



INCIVILITY AND ITS EFFECT ON EMPLOYEE'S RETENTION IN SELECTED HOTELS IN PORT HARCOURT, RIVERS STATE, NIGERIA

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Abstract

This study carefully examined incivility and its effect on employee retention in selected hotels in Port Harcourt, Rivers State, Nigeria. This research approach adopted for this study conforms to the quantitative and qualitative research as it utilized statistical tools to test the hypotheses guiding the work, and equally x-rayed extant materials that were related to the topic on ground. After the quantitative and qualitative data from our field work were present, analyzed and interpreted, the results reported that there was reduction in patient care, passive acceptance of abuse and perceived lack of organizational support due to work discrimination in the Hotels under study. Also, incivility such as verbal, physical, sexual and racial types affects employee's emotional behaviours and leads to high turnover rate in the hospital. The study did not leave us without a solution hence it recommends among others that Hotel employees should be protected against discrimination and encouraged to respect each other's differences in order to reduce labor turn over and increase employee's retention in the hotel. Employers should ensure that a discriminatory policy is properly enforced and allegations of discrimination are fully investigated and handled over the employers' disciplinary procedure where appropriate.

Keywords: Incivility, Workplace Incivility, Employee Retention, Hotel

Introduction

Employees are the most valuable assets in every organization. Without them, achieving organizational goals would be impossible. They are the vehicles on which the organization rest and one of the greatest challenges faced by the Human Resources unit of most organizations is retaining these

employees (Kossivi *et al.*, 2016). Managing and retaining skilled employees is very important for an organization to achieve success. This is because employees' skills and knowledge have become a necessity for companies to be economically competitive (Hiltrop, 1999). The contemporary organization would do all within its capacity to ensure that the rate at which employees leave the job is kept low as practicable as a result of the associated negative

impacts on the organization, which could range from cost involved in recruiting and training of new employees to destabilization of the organization's human resources supply (Montague, 2004).

It is the responsibility of the human resource unit to be conscious of the organization's employee retention capacity at every point in time in order to be able to develop and maintain fit-for purpose strategies and policies. In doing this, they must have a thorough knowledge of the real reasons why employees would prefer to remain in the organization and not simply people's perception. This is because sometimes the attractive salaries and pleasant working condition offered cannot guarantee employees commitment and loyalty to the organization as there are many other factors that influence employees to remain in the employ of their organization. It is also pertinent to state that just as Herzberg (1959), posited in his two factor theory, the opposite factors that result in employee turnover may not be responsible for employee retention. For instance, low salaries could account for high employee turnover, but high salaries on the other hand, may not positively influence employees to stay in an organization. Moncraz *et al.*, (2009) have had their focus on the very obvious elements within and outside the organization that have the capacity to impact one aspect of the organization or another.

Organizations today are much concerned with ensuring that the workplace is free of violence and other conspicuous unethical behaviours which are easily identified as detrimental to the growth and progress of

the organization. But at the same time, they neglect seemingly lesser forms of interpersonal mistreatment which unknown to them could metamorphose from a misdemeanor to an epidemic of bad and uncivil behaviours within the organization. Pearson and Porath (2005) argued in their book titled "the cost of bad behaviour", that petty incidence of workplace rudeness exact a staggering economic toll that managers would be foolish to ignore. According to their study, incivility unleashes a set of complicated and destructive dynamics on organizations, teams, and individuals that impede performance and create organizational dysfunction on a number of levels leading to diminished financial results. From their research on workplace incivility among American and Canadian employees, they discovered that employees who experienced incivility were deeply affected and most took corresponding actions to get even either directly or indirectly, with the perpetrators. Most of the employees that were targets of incivility intentionally cut back work hours, lowered their productivity, lost respect for their bosses, put in minimal acceptable effort and sometimes even left their jobs (Pearson and Porath, 2005).

