key mediating construct between specific on the job factors" (p. 442) and employee attitudes and behaviors. (Harris et al., 2011; Tanova and Holtom, 2008) reported that there is a positive correlation between JE and JS. So, we posit that:

H17: FL employees' job embeddedness has positive effect on their job satisfaction.

JE is positively connected to job performance (Allen, 2006; Lee et al., 2004). They attributed this findings as evidence that if an employee is highly linked within an organization, fits perfectly and will have to sacrifice a great deal of opportunities if they quit (or if they are fired for poor performance), would display high job performance. Also Wheeler et al. (2012) argued that employees that are fully embedded are energized, directed which results to greater job performance. Thus, we posit that:

H18: FL employees' job embeddedness has positive effect on their job performance.

JE shows a positive relationship with organizational commitment (Allen, 2006; Crossley et al., 2007; Holtom et al., 2006a; Holtom and O'Neill, 2004; Lee et al., 2004). One of the dimensions of JE (sacrifice) have a positive significant relationship with organization commitment, where employees consider the disadvantages of leaving, tend to display more affective commitment to the organization Robinsona et al., (2013). Thus, we posit that:

H19: FL employees' job embeddedness has positive effect on their organization commitment

2.10.4 Job outcomes and turnover intentions

Customer orientation is defined, as “an employee's tendency or predisposition to meet customers' needs in an on-the-job context” (Brown et al., 2002, p.111). Employees that have good customer oriented behaviour will have positive performance (Kim, 2008;Yilmaz et al., (2005). Karatepe and Yavas (2009) identify that the knowledge and perception of CO of a service organization are positively related to their job satisfaction, affective organizational commitment and negatively related to turnover intentions. So we pose that:

H20: FL employees' customer orientations have negative effect on their turnover

intention.

Werther and Davis (1999) defined job satisfaction as the level of “favourableness or unfavourableness’ with which workers view their job”. (Brown and Peterson, 1993; Griffeth et al., 2000; Tett and Meyer, 1993; Zhao et al., 2007) confirm that there is a strong relationship between job satisfaction and turnover intention. Also, Fields et al., (2005) shows that employees who are dissatisfied in their job results to job search and leads to turnover. Four meta-analyses reported that FL employees that have job satisfaction show a very low intention to leave the organization (Alexandrov et al., 2007; Jones et al., 2007). Thus we pose that:

H21: FL employees’ job satisfactions have negative effect on their turnover intention.

Affective organizational commitment refers that employees enjoys their job well if they satisfies their customers appropriately and would make them very committed to the organization also if their values matches with the organization (Johnson, 2005; Sabri et al., 2011). Meyer et al. (2002) reported that a positive relationship exist between organizational commitment and job satisfaction as well as job performance and also a negative effect between organizational commitment and turnover intention. Also, Daneshfard and Ekvaniyan, (2012) says organizational commitment leads to decrease in turnover and absenteeism. We pose that:

H22: FL employees’ affective organization commitment has negative effect on their turnover intention.

Job performance is defined as “the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes” (Babin

and Boles, 1998, p. 82). Franke and Park (2006) found out that to increase JP has negative effect on employee's turnover intention. Consistent with past research (Halbesleben and Wheeler, 2008; Lee et al., 2004) said JE mediated turnover intentions and enhanced levels of job performance. We propose that:

H23: FL employees' job performances have negative effect on their turnover intention.

Based on all above proposed hypotheses the conceptual model of this study is reflected in the following figure.

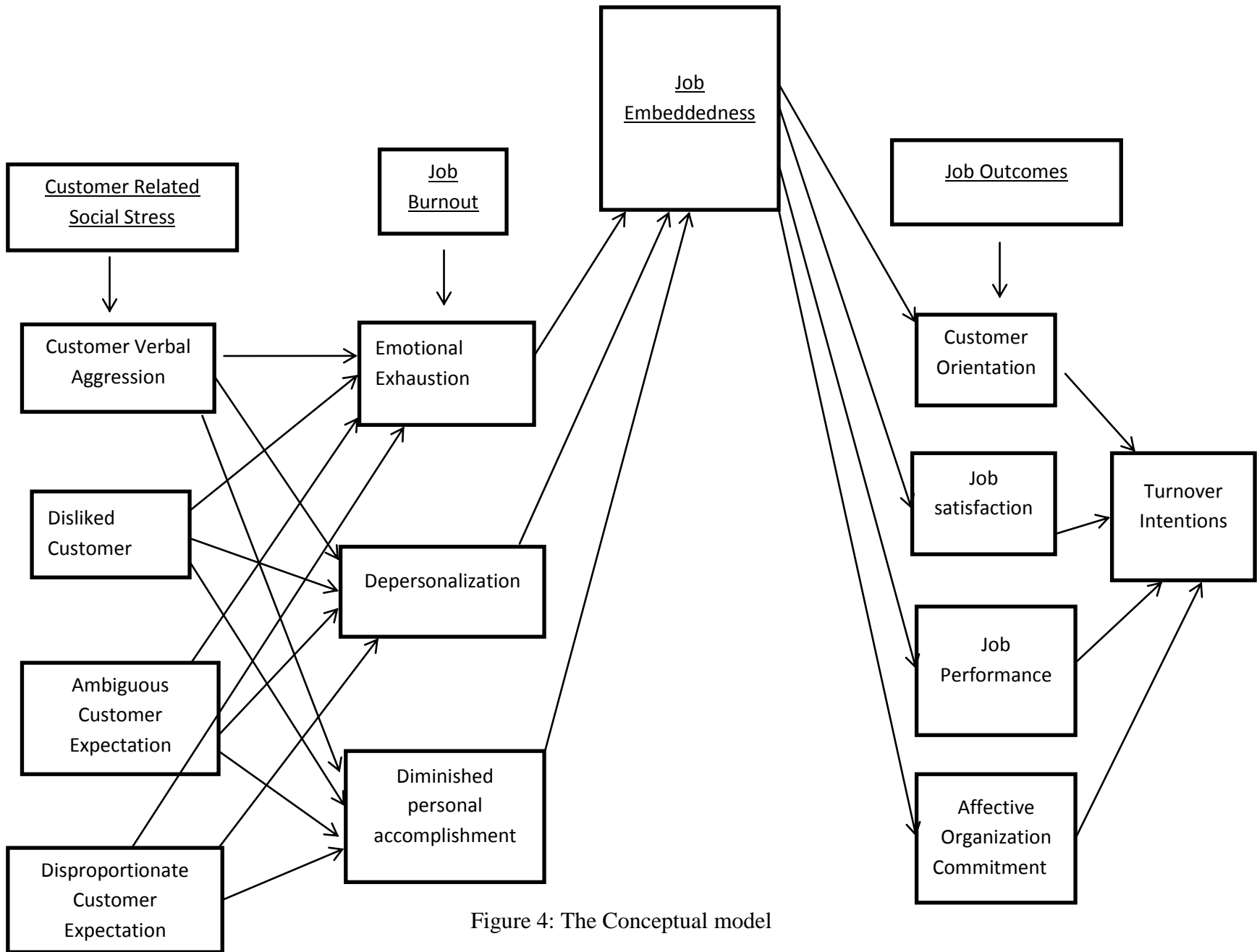


Figure 4: The Conceptual model

Chapter 3

METHODOLOGY AND DATA ANALYSIS

3.1 Aims and Objective of the Study

This study aims at measuring how CRSS influence JB on the FL hotel employees in Nigeria and their effect on job outcomes like job satisfaction, job performance, customer orientation, organizational commitment and turnover intentions and using JE as a mediating effect. Nigeria is one of the biggest developing countries in Africa and got independence October 1st from Great Britain in 1960, and was declared a federal republic 1963. Nigeria is gifted with rich natural resources and it is the fifth largest producers of crude oil. As a result of this, there has been influx of foreign investment in Nigeria and it has helped improved the hospitality sector and other sectors.

