

Antecedents of Service Recovery Performance in 3 and 4 Star Hotels in Douala, Cameroon

Winifred Lema Doh

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Approval of the Institute of Graduate Studies and Research

Prof. Dr Elvan Yılmaz
Director

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

Prof. Dr. Mehmet Altınay
Dean, Faculty of Tourism

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

Prof. Dr. Huseyin Araslı
Supervisor

Examining Committee

-
1. Prof. Dr. Mehmet Altınay
 2. Prof. Dr. Hüseyin Araslı
 3. Assoc. Prof. Dr. Habib Alıpour

ABSTRACT

In addition to the external environment challenges, the aspect of unjust practices in hiring, promotion and rewarding at the organizational level has recently received a great deal of attention for influencing the performance of frontline employees in service recovery (Yavas et al., 2003) by causing dissatisfaction (Babakus et al., 2003) and reducing their level of affective commitment. The tourism industry in Cameroon and in the Sub-Sahara Africa is infested by all sort external challenges such as corruption (Kimbu, 2011), abject poverty, job insecurity, long hours of work and meager wages (Aryee, 2005). The nation lies in wait of a general solvent of the number of problems, including ethnic discrimination and tribalism that falls next to corruption. Owing to this situation, corrupt practices are carried out in both large and small sizes organizations; unfairness and unjust systems rules the order for hiring, rewarding and promotion. It is assumed in this study that this situation could be more serious exclusively for hospitality organizations than other industries, because it is human-oriented incline. In a manner that behaviors, emotions and attitudes play an utmost role, under climatic conditions characterized by team-work (Valle & Witt, 2001). This could easily be paralyzed by nepotism (Arasli et al., 2006) and favoritism. According to Arasli et al (2006), nepotism weakens human resource practices and affects employee's level of satisfaction.

Also, this study is the first to link nepotism and favoritism with service recovery performance via job satisfaction and affective commitment in service literature as a whole. As regard the Sub-Sahara and Cameroon, it is the first time service recovery performance is given this special attention in relation with nepotism and favoritism

among frontline hotel employees. For the first time in Cameroon literature, the public is being made aware of the pervading dangers underlying nepotism and favoritism that has never been related before in the nation's literature with the hospitality industry. The study aims therefore to explore the role and influences upon the service recovery performance of frontline employees from job satisfaction and affective commitment as mediators of nepotism, favoritism; directly or indirectly in 3, 4 and 5 star hotels in Douala the Littoral Province of Cameroon.

This study examines the effect of selected constructs that influence the service recovery performance of frontline employees using data collected from frontline staffs of 3, 4, and 5 star hotels in Cameroon. The following result from the path analysis revealed that nepotism, favoritism, job satisfaction and affective commitment are significant antecedents of frontline employees' service recovery performance. The report of the linkages indicated that favoritism and nepotism have insignificant relationship with frontline employee's job satisfaction. Results of another hypothesis did not correspond with the general notion that high level of affective commitment has no significance with frontline employees' service recovery performance (Boshoff & Allen, 2000); rather a significant relationship was detected in this case. Limitations of the study, managerial implication and implications for future research are discussed.

Keywords: Frontline employees, Dissonance, Nepotism, Favoritism, Job Satisfaction, Affective Commitment and Service Recovery Performance.

ÖZ

Turizm sektöründe dış çevre sorunlarına ek olarak iş yerinde organizasyonel düzeyde istihdam, terfi ve ödüllendirme konusundaki haksız uygulamalar verilen hizmetin kalitesini nasıl etkilediği (Yavas, 2003) ve iş yerindeki başarısızlıklar (Babakus, 2003) araştırılmıştır. Kamerun ve Güney Afrika Sahrasındaki Turizm endüstrisine de yoksulluk (Kimbu, 2011), iş güvensizliği, uzun süreli çalışma ve yetersiz ücret gibi her çeşit yolsuz uygulama ve zorluklar (Aryee, 2005) etki etmiştir. Halk bu yolsuzlukların yanında etnik ayrımcılık ve kabile ayrımcılığı gibi sorunların çözümü için beklemektedir. Hem büyük hem de küçük bünyeli organizasyonlar haksız ve adaletsiz istihdam, ödüllendirme ve terfi gibi yolsuzlukları içinde barındırmaktadır. Bu çalışmada söz konusu durumun insan odaklı olması nedeni ile diğer sektörlerle göre turizm sektöründeki otelcilik örgütleri için daha ciddi olduğu kabul edilmektedir. Ekip çalışması ile karakterize iklim koşulları altında davranışlar, duygu ve tutumlar büyük rol oynamaktadır. Bu durum iltimas, kayırma, akrabasını tutma şeklinde ortaya çıkabilir. Araslı'ya göre kayırmacılık insan kaynakları uygulamalarını ve çalışanların memnuniyetini etkiler.

Bu çalışmada hizmet kurtarma performansı bağlamında adam kayırmacılık ve akraba tutma ile iş tatmini ve duygusal bağlılık bir bütün olarak ele alınacaktır. Sahara ve Kamerun ile ilgili olarak ilk defa hizmet kurtarma konusunda otel çalışanları arasında kayırmacılık ve iltimas ile ilgili özel olarak dikkat çekilmektedir. Kamerun literatürde halk ilk defa otelcilik sektöründeki kayırmacılık ve iltimasın altında yatan tehlikenin farkına varmıştır. Bu çalışmanın amacı Douala' Littoral Province Kamerun'daki 3,4, ve 5

yıldızlı otellerde yapılan iltimas ve kayırmacılığın çalışanların iş verimliliğini ve performansını nasıl ve hangi yönde etkilediğini ortaya koymaktır.

Çalışmada Kamerun'daki 3, 4, ve 5 yıldızlı otellerde çalışanlar ile yapılan anketlerden yararlanılmıştır. İltimas ve kayırmacılığın iş verimliliğini etkileyip etkilemediği yönünde araştırmalar yapılmıştır. Yapılan anketlerin bazılarında iltimas ve kayırmacılığın iş verimliliğini etkilediği yönünde cevaplar alınsa da araştırma bir bütün olarak ele alındığında elde edilen veriler sonucunda iltimas ve kayırmacılığın otel çalışanlarının verimliliğini etkileyen faktörlerden olmadığı görülmüştür. Bir başka sonuç da duygusal bağlılığın ve akraba ilişkilerinin yine iş verimliliğini etkilemediği yönünde olmuştur. Tezin ilerleyen bölümlerinde yönetsel etkiler tartışılmıştır.

Anahtar Kelimeler; Frontline çalışanlar, uyumsuzluk, akrabasını tutma, iltimas, İş Doyumu, Duygusal Bağlılık ve Servis Kurtarma Performans.

As burnt offering with sweet smelling savor, I offer this work to The Lord Almighty.

All Glory and Praise to Him!

And to My Dad, so much to say of a fathers' love to a daughter.

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LIST OF ABBREVIATIONS

Service Recovery Performance	SRP
Job Satisfaction	JOBSAT
Affective Commitment	AC
Nepotism	NEPO
Favoritism	FAVO
Frontline Employees	FLE

Chapter 1

INTRODUCTION

The majority of markets in several geographies are occupied by services, by Kotler (2003) it occupies 70% of employment in OECD countries and in the sub-Saharan it takes 35% to 40%, with majority being agriculture (KILM; ILO, 2010). With the tourism sector keeping the biggest part in all of service industry, despite global upheavals of terrorism, wars, tsunami, conflicts and economic crisis international tourism arrivals grew to 980 million in 2012 estimated to reach 1 billion by the end of the year, an additional 4% increase from 2011 (UNWTO, 2012). The industry recently seem to be undergoing financial growth globally, yet it still remains vulnerable to factors affecting the external and internal environment in business (Tribe, 1997), that pose as a threat to its survival and success. Today, the tourism sectors are driven by complex technological advances added with the trend of increase in customers' wants (Poon, 1994).

Numerous hospitality organizations are benefitting from the growth in tourism arrivals, in Cameroon, tourism is one of the sectors which the economy uses to improve (Tambenkongho, 2009). Though to utterly profit from the rapid tourism growth presents utmost challenges resulting from service characteristics of high customer involvement, simultaneous production and consumption, labor intensity, worst is the high competition, shifting travel market trends, its high operating cost, its heterogeneity (Kotler et al., 2006) and intangibility stands as threats to the industry's survival and growth. These

external challenges have received great deal of attention in service politics for being characterized by its self-serving behavior (Zinta, 2005).

The above mentioned challenges faced by tourism sector have the ability to disrupt organizational efficiency and effectiveness (Kacmar et al, 1999). Including the fact that organizational environments are characterized by lack of trust and scarcity of resources (Poon, 2003), that tends to mar the work atmosphere whereby series of malpractices are induce just to survive. Tourism industry in Cameroon is a real case of work place injustice and organizational politics, such that, it has been facing serious problems for years like for some time now this sector has been particularly vibrant. This is due to some little faults which can be considered as corruption, the tourist sites are abandon to rot (Tambenkongho, 2009). The main problem sighted was the lack of promotion from within, which means promotion was not evident and given under merit scores but in a different way. Best known to those in authority, promotion go for “who knows who”, as favors of “godfathers” to “godsons”. A situation like this could impede more on hospitality industry compared to other industries, because tourism is human-oriented, such that behaviors and attitudes play effective roles (Valle & Witt, 2001) to negatively impact service outcome.

Many factors may be involve in the success of service in different organization, the matter here is how do employees (especially Frontline Employees) react to organizational practice and atmosphere within hotels and how this influence may link to their satisfaction and commitment via organizations success? It is suggested that employee’s attitudes or emotional response are as a result of some aspects of organizational practice or policy and that influences Frontline Employees recovery performance (see Figure 2). However, Service Recovery Performance, in line with

Frontline Employees Job Satisfaction and Affective Commitment among other antecedents with associated outcomes has received cumulative attention in hospitality literature over time.

From the look of things, the tourism and hospitality sector in Cameroon lies in want of contemporary Human Resource Management practice (Karatepe, 2011) and fairness, all things being equal. According to N. Andre-Marie (Personal Communication, June 04, 2012);

« Ce pays regroupe les différents climats, les us et coutumes, les traditions culinaires de quasiment toute l’Afrique. Ce secteur longtemps négligé a pris son envol ces dernières années avec notamment la création par le MINTOUR (Ministère du Tourisme et des Loisirs) de plusieurs circuits touristiques, mais aussi et surtout l’implication du secteur privé par la création de nombreux hôtels et agences de voyages. A ce jour nous dénombrons environ 300 établissements d’accueils dans notre pays, chiffre de 2010. »

Translate to English Language;

“The country includes the different climates, customs, and culinary traditions of almost all of Africa. The tourism sector that has been a long-neglected sector only took off in recent years with the formation of the MINTOUR (Ministry of Tourism and Recreation), especially in the private sector with the creation of numerous hotels and travel agencies. To this day we counted about 300 number of hotel institutions in our country as of 2010.”

This study investigates antecedents of Job Satisfaction and Affective Commitment of full-time Frontline Employees working in 3 and 4 star hotels in Douala, Cameroon and its impact on service outcome like SRP. Though a pile of work has been carried out on this regard (Rhoades & Eisenberger, 2002) expansive studies on hospitality terms are limited in the Sub-Saharan region, not to mention Cameroon.

The entire above reveals the initial state of prevalent crisis pertaining to management issues in hospitality industries generally that needs close concern, and the

fact that it is predominant in Cameroon drives the focus of this study towards that region.

The study conceptualizes a model (see Figure 1) demonstrating the apt of the situation and possible impacts that requires attention in order to elevate the standard in hotel context in Cameroon. The proposed model set to investigate the adverse influence of unethical organization malpractice like Nepotism (NEPO) and Favoritism (FAVO) that instill feelings of Dissonance on Frontline Employees (FLE) Job Satisfaction (JOBSAT) and Affective Commitment (AC), according to concepts of this work; may influence the outcome of Service Recovery Performance (SRP).

SRP is a concept that has gotten the attention of renowned scholars because of its grave importance in effective marketing (Chihyung, 2004; Segelstrom & Howard, 2010). It is the vital phase of service, in every service process failure is bound to occur (Matilla & Ro, 2008). It is at this critical stage that service recovery steps in, without service recovery the organization lost its chance to have a profound effect on customers' satisfaction (Mostert et al., 2009). Whereby, an organization could move from turning customer's frustration to customer loyalty (Johnston & Michel, 2008). Service organizations face the most challenging competition today and to survival and growth has becomes a concern (Allon G, 2007). Customers are very important element to face off the ever growing competition. Taking advantage of a service failure seemed to be a good way to provide effective recovery (Michel, 2008). As a matter of fact, maintaining an effective SRP policy has become an important focus of many customer retention strategies (Smith et al., 1999). In some cases, it could be the foundation of long-term relationship and gain of loyalty (Matilla & Ro, 2008). The very essence of SRP cannot be down played in service organizational success; SRP till date is not taken seriously in

Cameroon (Karatepe, 2012). Most hospitality organization barely notice when it comes in handy and businesses slopes and fall without managers knowing the basic cause. The situation from this study will deeply be examined and where the lapses occur will determine where managers have to take into serious consideration.

There is sufficient contribution from this work to the general condition of service literature today. It is an investigation that other studies have not yet engaged to carry out. Empirical works established relationships of JOBSAT and AC with FLE have produced elementary results of the how affective an employee with high level of JOBSAT gets committed to the organization (Ashill et al., 2008). SRP has not received enough recognition from the accrued hospitality literature (Smith et al., 1999); given that few sources over the years, (Battaglia, 2012; WB Lin, 2010) have tested the positive exertion of successful SRP on JOBSAT has been investigated to an extent (Karatepe et al., 2003) and on JOBSAT as a potential driver of SRP (Raquel Costa, 2007). Meanwhile, the relationship denoting SRP influenced by both JOBSAT and AC is still to be examined, simultaneously. This study is setting pace for combining those three elements of susceptible relationship all at once and derived hypothesis proved they are significantly correlated. So much more on this literature different from recent studies as far as hospitality literature is concern is its uniqueness. Never has all the factors established on the following model been ever done before. The model provided in it consists of multiple relationships which will be examined for the first time. NEPO and FAVO have been on literature for some time now (Arasli, 2006; Abdalla, 1998), and have been investigated among other elements like Cronyism (Arasli, 2008). Nor ever has any study attempt to ever come close into combining them with JOBSAT, AC, and SRP in a partial or direct relationship. Just for Arasli et al (2006), Matilla et al (2004),

ferverently established the possibility of an existing relationship between NEPO, FAVO and SRP.

The above haven shown that this study is first of its kind in hospitality literature also claimed its uniqueness in Cameroon literature. Not just in Cameroon tourism and hospitality literature that has a long way to go, but to the countries general literature. Neither has the Sub-Saharan region of Africa the privilege to an in depth examination of the hidden canker worm of NEPO and FAVO negative influence on SRP, in the management stream in service organizations. This study will definitely cause a stir and make a tremendous impact on the situation pertaining to service organizations in Cameroon and Africa. More so, service managers are lead to learn here on when to call it quit with the excesses of malpractice. Corruptions has been the bone of contention (Aryee, 2005) in Cameroon for some time, down with it are issues like NEPO and FAVO. Mangers will get to find out that success in business can be deterred by simple factors that go sometimes unnoticed as such. They will get to sit up and make sure that justice and fairness in take pre-eminence in the employment, promotion and rewards systems of their organization. The general public including the government of Cameroon will get to know that merit is not based on ethnic origin and beliefs, whereby playing with the emotions of other workers and counterparts defy the theory of oneness and working in team in organizations. Care hopefully will be taken on these notes.