There is a phenomenal amount of cost and types of cost that are attributable to incivility, yet there seem to be a dearth of studies on incivility, especially in the Nigeria work environment. It also appears that no empirical study have simultaneously investigated the relationship between workplace incivility and employee retention, especially in Nigeria. It is against this background that this study seeks to assess incivility and its effect on employee retention

in selected hotels in Port Harcourt, Rivers State using Hotel Presidential, Golden Tulip Hotel and Igoni Grand View Hotel as a study area. Hence, this study will be guided by the following hypotheses:

Ho₁: Discrimination does not significantly affect employee retention in the workplace.

Ho₂: Sexual harassment does not significantly affect employee retention in the workplace

Review of Related Literature

This section will be broken down into the subheadings below for easy assimilation.

- Conceptual Review
- Dimensions of Workplace Incivility
- Measures of Employee Retention
- Factors of Job Satisfaction
- Relationship between Workplace Incivility and Employee Retention

Conceptual Review

Incivility

Incivility, just like every other counter productive workplace behaviour has the potential to spiral (Blau and Anderson, 2005) and increase in severity (Buhler, 2003; Pearson *et. al.*, 2000). According to Clark *et al.*, 2008, Incivility encompasses disruptive behaviours that often result in psychological and physiological distress for the people involved and if left unaddressed, may progress into a threatening situation. Uncivil behaviours could be intentional or unintentional (Pearson *et. al.*,

2000) and include a range of behaviours from not returning a smile to purposefully hurting one's feeling (Johnson and Indvik, 2001).

The word "incivility" is derived from a Latin word "incivilis" 'meaning not of a citizen' (Soanes and Stevenson, 2005) which may connote breaches of etiquette, professional misconduct and moral decay (Carter, 1998). At work, incivility can manifest in several ways ranging from rudeness, taking credit from others effort, berating a subordinate or co-worker, gossiping, use of demeaning language, interrupting conversations, excluding co-workers or team members, creating unnecessary and irrelevant controversy, mocking a co-worker, to failure to return calls and emails, setting impossible deadlines for people to meet, not recognizing everyone's strength and contribution to the team, using cell phone during a conversation, formal presentation or meeting.

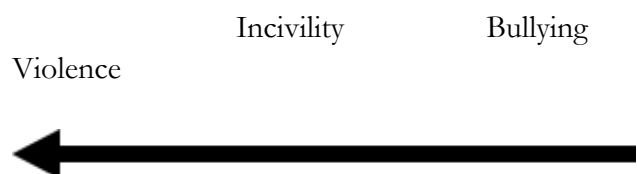
Workplace Incivility

Ramfoster (2004) defines workplace incivility as a 'subtle rude or disrespectful behaviour that demonstrates lack of respect for others'. Workplace incivility has also been defined as low-intensity deviant behaviour with ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Uncivil behaviours are characteristically rude and discourteous, showing a lack of respect for others (Pearson *et. al.*, 2001). This definition of workplace incivility as low-intensity deviant behaviour should not be misconstrued to mean that incivility in the workplace is a minor problem, because uncivil behaviours are sometimes

referred to as counter productive workplace behaviour. According to Fox *et al.*, (2001), counter productive workplace behaviours are behaviours that are intended to have a detrimental effect on organization and its members. As such, the definition of workplace incivility above is a pointer to the fact that there are more severe forms of workplace misconduct and this helps in the explanation of the concept within the context of a continuum beginning from incivility to bullying and finally to violence. Workplace incivility is on the lower end of the continuum (Vickers, 2006).

The figure below shows the continuum of counter productive workplace behaviours classified based on intensity.

Figure 2.1: Counter Productive Workplace Behaviour Continuum



Source: (Vickers, 2006)

Dimensions of Workplace Incivility

The dimensions of workplace incivility as identified by several authors and researchers

(Schwehm, 2001; Blau and Anderson, 2005; Anderson and Pearson 2000, William, 2004) include:

Workplace Discrimination

Workplace discrimination is the illegal or unfair treatment of an employee based on their race, sex, national origin, religion, colour, age or disability. Bamidele (2010) opined that when an employee is treated differently from other employees on grounds that are not supported by contract or that are indeed conflicting with the law, such employee is said to have been discriminated against.