Nevertheless, Nigeria is still battling with high corruption, unemployment, infrastructural facilities as well as inadequate human resources management policies and practices (Karatepe and Magaji, 2008; Fajana et al., 2011). Thus, it had become challenging for organization in attracting, developing, deploying and retaining best talents. Base on Fajana and Ige (2007) argument that effective management will give birth to good performance among employees.

There have been several researches on various sectors in Nigeria to contribute to the economic growth and development of the country. Also the research regarding JE

and its mediating effect in the hospitality marketing is scarce and much is still yet to know about the mediating effect of JE (Burton, Holtom, Sablynski, Mitchell, and Lee, 2010; Sekiguchi et al., 2008). Karatepe and Alashinloye (2008) conducted a research on emotional dissonance and emotional exhaustion among FL hotel employees in Nigeria. With this awareness, no researcher has carried out the role of customer related social stressors and JE as a mediating effect on front line hotel employees in Nigeria so, this present study would contribute to the development of the hotel sector and the human resources management literature at large.

3.2 Survey Instrument

The scale used in this research study was adopted from several sources. All measurements were rated on a five point Likert scale. Depending on statement of perception, scales do vary from not at all true to absolutely true; strongly disagree to strongly agree; and extremely dissatisfied to extremely satisfied.

In the conceptual model, customer stressors were assessed by (Dormann and Zapf, 2004) 21- items of CRSS. CRSS comprise customer verbal aggression, disliked customers, ambiguous customer expectations and disproportionate customer expectations and the participants were asked if they are exposed to customers verbal aggression which was measured by five items (e.g., “Customers often shout at us”), disliked customers (e.g., “Some customers are unpleasant people”) and ambiguous customer expectations (e.g., “It is not clear what customers request from us”) each include four items and disproportionate customer expectations were measured by eight items (e.g., “Complaining without reason is common among our customers”).

Seven items derived from (Crossley et al., (2007) was used in measuring Job embeddedness. Sample items are: (“I feel attached to this hotel”) and (“I feel tied to this hotel”), in all the two of the questions were treated reversely.

3.2.1 Job Outcomes

Job burnout in this study was assessed by 19-items and its subscales are “emotional exhaustion”, “depersonalization” and “diminished personal accomplishment” adopted from Maslach and Jackson (1981). Emotional exhaustion was measured by eight items (e.g., “I feel emotionally drained from my work”), depersonalisation was measured by five items (e.g., “I feel customers blame me for some of their problems”) and diminished personal accomplishment was measured by seven items (e.g., “I feel exhilarated after working closely with my customers”) and expect one of the questions all the rest were treated reversely. Job performance was measured with a scale adopted from Babakus et al., (1999) that composed of five items (e.g., “I am in top 10% of employees here”). Affective organizational commitment was measured by five items (e.g., “I really care about the future of this hotel”) adopted from Mowday et al., (1979). Customer orientation is measured by thirteen items (e.g., “Every customer problem is important to me”) that adopted from Donovan et al. (2004). In this study job satisfaction was measured by eight items (e.g., “My overall job”), which retrieved from Hartline and Ferrell (1996). Lastly, turnover intention was measured by four items (e.g., “I often think about quitting”) adopted from Singh et al. (1996) and Boshoff and Allen, (2000).

After the analysis, statements with factor loadings lower than 0.40 were eliminated which is a general accepted threshold (Hair et al, 2008). Based on this, three statements were dropped from the questionnaires; Q5, Q6 and Q13 from customer

orientation. So, in customer orientation ten items were used. In all, the reliability and validity of other questionnaires were approved.

3.3 Data Collection

The population of the study is front line employees that are working at first class hotels in Nigeria as receptionists, bartenders, waitresses /waiters and customer care specialists who have daily contact with customers either face-to-face or voice-to-voice and spent most of their time attending to customer request and complaints. Before the questionnaires were finally administered, 30 questionnaires were initially carried out for Pilot study.

Questionnaire is a simple method in getting response of the employees from the same range of questions in a prearranged order (de Vaus, 1991). The research was based on the primary approach and it involved self-administered closed ended questionnaires from four and five star hotels in Lagos state, Port Harcourt and Abuja. Permission was taken from the human resources manager of each hotel to allow the staffs fill the questionnaire with honesty and anonymously. In all, the questionnaires were given to 250 employees and among those returned questionnaires 214 were found usable to carry out analyses, which account for 86% of the received questionnaires.

The convenient and non-probability sampling method was used in this study. Questionnaires were distributed to employees that were available in the hotels.

3.4 Data Analysis

3.4.1 Demographic Breakdown of Respondents

The demographic of the respondent includes age, gender, educational level, monthly family income, nationality, marital status, length of work and the location of the hotel where the questionnaires were filled and collected. The following figures illustrate the analysis of the demographic response.

3.4.2 Age

Figure 5 shows the age distribution of the respondents. It indicate that majority of the FL hotel employees in Nigeria are between 26 and 35 years old, which account for 56.5%, “18-25” years has 27.1% and “36-50” has 16.4%.

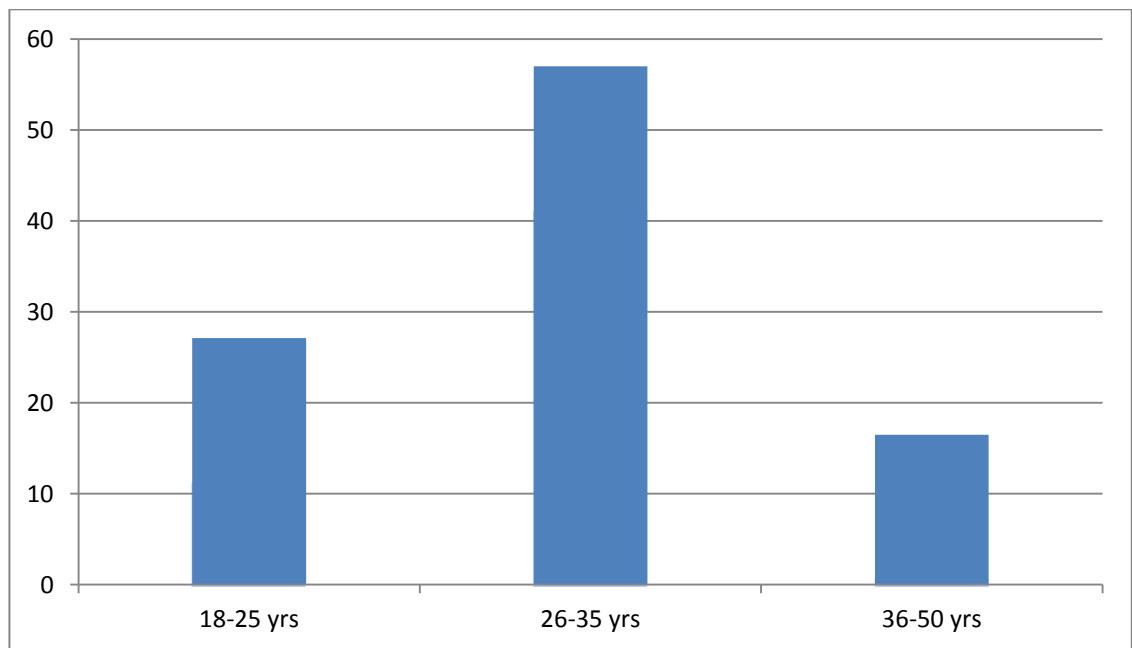


Figure 5: Age Distributions of Respondents

3.4.3 Gender

Figure 6 shows that most of the FL hotels employees in Nigeria are females and it account for 51% while male account for 49%.