The proceeding will present a deeper revelation of the attempted previous elaboration of the influence of NEPO and FAVO on SRP, via the mediating effect of FLE's (feeling of Dissonance on) JOBSAT and AC. Data was extracted from FLE of 3 and 4 star hotels of Douala, Cameroon. Information of legalized and government recognized hotels was given through correspondent in AKWA PALACE (Most renown

4 star hotel at the city center) of Akwa District, Douala; from the Ministry of Tourism and Leisure in Yaoundé (Statements from Correspondence Report by N. Andre-Marie on June 04, 2012; in French Language is translated to English Language in the text). Note should be taken of the fact that Douala being the largest and the economic capital of Cameroon is limited with just 3 and 4 star hotels (The Cameroon Post, September 2011). According to the report (N. Andre-Marie, Personal Communication, June 04, 2012), there are two 5 star hotels (Hilton and Mont Febe Hotel) they were exempted and both lies in Yaoundé, the capital city and sit of the presidency of Cameroon.

The following chapter reviewed related literature on the matter at hand. SRP will be given close attention; the various dimensions will be elaborated and previous given antecedents. The chapter will conclude on the other elements demonstrated on the model; NEPO and FAVO will receive wide investigation of their background and their impacts in service organization as previewed by recent literature. Chapter 3 comes next with very interesting evaluation of the world tourism trends from a macro to micro review of the case in Sub-Sahara Africa and Cameroon. Detail knowledge of the background, economy and touristic aspect of Cameroon will be recounted. While chapter 4, 5 and 6 evaluates the model structure, develop hypothesis in consonant with the context of the work. Measurements, results, implication, contribution and limitation will be explained accordingly.

Chapter 2

LITERATURE REVIEW

2.1 Introduction

Service recovery performance has received considerable attention in the management literature. Over the past 20 years, research into service recovery has been evolving rapidly. The primary concern had often taken the marketing view on customer recovery and the impact on customer satisfaction (Johnston, Michel, 2008), while discussions on employee recovery were placed in line with Management and Human Resource perspective (Johnston & Michel, 2008). Service recovery came about as an outcome of the fact that failures, errors and mistakes are bound to occur in the service delivery process (Hart et al., 1990). Assuming the main purpose is to help drive improvement through an organization (Spring et al., 1995). This is accordance with Johnson and Michel (2008), who pointed out that 35% of literature on service recovery, is about service recovery during service.

2.2 Service Recovery Performance (SRP)

Service recovery is an important part of an organization because if well managed and executed, could be side strength. Complaints from customers dissatisfied with service are a gateway for a corporation to improve service and build reputation and image, if properly and responsibly managed, in other words, service failure present a positive opportunity if effectively resolved (Kelly et al., 1993), and a host of benefits

(Andreassen, 1998). Any additional capability would present as advantage in the saturated ever-growing competitive market atmosphere.

Some works seemed more concern with operational outcomes, finding root causes associated with service recovery and making improvement processes (Johnston, Michel, 2008). So, they focused on service recovery outcomes and effect on employees' attitude, satisfaction, turnover intention and on customer satisfaction and loyalty, (Hui Liao, 2007). This pile of information on SRP investigates the after effect of the performance, if it is found satisfactory to both employees and customers and how it generates to shape behaviors. It is held that favorable service recovery positively influences customer's satisfaction (Smith, Bolton, & Wagner, 1999), and customer loyalty (Maxham & Netemeyer, 2002).

Though, it has been the prime concern of some that preceding factors have significant influences on SRP. Prior studies have taken to examine service recovery behaviors (Mattila & Patterson, 2004) and just a few had gotten to analyze them as regard possible behaviors like the manifestation of an employee's SRP (Goodwin & Ross, 1992). Of all efforts made to captivate antecedents of SRP, whether they are of any significance or not, there has been very little placed on ethnicity or tribal difference practices in Service Organizations.

2.2.1 SRP, Favoritism and Satisfaction

The existence of interpersonal differences among persons of different ethnic background in service organizations cannot be overlooked, a study illustrated that it has often been influenced by stereotyping (Chung-Herrera *et al*, 2010). For stereotyping is a major cause for discriminatory practices (Comer *et al*, 1998). In a certain way, Martin &

Adams (1999) found that service employees' shows tendencies of discrimination based on demographics; for instance they demonstrate favoritism towards women and older people more. Another insight into the matter proves that according to customer report by Chung-Herrera *et al*, (2004) ethnicity has more peculiarity to service failure and recovery than employees did. A noteworthy contribution on favoritism of service workers on customers still leaves a sense of lack on management practice of discrimination amongst service employees, from hiring to firing.

Pile of studies on SRP in the marketing and hospitality literature based more view on the customer as exemplified. Service Recovery Performance was geared towards customer's perception (Hui Liao, 2007), as outcome and almost all the cases examine western literature (Wen-Bao Lin, 2008). The effect of the dimensions of SRP (making an apology, being courteous, and problem solving), directly influences customer satisfaction and customer repurchase intention. It is believed that the speedy recovery of customer's complaints is of peculiar importance to customers (Whiteley, 1994). Meaning that whatever is of importance to customers will affect their behavior to either return or not to return, in effect this is vital to the existence and survival of organizations in today's congested competitive market environment.

2.2.2 SRP and Frontline Employees

Insufficient effort has been made to explore the factors that influence the service recovery performance of frontline employees (Boshoff & Allen, 2000). Among the few attempts made, some analyzed potential antecedent that influence SRP (Nik RozaNa and WahIdIN aWaNg, 2011), another acclaimed piece investigated managerial attitude and working environment perception by frontline employees influence on their service recovery performance (Yavas, Karatepe et al., 2005) and some aspects (empowerment,

teamwork) in the work environment were found to have a positive influence on frontline employees SRP.

There is no complete SRP with the absence of the frontline employee. Frontline employees are in a position of frequent face-to-face and voice-to-voice contact with customers (OM Karatepe, 2011). In today's complicated global market condition, frontline employees play a vital role in the survival and success of hospitality firms, because they act as an important spring of information about customers' request, complains and expectations, which flows from them to the manager (Bettencourt and Brown, 2003). The ability of frontline employees to perform adequate service recovery strongly influence customer's satisfaction and loyalty (Brown, 2000).

Nowadays, Organizations are holding on the fact that employees are their most important assets (Glen 2006), so they are attempting to create an attractive employment environment for both existing and potential employees (Lumley *et al*, 2011). Obviously, as the role of frontline employees is very crucial in service delivery; it is likely that existing environmental elements could have effect on performance and output in service. It is without doubt that the response of frontline employees to service failure are shaped by senior management's commitment to service through their actions, values and communication (Kimberley N, 2008). At this note, this study investigates underlying organizational practices that may have prominent effect on behavior and on service recovery performance of the workers concern. The amount of knowledge revealing factors influencing frontline employees' service recovery performance is still minimal (Boshoff and Allen 2000), and among them very few addressed the situation in Africa or even Cameroon.

2.3 Job Satisfaction (JOBSAT)

Job Satisfaction (JOBSAT) is the most widely and complex phenomenon researched in service literature, and it comes up with numerous approaches and definitions (Lumley *et al*, 2011). JOBSAT plays a key role in the hospitality industry (Edvardsson, *et al*, 2000) and writings base on JOBSAT has received an amount of considerable acclamation from renowned writers. A piece stated that a person of high JOBSAT appear to have generally positive attitude compared to one that is dissatisfied (Robbing, 1993). This is so because research has it that JOBSAT is pendent on Organizations variable that are represented in the organizational climate (Sempene *et al*, 2002).

Other papers indicated that JOBSAT is a pre-requisite necessary for efficient SRP. How well an employee will serve the customer will depend on how skillful or motivated (satisfied and willing to serve) the employee is (Nik RozaNa and WahIdIN aWaNg, 2011), to this effect it is very important to properly manage employees especially in the hotel industry; by producing the right working environment for them. As seen, it is mostly agreed that JOBSAT is like an emotional response formed as a result of external or organizational practices that most likely could influence behavior. This could be useful information to organizations whose vision is to finger out employee retention areas and improve those (Westlund & Hannon, 2008).

2.4 Affective Commitment (AC)

Affective commitment (AC) has received a definite meaning from Meyer & Allen (1997), as an employee's emotional attachment to, identification with, an involvement in his/her organization (Ping He, 2008), and they identified three major origins for the development of AC; Organizational Characteristics (such as

Organizational Justice), Personal Characteristics and Work Experience. Before, Meyer & Allen (1991) professed that employees who are affectively committed to the organization would probably carry on working for it because they want to. Developing AC involves connecting with the organization, imbibing organizational principles and standards (Beck & Wilson, 2000). Adding to that, a strong correlation was established between JOBSAT and employee's AC and retention (Kotze & Roodt, 2005). Thus individuals with high emotional AC to an organization remain because they see their individual working relationship as being in accordance with the goals and value of the organization in which they work (Lumley, 2011).

Quiet often AC has been related with the customer, and there are issues (Chiu K. Randy., 2003) that researched the customer's Positive or Negative Affectivity to a certain organization and their loyalty. Another issue burrowed deep to reviewing the key role of an affective commitment in strengthening customers 'loyalty to the brand and in improving customers' perceptions of their preferred brand (Mattila S. A., 2006). Where employees are concerned, it was proven that there exist an interrelationship between AC and JOBSAT, which imply that employees with a high level of JOBSAT express greater commitment (Alexandrov *et al*, 2007). Just as Commitment (King & Sethi, 1997) act as a buffer against stress and its antecedents. The same mentioned study held that JOBSAT is an antecedent of AC. A research specifically illustrated satisfaction to be more influential in explaining the variation in AC. It founded that AC had a significant effect on in-role behavior (Nasuridin *et al*, 2011), and performance as well. Meaning that, high levels of AC would be associated with organizations' success (Herscovitch and Meyer, 2002).

Generally, AC could mean when an employee's attachment is positive in nature. Derived from conditions such as fairness, support from colleagues and senior staffs (Akinyemi Benjamin, 2012), void of discrimination and favoritism. Any sign of lack of commitment could be interpreted as a way of disapproval of an organization's managerial characteristics by the employees (Iverson & Buttigieg, 1999; Akinyemi Benjamin, 2012), like to affect performance, cause withdrawal or resistance. The above argument demonstrates the importance of employees to be affectively commitment to the organization for the survival of it. The hospitality organization seems to be more affected about the issue, owing to their most influential area of service; which are the frontline employees. For this reason the study basically intends to assimilate the some hidden factors that are crucial in determining the outcome of frontline employee's AC to major hotels and to administer lessons to these in hotel industries in Cameroon. Where little knowledge is available about frontline employee's satisfaction and commitment as a result, couple with the fact that management maybe involve in some employee discrimination mal-practices. With due reference from correspondence personal communication report, N. Andre-Marie (June 04, 2012);

« Pour la rémunération, les employés avec lesquels nous avons discuté sont formels. Les salaires ne les satisfont pas, ils ne sont pas aussi satisfaits de l'appui que leur apporte l'entreprise. Heureusement ce n'est pas dans toutes les entreprises. »

Translate to English Language;

“Among the hotels, the frontline employees we encountered are formal workers (working full time). Wages do not meet their needs; they are not as satisfied with the support the company provides. Fortunately it is not the case with all the hotels, but just some.”

2.5 Dissonance

Partly sustained by the Cognitive Dissonance Theory, this study draws a construct of Dissonance, JOBSAT and Affective Commitment, caused by Nepotism, Favoritism or Cronyism as Organizational practice that influenced outcome. Top managers are eminent, they reflect the success of the organization (Folake, 2012), and so are employees. So, if ever management practice of favoritism is perceived by workers, Dissonance may occur. Dissonance, be it cognitive or emotional contributes to dissatisfaction at work with organizational principles (Abraham and Rebecca, 2000). Accordingly, several literatures have set much work on Dissonance. Cognitive Dissonance occurs when an individual holds two conflicting thoughts or concept at the same time.

Most researches have placed Dissonance in the context of post purchase thoughts that leads to satisfaction and repurchase intension. As a matter of fact, additional works applied Dissonance in line with consumer behavior researches more (Shin Yung Chou, 2012). Another concept suggested that Cognitive Dissonance can be applied to pre-purchase of the consumer purchase stage in consumer behavior (Koller and Salzberger, 2007). Since emotional dissonance is a discrepancy between authentic and displayed emotion, more empirical report held that the suppression of true emotion and feelings have a destructive effect on health and wellbeing, that could build stress (Rutter and Fileding, 1988) and reduce Job Satisfaction (Arnold B. Baker, 2006). It is a well-established case that emotional dissonance can lead to job dissatisfaction (Morris and Feldman, 1997) and affect employee's job performance (Kotler, 1991). Summing it up, employees who experienced dissonance would experience less Job Satisfaction (Lewig and Dollard, 2003).

Relationships of demographical similarity improves interpersonal bonds, facilitates communication and the exchange process between customers and provider (Jones et al, 1998). A simple illustration is that if individuals are made to choose, in a social context for instance, they would like to surround themselves with those of their 'like' (Chung Herrera et al, 2010). It could be said that interpersonal relations are influenced by stereotyping, among people of different ethnic background, and stereotyping can be held responsible for discriminatory attitude (Corner et al, 1998). The exercise of discrimination by favoritism, nepotism and cronyism are inevitable as a social interaction mechanism everywhere and every day. There have been heated debates on the legality concept of Nepotism, Favoritism and Cronyism (NEFACRON).

2.6 Nepotism, Favoritism and Cronyism (NEFACRON)

Several observations have labeled Nepotism, Favoritism and Cronyism (NEFACRON), as crimes or elements of corruption, subject to penalty or fine if caught. That have no valuable returns (Derya and Alper, 2011), and lacked sound morality (Cottingham, 1986). Empirical arguments raised on the image of favoritism, claimed that favoritism is a form of corrupt practice and Nepotism and Cronyism all stem from same branch. Supported by another school of thought, that stated that the only difference of favoritism and corruption is the fact that favoritism does not involve direct exchange of material favors (Loewe et al, 2008). The entire dispute centered on the ethical assessment of favoritism.

While favoritism does not rely on kinship in hiring and promotion in work places, Nepotism has strong ties with ethnic backgrounds and kinship in employment and elevation in the public and private sectors (Derya and Alper, 2011). The art of 'kinship selection' or favoring relatives is human's natural instinct. By employing and

promoting a person for kinship reasons rather than on skills or educational levels. Aktan (2001) substantially contributed that; Nepotism is mostly practiced in ethnic groups who have strong traditional ties and high value on interpersonal relations (Hatice Keles et al, 2011). Just like the Bamileke tribe of the Western Highlands region of Cameroon.

It is interesting as some works suggested that larger firms are more likely to hire relatives than smaller ones, in underdeveloped countries (Kayabasi, 2005). Most large firms in Cameroon and especially renowned luxurious hotels are owned by members of the Bamileke ethnic origin. On the other hand, smaller firms like the three star hotels are mostly family-owned businesses and are more induce into Nepotism (Arasli and Tumer, 2008) than larger firms. Just the fact that they are family owned hotel, by nature they are nepotistic. Family-owned hospitality business that indulge in Nepotism, assumed that it is beneficial to the business survival. Like the fact that it will prevent clash of interest and conflicts (Asakanutlu and Avci, 2010).

Derya and Alper (2011), explained that Cronyism gives priority to contact relation in economic relationship, unlike Nepotism, favor is shown to acquaintances and friends and not just relatives (Akton, 2001). Just as another paper identified the concept of Cronyism as ‘office politics’ (Khatri et al, 2008), or organizational politics. Cronyism would impact employees in several way, the favored acquaintances are likely to feel high job satisfaction, low commitment and probably in that state do less amount of work (Khatri et al, 1999). While those not under the umbrella of favoritism would definitely experience long-term negative effect on organization. From the entire discussion, there is less doubt that Nepotism, Favoritism and Cronyism have eaten deep into the marrow of hospitality organizations in Cameroon.

The amount of effort set to decipher the cost and benefits of NEFACRON has only been nonscientific. It is worthwhile for organizations to sit back and actually get to understand the impact of NEFACRON, and to go beyond the assumptions or anecdotes. Researches detected that employees, as a pattern show dissatisfaction where they experience favoritism as inequality. This article thus, examined NEFACRON's effect on frontline employee's job satisfaction and affective commitment on the organization, if it causes dissonance and how they all influence frontline employees service recovery performance.