The International Labor Organization-the United Nation agency concerned with the world of work – defines discrimination as any exclusion, distinction or preference made on the basis of race, sex, color, religion, political opinion, national extraction or social origin which has the effect of annulling or improving equality of opportunity, occupation or treatment.

According to Darity and Mason (1998), the standard approach used in identifying employment discrimination is to isolate group productivity differences (work experience, education). They opined that differences in results (such as earning, job placement) cannot be attributed to workers' qualification is attributed to discriminatory treatment.

Table 1: EEOC Complaints of Workplace Discrimination of 2014

Protected Category	Number of complaints
Age	20,588
Disability	25,369
Equal Pay Act	938
National origin	9,579
Race	31,073
Religion	3,549
Retaliation	37,955
Sex (including pregnancy)	26,027
Color	2756
Genetic Information Non-discrimination Act	333

Source: EEOC, 2015

The above statistics shows that complaints of discrimination based on retaliation are the highest, followed closely by race and sex. The figures for complaints of discrimination on the bases of age and disability are also worthy of note.

Sexual Harassment

Sexual harassment is a silent epidemic that has eaten deep into the Nigerian workplace. It has always been one of the workplace pollutants that have the capacity to cause humongous devastating effect on the confidence, moral and performance of employees which in most cases result in decrease productivity (Robbins, 2003). Sexual harassment is the directing of unwelcome sexual attention by one member of an organization towards another (Powell and Graves 2003). The United States Equal Employment Opportunity Commission (EEOC) defined sexual harassment as unwelcome sexual advances, request of sexual favors and other verbal or physical conduct of sexual nature when;

- i. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individuals.

- ii. Submission to such conduct is made either explicitly or implicitly on a term or condition of an individual's employment, or
- iii. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment. (Ubek, 2011).

Both males and females can be victims of sexual harassment, but women are more vulnerable to being sexually harassed by men. According to the National Council for Research on women in the United States, women are nine times more likely than men to quit their jobs, five times more likely to transfer, and three times more likely to lose jobs because of harassment. One of the famous opinion polling organizations in the United States, Harris and Associates, in a telephone poll on 72 U.S workers in 2013 revealed that;

- 31% of the female workers reported that they have been harassed at work.
- 7% of the male works reported they have been harassed at work.
- 62% of targets took no action.

- 100% of women reported the harasser was a man.
- 59% of men reported the harasser was a woman.
- 41% of men reported the harasser was another man.

Of the women who have been harassed;

- 43% were harassed by supervisor.
- 27% were harassed by an employee senior to them
- 19% were harassed by a colleague at their level
- 8% were harassed by a junior staff.

Source: www.workharassment.net/index.php/sexual-harassment-in-the-workplace.html.

From the statistics above, it is amazing that a whopping sum of 41% of men reported to have been harassed by fellow male colleague. It will be expected that in the Nigerian context, if this happens, the percentage will drop drastically as a result of the newly promulgated anti-gay law.

Relationship between workplace incivility and employee retention

Workplace deviances are injurious to organizations at both the macro and individual level. At the macro level, workplace deviance is believed to increase employee turnover, absenteeism, litigation and lower productivity (Hoel *et al.*, 2003). Viewed at individual level, direct and more overt forms of workplace deviance such as bullying (Einarsen, 2000; Rayner, 1997), and abusive supervision (Tepper, 2000) have been shown to negatively

impact victim's psychological health and physical wellbeing. Perhaps because of the manifest and immediate consequences of such acts, the academic literature has largely focused on these more visible forms of workplace deviance. It has been gradually recognized, however, that the majority of such acts are more covert and subtle (Anderson and Pearson, 1999; Baron and Neuman, 1996; Stewart *et al.*, 2009).