3.4.4 Educational Level

Figure 7 shows the educational level of the respondents, it indicate that majority of the FL hotel employees in Nigeria have bachelor degrees, which account for 64%, high school certificate respondents has 26.2% and graduate respondents (Masters/PhD) has 9.8%.

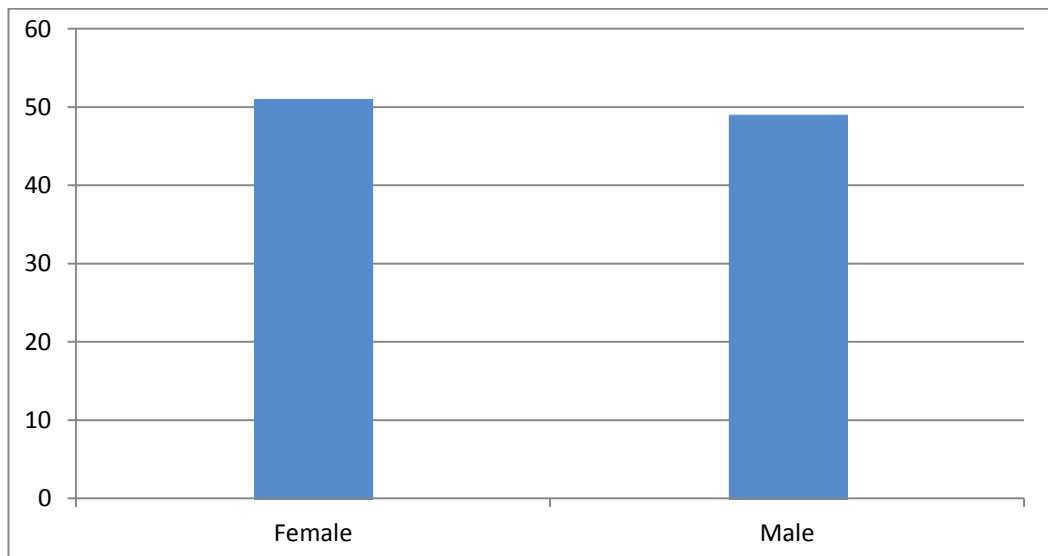


Figure 6: Gender Distributions of Respondents

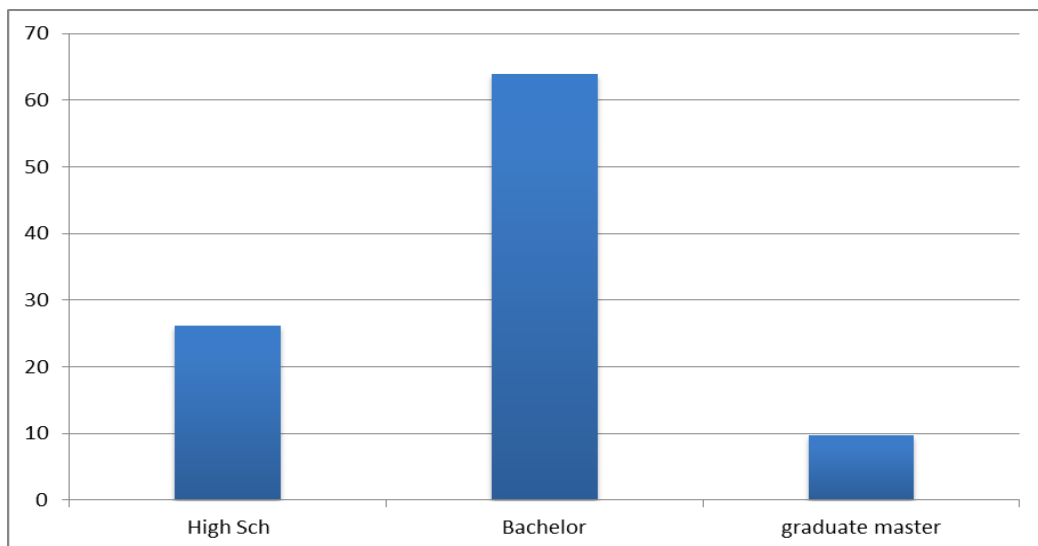


Figure 7: Education levels of Respondents

3.4.5 Monthly Family Income

Figure 8 shows the monthly family income of the respondents and it indicates that there is a little difference between employees that receive below 500 USD and below 1000 USD income. Employees that receive income below 500 USD has 47.2%, employees that receive income between 501-1000 USD has 48.6% and employees that receive income between 1001-2000 USD has 4.2%. So, majority of the FL hotel employees in Nigeria live between 501-1000 USD.

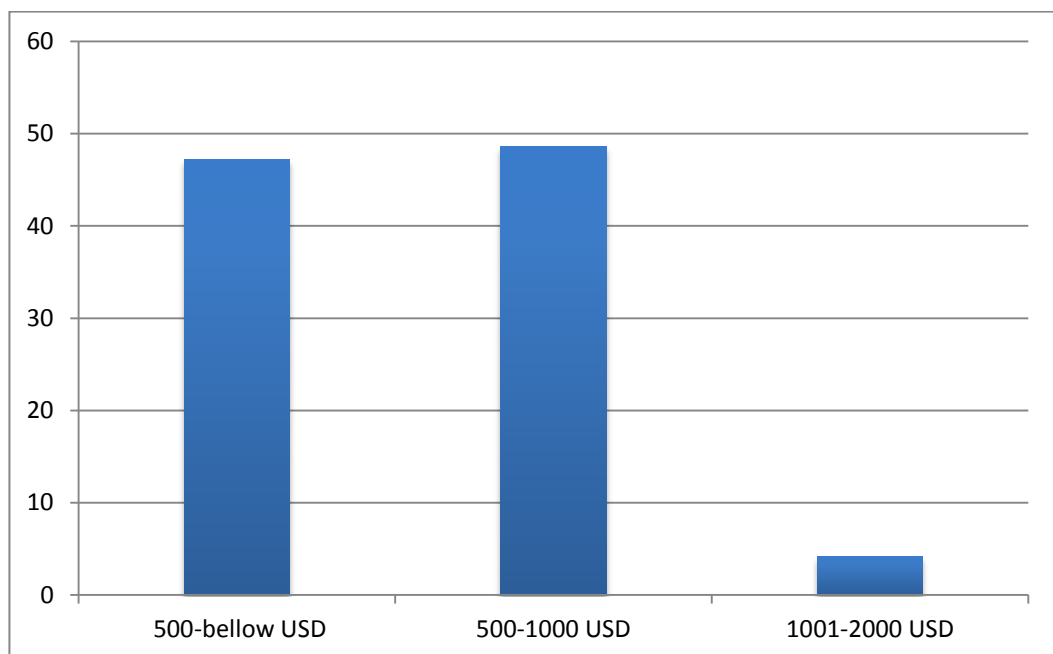


Figure 8: Monthly Family Incomes

3.4.6 Marital Status

Figure 9 shows that most of the FL hotels employees in Nigeria are single which accounts for 51%, married has 47 % and divorced employees has 2%.