Furthermore, the present study seeks to reveal more insight to aspects that precedes SRP. In line with Bagozzi's (1992) Attitude Theory, following the underlying premises that the impact of appraisal on behavior is mediated by emotional response. An assessment of the organizational environment by the employee would evoke emotional responses that will produce behavior, just as some few pieces that mentioned antecedents of SRP sought to demonstrate. So is this study, it evaluate the effect of selected organizational perceived practices of Nepotism, Favoritism and Cronyism (NEFACRON) on frontline employees service recovery performance, via the mediating role of affective commitment and job satisfaction. More emphasize is placed on appraised elements NEFACRON, unlike majority of previous literature that stressed on the outcomes of SRP.

Chapter 3

TOURISM TRENDS AND CAMEROON

3.1 Recent World Tourism Trends

Tourism is an essential part of most economies in the world today (Honey, 2009). International Tourism ranked as the fourth largest industry in the world and international tourism arrival is estimated to reach one billion in 2012. International tourist arrivals grew over 4% in 2011 and reached a total of 980 million. From 939 million in 2010, a year characterized by a stilled global economic recovery, series of political changes in the Middle East and North Africa and natural disasters in Japan (UNWTO Advance Release, January 2012). Amidst the persistent global economic uncertainty, tourist arrivals in Europe reached 503 million in 2011, accounting for 28 million of the 41 million additional international tourist arrivals recorded globally.

Central and Eastern Europe with Southern Mediterranean destinations had (+8%) each, attained the best report. Asia and the pacific registered 11 million arrivals at (+6%) increase. The breath of international tourism has grown broadly to encompass the developing countries (Honey Martha, 2009). Around the 1950's there were just about fifteen destinations of which Europe accounted for 98% of them. After the advent of the 1970's, the developing world became a major growth area. Africa maintained international tourist arrivals at 50 million by 2011, as an increase of two million arrivals in the Sub-Saharan destinations with (+7%). This was offset by the losses in North

Africa (-12%). The Middle East as well saw a loss estimated at 5 million international tourists arrivals, totaling 55 million (-8%).

Continued growth in international tourism in 2012 is therefore expected to move at a slower pace. Arrivals are expected to increase by 3% to 4%, from 980 million to 1 billion. As estimated, to reach the historic one billion mark by the end of the year 2012. This increase can be reaffirmed by statistics from the Airport Council International (ACI) showing that worldwide passenger numbers according to sampled airports has climbed by 4.9%. As international traffic, grows by 6.2% and domestic traffic by 3.7%. With reference to a discourse by the UNWTO secretary general Taleb Rifai during a conference in Madrid early 2012, revealed that travel facilitations is a closely linked with tourism development and can be a key to boosting demand in that domain. The area of travelling and transportation is of particular relevance in this moment in which most governments are looking at in order to stimulate economic growth through tourism.

3.2 Recent Tourism Trend in Africa

Looking at amount of international tourism in Africa at 50million in 2011, Africa expect to increase its share of international tourist arrivals from 50million in 2011 to 60million in 2012, according to United Nations World Tourism Organization (UNWTO) barometer. This is out of the landmark 1 billion international tourist arrivals expected to be attained in 2012 worldwide. Generally speaking, the African travel, tourism and gaming industry represents as an emerging market of over 50 million. Tourism per say includes both leisure and business travel, which has become a vital sector to many African national economies and also acts as an important source of foreign exchange (Mastny, Lisa, 2001).

Recent tourism and travel shows that potential travelers are becoming more aware of the wide diversity of people and environments in Africa, which is different unlike any other location in the world. Couple with the fantastic wild life and natural landscapes to its extraordinary and rich cultural historical heritage. World Investment Report issued by the United Nations Conference on Trade in 1999, indicated that tourism in Africa ranked third behind telecommunications and agri-business industries that received considerable foreign direct investments. As a result, tourism organizations, tour operators, governments, hotel groups, airlines and other service-related providers in Africa are now joining forces to ensure that Africa is put firmly on the map as one of the world's premier travel and tourism destinations.

As a new travel destination, Africa is attracting more and more Chinese tourists. According to statistics, in 2009, 380 000 Chinese tourists visited Africa, growing 18.6% compared to 2008. While, the first quarter of 2010 saw the arrival of 126,000 Chinese tourists. Players in Africa are taking notice of these factors in their quest to sustain growth in a region where the supply of hotels isn't matching the increasing needs enough (Nelly Nyagah, 30 Nov 2010).

A key trend to watch was the highlighting of the "Obama Effect" by The Global Trends Report of 2009 (World Travel Market (WTM) October 11 2010). The report mentioned "roots tourism" and or visits from Africans living abroad as a result of the election of Barack Obama, the first US president with African heritage. Researchers thought that the "Obama Effect" might have induced a strong interest drive towards the region. The rate of international tourists increased 5 percent in 2009 bucking the downward trend in most other destinations. Also, the 2010 FIFA World Cup hosted by South Africa sparked interest in the region. Foreign tourist arrival rose up about 25

percent to 1.02 million from June 1 to July 1 compared with the figures of the previous year.

2011 saw an improvement in the hospitality sector, overall occupancy increased, even with substantial additions to capacity. Occupancy rose by 2% in Europe and Americas, as well as an increase in Average Daily Room Rate (ADR) and in Revenue per Room Available. While Africa and the Middle East registered mostly negative results, with regard to the Arab uprising was a 4% decrease in occupancy. However there were substantial increases in occupancy in Kuwait, Dubai and Saudi-Arabia (UNWTO World Tourism Barometer, Advance Release March 2012).

Following this was the Rabat Action Plan enacted as a reminder to African governments to reconstruct, revitalized, and develop their environments, agriculture as part of sustainable development and return to small scale factories, as a long term investment goal and also to reduce the flow of irregular migration (Africa Tourism Organization ATO, March 2010). This is so because hotels and other accommodations would not necessarily bring tourists in sufficient numbers to produce the economic benefits desired. It is essential that international tourism be built upon intrinsic tourism assets that can compete internationally. Those assets may be coastal, wildlife, nature, cultural, or city-based, or a selective mix of these, but they must have a distinctive quality that draws tourists to them and away from possible alternatives. With that, it could be accompanied by appropriate and competitively built assets as tourist services, infrastructures as well as safe and healthy environments for tourist (Doreen E. Crompton, February 2001).

The economic power of tourism has helped transformed societies for the better. Tourism has several advantages over other industries because it is consumed at the point of production, so it directly benefits the society that produces the good. It enables societies that are rich in cultural, history and heritage to use their unique characteristics as an income-generating competitive advantage (Honey, 2009). With these benefits in mind, tourism can be a useful melting point to those nations with strong ethnical differences and cultural affiliation.

Tourism as seen by several literatures has been the source of peace, unity and growth in countries characterized by either political or civil unrest (Honey M and Gilpin R, 2009; Adeleke Bola, 2008). Bola O. Adeleke in his work *peace and tourism in Nigeria*, acclaimed that tourism if based on principles and good practices; being socially and environmentally responsible can reduce national insecurity and could be a powerful economic tool in Nigeria. Most importantly, Bola effectively said that by reducing national instability in Nigeria, tourism can help create a bridge to the existing cultural difference, tribal disputes that characterized most African countries as a result of *ethnic homogeneity*. Tourism by definition involves the transfer of people, culture and ideas, an ideal place to foster effective global partnership (Honey M, 2009). There is no how thus, that ethnic bias should come and stay in tourism management sectors; in the form of nepotism, tribalism, and favoritism.

Africa has been known of its historical precedence of ethnic difference, which has been the back bone to existing social stratification in work places, the government and society. After one hundred years (or less in some countries) of colonialism, most African states insisted on maintaining colonial boundaries as a sensible way of avoiding future conflicts (Jonathan Power, 2006). But this could not blot out the over 3000 tribal

boundaries and recurrent disputes. The very existence of ethnic pluralism gave birth to tribal discrepancies, with the outcome social differences, favoritism and nepotism; engraved on the skin and societal strata of African. Its perceived effect lies in every domain of life and touches all aspects of politics and economic. It even forms the base for decision making in the government, among politicians, stakeholders, business people and managers. This has gotten so much hold on management that its effect can be seen on work outcomes. This study will identify the various indicators and carriers of ethnic differences in the form of tribal biases, as in the case of Cameroon. The effect they have on tourism workers and in producing services.

Tourism demand with Africa is influenced by a series of Crime and poor public health standards, a specific destination can greatly reduce demand for an indefinite period after it is evidenced like the case with Nigeria and its increase rate of insecurity (Doreen E. Crompton, February 2001). It could be said that fluctuations in tourism demand are often due to country conditions rather than world prices, as is the case for commodities.

3.3 The Nation Cameroon

A nation situated by the Gulf of Guinea on the West coast of Africa, Nigeria lies in the North West, Chad on the North East, Central African Republic in the East, Gabon, Congo and Equatorial Guinea in the South and Lake Chad in the North. Cameroon occupies an area of 184,000 square miles. The country is divided into ten provinces; the Littoral Province (Douala, which is the most populated and economic capital), the Center Province (Yaounde which is the capital of Cameroon and the seat of the administration), others are the Adamawa Province, the North West and the South West Provinces (the Anglophone regions of Cameroon, that are typically English speaking)

and South Province. The population according to 2011 estimate amount to 20,424,645, with an annual population growth rate of 2.12% (Bureau of African Affairs/ U.S. Department of State, January 1, 2012).

The earliest inhabitants of Cameroon were probably the Bakas (Pygmies). They still inhabit the forests of the south and east provinces. Bantu speakers originating in the Cameroonian highlands were among the first groups to move out before other invaders. During the late 1770s and early 1800s, the Fulani, a pastoral Islamic people of the western Sahel, conquered most of what is now northern Cameroon, subjugating or displacing its largely non-Muslim inhabitants.

Early European presence in Cameroon was primarily devoted to coastal trade and the acquisition of slaves. The northern part of Cameroon was an important part of the Muslim slave trade network. The slave trade was largely suppressed by the mid-19th century. Christian missions established a presence in the late 19th century and continue to play a role in Cameroonian life. Religious proliferation has been the order lately, making Cameroon a nation of multiple religions. Predicting ethnic favoritism because, ethnic favoritism is less prevalent in a country of one dominant religion (Frank and Rainer, 2012).

The Portuguese set foot on the area in the 15th Century and discovered the Wouri River which had lots of shrimps. They called the country Cameroon after the name Rio dos Cameroes meaning; river of prawns or river of shrimps. Cameroon which covers Douala and extends to Nigeria was governed by Germany up till 1919. After the defeat of Germany following the First World War in 1914-1916, Cameroon was partitioned between France and Britain under a June 28, 1919 League of Nations mandate. The division was later recognized by the United Nations.

In January 1960 the Eastern French Cameroon achieved independence from their French, as the Republic of Cameroon. In 1961, the largely Christian Southern Cameroon voted to join with the Republic of Cameroon to form the Federal Republic of Cameroon. The largely Muslim northern part with two-thirds of British Cameroon voted to join Nigeria. The formerly French and British regions each maintained substantial autonomy as a Federal Republic. With Ahmadou Ahidjo a French-educated Fulania, was President of the federation in 1961. Until 1972, a new constitution replaced the federation with a unitary state.

This marriage faced major crisis in 1984, when the English speaking or former Southern Cameroonians accused the Government under a new president (Paul Biya, who ascended to power taking over from Ahmadou Ahidjo in 1982), for illegally changing the name from United Republic of Cameroon to the Republic of Cameroon. The English speaking Cameroonian also of accused the Government of discrimination and treatment as second class citizens.

Cameroon has a parliamentary system with about 180 seats. The executive is headed by the President. There is a Prime Minister, Ministers and secretary Generals who are appointed by the President to direct the Government. The judiciary is headed by an appointed Supreme Court President. The House of Parliament (Legislature) is headed by a speaker. While the president, the Minister of Justice, and the president's judicial advisers (the Supreme Court) top the judicial hierarchy, traditional rulers, courts, and councils also exercise functions of government. Traditional courts still play a major role in domestic, property, and probate law. Tribal laws and customs are honored in the formal court system when not in conflict with national law. Traditional rulers receive stipends from the national government.

Cameroon is a bilingual country, with English and French as the official languages. The constitution places English and French as inherited from former colonies, France and Britain on equal base but French is predominantly spoken in the former East Cameroon and Government offices in the former West Cameroon. The trend has however changed because many French speaking Cameroonians recognize the importance of English as an international language. The people concentrated in the Southwest and Northwest regions around Buea and Bamenda use Standard English and “pidgin,” as well as their local languages.

Cameroon has about 250 ethnic groups with as many as 286 indigenous languages (as a result, instances of ethnic favoritism are widespread). These ethnic groups form five large regional-cultural groups: including the Bamileke, Bamoun, and many smaller entities in the northwest (38% of population); coastal tropical forest peoples, including the Bassa, Douala, and many smaller entities in the Southwest (12%); southern tropical forest peoples, including the Ewondo, Bulu, and Fang (all Beti subgroups), Maka and Pygmies (officially called Bakas) (18%); predominantly Islamic peoples of the northern semi-arid regions (the Sahel) and central highlands, including the Fulani (14%); and the “Kirdi”, non-Islamic or recently Islamic peoples of the northern desert and central highlands (18%).

3.4 Cameroon Today

3.4.1 The Economy

The country’s economy is basically a distinctive and self-supporting agricultural type coupled by much oil production and a extensive manufacturing plants. The principal agricultural exports remain cocoa and coffee, along with cork, wood and cotton. By the year 2002, Cameroon was the sixth nation in cocoa production

worldwide, and the eight in rank for coffee produce. Additional export revenues are provided by fuel production, manufacturing, heavy machinery and by transportation. The economy of Cameroon went under recession, preceded by the decline of prices in cocoa, coffee, oil and cotton, and the depreciation of the CFA franc. It resulted to the erosion of its GDP by more than 60%, since 1986. In January 1994, France devaluated the CFA franc, causing its value to drop by half. Effectively, prices for imported goods rose, including that for food and essential drugs.

Beginning of 2000 saw a new époque for Cameroon economy. Cameroon attracted investment from abroad like France and South African; are known to have bought companies that formerly belonged to the state. Foreign investors took over banks and rail roads, including \$4million Chad-Cameroon pipeline project of 1,070 km carried out around 2003. Foreign investment is accountable for the large part of revenue increase in Cameroon. Owing to the Chad-Cameroon pipeline project, an amount of 225,000 barrels is expected to be produced per day. In 2005, GDP level was fore casted at 5.9%. Yet unemployment remained a bone of content around 6.5%, amidst the said indication of a stable economic system.

According to the World Bank report of 2003, \$8.860 billion went for domestic consumption in Cameroon. It took into consideration individual, domestic, the immediate public spendings on products and services, excluding land and houses expenditures. Examined results in 2001 showed that among domestic expenses, one quarter was for foodstuffs, a meagre 8% for gas, health issues barely 2%, while education took 9%. Previous estimate indicated almost half the measure of the population lives in poverty.

Agriculture as a base has sustained national economic development foreign trade for a long time, till 1978, it was replaced by oil production. Agriculture contributed to 44% of Cameroon GDP as seen in 2004. Following the fore mentioned implication, 56% of the working population were engaged in agricultural activities for their main income during the year 2003. Even though much part of the land was not arable except 15.4% of it. Cash crops of high economic relevance includes; banana, rubber, cotton, coffee, cocoa, tea, palm oil (locally known as red oil), palm kernels, and sometimes peanuts. Plantains, corn, cocoyams, yams, cassava, millet, yams, irish potatoes, sweet potatoes are top food crops; including sugarcane. Banana in Cameroon today are among one of the major cash crops for foreign trade, but the banana industry went through privatization more than 20 years ago by the Cameroon government alongside tea and rubber plants.