In contrast to overt forms of workplace deviance where the intent to harm another is clear, the goal of these more covert and subtle acts is often difficult, if not impossible, to establish unequivocally. Such acts might include the feeling that one's supervisor or co-workers have been insensitive to one's feelings or perhaps acts like snide remarks. Though these or similar acts may not be necessarily intentional or malicious (Milam *et al.*, 2009). However, the deleterious effects of workplace incivility have been widely decried by practitioners (Moyer, 2008; Yeung and Griffin, 2008) and the popular press (Prasso, 2002; Swartz, 2008). Incivility can have devastating impacts on employees; as well as the organization as a whole. For every act of incivility, there is always a victim (Cortina and Magley, 2009). When exposed to uncivil acts, victims may have difficulty making sense or controlling the situation. Anxiety, distress, demotivation may arise and eventually in an attempt to avoid stress, targets of incivility may decide to leave the organization. It therefore means that workplace incivility can hinder or thwart management's efforts towards employee retention.

Relationship between Workplace Discrimination and Employee Retention

The effects of workplace discrimination on employees as well as the overall wellbeing of an organization cannot be overemphasized. Whether organizations realize or not, a significant portion of their employee turnover is, in all probability, a direct result of the conscious or unconscious discriminatory behaviours by employers, fellow employees as well as customers (Pintaro, 2009). Researchers over the years have found a correlation between discrimination and employee

turnover, and various studies have shown that turnover intention is the most important determinant of turnover (Tett and Meyer, 1993; Igharia and Greenhaus, 1992). Discrimination amongst employees can contribute to a negative company culture and a hostile work environment, leading to a lower efficiency and high employee turnover. Employees who feel they aren't being treated fairly are likely to leave a company the first

chance they get. If discrimination is widespread throughout the organization, employee may view it as something so ingrained in the organizational culture they can't get around. In this case, they start seeking other opportunities elsewhere immediately; creating an atmosphere where employees come and go. Therefore, every employer has a legal responsibility to prevent a hostile work environment by exercising reasonable care through an effective and enforced policy statement, effective and enforced investigatory procedures and training programs on discrimination and hostile work environment for all members of the workplace (Michelle *et al.*, 2010).

A public opinion poll on U.S employees, conducted in 2005 by Gallup Inc., a research based global performance management consulting firm, revealed strong connections between workplace discrimination and employee retention. An excerpt from this study is presented below.

Table 2: Satisfaction, retention and loyalty compared by experience of discrimination

	Experienced	Discrimination
	Yes %	No %
Satisfied with company?	10	41
Extremely satisfied (5)		
Stay with company?	46	71
Strongly agreed (5)		
Recommend company?	17	47
Strongly agree(5)		
Approximate sample size (unweight)	171	846

Source: (Adapted from Gallup Survey, 2005)

From the statistics above, 46% of those who have experienced discrimination strongly agreed to remain in the employ of their current company. However, their decision to remain may have been formed by several factors or

forces such as attractiveness of their current earnings, inability to find a suitable job immediately, severity of the discriminatory behaviour experienced, etc. A correlation can also be drawn from those who are extremely

satisfied with their current employers and those who strongly agreed to recommend their companies because if a paltry sum of 10% and 17% respectively are extremely satisfied with their companies and strongly agreed to recommend their organization, it means majority of the employees are likely to leave their organization if the right circumstance exist or if they are presented with an alternative. In other words, employee turnover intention is high or put differently, intention to stay is low in these organization due to discriminatory behaviours experienced.