3.4.7 Length of Work

The distribution of length of work in figure 10 shows that more of FL hotel employees in Nigeria work between 3-6years have 55.1%, less than 2 years has 21.5%, 7- 10 years has 20.6 % and lastly 10-15 years has 6%.

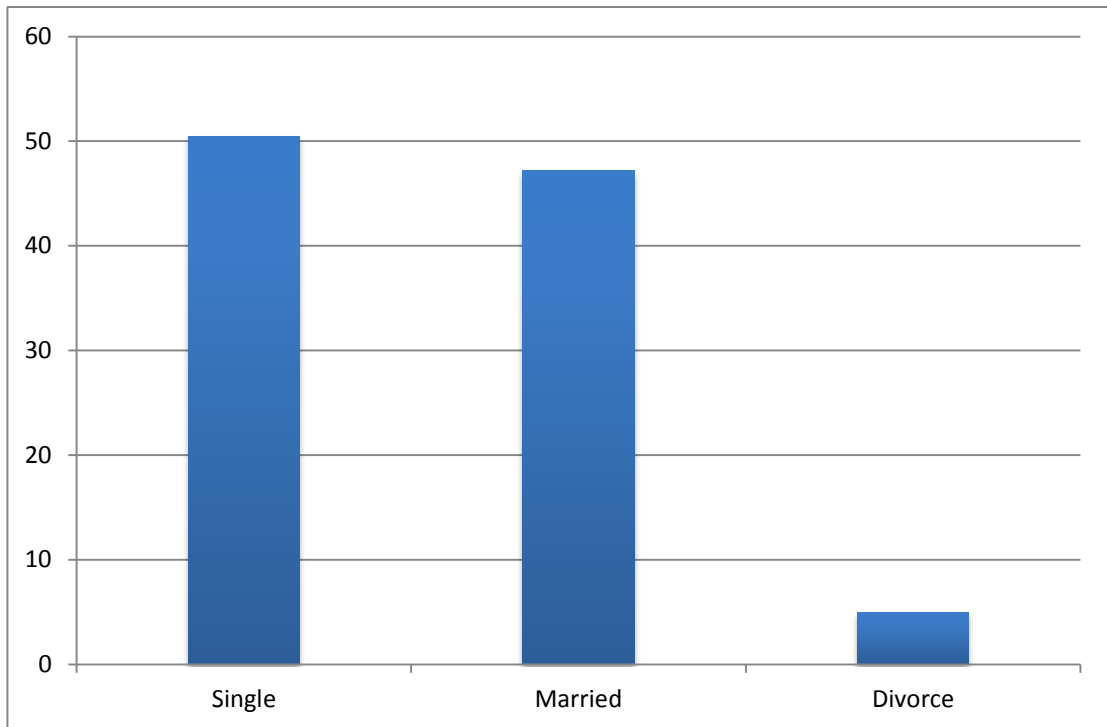


Figure 9: Marital Status of the Respondent

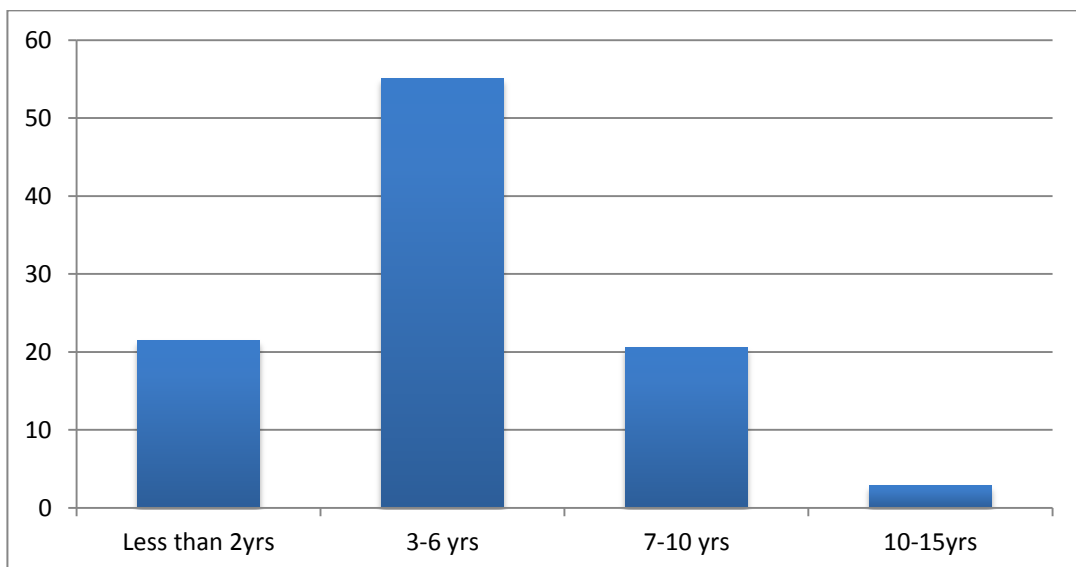


Figure 10: Length of Work of the Respondents

This research was analyzed using SPSS 20 for descriptive statistics and Partial Least Smart 2.0 (smart PLS) method for Structural Equation Modeling (SEM) (Ringle, et al. 2005). PLS is a soft modeling method that identifies the significance of construct in the structural model. It was developed by (Mold, 1973). PLS is an emerging multivariate data analysis that is widely used by researchers in different fields like in behavioral sciences, social sciences and any other business research fields (Penga et al., 2012 and Bass et al, 2003). PLS is suitable for research with smaller sample size, and complex models (Wong, 2011), also allows the use of non-normal data and formative measures of latent and categorical variables (Chin, 2010). PLS high statistical power makes it reliable to predict the extent at which a particular section in the research model as values in other section of the research model and it does not support assumptions about data distribution (Vinzi et al., 2010).

PLS vary from other SEM software approach e.g. linear structural relations (Lisrel) and analysis of moment structures (Amos). PLS takes into consideration of common and unique variances while others (e.g. Lisrel and Amos) focuses on common factor variances. PLS paths coefficient estimates are not maximum likelihood that is good for theory testing compare to Lisrel that has optimal prediction and it is parameter oriented (Peng and Lia, 2012).

Despite the effectiveness and significance of PLS, it has little drawbacks that affect it results and acceptability. It can create large mean square errors in the estimation of path coefficient loading, plus it paths coefficients are not covariance. PLS does not have (ML), so it would be difficult to interpret. Also problem of multi co linearity is

inevitable if it is not properly handled (Ping, 2009).

3.5 Model of the Study

The measurement model used in this study was tested in terms of convergent validity of construct, discriminant validity of construct and structural model results.

Table 1 shows the convergent validity of construct was based on the estimation of internal consistency (IC), factor mean score, cronbach's alpha, standard deviation (SD), average variance extracted measures (AVE) and factor loadings. According Nadiri and Gunay (2012, p.17) "the convergent validity measures the degree at which items on a scale are in theory linked".

For all measures, the internal consistency (IC) was above the cut of value 0.70 of Nunnally, (1978) ranging from 0.51 - 0.97, the Cronbach alpha was above 0.70 ranging from 0.81 - 0.95 and average variance extracted (AVE) were greater than 0.50 (Chin, 1998) ranging from 0.59 - 0.95. Factor loadings of all constructs in this model were greater than 0.40 ranging from 0.40- 0.94.