Meat products in Cameroon are sold internationally; they are being exported to UDEAC (Central African Economic and Monetary Communities/Union Douanière et économique de l'Afrique Centrale) countries. Between 2002 and 2004, livestock farming increased to 2.3% more than it was in 1999 and 2001. The fishing industry in Cameroon seemed premature, fishes are caught by unskilled fishermen in a primitive unprecise way. Remarkably, in 2003 over 108,121 tones of fishes were caught. A large number of forestry projects are carried out in the Littoral Province, the South region, part of the Center Province and the South West Province of Cameroon. Forestry entails over 300 commercial valuable species of trees; principally they are mahogany, the sapele woods, the sipo, ayos, the common iroko, dibetu and the silk cotton wood. Timber sales is a potential economic source and among the four bases of the nations

foreign national income. Poor framework weakened the development of the forestry sector.

Though oil production is continually on the increase in Cameroon, expansion of other mineral resources are slower. Like gold, diamonds, silica, tin, and marble; are on slow growth because they happened to be produced by small-scale artisanal miners. Bauxite deposited, were estimated at 1 billion tons and iron at 200 million tons, found in the South of Kribi.

3.4.2 Employment and Labor

An eventually economic slowdown commenced in the United States in 2008 and affected most parts of the world. The economic crisis hit so hard on most countries that economic growth rates slow down and this prevailed to fiscals 2009/2010. The situation in the USA forced a good number of financial organizations like Lehman Brothers to take drastic measures such as the closing down of their business operations, suspended business wings that have not been profitable and had to lay off massive number of employees. Even reputed companies were pushed to fire large number of employees and cut down the salaries of those retained (www.economywatch.com). The economic crisis affected consumers spending and decreased the amount of money spent by people all over the world.

The Worldwide financial hardship took a definite toll on Sub-Saharan countries, including Cameroon. 40% of the country's population lives beyond the poverty line. That means 40% of the population have \$1 or less a day to live on. Nevertheless, the nation is among the few African countries with high literacy rate. The literacy level reaches 68%, implying that 68% of the population age 15 and above can read and write. The 2001 statistic states that male literacy estimated was at 77% and female at 59.8%

(Armel Kouassi, Jennifer Akpapuna and Henok Soededje, 2001). Yet unemployment and underemployment amidst the literacy level of the country's population has remained the bone of contention in the nation's development and growth.

According to recent findings, the Director of Statistics in Cameroon Joseph Tedou who headed the research proclaimed that the unemployment rate stands at 9.3% and underemployment rate was 68.8% of it. Youths between the ages of 20 to 29 are the most affected, including women and university graduates, are dwelling in an unemployment level of 36.5%. The state in releasing this remarks expressed its deep regrets for the fact that a university degree is no longer a passport for getting employed. Competent job seekers find it difficult to apply for the real juicy jobs, because information of employment opportunities do not get to them due to ineffective communication means and other hindrances([www,31ameroun-today.com](http://www.31ameroun-today.com)).

More so, statistic from the Ministry of Public Works in Cameroon (2006) shows that those that are employed under the informal or private sector are the most poorly paid. In effect, government-mandated minimum wage of FRANC 28.246 CFA (\$ 47) per month was implemented; applicable to all employees in all sectors. Hence, the Ministry of National Employment Fund in Cameroon took it upon itself to encourage the private sectors, especially small and medium size enterprises and those that rely heavily on human capital like the hospitality industries; for them to create more jobs.

Expert's attempts to revive global economy have proved futile, despite the recent scattered signs of economic improvement here and there, the world economic situation still remains challenging. According to the International Labor Organization, employment situation in the world worsen and there are about 50 million jobs missing entirely. Noticeable facts showed that unemployment rates rose in nearly 2/3rd of

European countries and African jobs deficit showed more critical rates. Economic growth in Africa remained below level forecast at 3.6 against 4.2 forecasted level; showing a difference of 0.8 in 2012 (WESP, 2012). It could be said that the employment crisis remains the most pressing challenge globally. Nevertheless, the service sector remained strong in some African countries like Ghana and Nigeria under telecommunication (WESP, 2012) and in Cameroon, telecom and tourism (are expected to) or show remarkable growth also according to the Worlds Economic Situation and Prospects in 2012.

Seemingly in some areas in Africa, public and private investment will keep growing at a solid pace. Even inflation rates were forecasted to moderate sometime in 2012, yet the bone of contention is that they remained high in many of the Sub-Sahara. Although there are forecasted economic improvements, developing countries continue to face high level of structural unemployment and underemployment that limited the impact of growth on poverty reduction. Unemployment is dangerous; it imposes specific costs on the society (Jeremy Oms, 2012) that have long term effects. When employees are been laid off, people spend less in turn and companies faced the outcome, and the situation is more severe in the service sector than in the manufacturing area. As advice by Jeremy Oms (2012), that it is time for management to cut off the excesses and come up with new initiatives and techniques to fight this crisis than can go on for very long.

In the general and according to recent release from the State Ministry of Public Works, the workforce gender entailed 50.9% male and 49.1% in 2012. Women make up 42.2% of the work population in the urban area and 51.8% in the rural zones; mostly in the agricultural sector. The women folks entirely occupy 40% of employment in the major big towns like Douala and Yaoundé and the Center region, Littoral, North West

and the West (Aloysius Amin, 2002). Up to 90% of Cameroon's workforce is involved in the informal sector, and 37% of it is of the service, manufacturing, construction, banking and the hotel industry. The workforce of the country is far from being multinational; Cameroonians are over 97% of the number.

By 2005, the work force of Cameroon was at an estimate of 6.89 million, estimates showed agriculture as major preoccupation with 70%. while the a lesser part of 13% of the working population engaged in the manufacture and service sector and 17% in diversified jobs. The height of unemployment was estimated at 30% in 2001. For the employed, minimum wage earned per month was about \$47 in 2005. Far too less to carter for an average income earner and family. The minimum age of employment is 14; however lack of resources has greatly compromise the enforcement of this regulation. This is so because, the problem of compelling individuals and even children to work remain unresolved.

3.4.3 Transportation

Just over 5,000 km stretch from the 80,932 km of Cameroon roads was paved in 2002. The unpaved roads were not even usable in all seasons. For this course, the State had to reconstruct major farm to market roads, to ease accessibility to the ports and commercial zones. The amount of passenger transport vehicles in Cameroon by 2003 was about 157,800 with additional 84,250 personel category. The oldest rail line in Cameroon was established by the advent of 1927, reconstructed in the 1980s; it linked the Littoral and Center Provinces and Douala to Nkongsamba. The country's most recently built rail line extends the Doula/Yaoundé link northward in Ngaoundere, a chief town for dairy commerce found on the Plateau of Adamawa in Cameroon.

Cameroon's main international airport is situated in Douala (its economic capital and most populated city). At the Center Province and Garoua are found the hub of subsequent airports. By 2004 the number of hubs in Cameroon has risen to 47, yet in 2005, not up to 11 of them could boast of adequately tarred runways. The main airline is the "Cameroon Airline" that got operational on 1 November 1971, a joint property of state and Air France. It served both domestic and international flights, with flights linking African countries and to parts of Western Europe like Paris, Frankfurt and London. The Afrique Airlines, Ethiopia Airlines, Air Mali, Air Maroc, Brussels Airlines, Air France, Kenya Airways and Virgin Nigeria, not leaving out the most recent Turkish Airlines that became operational in 2012; they all serve in Cameroon hubs.

Douala is the busiest and most important port among all operating maritime ports in Cameroon. Some minor ports are in Limbe, mostly used for exporting palm oil. The port in Kribi is chiefly for wood exportation. Some of the minor ports are just seasonal, like the Benue River in Garoua, operates seasonally between July and September.

The nation developed structural adjustment program in 1990 that liberalized its investment code. It set aside the stiff price checks, toned down import and export taxes, and stepped to liberalized state-private owned sectors. Though the adjusted investment code and the adoption Industrial Free Zone (IFZ), was to attract foreign investors; it failed to do so. France has been Cameroon's highest source of foreign investment. In 1998, an enterprise from France got the sugar factory of Cameroon. The telecom company still from France got license to run telephone network in Cameroon from 1999. While in the year 2000, a bank there took over the last national bank owned by the government of Cameroon. Firms from South Africa also bought major stock of privatized Cameroon's state rail road and the mobile phone industry, once owned by the

government. The United Nations Conference on Trade and Development (UNCTD), estimated Cameroon's foreign direct investment (FDI) between \$30 million and \$50 million in the years 1997 and 2000 respectively, forecasted that by 2001 it may reach \$75 million and more. Precise and recent estimate could not be found because of the state's unwillingness to declare actual data of foreign direct investment.

3.4.4 Social Development

In 1950, the French introduced social services in Cameroon. The legislature defined employee retiring age, and post retirement pension plan, as contribution made by both worker and organization. The social services system includes benefits paid to employees for diseases with casualty incurred at work. Retirement loans are paid at 60 and 50 in the case of early retirement. There are also maternity benefits for female employees, sick loans or benefits is exempted from this plan.

Gender discrimination is prohibited by the Cameroon constitution. Yet, the customary law rules that female rights are limited compared to that of the male. Like inheritance rights, it favors male over females because it is dictated by tradition and customs. Domestic violence is common and polygamy marriage is legal. With over 200 ethnic groups in Cameroon, favoritism is inevitable.

3.5 Cameroon Tourism

The World Tourism recently confirmed Cameroon as a touristic destination, by 2008 it was confirmed that the tourism sector has finally become a high priority for the government. The government of Cameroon was bent in its quest for enhancing and diversifying economic growth and it was clear that Cameroon develop its approach to attract greater tourist numbers and create a visitor friendly environment. The tourism sector of Cameroon has been previously a neglected area, but the aim at attaining half a

million visitors by 2010 certainly proved to be a challenging exercise. Discussion on policies required to meet this objective was top on the agenda of the Fifth National Tourism Council (NTC) meeting that was held in Yaoundé, headed by the nation's former Prime Minister Ephraim Inoni.

Former Prime Minister Ephraim Inoni, as a respond to the above issue said:

“I invite the members of the NTC to make an unbiased review of the state of our tourism industry over the last 12 months, so as to evaluate progress and identify the bottlenecks where corrections need to be urgently made so as to turn Cameroon into a destination of choice and fulfilling the country's enormous potential”.

Often Cameroon is described as “all of Africa in one country” or “Africa in miniature”. Meaning that, it possesses all the attractions that the African continent has to offer. The nation is endowed with innumerable tourism assets, plenty still unexploited, with a beautiful coastline and the majestic scenery of mountains, savanna, lakes and the rain forests. According to the ministry of tourism, Cameroon has about 300 tourism sites. The country is blessed with over 400km of sandy beaches of the littoral, which just perfect for the seaside holiday. The country's jewel national park is the Waza Park, situated on the northern apex of the country, for safari wild life viewing. Cameroon has been a signatory several international conventions related to wild life and biodiversity protection, like the CITES convention, as such several wildlife species remain fully protected.

Over the years, the government has concentrated efforts on the protection of important sites, and encouraged sustainable tourism (Gale, Cengage Learning, 2008). Also, following the country's independence, the Cameroonian government developed policies that led to the development of protected areas. Most of these areas situated in Northern Cameroon are the Zone par excellence for safari photos. So have most of the

parks have embraced eco-tourism, like the Korup National park, and the Dja Faunal Reserve, home to the Baka people of the East. As a result, the minister of tourism reported to the NTC that infrastructural rehabilitation has made good progress.

Despite the progress made, the Cameroonian government and NTC admitted that more effort needs to be made to reinforce the tourism industry. That is the reason why the decision to reform the legislation governing tourism and tourism investment is necessary; to create a National Tourism Office; and to make the process of entry visa application less complicated. The ministry of Tourism's mandate is to fulfill the country's potential and opportunities (Francois Bambou, 2008). This demand dedication, time and energy, but with many happy returns. Failure is thus not an option!

Today, Cameroon has become a tourist destination in the Central African Sub-Region, as it received a total of 604,052 foreign tourists in 2011, registering an increase from 572,728 in 2010. The country targets more than one million tourist arrivals by 2020, as announced by the Minister of State for Tourism and Leisure, Bello Bouba Maigari in the capital city of Yaounde during the 8th session of The National Tourism Board that was chaired by the present Prime Minister Yang Philemen. The Prime Minister reiterated the Government's determination to put a new impetus in the tourism sector for it to effectively contribute in making Cameroon an emerging economy by 2035.

Statistics from Ministry of Tourism and Leisure state indicated that the Government in 2011, had authorized the;

- Construction of 53 hotels with the capacity of 1,005 rooms, to offer 1,060 jobs;
- The opening of 20 hotels with the capacity of 587 rooms each;
- Including the opening of 27 restaurants and 15 recreational grounds with the capacity of 1,720 places; that will generate 150 direct jobs.

Again, the government to the Ministry of State for Tourism and Leisure had granted the opening of 6 tourism agencies and 10 tourism guide centers. The total investment injected by the private sector into the hotel and tourism sector stands at over FCFA 25.9 billion, establishing over 2,370 jobs in number.

3.6 The City of Douala

The major cities in Cameroon include Douala (the shipping and industrial center), Yaoundé (the capital), Nkongsamba (the end point of the railroad through the southern plantations of the colonial period), Maroua and Garoua, Bafoussam and Bamenda (the provincial capitals of the West and Northwest provinces), Kumba, and Limbe. Yaoundé has several monuments to national unity.

Douala is the largest city in Cameroon and the country's industrial capital. It is located along the Wouri River close to the coast of Gulf of Guinea, in the "armpit of Africa". The name of the city "Douala" was given after an ethnic group settled in the area. The city of Douala has a multicultural population that exceeds 1,604,500, with a large expat population mainly from France and Lebanon. Douala used to be an important slave trade market town in the 1700s. The city came under the German rule in the 1800, but was further placed under the French mandate by the League of Nations after World War 1. Under the French, it became a French part of Cameroon. It is predominantly a French –speaking city, but some small percent of the population speak English and broken English or lingua-franca is the language of the local masses, it is said that "pidgin" is the commercial language in Douala.

Douala is vast, dusty, hunky traffic jam of a city; tourist should know this before they go there. It is also swelteringly hot with frequent rainfall, which does little stifling heat and dust too. But Douala is great fun! That is why there is a popular saying among Cameroonians that says “for Yaoundé, Douala moved”! Facts about Douala stated that the weather is a hot and humid tropical climate with some rainfall. There are times that the temperature deeps to 29 degrees Celsius. The main wet season is between July and October, during which road travel is often difficult. There are also rains from March to June, along with occasionally very high temperatures, and a drier season from November to February.

Douala has the biggest airport and port in Cameroon; it is considered the economic capital of the country. Its port contributes immensely to the sea trade and transportation to the country, thus, to the country’s economy. It is a major oil exporting center in Cameroon. Other main items exported from this city to other parts of Africa Europe include beverages; these products include cocoa and coffee. The Douala port also supports the trade goods that come via Chad.

The city of Douala, the Littoral Province of Cameroon can be access by air, road or rail. The city can be reached from any part of the world. The town’s international airport is the biggest in the country, situated less than six miles from the city center. This airport offers the service of more than twenty four international airlines. To Douala, regular flights leaves from Paris, Brussels, Zurich and Amsterdam, as well as from any other African country and cities to Cameroon. Access to Douala by road will include regular bus and taxi services. Taxi fare is about U.S. \$5 to the city, U.S. \$4 from the city to the airport. Tourist can also use the Douala main port if they choose to come by sea route. There are also ferries to close by coastal town of Limbe from Nigeria as well.

Douala may be the biggest city in Cameroon and could have been rated the most expensive city in Africa, but it doesn't attract too many leisure tourists. It does receive many foreign business visitors though. The fore, hotels in Douala cater mostly for business visitors so, they mainly have high quality and prices. Most restaurants, hotels, and (internet) cafes are in Akwa, west of the city. Bonanjo is the city's financial hub, with major banks and authorities. The major budget hotels are located in Akwa area, where a surprisingly variety of prices for about the same quality of rooms. Hotels for business travelers can be more than U.S. \$40, but comparable room can be found for U.S. \$15, as well.