Relationship between Sexual Harassment and Employee Retention

Sexual harassment experiences are negatively associated with job related outcomes, psychological health and physical health conditions (Chan *et al.*, 2008). Sexual harassment creates a hostile, offensive or intimidating work environment which undermines their job satisfaction and affective commitment (Shaffer *et al.*, 2002, Shupe *et al.*, 2002), undermines employee wellbeing, increases depression, anxiety causing job absenteeism (Baael *et al.*, 1998), sick leave (Cooper 1997) and turnover intentions (Shaffer *et al.*, 2000) thereby affecting employee retention in the organization. A recent study by Slater and Gordon, a legal service firm in the United Kingdom, revealed that one in six women have had colleagues look down their blouse, almost half have experienced comments about their breasts in the workplace, and one in eight have left job because workplace harassment has made them feel so uncomfortable. The situation is not too different in the Nigerian workplace, and the

recognition of this workplace menace is what has informed the decisions of many reputable organizations in the century to put a sexual harassment policy in place. In recent times, a growing number of women have entered the job market and this to some unscrupulous men means more sexual preys to descend on. Considering the very real fact that jobs are hard to come by, women would rather opt out of a job where an employer, supervisor, colleague or customer haunts them sexually than endure a daily torture.

Theoretical framework

A number of theories are suitable for this work. Amongst them, the study selected the theory of social exchange and reciprocity. According to Blau (1964), social exchange theory is a psychological perspective that explains social exchange as a process of exchange between parties. When two parties yield reciprocal activities from each party through series of mutual exchanges, social exchanges relationships are developed. Social exchange has been defined as “actions contingent on the rewarding reactions of others, which over time provide for mutually and rewarding transactions and relationship (Cropanzano and Mitchell, 2005).

Reciprocity is generally a universal norm and involves a repaying the actions of others with corresponding actions of our own” (Cropanzano *et al.*, 2001). For example when employees feel they have been treated fairly by their superior, social exchange mechanism is activated. This leads to the employee to feel obliged to reciprocate in a positive manner (Lavelle *et al.*, 2007). These norms can also be

applied to perception of interpersonal mistreatment in the workplace. When individual experience unfair treatment, it is possible that he or she will “repay” the offending party for mistreatment through negative workplace behaviour such as incivility (Jones, 2009). Greenberg and Scott (2000) suggested that understanding the negative implications of social exchange would help managers identify and control the occurrence of more forms of incivility in the workplace.

Application of the Theory

In a workplace, incivility may begin then spiral when an employee or group of employees (party A) performs an uncivil act towards another employee or a group of employee (party B) (Anderson and Pearson, 1999). Party B perceives incivility and may cognitively interpret it as an interactional justice and this may result in negative affect which can stimulate party B's desire to reciprocate. The desire to reciprocate may not reflect intent to psychologically or physically harm, but merely to display the negative affect that has been aroused. Party B then performs an uncivil act, in response to party A, who perceives the incivility, attributes it to party B, and goes through the same cognitive, affective and behavioural response sequence experienced by party B. Party B may depart

from the workplace by ignoring party A, giving party A the “benefit of the doubt”, or deeming party A unworthy of further attention (Bios and Tripper 1995) or party A may apologies, deny intent and/or offer an excuse for the uncivil behaviour (e.g. I am sorry, I did not mean to be rude, I was under a lot of stress) prompting party B to forgive A. In such situations, incivility ends.

Research Methodology

Research Design

This research adopted survey research design to select samples from the research population from which information were elicited on issues bordering on workplace incivility and its effect on employee retention of the three organizations (Hotel Presidential, Golden Tulip Hotel, Igoni Grand View Hotel) under study. Furthermore, the researcher adopted questionnaire in eliciting information from the respondents.

Population of the Study

The target population of this research consists of the entire workforce of the three selected hotels in Port Harcourt, Rivers state shown in the three hotels were selected based on ratings.

Table 3: Population and sample size proportion of the study drawn from the three organizations

Name of organization	Population	Sample size proportion	Percentage (%)
Hotel Presidential	420	167	69%
Golden Tulip Hotel	149	59	24%
Igoni Grand View Hotel	40	16	7%
	609	242	100%

Source: Field survey, 2022.