Table 1: Convergent Validity of Construct

Variable	Factor Loadings
Ambiguous Customer Expectations	
IC = 0,92 Factor mean score = 3,38 Alpha = 0,88 SD = 1,07 AVE = 0,74	
Customers' wishes are often contradictory.	0,8024
It is not clear what customer's request from us.	0,893
It is difficult to make arrangements with customers.	0,8877
Customers' instructions can complicate our work.	0,8506
Affective Organizational Commitment	
IC=0.95 Factor mean score= 4.04 Alpha =0.93 SD= 0.97 AVE= 0.78	
My values and those of the hotel are similar	0,8837
I really care about the future of this hotel	0,8943

I am proud to tell others that I work for this hotel.					0,9152
I am willing to put in a great deal of effort beyond that normally expected in order to help the hotel to be successful					0,8905
For me, this is the best of all possible organizations for which to work					0,8349
Customer Orientation					
IC = 0,90	Factor mean score = 4,49	Alpha = 0,91	SD = 0,46	AVE = 0,74	
I enjoy taking care of my customers					0,7896
I take a great deal of satisfaction in completing tasks precisely for customers					0,5598
I enjoy having the confidence to provide good service					0,7486
I enjoy remembering my customers' names					0,5144
I take pleasure in making every customer feel like he/she is the only customer					0,7585
Every customer problem is important to me.					0,753
I thrive on giving individual attention to each customer.					0,5341
I enjoy anticipating the needs of customers					0,7216
I am inclined to read the customer's body language to determine how much interaction to give					0,7493
I enjoy delivering the intended service on time					0,7892
Customer Verbal Aggression					
IC = 0,97	Factor mean score = 3,46	Alpha = 0,95	SD = 1,35	AVE = 0,85	
Customers often shout at us.					0,9103
Customers personally attack us verbally.					0,9416
Customers are always complaining about us.					0,9356
Customers get angry at us even over minor matters					0,9351
Some customers argue all the time.					0,8796
Depersonalization					
IC = 0,65	Factor mean score = 2,03	Alpha = 0,87	SD = 0,87	AVE= 0,91	
I feel I treat some customers as if they were impersonal objects.					0,7558
I have become more callous towards people since I took this job					0,8544
I worry that this job is hardening me emotionally.					0,8204
I do not really care what happens to some customers					0,8281
I feel customers blame me for some of their problems					0,7554
Disliked Customers					
IC = 0,65	Factor mean score = 4,10	Alpha = 0,82	SD = 0,94	AVE= 0,88	
One has to work with hostile customers.					0,7948
One has to work together with customers who have no sense of humor.					0,8138
Some customers are unpleasant people.					0,8025
Our work rhythm is steadily interrupted by certain customers					0,8184
Disproportionate Customer Expectations					
IC = 0,61	Factor mean score = 3,80	Alpha = 0,90	SD = 1,03	AVE= 0,92	
Some customers always demand special treatment.					0,6555
Our customers do not recognize when we are busy.					0,7882
Some customers ask us to do things they could do by themselves					0,8495
Customers vent their bad mood out on us					0,4016
Our customers do not understand that we have to comply with certain rules					0,8815
Complaining without reason is common among our customers					0,8749
Our customers' demands are often exorbitant					0,8722
Our customers are pressed for time					0,8012
Diminished Personal Accomplishment					
IC = 0,51	Factor mean score = 1,66	Alpha = 0,81	SD = 0,59	AVE= 0,86	

I deal effectively with the problems of my customers ®						0,7007
I feel very energetic						0,7247
I can easily create a relaxed atmosphere with my customers ®						0,5737
I feel exhilarated after working closely with my customers ®						0,7768
I have accomplished many worthwhile things in this job®						0,7131
In my work, I deal with emotional problems very calmly ®						0,7683
Emotional Exhaustion						
IC = 0,70	Factor mean score = 3,36	Alpha = 0,94	SD = 1,04	AVE= 0,95		
I feel emotionally drained from my work.						0,782
I feel used up at the end of the workday						0,8974
I feel fatigued when I get up in the morning and have to face another day on the job						0,8465
Working with people all day is really a strain for me						0,8075
I feel burned out from my work						0,9038
I feel frustrated by my job.						0,8168
I feel I am working too hard on my job						0,8126
I feel like I am at the end of my rope						0,8307
Job Embeddedness						
IC = 0,91	Factor mean score = 3,32	Alpha = 0,89	SD = 0,98	AVE=0,59		
I feel attached to this hotel.						0,8392
It would be difficult for me to leave this hotel						0,7061
I am too caught up in this hotel to leave						0,887
I feel tied to this hotel						0,8797
I simply could not leave the hotel that I work for.						0,7237
It would be easy for me to leave this hotel ®						0,688
I am tightly connected to this organization ®						0,6239
Job Performance						
IC = 0,90	Factor mean score = 3,88	Alpha = 0,86	SD = 0,74	AVE= 0,64		
I am a top performer						0,7908
I am in top 10 % of employees here						0,8961
I have higher productivity than others						0,8901
I know more about task/duties						0,7428
I get better awards/bonus than others						0,6491
Job Satisfaction						
IC = 0,93	Factor mean score = 3,39	Alpha = 0,91	SD = 0,87	AVE= 0,61		
My overall job.						0,7829
My fellow workers						0,774
My supervisor(s).						0,8169
This hotel's policies						0,8764
The support provided by this hotel						0,8513
My salary						0,7696
The opportunities for advancement with this hotel.						0,7768
This hotel's customers						0,592
Turnover Intention						
IC = 0,89	Factor mean score = 2,60	Alpha = 0,84	SD = 0,87	AVE=0,67		
I will probably be looking for another job soon						0,8691
I often think about quitting						0,866
I will quit this job sometime in the next year						0,7669
It would not take too much to make me resign						0,7717

Note: "IC" is international consistency measure; "Alpha" is Cronbach's alpha; "AVE" is average variance

extracted; "®" means they were reversely scored.

The discriminant validity of construct shown in Table 2 was also tested. It shows how appropriate a construct shares more variance with its measures than any other model construct (Chin, 1998). The AVE square root should be higher than the entire associated inter-construct correlations, which makes it acceptable (Hulland, 1999). In this study, the value derived from the square root of AVE adopted from 'Ambiguous Customer Expectations' (0,859) is higher than the other values below in the same column.