Familiar accommodations are the Foyer du Marin at Rue Gellieni in Akwa, for U.S. \$25. This hotel is also known as Mission of the German Seamen, seem a good place for Europeans visitors to meet. There is also the Hila Hotel at the Boulevard de L'Unite for U.S. \$22, a favorite of the Cameroon business travelers. Douala is has many good restaurants, with African, French and Lebanese cuisines available. The streets of Douala are crowded with Internet Cafes especially on the Boulevard de la Liberte, like Cyberix, Cyberbao and ICCNet, all with the rate of U.S. \$1.5/hour. Most banks are located in Bonanjo area. A few of them have ATMs, and money exchange is often carried out on the streets of Akwa by independent money traders.

Douala is a steamy African port city with many nice restaurants and nightlife options, as well as beautiful beaches and the high volcanic mountains nearby offering sunbathing, swimming and trekking. Though the city itself has not much touristic attractions, there are so many places of interest in its surrounding. Some sights that would catch the eyes of the tourist will be the famous municipal museum, the maritime museum, the legendary Manga Bell pagoda, the Akwa Business District, and the Six

Area. With its large number of beaches and local markets the city of Douala has the ample potential of becoming the most regular touristic destination in West Africa.

The city is also home to the largest market place in Cameroon, the Eko Market. The Mile Six area has nice black sand beaches and a few hotels and restaurants. Outside the city, the imposing volcano of Mount Cameroon is the highest mountain in West Africa, offering trekking, sightseeing, bird watching and a cooler climate than the hot coastal area. It can be visited as a day trip to the mountain town of Buea. The nearby mountain resort of Mount Abu is a well worth site to visit. The best beaches around Douala can be found in the beach resorts of Limbe and Kribi. The city of Limbe is just an hour drive by car from the city of Douala, and it is a very popular weekend visit area for the local population, and the town of Kribi is located 80 kilometers from Douala. Blessed with all the ingredients, the city and its surroundings make up a tourist paradise.

3.7 Background on Nepotism, Favoritism and Cronyism (NEFACRON)

Nepotism provides opportunities for favoritism, from hiring, promoting and rewarding in all domains of life. Researches carried out have attempted stipulate the benefits and costs of Nepotism and Favoritism. In an attempt to create a balance between the cost and benefit of their outcome, several organizations in the United States and Canada plow back on what they termed the ‘Three Golden Rules’, guarding Nepotism in an organization (Ron Prokosch, 2001). These rules go as such;

1. Finding the most appropriate person for the job irrespective of their relationship.
2. There should be no direct influence or same chain-of-command of one relative over another.
3. Fair treatment for all policies and practices must be applies equally across the organization and be applicable to all employees.

The United States Department of Foreign Affairs strictly stipulated policies to keep Nepotism, Favoritism and Cronyism (NEFACRON) under check. Measures were tabled

to govern staffs assign or employed abroad under stringent bases (3FAM 8300 CT:PER-678; 06-22-2012). Given that it is the policy of the Department of State to ensure compliance with the United States Law to fight against NEFACRON and the appearance of Nepotism in all employment matters. In a vivid manner, the policies adopted against Nepotism by the United States, stated that an employer may not employ, promote or advocate for appointment to any individual who is a household member of that employer. Nepotism if left unchecked creates job stress in the work place (Arasli and Tumer, 2008), that leads to dissatisfaction.

3.8 Cameroon and NEFACRON

In the wake of the rapid development of tourism in Cameroon, the industry is facing a very bright future and promising outcome. Nevertheless, unless the industry is well pruned of organizational mal-practices that affects emotional response causing an impact in workers behavior, Cameroon tourism glory would still be far from materializing. Restructuring tourism in the country would need to commence at the base (the frontline employees). This study per-say addresses fundamental practice by top management in the hospitality sector that could grievously affect frontline employee's emotional respond unto performance, in Cameroon.

Contemporary Africa is depicted by endemic inter-state and intra-state conflict situations caused basically by various religious, linguistic and colonial diversities. For this reason, the continent is faced by instability, unemployment, poverty and human violations. The above description is very similar to that of Cameroon, as mention above. The structural difference of Cameroon is the cause of the acute ethnic and religious divergence in the country in this 21st century. The spirit of tribalism dominates the aura

even in employment settings, in the form of favoritism and nepotism. Derived from correspondent report, (N. Andre-Marie Personal Communication, June 04, 2012);

« Cependant nous ne devons pas perdre de vue que dans la plupart de ces hôtels, les patrons préfèrent embaucher leurs proches afin que, si prestations sociales il ya, qu`elles profitent en grande partie à ces derniers. C`est pourquoi si on mène une enquête parallèle, on n`aura pas de peine à noter un réel rapprochement entre une partie des employés et les promoteurs. »

Translate to English Language;

“However we must not forget that in most of these hotels, the owners prefer to hire their relatives so that if there are benefits, they would largely benefit them. That is the reason why if you lead a parallel investigation, you will not fail to notice the close collaboration between some employees and supposed “godfathers” supervisors/managers.”

According to facts, demonstrating tribal and nationally oriented feelings is considered to be a sign of originality (Isreal Adeldong, 2011). Each tribe claims to be more eminent and better than the other. For this reason, managers or even sometimes employees, would grant members from their background or acquaintanceship priority of employment and promotion without due consideration of merits. The stated instance denotes the simple act of Favoritism and its concubines; Nepotism and Cronyism.

Chapter 4

RESEARCH MODEL AND HYPOTHESES

4.1 Conceptual model

The situation of the hospitality sector in Sub-Saharan Africa is not different from the rest of the world; which is its critical need of human capital different (labor intensive setting) from the manufacture and agriculture sectors. According to Kotler (1997), the market effectiveness of a firm entails five elements, some are; customer philosophy, strategic orientation and operational efficiency. Every firm is required to sharpen their competitive sides like strategies in order to face off the impervious competition. With due consideration of the level of interaction between the customer and the hospitality industry, in a sophisticated market present place, the implication of effective marketing cannot be de-emphasized. Exerting firm customer retention strategies stand as a virtuous element of competitive advantage (Kwaku et al, 2001), noting the fact that customer relationships are distinguished by the service orientation of employees. Before describing the content of the theoretical model, it is useful to review their background literature as emotional responses from appraisals that influence behavior.

4.1.1 Frontline Employees (FLE)

Several studies have found out that it cost like five times as much in time, resources and money to allure new customers than it does to retain existing ones (Abraham Pizam & Taylor Ellis, 1999). Empirical works have acknowledged the importance of an established long-term relationship with customers as a vital ingredient

for the success of tourism and hospitality firms (Miyoung Jeong & Haemon Oh, 1998). Given the importance of effective marketing practices in dynamic conditions (Kwaku et al., 2001), of today's business. It is essential for hospitality organizations in to produce top quality service through FLE who are apt key players (Yavas et al, 2010). Hospitality management has to adhere to the needs of both employees and external customers (customers and suppliers) (Ahmet Aktas, 2001).

The critical role of FLE in the hospitality sector, involve the act to create a direct link between the industry and its customers (Salih Kurslivan, 2003). In spite of the confrontation with customers they face tantamount to job stress (Karatepe, 2011); FLE are still made to go through unethical injustice from the top officials in hotel settings. Rather, they are to be instigated with fairness in order to improve their performance in the work place (Karatepe, 2011). Also, managers have placed specific attention by investing valuable resources into areas that will enhance job satisfaction and performance of FLE. This is so because common view has it that greater job satisfaction leads to improved performance (Schmitt & Allscheid, 1995). Hotels owners seek to improve their Human Resources practices in order to build employee job satisfaction and performance level (Arasli, 2006). For employment matters, service companies have designed methods that would encourage the firms to develop a corporate culture to improve on organization performance (Gray, 2000), the aim to boost employees satisfaction.

From the above employees policies have to be implemented without discrimination ethically and affirmatively. Among some organizational mal-practices that affect employees behavior negatively in work places is Nepotism (Arasli et al., 2006). This is particular with Cameroon; the country still remains in need for solution to

its uncountable problems. For instance unemployment, underemployment, corruption in work place, dishonesty, unethical and discriminatory malpractices, long hours of work, harsh climatic condition, job stress and job insecurity (Aryee, 2005).

4.1.2 Nepotism (NEPO)

Nepotism (NEPO) in this study is regarded as the employment, rewarding and promotion of relatives because of their relation not based on merit (Abdalla et al., 1998). Often it has been used as practice for hiring either formally or informally; somehow little has been written about it (Padgett & Morris, 2005). According to the cited study NEPO is good for small and family-owned organizations because it provides an efficient way to identify dedicated personnel. Those who are in agreement and benefit from NEPO are seen as individuals who depend on family connection and not on merit to grow in their careers (Padgett & Morris, 2005). Several disadvantages have also been raised as concern NEPO in service literature, Padgett and Morris (2005) due of its criteria in hiring it is believed to be unfair and irrational. According Abdalla (1998), NEPO affects the moral of those working beside and supervising relatives and Human Resource Management practices can't work freely (Arasli et al., 2006) in the presence of NEPO in an organization. Another possible outcome Arasli et al (2006) suggested that NEPO can have a direct effect on (FLE) level of JOBSAT. It is essential because this can in turn affect behavioral outcomes like performance level that made it critical as a major issue in this study. Considering the fact that, the results of JOBSAT and SRP are dependent on the wake of such practices as NEPO. The idea developed in this research is to measure the negative significance exerted by NEPO on SRP via JOBSAT and AC and directly.

4.1.3 Favoritism (FAVO)

Favoritism (FAVO) like NEPO is very sharp indicators proven to have a negative effect on JOBSAT in the work place greatly. This act demonstrates unfair treatment in the organization (Aydogan, 2012), as explained through studies on social identity theory stating that individuals are liable to offer privilege to those who have similar beliefs and background with them (Sidanius & Pratto, 1999). Generally, limited empirical theory set to discuss this issue, FAVO in organizations is labeled as unjust (Aydogan, 2012); it damages transparency because it is shown secretly. The issue at stake here is the fact that individuals do not perceive FAVO as a problem (Nadler & Schulman, 2006), excerpts from this study seem to go along with this remark; individuals generally ignore its existence. It will be difficult however under this circumstance to weight the actual amount of influence it exert on emotional response. Not really has an actual paper set to examine the effect of FAVO on SRP in a hospitality organization per say, FAVO has always received attention from writers related to NEPO, Cronyism and Patronage (Abdalla, 1998) as other forms of FAVO. Since it hinders organizations justice and it is an unfair practice, if noticed, it may significantly exert a negative impact on FLE's emotional response that may determine out working behavior, as supposed by this study. Taking into consideration the very essence of FLE and the importance of a successful SRP in organizations, the potency of harm that could be caused by FAVO if go unnoticed should not be under emphasized.

4.1.4 Dissonance

A condition of conflict or anxiety resulting from inconsistency between one's beliefs and one's actions (Phillips et al., 2007); where employees are being forced to hide their true feelings in the face of customers. Another illustration of Dissonance

portrayed it as a distinct constructs and as a negative outcome of emotional labor linked to cognitive appraisals (Kowol, 2008). Dissonance expresses in employees emotion and reflects differently in action, the issue is important to customer contact personnel. Particularly with FLE's who are in frequent face-to-face interactions with customers (Karatepe & Aleshinloye, 2009) do undergo emotional stress and labor. They are therefore susceptible to emotional dissonance (Phillips et al., 2007). The role of dissonance was essential to analyze the impact felt by FLE's over experiences of NEPO and FAVO. Literature have revealed that emotional Dissonance evoked negative job outcomes like employees job dissatisfaction, mar service performance and reduce employees organizational commitment (Karatepe & Uludag, 2007). In effect, Dissonance has the potency more that emotional demand variables to cause variance in job satisfaction (Lewig & Dollard, 2003). The conceptualized model in this study seeks to realize the mitigating power of Dissonance on JOBSAT and AC by NEPO and FAVO and on SRP of FLE's.

4.1.5 Job Satisfaction (JOBSAT)

Empirical studies on Job Satisfaction (JOBSAT) of FLE overflow the hospitality literature banks, historically, written works on the subject matter dated as far back as the 1940s with Hoppock and Odom (1940). JOBSAT and employee's commitment or customer's commitment to an organization is not utterly a new in literature. The exploration of the subject has taken several turns and dimensions of literature researches. In some cases JOBSAT is examined as appraisal or predicator that influences employee's behavioral responses in services. Investigating JOBSAT has been the prime prospect for most researchers for a while, because of its importance in association with other outcomes (James Scotter, 2000). JOB SAT was likened with FLE's performance

as outcomes of selected antecedents (Karatepe et al., 2006). Also with JOBSAT and FLE's AC, given that employees who express strong emotional affection to their organization are work-orientated per-say. If an employee gets more satisfaction from their work, they will view it as fulfilling thus; they will exercise considerable effort on the organization. Investigations carried out have shown that precedes affective organizational commitment (Scotter, 2000) of employees.

4.1.6 Affective Commitment (AC)

This is an affective bond an individual feels toward an organization through identification and involvement with the organization and enjoyment in being a member of the organization (Meyer & Allen, 1997). Affective Commitment (AC) made out to be the strongest construct of organizational commitment among continuance and normative commitments in an organization. AC is related to the workplace as an indicator of person-environment fit representation (Lapointe et al., 2011). Meyer and Allen (1991) said that where individuals beliefs/actions are in conflict with their desire or where dissonance occur, suggested that a high need for continuance commitment will lead to self-adapted ties to the organization. While longitudinal studies showing the effect of AC shows glaring results, as to how commitment to the organization would influence employee's job performance (Vandenberghe et al., 2004). Similar cases showed that antecedents to employee's AC are of great importance, a positive relationship between employee's engagement and AC has already been documented in literature (Ortiz & Lau, 2011). Folklore literature holds that employee's with high level of organizational commitment are generally work-oriented; that they get more satisfaction from their work, view their work as fulfilling and willing to exert considerable effort on the organization than the others (Scotter, 2000; Mowday et al., 1982). The usual context is

increase JOBSAT leads to increase AC. From the above concepts, this study utilizes AC to construct a relationship between the negative effects of NEPO and FAVO on SRP as a mediating factor.

4.1.7 Service Recovery Performance (SRP)

First of all, employee's performance evaluations are almost complete subjective impressions held by held by supervisors (Prendergast & Topel, 1993) and not easily quantifiable measured output as such. In an industry that is becoming more competitive, (Boshoff & Allen, 2000) with the ever increasing demands from customers, the hospitality industry has become an arena where customer retention is at the center of every organizations heartthrob. Service quality has shown to be the key element that determines customer satisfaction, thus the key for future success and survival. Where customer's satisfaction is concern an understanding of SRP is vital in hospitality industry regarding the prevalent constraints. Actually, a successful implementation of SRP can lead to a host of benefits for the organizations (Andreassen, 1998) like customer and employee satisfaction, positive word of mouth and commitment. Next to the examination of effects of SRP, empirical papers also addressed preceding events and factors that could impact employee's SRP. In the attempt, studies have identified antecedents that influence a service industry's ability to return satisfaction to dissatisfaction through SRP (Boshoff & Allen, 2000). Over the years, AC has been identified as a variable that has a common link with employee's performance (Boshoff & Allen, 2000). Reasons being that committed employees dedicate much time and effort to the organization (Parasuraman, 1987), than other counterparts. AC is particularly important for an effective SRP because it exerts a positive influence on service quality (Boshoff & Mels, 1995) which is vital for organizations to survive and succeed, in the

height of the industry's ever growing competition. Thus, this study seek to examine SRP with JOBSAT and AC as potential antecedents and not the other way, because it has been generally considered that satisfied workers performed better than those that are dissatisfied (Boshoff & Allen, 2000). Therefore, several organizational factors were thus identified as potential SRP antecedents. While in this study, NEPO and FAVO were identified organizational factors that have the potency to infringe SRP, in the situation where FLE's JOBSAT and AC are negatively affected or directly.

4.2 Hypothesis and Model

The conceptualization and examination of Nepotism (NEPO) and Favoritism (FAVO) relationship with Frontline Employees (FLE) Service Recovery Performance (SRP) in this study is backed by Bagozzi's (1992) Attitude Theory. Bagozzi theoretically suggested instances where individual's perception and evaluation of past, present and future occurrences attracts emotional attitude or response that determines or drive behaviors. Just like FLE's experience or perception of management bias practices in hiring, promoting, rewarding and firing functions, may lead to dissatisfaction or may lessen commitment which would in turn influence output.