Percentage also was calculated as follows:

$$\text{Hotel Presidential: } \frac{166}{242} \times \frac{100}{1} = \frac{166}{242} \times \frac{100}{1} = 69\%$$

$$\text{Golden Tulip Hotel: } \frac{59}{242} \times \frac{100}{1} = \frac{59}{242} \times \frac{100}{1} = 24\%$$

$$\text{Igoni Grand View Hotel: } \frac{16}{242} \times \frac{100}{1} = \frac{16}{242} \times \frac{100}{1} = 7\%$$

Method of Data Collection

The researcher made use of both the **Primary**- (Questionnaire) and **Secondary** sources- (Published Materials, Unpublished Materials and Internet)

Data Analysis Techniques

Data collected from the fieldwork were analyzed in two stages:

Demographic (descriptive) – use of frequencies and percentages

Secondary level (Bivariate) - Test of hypotheses one and two using ordinal least square (OLS). The ordinal least regression (ordinary multiple regression) is used to predict an ordinal dependent variable given one or more independent variables (Seth, 2007).

Test of Hypotheses

Test of Hypothesis 1

Ho: Discrimination does not significantly affect employee retention in the workplace.

Ho₁: Discrimination significantly affects employee retention in the workplace.

To test this hypothesis, table 4.1 was used

Table 4.1 shows the effects of the five discriminatory variables on employee retention in the workplace and SPSS multiple regression analysis was applied to test the impact of the dependent factor (Employee retention).

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.945 ^a	.894	.891	.217	1.012

a. Predictors: (Constant), Incident of discrimination, Discriminatory remark, By passed for promotion, Less Respect, Equal Pay

b. Dependent Variable: Employee Retention

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	74.917	6	12.486	265.337	.000 ^b
	Residual	8.894	189	.047		
	Total	83.811	195			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Incident of discrimination, Discriminatory remark, by-passed for promotion, Less Respect, Equal Pay

Result: The SPSS output shows that the value of R square = .894 and the P value = .000

Interpretation: This means that .894% variation in the dependent variation (Employee retention) is explained by the 5 independent variables (Incident of discrimination, Discriminatory remark, By passed for

promotion, Less Respect, Equal Pay). Again, since the value of the overall P for employee retention is less than 0.05 (Alpha), this shows that the overall model is statistically significant. That is, the five variables have a significant combined effect on employee retention.

Test of Hypothesis 2

Decision: Since the overall p-value of the model (0.000) is less than the Alpha (0.05), we therefore reject the Null hypothesis and accept the Alternative hypothesis. This implies that discrimination significant affects employee retention in the workplace.

H₀: Sexual harassment does not significantly affect employee retention in the workplace

H_A: Sexual harassment significantly affects employee retention in the workplace

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.911 ^a	.830	.825	.241	.814

a. Predictors: (Constant), Incidences of sexual harassment, unwelcome sexual advances, sexual relationship by customers or co-workers, sexually suggestive comments, treated poorly if I don't cooperate sexually^b

b. Dependent Variable: Employee Retention

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	74.917	6	12.486	265.337	.000 ^b
	Residual	8.894	189	.047		
	Total	83.811	195			

a. Dependent Variable: Employee retention

Result: The SPSS Output shows that the value of R square = .830 and the P value = 0.000

Interpretation: This means that 83% variation in the dependent variable (Employee Retention) is explained by the five independent variables (Incidents of sexual harassment, unwelcome sexual advances, sexual relationship by customers or co-workers, sexually suggestive comments, treated poorly if I don't cooperate sexually)

Again, since the value for overall p for the independent variable is less than 0.05 (Alpha), this shows that the overall model is statistically

significant. That is, the five variables have a combined significant effect on employee retention.

Decision: Since the overall p – Value of the model (0.000) is less than the Alpha (0.05); we therefore reject the null hypothesis and accept the alternative hypothesis. This implies that Sexual harassment significantly affects employee retention in the workplace in the hotel industry.