Table 2: Discriminants Validity of Constructs

	ACE	AOC	CO	CVA	DC	DCE	DPA	Dep.	EE	JE	JP	JS	TI
ACE	0,859												0
AOC	0,0109	0,884											0
CO	0,0695	0,3205	0,71										
CVA	0,7764	0,008	0,1907	0,921									
DC	0,6146	0,0856	0,4303	0,7565	0,807								
DCE	0,7953	0,1214	0,167	0,7649	0,5509	0,781							
DPA	0,0405	-0,3474	-0,6356	-0,1107	-0,3531	0,0123	0,713						
Dep.	0,428	-0,0255	-0,3177	0,2625	0,1344	0,3743	0,4508	0,804					
EE	0,7854	0,1088	0,1965	0,6802	0,5797	0,7574	-0,06	0,4636	0,838				
JE	0,1217	0,5387	0,2374	0,0604	0,1621	0,0731	-0,2252	0,1264	0,1505	0,77			
JP	0,1771	0,3357	0,2598	0,2062	0,2174	0,2978	-0,2589	0,0159	0,2845	0,0914	0,799		
JS	0,0817	0,7002	0,065	-0,0081	-0,053	0,123	-0,0894	0,2493	0,0508	0,598	0,1842	0,784	
TI	-0,0057	-0,2044	-0,2372	0,0145	-0,0697	0,1243	0,1453	0,0473	0,0802	-0,4561	0,1603	-0,2242	0,82

Note: Square root of AVE in the diagonal

Table 3: Structural Model Result

	Proposed Effect	Path Coefficient	T-value	Significance
Effect on Emotional Exhaustion (R-Square = 0.675)				
H1. Customer verbal aggression	+	-0.0347	0.8205	0.412
H4. Disliked Customer	+	0.0753	3.1478	0.002*
H7. Ambiguous Customer Expectation	+	0.2325	6.987	0.000*
H10. Disproportionate Customer Expectation	+	0.3166	6.5186	0.000*
Effect on Depersonalization (R-Square = 0.219)				
H2. Customer Verbal Aggression	+	-0.0996	1.0632	0.288
H5. Disliked Customer	+	-0.1265	2.4379	0.015**
H8. Ambiguous Customer Expectation	+	0.3626	4.8509	0.000*
H11. Disproportionate Customer Expectation	+	0.2147	1.717	0.086***
Effect on Diminished Personal Accomplishment (R-Square = 0.234)				
H3. Customer Verbal Aggression	+	0.0562	1.0011	0.317
H6. Disliked Customer	+	-0.3478	10.3322	0.000*
H9. Ambiguous Customer Expectation	+	0.3626	3.9757	0.000*
H12. Disproportionate Customer Expectation	+	0.2147	0.2503	0.802
Effect on Job Embeddedness (R-Square= 0,116)				
H13. Emotional exhaustion	-	-0.0062	0.0801	0.936
H14. Depersonalization	-	0.2527	4.2974	0.000*
H15. Diminished personal accomplishment	-	-0.4325	5.8542	0.000*
Effect on Customer Orientation (R-Square= 0,0563)				
H16. Job Embeddedness	+	0.0908	3.5229	0.000*
Effect on Job Satisfaction (R-Square= 0,3576)				
H17. Job Embeddedness	+	0.4476	22.1474	0.000*
Effect on Job Performance (R-Square= 0,0084)				
H18. Job Embeddedness	+	0.0895	0.7053	0.481
Effect on Affective Organization Commitment (R-Square=0,2902)				
H19. Job Embeddedness	+	0.573	17.041	0.000*
Effect on Turnover Intention (R-Square= 0,1746)				
H20. Customer Orientation	-	-1.0105	4.1167	0.000*
H21. Job Satisfaction	-	-0.4011	2.7268	0.007*
H22. Affective organization commitment	-	-0.0797	0.6339	0.526
H23. Job Performance	-	0.4144	2.8088	0.005*

Notes: * p-values < 0.01, ** p-values < 0.05, *** p-values < 0.10

The table 3 above shows the structural model results, which indicate the effect or relationship between variables and their significant and are represented by path coefficients. Therefore path coefficients point out the strength of relationship among variables or it identifies the relationship between constructs (Wixom and Watson, 2001). Factor loading is the correlation between variables and factors or constructs and measures. R-Square is also known as the coefficient of determination and it shows the percentage of the response variable variation that is explained by a model. Also PLS was used to measure the significance of the construct in the structural model.

According to the result in table 3, our result shows that the effect of customer related social stressors on emotional exhaustion have R-square that is 0.675. In other words, customer related social stressors have positive effect on emotional exhaustion, except for customer verbal aggression that is not supported. This means disliked customer, ambiguous customer expectation and disproportionate customer expectation explain the 67.5% variance of emotional exhaustion. So the proposed hypotheses H4, H7, H10 are supported and H1 is not supported. The effect of customer related social stressor on depersonalization shows R-Square, which is 0.219. Thus, disliked customer, ambiguous customer expectation and disproportionate customer expectation have positive effect on depersonalization and collectively explain 21.9% of variance on depersonalization, but customer verbal aggression is not supported. Thus, H1, H5, H8, are supported and H2 is not supported. Lastly, the effect of customer related social stressor on diminished personal accomplishment account for (R-square of 0.234) 23.4% of variance. So, disliked customer and ambiguous customer expectation have positive effect on diminished personal accomplishment but customer verbal aggression and disproportionate customer expectation are not

supported. So, H6, H9 are supported and H3 and H12 are not.

The effect of job burnout on JE accounts for the (R-Square of 0.116), depersonalization has negative effect on JE and diminished personal accomplishment has positive effect on JE but emotional exhaustion was not supported. This means that depersonalization and diminished personal accomplishment explain the 11.6% variance on JE. So, H14, H15 are supported but H13 is not supported.

H16 is supported, this means JE has a positive effect on customer orientation which shows R-square 0.0563 and this makes JE explain the 5.63% variance on customer orientation. H17 is supported this means JE has a positive effect on job satisfaction with the R-square of 0.3576, thus it explain the 35.76% variance JE has on job satisfaction. Also, the positive effect of JE on job performance H18 is not supported and the R-square is 0.0084. The effect of JE on affective organization commitment account for R-square of 0.2902, So H19 is supported and it means JE has a positive effect on affective organization commitment and it explain the 29.02% variance JE has on affective organization commitment.

The findings illustrate that the effect of customer orientation, job satisfaction, affective organization commitment and job performance on turnover have R-Square that is 0.1746. In other words, customer orientation, job satisfaction, and job performance have negative effect on turnover except for affective organization commitment that is not supported. This means customer orientation, job satisfaction, and job performance explain the 17.4% variance of turnover. So the proposed hypotheses H22, H20, H21 are confirmed and H23 is not supported.

Finally, the structural model analyzed that six out (H1, H2, H3, H12, H13, H18, H22) of the twenty-three hypotheses were not supported, while H4, H7, H10, H5, H8, H11, H6, H9, H14, H15, H16, H17, H19, H20, H21, and H23 are supported.

Based on above analyses results the following figure 11 reflects the structural model of the thesis.