In actual sense, this study proposed that Job Satisfaction (JOBSAT) and Affective Commitment (AC) (emotional response) affected by underlying hideous practices of NEPO and FAVO (appraisals) would influence FLE's behavior in performing service recovery. The Attitude theory as proposed by Bagozzi provides the referential platform for the realization of the model suggested in this work. In the past, just a few copies of scholarly literature have imbibed its framework like Babakus, et al (2003).

Closer scrutiny on the existing literature suggested that empirical research pertaining to the mechanism that may mediate the impact of NEPO and FAVO on SRP is very slim (Arasli, 2006). Among what is written on the topic are piles of numeration of advantages and disadvantages of NEPO (Abdalla, 1998) and FAVO. Yet so less empirical conduct to examine the impact of NEPO (and FAVO) practices (Abdalla, 1998) in hospitality organizations among FLE. Hagin and Amin (1994) in a study reported that NEPO affected the functions and policies of Human Resource Management in their organization. Out of this report the present study developed the following concept of common set of emotional variables as possible outcomes of NEPO and FAVO that influences behavior. Owing to the fact that just a few literature pieces have observed the influence of NEPO and FAVO using data's extracted from FLE in service organizations.

Relevant researches have shown the full mediating role of JOBSAT as one of those organizational variables impacting the SRP of FLE staffs in the hospitality industry (Boshoff & Allen, 2000). There has been often the assumption that organizational behavior can contribute to overall organizational effectiveness (Scotter, 2000). Also, some studies have indicated the possibility of a significant relationship between JOBSAT and AC as work related outcomes, demonstrating their mediating effect (Cropanzano et al., 1993). Seemingly, this paper as well takes a closer look at the mediating effect of JOBSAT on the relationship between NEPO and FAVO on SRP, making due reference to the Attitude theory of emotion.

In assessing its model, this study reformulates on Bagozzi's (1992) Attitude Theory, to conceptualize the following hypothesis. Bagozzi's (1992) theory has received sufficient support from relative literatures acknowledging its validity; represented in

terms of appraisal-emotional response-behavior relationship in a sequential process. Stating an individual's appraisal of timely events that produce emotion; the emotions are converted to coping behaviors as a response. The re-enacting of Bagozzi's (1992) is seen in Figure 1 and Figure 2 of this study.

4.2.1 The Conceptualized Model

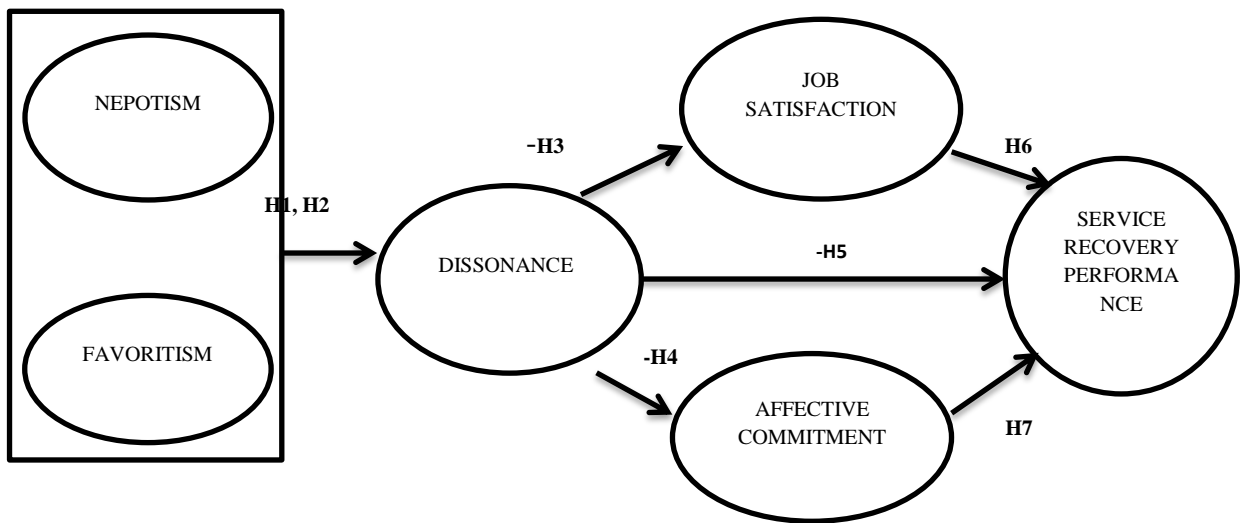


Figure 1. The Conceptualized Model

In consonant with Bagozzi's (1992) theory, Figure 1 displayed a pre-conceptualize model showcasing FLE's appraisal on unethical organization practice of Nepotism (NEPO) and Favoritism (FAVO) that affect their emotions in response and behavior. Perception of discrimination upon NEPO and FAVO could tantamount to or evoke feelings of Dissonance which will in turn exert change on Job Satisfaction (JOBSAT) and Affective Commitment (AC) and may determine the performance of service recovery or Service Recovery Performance (SRP) in the case of service failure. As a motion of support to the above theory, the effect of appraisal (NEPO and FAVO)

on behaviors (SRP) is mediated partially by emotional response (JOBSAT and AC). Age, gender, education, tenure as demographic characteristics; while other confirmatory factors like hotel star ratings, the presence of relatives (determinants of NEPO) and relative numbers; were also controlled to avoid statistical confounds in order to construct legitimate findings.

4.2.2 The Realized Model and Hypothesis

Following the factor analysis loadings the dissonance factor unfortunately stayed well below 50 average score and it was omitted from the further analysis. Hence, the realized model still bearing reformation of the attitude theory; JOBSAT and AC indicated mediating role between NEPO/FAVO and SRP. The study proceeded and raised the following suggestions.

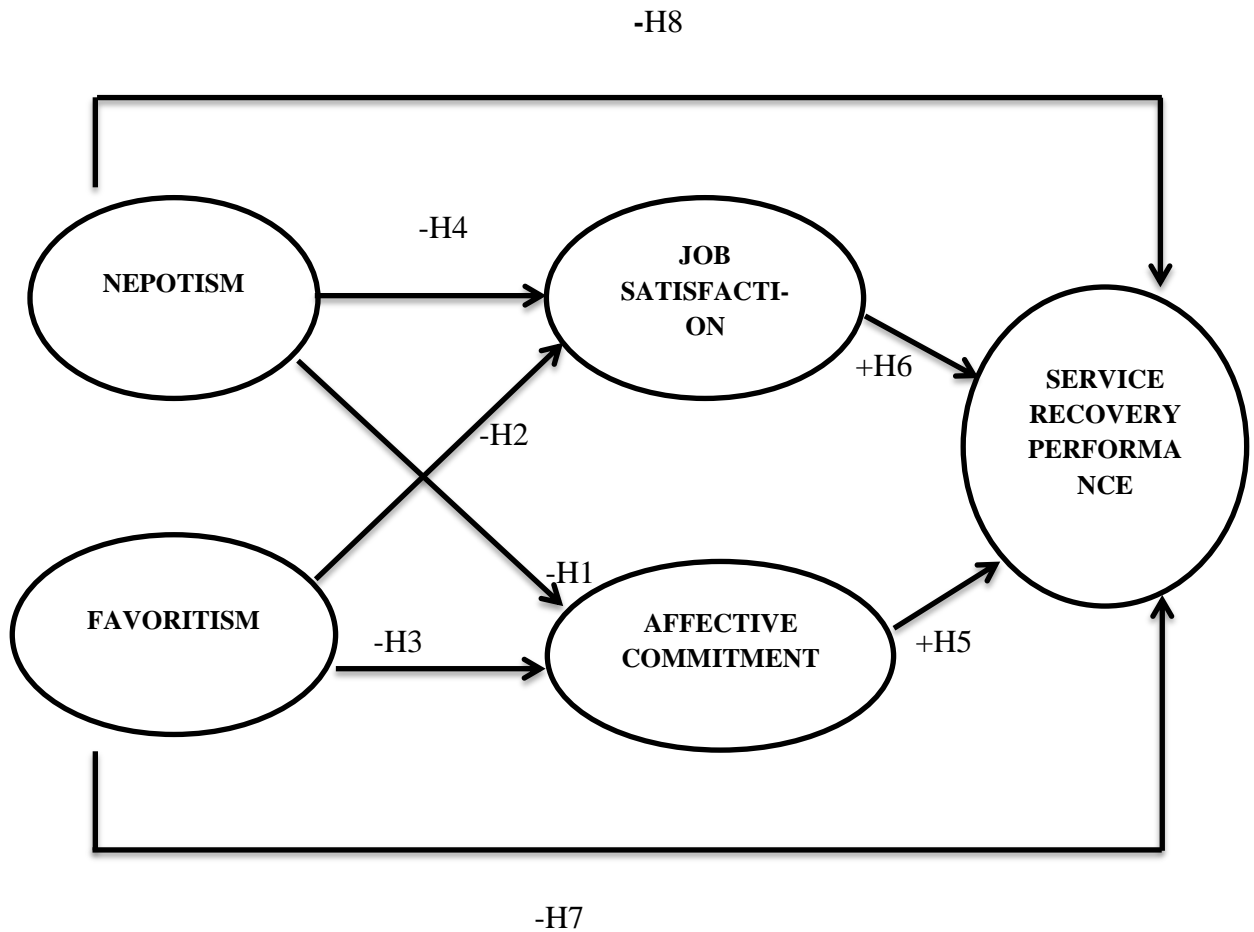


Figure 2. The Realized model

It will be difficult to say that employees will be sufficiently motivated under an atmosphere of scandalized NEPO. Related perception of injustice can impede affective commitment (Sieger & Bernhard, 2011) of frontline employees in the hospitality sector most especially. Majority of the literature on NEPO presented it as a social or ethical ill and injustice on ethnic issues in organizations. As a response to several studies, Abdalla (1998) mentioned that though nepotism is seen as a positive cause in mostly family-owned business, it did not hinder its handicapped side; especially its hardness on the nepotee (the person not favored) than anyone else. Often, the nepotee turns to be prey to

other forms of psychological malaise, in that case may lose their affectivity to the organization. Lured by the above arguments, this study suggested as hypothesized;

Hypothesis 1;

H1: Nepotism (NEPO) exerts a significant negative effect on Affective Commitment (AC).

Major researchers have affirmed that AC and Job Satisfaction (JOBSAT) are the two most commonly researched employee attitude (Van Dyne & Pierce, 2004). Some acclaimed the fact that AC is the most widely studied (Lavelle et al., 2009). Amidst this mass support, its Favoritism (FAVO) on employees AC has remained alien to literature as a matter of fact. Also, FAVO is perceived as another form of injustice in organizations on the side of the employee who is not receiving favors. In this vein, Frontline employees not under cover FAVO may likely experience an influence on their JOBSAT and AC. This could be so because Frontline Employees (FLE) of the hospitality sector experience intimate encounter with customers on a more frequent bases than other employees in a hotel setting. Siting the fact that any form of unfair treatment meted out against them may impede their emotions causing a waver in their emotional response like their affective commitment. Bettencourt and Brown (1997), had earlier on mentioned that FAVO appear to work against attitude and behaviors, it is glaring therefore that the above claims are subject to consideration. It evoked a pressing need to unravel the type of correlation existing between FAVO and FLE JOBSAT and AC in the hotel industry. Thus the following proposition;

Hypothesis 2 and 3;

H2: Favoritism (FAVO) exerts a significant negative effect on Frontline Employees (FLE) Job Satisfaction (JOBSAT).

H3: Favoritism exerts a significant negative effect on Frontline Employees Affective Commitment.

According to Arasli and Tumer (2008), NEPO and FAVO creates job stress in the work place liable to heightened dissatisfaction of organization staffs. Putting it in differently, NEPO could be responsible for a drop in JOBSAT or a complete dissatisfaction. So do Sieger and Bernhard (2011) who found out that Nepotism cause and impediment on FLE's JOBSAT in the hospitality industry. Therefore the hypothesis proposed as such;

Hypothesis 4;

H4: Nepotism exerts a significant negative effect on Frontline Employees Job Satisfaction.

There has been a considerable amount of work on the impact of FLE's AC on SRP, especially in hospitality literature. Recent studies hold the view that when AC has been measured, the link with SRP becomes positive (Boshoff & Allen, 2000). A common belief is held that committed employees dedicated more time and effort with their talent to the organization and as hypothesized by Boshoff and Allen (2000); it appeared that a high level of AC on FLE towards the service firm will exert a positive influence on the SRP of the FLE. Though the measurement appeared does not denote a strong correlation, this study still remarked of the importance of SRP and FLE's AC. With due respect to the following situation in the case of the Sub-Saharan Africa, through the loop of Cameroon, the following hypothesis emerged.

Hypothesis 5;

H5: Affective Commitment exerts a significant positive influence on Frontline Employees Service Recovery Performance (SRP).

In the attempt to measure the correlation between NEPO and JOBSAT and the mediating role of JOBSAT on SRP that remains a major area of attention as far as this piece of literature concern. It is locally known that FLE's who performed service effectively have or experience a higher level of JOBSAT. Empirical works have reported the evident impact of JOBSAT on FLE's SRP (Ashill et al., 2008). Like the fact that a successful service recovery outcome increases frontline employee's JOBSAT (Boshoff & Allen, 2000). Literature has exhausted what pertained to SRP, yet the pluralistic reports lack evidence of the present situation in Sub-Saharan Africa. As most of the data were conducted in abroad locations and the Sub-Saharan has been neglected somehow. Due to this remark, of the difference in data scenarios and the likely impact of variables like NEPO and FAVO it lured the advent of the next hypothesis.

H6: Job Satisfaction exerts a significant positive influence on Frontline employees Service Recovery Performance.

Most of what has been written on Favoritism has evaded the area of interest sought in this study. FAVO impact on FLE's SRP in the case of Cameroon in the Sub-Saharan Africa still remains a virgin ground. As much as, the SRP of FLE is of high importance and revered among most Human Resource Managers of the hotel industry; yet, it is not certain if the issue has received same attention among hotel managers in Cameroon. The point is that the SRP of FLE still cannot be considered to have been fully covered in literature because SRP influenced by FAVO and NEPO has not been emphasized (Arasli & Tumer, 2006; Abdulla, 1998), and literature may have failed to elaborate on their correlation and relationship with SRP of FLE in the hotels. For this reason this study made the following proposition.

Hypothesis 7 and 8

H7: Favoritism negatively influences Frontline employees Service Recovery Performance.

H8: Nepotism negatively influences Frontline employees Service Recovery Performance.

From the above derived suggestions, the next chapter will describe methodology and provide the given analysis. Further findings are going to be mentioned as given with measurements done. Results of the measured hypothesis will be elaborated and explanations of variance will be seen as follows.

Chapter 5

THE RESEARCH METHOD

5.1 Methodology

This chapter includes data collection method, the setting, population and sampling, measures, demographic and model test results. In addition, psychometric properties like confirmatory factor analysis, Pearson product-moment correlation are also have been mentioned. PLS program (Joreskog and Sorbom, 1996) and SPSS 16.0.2 (2008) packages are used for performing the relevant statistical tests.

5.2 Setting and Sample

The city of Douala is the major research environment in this study in testing this model that is investigating Frontline Employees (FLE) Service Recovery Performance (SRP) Affective Commitment (AC) and Job Satisfaction (JOBSAT) influenced by Nepotism (NEPO) and Favoritism (FAVO), of the hospitality industry. Douala is the economic capital city of Cameroon, with a population size of over 2.5 million it is the richest city in the whole CEMAC of six member countries. Over half of the population is working though the most cases are underemployment cases, and unemployment is estimated around 22% (Joe Dinga Pefok, 2009). The provincial employment rate varies considerably among the provinces in Cameroon, and working plan and shedules varies, for that reason it is advantageous to sample according to availability and accessibility.