Discussion of Findings

We carefully presented, analyzed and interpreted the results of the quantitative and qualitative data from our field work. In this section, we shall discuss the findings on the effect of workplace incivility on employee retention by looking at the relationship between the proxies of the two main variables of the study.

This section relates the findings of this research to the studies of other previous researchers. This will enable organizational policy makers to be mindful of the key variables that define workplace incivilities in relation to employee's retention.

Discrimination and its effect on Employee Retention in the workplace

The research analysis seeks to find out if discrimination significantly affects employee retention in hotel industry in Nigeria. And from the findings, since the overall **P – Value (0.000)** of the model is less than the Alpha **(0.05)**; we rejected the null hypothesis and accept the alternative hypothesis. This implies that discrimination significant affects employee retention in the workplace. This finding is consistent with the work of Cox (1991), whose major findings included a 25% turnover ratio, reported reduction in patient care, passive acceptance of abuse and perceived lack of organizational support due to work discrimination.

Sexual harassment on employee retention in the workplace

From the analysis, it was found out that sexual harassment significant affect employee

retention in the workplace in Nigeria. From the analysis it can be seen that the overall **P – Value (0.000)** of the model is less than the Alpha **(0.05)**; we therefore rejected the null hypothesis and accepted the alternative hypothesis. This implies that Sexual harassment significantly affects employee retention in the workplace in the hotel industry in Nigeria. This result is consistent with other work done by Sheehan (1990) and Cox (1991) whose study found out that incivility such as verbal, physical, sexual and racial types affects employee's emotional behaviours and leads to high turnover rate in the hospital.

Conclusion

The study examined workplace incivility and workers retention in hotels in Port-Harcourt, Rivers State, Nigeria. The scope of our work included: identification of those factors, such as discrimination, sexual harassment, rudeness and a comparative analysis of organizational culture in moderating workplace incivility and employee retention in the workplace.

In conclusion, incivility is becoming a common occurrence in the workplace and continues to permeate job satisfaction, affecting retention of highly-skilled hotel employees in the hotel industry. The result of this study would help HR professionals and managers with the development of a comprehensive framework for addressing workplace incivility and improving employee engagement in high-stress environments.

Organizational success depends on the effectiveness of its employees, and job performance is indicative of organizational

success (Jensen, Patel, & Raver, 2014). Researchers have noted that one of the key reasons incivility occurs in the workplace is because the organizational infrastructure is fractured (Leape et al., 2012). Employees voluntarily leave their jobs because of work overload, stress, and dysfunctional work relationships (Gialuisi & Coetzer, 2013). Therefore, employee turnover in the hotel industry threatens organizational success and retention (Unruh & Zhang, 2014).

Recommendations

In light of the findings of the study, the following recommendations were made.

1. Hotel employees should be protected against discrimination and encouraged to respect each other's differences in order to reduce labor turn over and increase employee's retention in the hotel. Employers should ensure that a discriminatory policy is properly enforced and allegations of discrimination are fully investigated and handled over the employers' disciplinary procedure where appropriate.
2. The implementation of a comprehensive human resource management (HRM) reporting system for each employee to report workplace incivility cases such as sexual harassment with confidence and without retaliation from their instigators.
3. Hotel employers need standard protocols for addressing and protecting their employees from

rudeness from staff and customers, thereby training them to solve problems, manage stress and find non-threatening ways to handle anger and resolve conflict. Employers should also provide intensive training in Emotional Intelligence to decrease rudeness and disrespect by reducing employees ability to read, appraise and understand others and their emotions accurately.

4. Also, hotels should develop better people strategies using data and predictive modeling tools to catalyze a culture as a moderating effect and putting a mechanism in place to account for tangible and intangible costs of employees voluntarily leaving. Furthermore, civility should be imbibed as one of their core values. Standard of behaviour should be clearly written stating what is acceptable and what is not and should be communicated across.

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