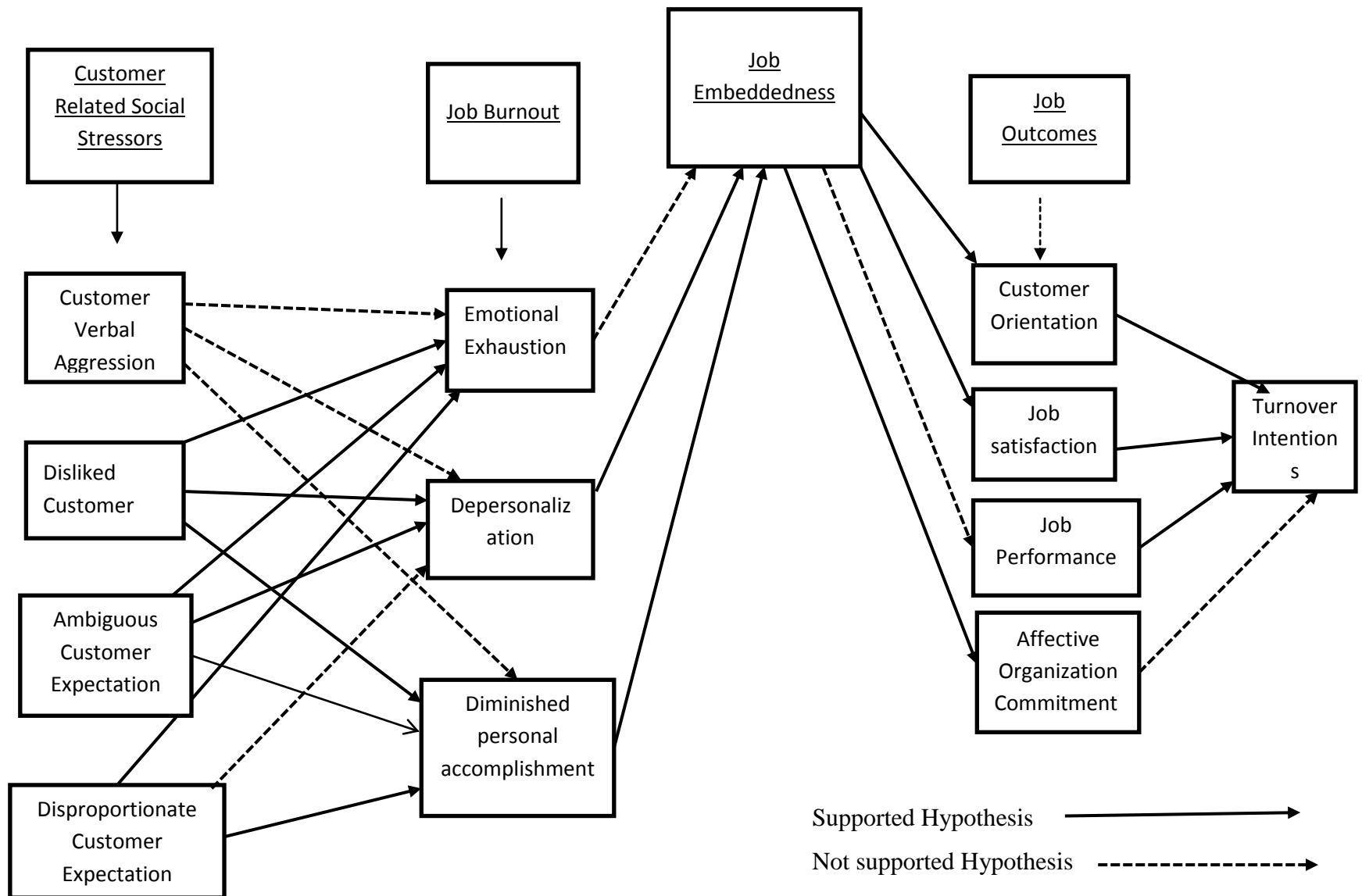


Figure 11: The Structural Model

Chapter 4

DISCUSSION AND CONCLUSION

4.1 Discussion

The flexibility role and the intense interaction of FL employees with customers make them vulnerable to emotional exhaustion and this is as a result of the stress they face from customer related social stressors. Several studies reported customer related social stressors have positive effect on emotional exhaustion and thus affect their daily routines.

Based on literature review, three dimensions of CRSS have significant positive effect on EE while CVA does not have significant effect on EE.

Hypothesis1, which is customer verbal aggressions have positive effect on FL employees' emotional exhaustion was not supported and this is consistent with Karatepe et al.'s (2010) study where they find out in their research in North Cyprus on FL bank employees that customer verbal aggression do not have any significant positive effect on employees' emotional exhaustion. This result may rely on unemployment and poverty in Nigerian that make the employees to adapt to any job situation. Therefore, irrespective of what they might face from customers will not make them emotionally exhaustive in their job.

According to analyses results both Hypothesis 2; the positive effect of customer verbal aggression on depersonalization and hypothesis 4; the positive effect of customer verbal aggression on diminished personal accomplishment, were not supported as well. These results rely on the fact that Nigerian culture demands a lot of respect and would make employees to treat their customers well irrespective of their experience with customers. It could also be a factor of unemployment in the country, where employees might not be emotionally attached to the job and would not feel any pressure to treat any one as an object but rather handle any assaults from customers in a professional way thereby keeping their jobs.

Hypothesis 3, which is customer verbal aggressions have positive effect on FL employees' diminished personal accomplishment, was not supported. Similar studies also show there was no significant effect. For example, Dormann and Zapft (2004) study found out in their research on different occupation in the service sector that significant negative relationship was determined between customer verbal abuses and diminished personal accomplishment. Also, it is consistent with Dursun and Aytac (2014) study where they find out in their research in Turkey on front line bank employees that there was no significant effect of customer verbal abuse on diminished personal accomplishment.

Hypothesis 13, the negative effect of emotional exhaustion on JE was not supported. This means that even though FL employees are emotionally exhausted or not, they might not be embedded in the organization. This is because they are not emotionally attached to the job and could leave any time if they get another better job opportunity.

Hypothesis 18, the positive effect of JE on job performance was not supported. It explains that irrespective of whether a FL employee is embedded in the organization or not, they tend to be productive in their duties because they want to keep their job.

Hypothesis 22, which is the negative effect of affective commitment organization on turnover intention, was not supported. This is supported with Beheshtifar and Allahyary (2013) study where they found out in their research in Iran on employees in organizations that there was a significant relationship between organization commitment and turnover intentions. Also, Hussain and Asif (2012) found out in their research in Pakistan on telecom employees that there was a positive effect between organization commitment and turnover intentions. Steel and Ovalle (1984) indicated that organizational commitment correlated more strongly to turnover Intentions than job satisfaction. This result may also rely on the fact that monetary value is a factor in Nigeria and employees would leave the organization when they get better opportunity.

4.2 Conclusions, Recommendations and Limitations of the Study

This study suggest some vital implications for managerial action and if adhere to would help the hotels sector in Nigeria to utilize their resources and become more productive and effective.

First and foremost, it is very important for managers to see their FL employees as a vital resource to the organization. Managers should be aware of that FL employees face customer related social stressors and such stressors have unfavorable effect on employee outcomes. Managers should encourage employees to openly share their positive or negative experiences with customers

to their coworkers and supervisors. Under these circumstances, managers should create training programs for FL employees to educate them on how to deal with effectively with inappropriate behaviors of customers. Also training the employees on problem solving skills and listening skills will improve their knowledge and help them to be mentally stable.

Secondly, this study suggests that management should be meticulous and considerate in their recruitment and selection of employees and they should also provide adequate information to the candidate before employment. Managers should identify sustainable methods of embedding employees in the hotel, by providing unique incentives or benefits for high or low performers that is difficult for other employers to emulate or replicate. For example, they need to assist the employees in planning their careers, provide favorable work shift or work sharing and provide family friendly environment and playground for employees with children. Also managers should ensure employees take part in decision-making that in a way helps improves their organizational commitment and therefore reduces rate of turnover intentions. Also it helps to build friendly environment and increases performance.

Furthermore, as indicated in our findings that customer related social stressors affect job burnout. Managers should try to reduce job burnout of the employees because it affects their job outcomes. Hotel managers should consider, organize, and control every aspect and moment of service encounters (Harris and Reynolds, 2003). Also they should try and keep record of any inappropriate behaviors from the customers and strategize appropriate measures in dealing with them (Reynolds and Harris, 2006).

As a summary, the result of this research shows that customer related social stressors influences job burnout, job burnout influences JE and JE influences job outcomes while job outcomes can determine the rate of turnover intention in Nigeria.