The Convenience Sampling is applied within each hotel unit, this sampling helps improves the representatives of the sample by taking advantage of accessibility. The Convenience Sample method selects respondents data by choosing respondents based by volunteers. Much more because the representatives opt voluntarily, easing and ensuring their accessibility and availability. This sample method is advantageous for availability and quickness in amassing data, and also because of its generalization criteria. Unlike stratified and random probability sampling, convenience sampling has been criticized for its inability to really represent the population. Yet its more accurate for this study because it took less time and respondents were available, this validates the authentication of the questionnaires as it was filled by employees themselves.

Also, Convenience Sampling is more appropriate for this study because it was recommended for limited population (study was executed just in the Littoral Province of Cameroon) and when carrying out exploratory studies (Stevens, J. 1996). A non-probability convenience sampling plan was conducted in the Littoral Province (the city of Douala and its surroundings). The conceptual sample object was FLE of 3, 4 and 5 star hotels in the province but the actual sample of 3 and 4 star hotels were obtained, a 5 star hotel was not in lieu. Respondents were available full-time frontline staffs from the various units of the hotels.

5.3 Data Collection

A total number of 239 FLE's participated in the survey, they were requested to complete the survey in a covering letter from the researcher provided by the Faculty of Tourism EMU that explained the scope of the study. Accompanying the cover letter was a Standardized Self-Administered Questionnaire. The questionnaires were distributed and collected by the researcher with the help of the various unit supervisors and Human

Resource Managers, who supported the study. This implies that the anonymity and confidentiality of the treatment of the answers were guaranteed. In sum 206 usable questionnaires were fully completed and returned within a month, which meets a return rate of 80%. The demographic characteristic of the sample described is seen in the following table.

5.4 Questionnaires and Measures

The self-administrative questionnaire used in this study is comprised of two parts (Table 7): Part A includes the major constructs for the studies that of Affective Commitment (AC), Job Satisfaction (JOBSAT), Dissonance, Service Recovery Performance (SRP), Nepotism (NEPO) and Favoritism (FAVO). With 28 questions; questions 1 to 5 of Affective Commitment, questions 6 to 10 of Job Satisfaction, questions 11 to 15 of Dissonance, questions 16 to 20 of Service Recovery Performance, from 21 to 24 of Nepotism and from 25 to 28 is of Favoritism. Part B contains questions about personal and business profiles of the respondents including age, gender, education, tenure, hotel star rates and it includes constructs the presence of a relatives if any; the number of relatives.

Care was taken to make sure that the scales mirror the context of the study, a similarity of the items was maintained, which were assessed on a five-point scale, fasten from 1= Strongly Agree, 3=Neutral, to 5= Strongly Disagree. All the variables were measured as potential, reflective constructs that are gotten indirectly with direct measurement items, as seen in Table 2. Nepotism and Favoritism are measured with the scales obtained from Abdalla (1998), Homborg and Stock (2004) used a scale whereby Job Satisfaction is measured, while for Affective Commitment a scale developed by

Meyer, Allen and Smith (1993) was followed and Service Recovery Performance was identified with Boshoff and Allen (2000).

5.4.1 Measures

The Selected dimensions and their sources of the study were given below:

Table 1. Demographic Characteristics of sample

Demographic Variable	Sample Composition	
Gender	- Men	- 72.3% (149)
	- Women	- 27.7% (57)
Age	- 18-25 years	- 22.8% (47)
	- 26-35 years	- 46.1% (95)
	- 36-45 years	- 24.8% (51)
	- 46 and above	- 6.3% (13)
Education	- Primary	- 1.5% (3)
	- Secondary	- 26.2% (54)
	- High School	- 47.1% (97)
	- University	- 25.2% (52)
Tenure	- At least 1 year	- 2.4% (5)
	- 2-4 years	- 25.2% (52)
	- 5-7 years	- 25.7% (53)
	- 8-10 years	- 18.0% (37)
	- 11 years and above	- 28.6% (59)
Relative	- Yes	- 33% (68)
	- No	- 67% (138)
Relative Number	- Have no relative	- 67% (138)
	- At least 1	- 19.9% (41)
	- 2-4	- 11.7% (24)
	- 5-7	- 1.5% (3)
Star Rating	- 3 star	- 48.5% (100)
	- 4 star	- 51.5% (106)
	- 5 star	- 0% (0)

Table 2. Measurement.

Constructs	Items	References
Nepotism	4	Abdalla et al (1998)
Favoritism	4	Abdalla et al (1998)
Job Satisfaction	5	Homburg and Stock (2004, 2005)
Affective Commitment	5	Meyer, Allen & Smith (1993)
Service Recovery Performance	5	Boshoff & Allen (2000).

5.5 Results

5.5.1 Sample Profile

As can be seen from the table 1, the total number of frontline participants was 239(72.3% male and 27.7% female) full time FLE, from three and four star hotels in the Littoral Province of Cameroon. More than 46.1% of the respondents were between the age group of “26 to 35years”. There were 47.1% of the staffs that were high school leavers and approximately 25.2% went through the university education. 28.6% of the Frontline staffs have worked for 11 years and above and the least percent 2.4% worked for less than a year. More than half the number of FLE has no relatives working in the same organization and for those who have at least one relative were about 20%.

5.5.2 Psychometric Properties

The Structural Equation Modeling (SEM) was adopted to identify the casual relationship construct between the constructs. Somehow, SEM analysis was chosen over regression analysis, the reason being that SEM can analyze all the paths in one analysis (Gefen, Straub, & Boudreau, 2000). Also, the Partial Least Squares (PLS) approach seemed superior to other SEM approaches for this study because of its flexibility for distributional assumptions, coupled with its small sample size and its strength in

handling complex predictive models (Ko, Kirsch, & King, 2005). Meanwhile, the computer program derived for the analysis made in this study was the SmartPLS version 16.0 (Hansmann & Ringle, 2004) rather the present intent is theory development than theory testing (Komiak & Benbasat, 2006). Another reason is the fact that PLS is suitable for exploratory research and this study uses PLS as the research model proposed appears to be in line and it's consistent with all currently available theoretical knowledge and the study collected data to test the theory (Marcoulides & Saunders, 2006).

According to the proposed (Hulland, 1999) procedure of data analysis with PLS, it follows and chose using a bootstrapping method (Efron & Gong, 1983) in order to determine the significance of the paths within the structural model. Under the basis of 500 bootstrapping runs were computed parameters of standard errors. The bootstrapping method is a modern, computer-intensive, general purpose approach to statistical inference that found among a broader class of resampling method. Recently, bootstrapping has become renown in the literature of statistical research as a method for solving tougher problems (Efron, 1979). As recommended (Chin, 1998) as a means to estimate the significance of path coefficients, the study used bootstrapping method of 500 sample size.

First of all, the questionnaires sample size of 206 greatly exceeded the minimum recommended sample size of 60; it represents 10 times (1) the number of items comprised in most complex constructs, (2) its independent constructs directly influence a dependent (Wixom & Watson, 2001). Studies have proven that according to the PLS, models are analyzed in two stages; the measurement model is tested through a validity

and reliability analyses to ensure that just reliable and valid measures of the constructs are used before drawing the constructs relationship conclusion . Also, the

second stage of the structural model is tested through path estimation between the constructs model, determining the significance and to predict the ability of the model (Hulland, 1999).

5.5.3 Model Test Results

The structural model entails the estimation of the path coefficients and the R² value. The indication of the path coefficient are the strength of the relationships between the independent and dependent variables, while the R² value is a measure of the predictive power of a model for the dependent variables. The path coefficients, their significance level (Table 6) and the R² values of the emerging variables are seen in Figure 3. The derived analysis of the PLS (see Figure 3) indicates four supported hypothesis and four unsupported hypothesis. This implies that the theoretical model of Figure 2 is partially supported.

Table 3. Reliability and Convergent Validity

Constructs	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communality	Redundancy
AC	0,573762	0,815775	0,19	0,720707	0,473761	0,063982
FAVO	0,574171	0,833242	-	0,729814	0,574171	-
JSAT	0,568713	0,813379	0,13	0,725666	0,468713	0,028989
NEPO	0,566063	0,774793	-	0,695488	0,466063	-
SRP	0,679621	0,815927	0,37	0,730593	0,479621	0,104508

The adequacy of the measurement models was evaluated on the criteria of reliability, convergent validity, and discriminant validity. Reliability and validity were tested with regard to: (1) individual item reliability; (2) the convergent validity of the measures associated with individual constructs; and (3) discriminant validity. Firstly, reliability was examined using the composite reliability values. Table 3 shows that all the values are very close or above 0.8, which is the commonly accepted level for explanatory research.

The convergent validity of the scales was verified by using two criteria suggested by Fornell and Larcker (1981): (1) all indicator loadings should be significant and exceed 0.7; (2) the average variance extracted (AVE) by each construct should exceed the variance due to the measurement error for that construct (AVE should exceed 0.50). For the current measurement model, most indicator loadings were above the 0.50 threshold (see Table 4). Hence, both conditions for convergent validity were met.

Table 4. PLS confirmatory factor analysis and Cross-Loadings

	AC	FAVO	JSAT	NEPO	SRP
q1	0,647339	-0,404026	0,403898	-0,172439	0,303215
q2	0,743018	-0,302327	0,202039	-0,209938	0,417720
q3	0,707260	-0,243731	0,417060	-0,321708	0,321921
q4	0,784039	-0,262318	0,269407	-0,299680	0,432529
q5	0,531742	-0,054684	0,407406	-0,209976	0,241890
q6	0,340575	-0,525450	0,694000	-0,258343	0,330158
q7	0,325303	-0,595978	0,682593	-0,256593	0,308705

q8	0,334505	-0,600903	0,788912	-0,114476	0,249790
q9	0,363914	-0,680941	0,683240	-0,213116	0,383644
q10	0,149497	-0,762232	0,553893	-0,298352	0,029575
q16	0,420067	-0,465740	0,739286	-0,202237	0,827497
q17	0,417730	-0,389140	0,570836	-0,138663	0,761693
q18	0,396799	-0,330988	0,582890	-0,195777	0,713790
q19	0,286831	-0,210274	0,640876	-0,245805	0,661146
q20	0,152654	0,077236	0,702490	0,083978	0,431936
q21	-0,325262	0,825801	-0,369979	0,815437	-0,354913
q22	-0,338802	0,905436	-0,223380	0,592018	-0,422494
q23	-0,321094	0,806931	-0,143583	0,550393	-0,378296
q24	-0,144337	0,379190	-0,063505	0,660588	-0,166194
q25	-0,171494	0,074829	-0,198374	0,634682	-0,761111
q26	-0,264709	0,409565	-0,263538	0,742563	-0,658528
q27	-0,232004	0,299566	-0,151510	0,564200	-0,773285
q28	-0,277805	0,265532	-0,250210	0,769227	-0,578604

5.5.4 Discriminant validity

With reference to Hulland (1999), discriminant validity means that the measures of a given construct are different from those of another, and Fornell and Larcker (1981), suggested the guidelines in assessing the scales of the discriminant validity. The guidelines ruled that the correlations shared between the given construct and the others

in the model are not to be greater than the square root of the AVE of the construct. On the **Table 5**, the correlations between the constructs are listed with the square root of the AVE on the diagonal. The inter-construct correlations are lesser than the diagonal values; thus the test for discriminant validity was acceptable. From the entire above, it could be said that the scales have enough construct validity.

Table 5. Latent Variable Correlation Matrix

Constructs	AC	FAVO	JSAT	NEPO	SRP
AC	0.69	-	-	-	-
FAVO	-0,387352	0,75	-	-	-
JSAT	0,469229	-0,288748	0.67	-	-
NEPO	-0,352141	0,406993	-0,324114	-0.66	-
SRP	0,509623	-0,453692	0,430762	-0,232269	0.68

Notes: AC: Affective Commitment; FAVO: Favoritism; JSAT: Job Satisfaction; NEPO: Nepotism; SRP: Service Recovery Performance.

5.5.5 Path coefficients and predictive ability

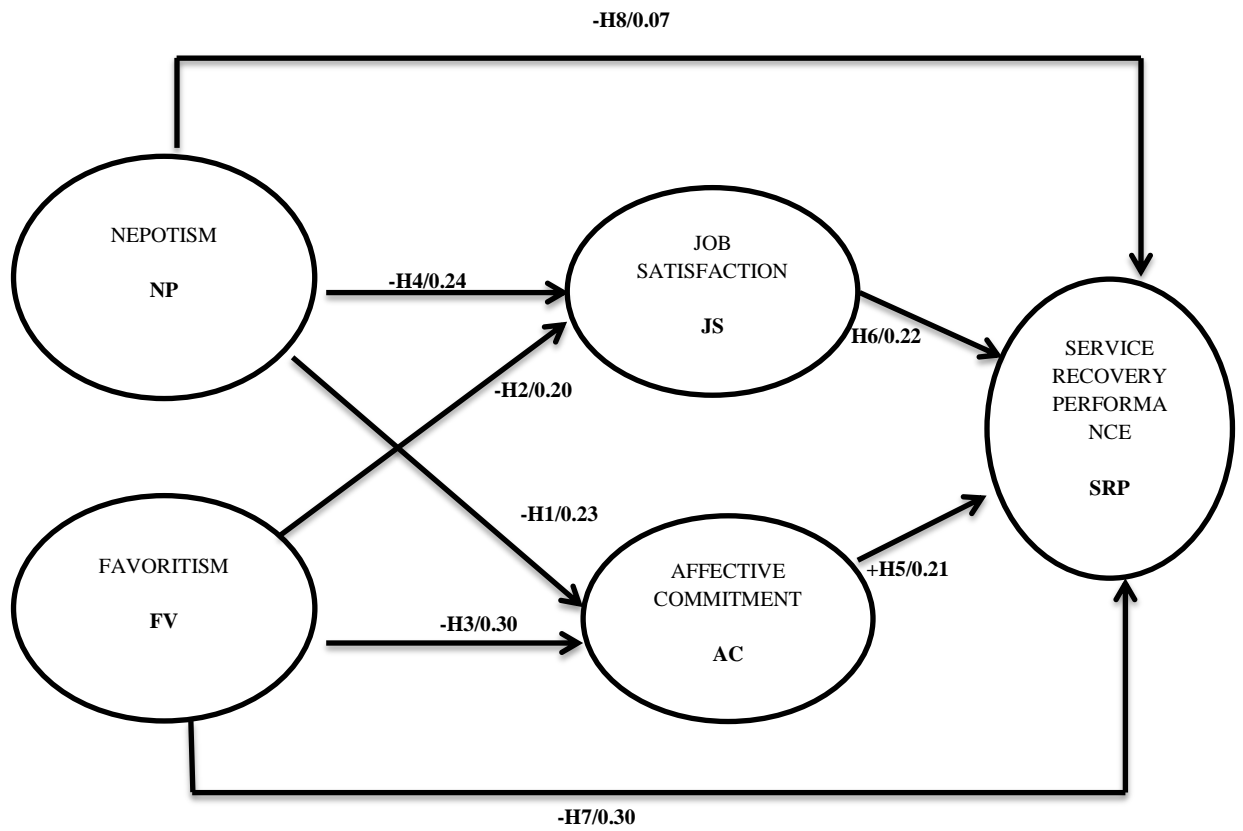
The structural model entails estimating the path coefficients and the R² value. The indication of the path coefficient are the strength of the relationships between the independent and dependent variables, while the R² value is a measure of the predictive power of a model for the dependent variables. The path coefficients, their significance level and the R² values of the emerging variables are seen on Table 6 and Figure 3. The derived analysis of the PLS (see Figure 3) indicates four hypothesis with significant effects and four unsupported hypothesis. This implies that the theoretical model of Figure 2 is partially supported. In the present study, the model (on Figure 2) accounts for

13%, 19% to 37% of the variances (R^2 scores). Also, the significance of all the paths is at the level of 0.01 (Figure 3). Therefore, the overall model fit is good. As a matter of fact, Nepotism denotes a negative effect on Affective Commitment of FLE's in the 3 and 4 star hotels of Douala in Cameroon ($\beta = -0.23, p < 0.01$), supporting the proposed hypothesis. Favoritism negative effect FLE's Job Satisfaction was rejected ($\beta = -0.19 < 0.01$) which deserve our attention to Nadler & Schulman's (2006) fear that the problem is not in the absence of favoritism but of the fact that individuals do not perceive it as a problem or it could simply be hidden by dissonance. Affective Commitment increases FLE's Service Recovery Performance ($\beta = 0.22 < 0.01$). Job Satisfaction exert no positive significance on employees SRP ($\beta = 0.22 < 0.01$), here is a major finding a little different from the general assertion that satisfied workers performed better than those that are dissatisfied (Boshoff & Allen, 2000). Frontline employees who are experiencing nepotism and favoritism; job satisfaction will have no significant influence on their service recovery performance. Probably, as indicated in other studies, a successful SRP will exert a positive significance on job satisfaction. Favoritism negative influence on SRP of FLE is evident ($\beta = -0.30 < 0.01$). Nepotism negative influence on SRP of FLE failed ($\beta = 0.10 < 0.01$).

Table 6. Summary of the hypothesis results

Association	Hypothesis	Casual path	Path Coefficients	t-value	Supported
SRP	H1	NP->AC	-0,233104	2,88	accept
	H2	FV->JS	-0,187973	0,99	reject
	H3	FV->AC	-0,292481	2,31	accept
	H4	NP->JS	-0,247610	1,38	reject
	H5	AC->SRP	0,216790	2.82	accept
	H6	JS->SRP	0,219544	1,24	reject
	H7	FV->SRP	-0,296540	2.77	accept
	H8	NP->SRP	0,071133	0,55	reject

Notes: *Significant at p , 0.01 level



Notes: Significant at p , 0.01 level.

Figure 3. Structure model and results of analysis

Chapter 6

CONCLUSION

6.1 Conclusion and Discussion

Appraisals and emotional response that influence the Service Recovery Performance of Frontline Employees in hospitality industry in Cameroon setting was discussed. The finding that Nepotism and Favoritism exert a significant negative influence on Frontline Employee's Job Satisfaction, Affective Commitment and Service Recovery Performance, was given. According to the summary of the hypothesis results not all proposed hypothesis were accepted. Favoritism significant negative influence exerted on Job Satisfaction was rejected. As mentioned in the study, individuals know that favoritism exist yet they chose to ignore it (Nadler & Schulman, 2006) and do not perceive it as a problem, also because it is done in secret. Nepotism derived from conditions such as unfairness (Staples & Barlett, 2003) has a negative influence of Frontline Employees Affective Commitment was found to be consistent with the predictions of the theoretical models. There is a link between the justice perception of the nepotee (non-relation) and organizational related attitude (Sieger et al., 2011).

The present finding of the paper indicate that Frontline Employees Job Satisfaction does not necessarily determine Service Recovery Performance as common literature had earlier suggested (Schmitt & Allscheid, 1995). Assuming that elements that predict satisfaction were not very influential, since they are able to work under such condition and their emotional response are not deterred. This situation could be likened to a state of cognitive dissonance, where true feelings are buried by contradictory

actions. They have to view their work environment as fair and just, where they can be able to express how they feel without fear of losing their job. Frontline employee's affective commitment revealed a significant and positive relationship with their performance in service recovery as opposed to the findings Boshoff and Allen (2000).

The research also demonstrated a glaring fact that most Frontline Employees in the hotels do not work alongside relatives. Just a quarter of the numbers do have relatives in the organizations and the relatives are never too many like up to four. This does not ruled out appearance of Nepotism in the hotels; rather over 30% of it shows to an extent the little use of Favoritism. As the study hoped to find out, there is some evidence that favoritism has infiltrated the managerial stream in hotels in Douala. Confirmation from correspondence report supported this fact (N. Andre-Marie, Personal Communication, June 04, 2012);

« Cependant nous ne devons pas perdre de vue que dans la plupart de ces hôtels, les patrons préfèrent embaucher leurs proches afin que, si prestations sociales il ya, qu`elles profitent en grande partie à ces derniers. C`est pourquoi si on mène une enquête parallèle, on n`aura pas de peine à noter un réel rapprochement entre une partie des employés et les promoteurs »

Translate to English Language;

“However we must not forget that in most of these hotels, the owners prefer to hire their relatives so that if there are benefits, they would largely benefit them. That is the reason why if you lead a parallel investigation, you will not fail to notice the close collaboration between some employees and supposed “godfathers” supervisors/managers”.

The questions on the questionnaires seem direct and any respondent who is profiting from such corrupt practice would not out rightly declare that he/she is being favored. Ethnic discrimination is very strong in the country, yet no one wants to own up to it, corruption has found its way very deep, honesty is gradually drying out.

Inclusively, the correspondence report clearly elaborated the some supportive reasons for the outcome of mentioned hypothesis. According to the statement (N. Andre-Marie, Personal Communication, June 04, 2012);

« Bien que la majorité des hôtels appartiennent à des particuliers, il est clair que les relations qu'on peut avoir avec les propriétaires ou les cadres de ces entreprises ne sont pas en général un avantage pour nous. En effet, beaucoup et presque tous pensent que la proximité avec les cadres n'avantage pas ceux qui y sont, ne donne pas de motivation supplémentaires, encore moins une assurance en cas de problèmes. Mais, les gens le disent à moitié voilée que la promotion pour les personnes ayant des relations dans l'entreprise n'est généralement pas sur la base du mérite. C'est comme nous le disions plus haut une sorte de favoritisme qui voudrait que les proches soient les premiers, voire les seuls à bénéficier des avantages sociaux qu'offrent l'entreprise »

Translate to English Language;

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

6.2 Implications

The present research provided several contributions to basic literature, to hospitality firms, managers, the government of Cameroon and the general public as a whole. It made a remarkable chip-in to the antecedents and effect of Service Recovery Performance, by Nepotism, Favoritism, Job Satisfaction and Affective Commitment amidst the pile of empirical work on Service Recovery Performance (Karatepe, 2012). Links that were never measured before in hospitality literature were done in this study. The assessment of Job Satisfaction and Affective Commitments effect on Frontline Employees Service Recovery Performance, has made a significant entrance in literature

this time. Also, the first model of its kind, not before in literature has a construct model been done as such. It denoted a correlation of this order; consisting of multiple relationships that have been examined ever.

The study is unique and peculiar in hospitality literature of Cameroon and in the Sub-Sahara Africa, for it examined critically Nepotism and Favoritism significant negative influence on SRP in the management stream of hospitality organizations. For not much attention has been given on those construct in the area even as much as it has been done in the United States and Europe; where anti-nepotism laws are passed that rules and guides organizations for hiring, promotion and rewarding of employees. Another unique aspect that attributes and makes this work different from other literature pieces is the fact that it cuts across several disciplines. The cross-cultural content of this literature is outstanding, as it made use of multiple disciplines; from organizational behavior, to marketing and management literature are involve. The dynamic inclusion of Bagozzi's (1992) Attitude Theory did not elude its essence in this study.

It also added as a lesson to hospitality service managers, who have been less sensitive to the salient impact of underground practices as Nepotism and Favoritism. Managers will likely learn when to call it quit with the excesses of malpractice in their organizations and they will have to adjust their systems by making sure that justice and fairness in take pre-eminence in the employment, promotion and rewards systems of their organization. Corruption in Cameroon has gone to its peak, and with a step to fight of silent unjust practices as such, Cameroon can wipe off the stain of corruption on its face. Sub-Sahara can also take to follow suite and revive the nation of unfairness and emotional stress, employees will get to enjoy positive workplace influences and improve service performance.

The general public including the government of Cameroon will get to know that merit is not based on ethnic origin and beliefs, whereby playing with the emotions of other workers and counterparts defy the theory of oneness and working in team in organizations. Like other nations have done, (the United States for instance) the government of Cameroon may have to improve on anti-nepotism laws that shun favoritism of relatives and acquaintances in every domain.

6.3 Limitations and Future of the Study

As the case with every service oriented study, this study came with a number of shortages that would make up for future researches. This work failed to identify every possible constructs (antecedents) that could affect or influence Service Recovery Performance of Frontline Employees except Nepotism, Favoritism, Job Satisfaction and Affective Commitment, in the hospitality industry. For instance scarcity of resource, trust climate, empowerment, cronyism and intention to quit dimensions and more could have been used. The fact that Dissonance was ruled out at the hypothesis stage because it failed to load marked a sizeable indentation on the result. Next, the study didn't have to be limited to the Littoral Province of Douala or to Cameroon itself at all. Cameroon is not the only country in the Sub-Sahara; there are others like Nigeria that will extend the findings. It may well limit generalization that may be made to large hospitality industry in other Sub-Saharan countries. The missing clue was also in the star rates of the selected hotels, the fact that the two 5 star hotels were not involved amidst a series of three and four stars made it quite unbalanced. Moreover, a systematic and advanced probability sampling data collection techniques with larger number of people would have brought a better and more reliable result. For these reasons, suggestion for future research to be done by expanding the dimensions, increase the number of constructs,

involve larger number of people, extend area of research. Future research may develop or add a more hybrid and composites scales for approximating better understanding of Service Recovery Performance influenced by Nepotism, Favoritism, Cronyism via Dissonance, in service industry including tourism and hospitality sector.

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APPENDIX

APPENDIX A Table 7: Questionnaire; English Copy

Star Rating: 3 4 5

Date...../...../2012

EN

Gender		Age		Education		Tenure		Do you have any working in this same hotel?	
Male	<input type="checkbox"/>	18-25 years	<input type="checkbox"/>	Primary	<input type="checkbox"/>	Number of years		Yes	<input type="checkbox"/>
		26-35 years	<input type="checkbox"/>	Secondary	<input type="checkbox"/>		No	<input type="checkbox"/>
Female	<input type="checkbox"/>	36-45 years	<input type="checkbox"/>	High School	<input type="checkbox"/>			If yes, how many	
		46 and above	<input type="checkbox"/>	University	<input type="checkbox"/>			

		Please Mark				
		Strongly agree	Agree	Neutral	Dis-Agree	Strongly disagree
1	My values and those of this organization' are similar.					
2	I really care about the future of this organization.					
3	I am proud to tell others that I work for this organization.					
4	I am willing to put in a great deal of effort to help this hotel to be successful.					
5	<i>This company earned my complete loyalty.</i>					
6	My job is very pleasant.					
7	I am highly satisfied with my job.					
8	Given the work I do, I feel I am paid fairly.					
9	I am satisfied with my fellow workers and supervisors.					
10	<i>I am satisfied with the support provided by this organization</i>					
11	I should have taken more time to look for a job.					
12	I feel I got a poor job agreement.					
13	It was hard to find a job.					
14	I am not comfortable with management style but I like the job					
15	<i>It was hard to get a hotel that would take me in.</i>					
16	Considering all the things I do, I handle dissatisfied customers quite well.					
17	I don't mind dealing with complaining customers.					
18	Satisfying complaining customers is of great importance to me.					
19	I assist my colleagues to satisfy the customer in the case of dissatisfaction.					
20	<i>Complaining customers I have dealt with in the past are among today's most loyal customers.</i>					
21	To work in this hotel, you need a relative in a top position.					
22	If you have relatives in top positions, you won't be fired anyhow.					
23	Having relatives in high positions increase job delight.					
24	<i>Those with relatives in high position are committed to their job.</i>					
25	Relatives of top officials are not promoted or rewarded based on merit.					
26	Relative's disagreement becomes business problem in the hotel.					
27	Acquainting with top officials gives a feeling of importance and respect.					
28	<i>Those with no relative, friend or acquaintances in top positions receive little recognition from managers and supervisors.</i>					

APPENDIX B Table 8 : Questionnaire ; French Copy

Etoiles ; 3

4 5

Date...../...../2012

FR.

Sexe		Age		Education		Tenure	Avez-vous un relatif travaillant dans ce même hôtel?		
Homme	<input type="checkbox"/>	18-25 ans	<input type="checkbox"/>	Primaire	<input type="checkbox"/>	Nombre d'années	Oui <input type="checkbox"/> Non <input type="checkbox"/>		
		26-35 ans	<input type="checkbox"/>	Secondaire	<input type="checkbox"/>	Si oui, combien?		
Femme	<input type="checkbox"/>	36-45 ans	<input type="checkbox"/>	Lycée	<input type="checkbox"/>			
		46 et au-dessus	<input type="checkbox"/>	Université	<input type="checkbox"/>				

		Cocher S'il vous plait				
		Très bien	Bien	Normale	Mauvais	Très mauvais
1	J'ai les mêmes valeurs que celles de cette entreprise					
2	Je tiens vraiment à l'avenir de cette organisation.					
3	Je suis fier de dire aux autres que je travaille dans cette entreprise.					
4	Je suis prêt à participer au succès de cette entreprise					
5	<i>Je suis loyal a cette entreprise.</i>					
6	Mon travail est très agréable.					
7	Je suis satisfait par mon travail.					
8	Je suis paye conformément au travail que je fourni.					
9	Je suis s satisfait de mes collègues et supérieurs.					
10	<i>Je suis satisfait de l'appui que cette entreprise m'apporte.</i>					
11	J'aurais dû prendre un peu plus de temps pour trouver un emploi.					
12	J'ai l'impression d'avoir un mauvais contrat de travail.					
13	C'était difficile de trouver un emploi.					
14	Je ne suis pas a l'aise avec la gestion mais j'aime mon travail.					
15	<i>C'était difficile de trouver un hôtel qui m'embaucherait.</i>					
16	Malgré tout, je gère très bien les clients insatisfaits.					
17	Je résous assez bien les plaintes des clients					
18	Résoudre les problèmes des clients est d'une grande importance pour moi.					
19	J'aide mes collègues à résoudre les problèmes des clients insatisfaits.					
20	<i>Les clients insatisfaits qui ont obtenu de ma part une réponse a leurs sollicitations dans le passé sont aujourd'hui les clients fidèles.</i>					
21	Pour travailler dans cet hôtel, vous devez avoir une relation bien placée.					
22	Si vous avez de bonnes relations, vous ne pourrez être renvoyé n'importe comment.					
23	Avoir des relations bien places augmente la motivation.					
24	<i>Ceux qui ont des parents bien placés sont plus engagés au travail.</i>					
25	Ceux qui ont des relations ou des parents ne sont pas promu par le mérite.					
26	Le moindre malentendu entre parents affecte l'hôtel.					
27	La familiarité avec les cadres inspire de l'importance et du respect.					
28	<i>Ceux qui n'ont pas de relations ou de parents n'ont aucune reconnaissance de la part des cadres. .</i>					

Illustration 1: Questionnaire Variables as on SPSS

Star Rating – 3(1), 4(2), 5(3)

Gender- Male (1), Female (2)

Age – 18-25(1), 26-35(2), 36-45 (3), 46 and above (4)

Education- Primary (1), Secondary (2), High School (3), University (4)

Tenure- Less than one year (1), Two to Four Years (2), Five to Seven Years (3),

Eight to Ten Years (4), Eleven and above (5)

Relative- Yes (1), No (2)

Relative Number- Have no relative (0), At least one (1), Two to Four (2), Five to Seven (3), Eight to Ten (4), Eleven and above (5).

Answer Marks- Strongly Agree (1), Agree (2), Neutral (3), Disagree (4), Strongly Disagree (5).

Illustration 2: QUESTIONNAIRE DIMENSIONS

From Q1-5= Affective Commitment

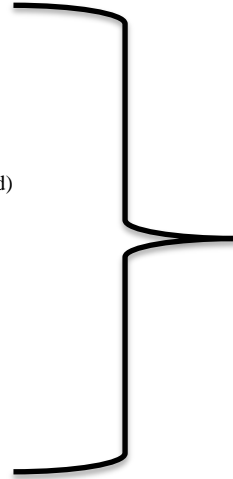
From Q6-10= Job Satisfaction

From Q11-15= Dissonance (values lower than 0.50/omitted)

From Q16-20= Service Recovery Performance

From Q21-24= Nepotism

From Q25-28= Favoritism



= 6 Dimensions