Apart from the fact this research expected to contribute to the hospitality management and human resource management literature, it also has some limitations that can be adopted for future purpose. Since study was carried out in Nigeria, the results might not be applicable to other countries so it is not possible to generalise results for whole. As well as, this study was limited to FL employees in the hotel sector, so it reflects the perceptions of FL employees instead of employees in hospitality establishments in Nigeria as a whole. For future studies, researchers may examine all the staffs in accommodation establishments and also add other variables to the model like actual turnover, supervisor support and cultural differences.

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APPENDIX

Appendix

Questionnaire

Demographic Questions:

1. Age

18-25

26-35

36-50

51-65

66 and Above

2. Gender

Female

Male

3. Education Level

High School Graduate

Associate Degree/Bachelor Degree

Graduate Degree (Master/PhD)

4. Monthly Family Income

500 USD and Below

501- 1000 USD

1001-2000 USD

2001-4000 USD

4001-6000 USD

6001 USD and Above

5. Nationality _____

6. Marital Statues

Single Married Divorce

7. Length of Work in Hospitality Sector

2 years and/or less 3 - 6 years 7 - 10 years 10 -15 years 16 -20 years 21 years and more

1= Not at all true	Mostly not true	3= Neither true nor false	4= Mostly true	5= Absolutely true	
Customer verbal aggression (Dormann and Zapf, 2004)					
Customers often shout at us.	1	2	3	4	5
Customers personally attack us verbally.	1	2	3	4	5
Customers are always complaining about us.	1	2	3	4	5
Customers get angry at us even over minor matters	1	2	3	4	5
Some customers argue all the time.	1	2	3	4	5
Disliked Customers (Dormann & Zapf, 2004)					

One has to work with hostile customers.	1	2	3	4	5
One has to work together with customers who have no sense of humor.	1	2	3	4	5
Some customers are unpleasant people.	1	2	3	4	5
Our work rhythm is steadily interrupted by certain customers	1	2	3	4	5
Ambiguous Customer Expectations (Dormann & Zapf, 2004)					
Customers' wishes are often contradictory.	1	2	3	4	5
It is not clear what customers request from us.	1	2	3	4	5
It is difficult to make arrangements with customers.	1	2	3	4	5
Customers' instructions can complicate our work.	1	2	3	4	5
Disproportionate Customer Expectations (Dormann & Zapf, 2004)					
Some customers always demand special treatment.	1	2	3	4	5
Our customers do not recognize when we are busy.	1	2	3	4	5
Some customers ask us to do things they could do by themselves	1	2	3	4	5
Customers vent their bad mood out on us	1	2	3	4	5
Our customers do not understand that we have to comply with certain rules	1	2	3	4	5
Complaining without reason is common among our customers	1	2	3	4	5
Our customers' demands are often exorbitant	1	2	3	4	5
Our customers are pressed for time	1	2	3	4	5
1= Strongly disagree	2= Disagree	3= Neither Agree Nor Disagree	4= Agree	5= Strongly Agree	
Emotional Exhaustion (Maslach and Jackson, 1981)					
I feel emotionally drained from my work.	1	2	3	4	5
I feel used up at the end of the workday	1	2	3	4	5
I feel fatigued when I get up in the morning and have to face another day on the job	1	2	3	4	5
Working with people all day is really a strain for me	1	2	3	4	5
I feel burned out from my work	1	2	3	4	5
I feel frustrated by my job.	1	2	3	4	5
I feel I am working too hard on my job	1	2	3	4	5
I feel like I am at the end of my rope	1	2	3	4	5
Depersonalisation (Maslach and Jackson, 1981)					
I feel I treat some customers as if they were impersonal objects.	1	2	3	4	5
I have become more callous towards people since I took this job	1	2	3	4	5
I worry that this job is hardening me emotionally.	1	2	3	4	5
I do not really care what happens to some customers	1	2	3	4	5
I feel customers blame me for some of their problems	1	2	3	4	5
Diminished Personal Accomplishment (Maslach and Jackson, 1981)					
I deal effectively with the problems of my customers ®	1	2	3	4	5
I feel I am positively influencing other people's lives through my work ®	1	2	3	4	5
I feel very energetic	1	2	3	4	5
I can easily create a relaxed atmosphere with my customers ®	1	2	3	4	5
I feel exhilarated after working closely with my customers ®	1	2	3	4	5
I have accomplished many worthwhile things in this job®	1	2	3	4	5
In my work, I deal with emotional problems very calmly ®	1	2	3	4	5
Job Embeddedness (Crossley et al., 2007)					
I feel attached to this hotel.	1	2	3	4	5
It would be difficult for me to leave this hotel	1	2	3	4	5
I am too caught up in this hotel to leave	1	2	3	4	5
I feel tied to this hotel	1	2	3	4	5
I simply could not leave the hotel that I work for.	1	2	3	4	5

It would be easy for me to leave this hotel ®						1	2	3	4	5
I am tightly connected to this organization ®						1	2	3	4	5
Customer Orientation (Donavan et al 2004)										
I enjoy taking care of my customers						1	2	3	4	5
I take pleasure in making every customer feel like he/she is the only customer						1	2	3	4	5
Every customer problem is important to me.						1	2	3	4	5
I thrive on giving individual attention to each customer.						1	2	3	4	5
I naturally read the customer to identify his/her needs.						1	2	3	4	5
I generally know what customers want before they ask.						1	2	3	4	5
I enjoy anticipating the needs of customers						1	2	3	4	5
I am inclined to read the customer's body language to determine how much interaction to give						1	2	3	4	5
I enjoy delivering the intended service on time						1	2	3	4	5
I take a great deal of satisfaction in completing tasks precisely for customers						1	2	3	4	5
I enjoy having the confidence to provide good service						1	2	3	4	5
I enjoy remembering my customers' names						1	2	3	4	5
I enjoy getting to know my customers personally						1	2	3	4	5
Job Performance (Babin and Boles, 1998; Babakus et al., 1999)										
I am a top performer						1	2	3	4	5
I am in top 10 % of employees here						1	2	3	4	5
I have higher productivity than others						1	2	3	4	5
I know more about task/duties						1	2	3	4	5
I get better awards/bonus than others						1	2	3	4	5
Affective Organizational Commitment (Mowday et al., 1979)										
My values and those of the hotel are similar						1	2	3	4	5
I really care about the future of this hotel						1	2	3	4	5
I am proud to tell others that I work for this hotel.						1	2	3	4	5
I am willing to put in a great deal of effort beyond that normally expected in order to help the hotel to be successful						1	2	3	4	5
For me, this is the best of all possible organizations for which to work						1	2	3	4	5
Turnover Intention (Singh, Verbeke and Rhoads (1996) and Boshoff and Allen (2000))										
I will probably be looking for another job soon						1	2	3	4	5
I often think about quitting						1	2	3	4	5
I will quit this job sometime in the next year						1	2	3	4	5
It would not take too much to make me resign						1	2	3	4	5
1= Extremely Dissatisfied		2= Dissatisfied		3= Neither Satisfied nor dissatisfied		4=Satisfied		5=Extremely Satisfied		
Job Satisfaction (Hartline and Ferrell, 1996)										
My overall job.						1	2	3	4	5
My fellow workers						1	2	3	4	5
My supervisor(s).						1	2	3	4	5
This hotel's policies						1	2	3	4	5
The support provided by this hotel						1	2	3	4	5
My salary						1	2	3	4	5
The opportunities for advancement with this hotel.						1	2	3	4	5
This hotel's customers						1	2	3	4	5