Check for updates

Received: 25 April 2020 | Revised: 9 June 2020 | Accepted: 17 July 2020
DOI: 10.1002/pa.2309

ACADEMIC PAPER

WILEY

Avoiding employee deviance in the hotel industry: Investigating the mediating effect of trust in leadership

Marymagdaline Enowmbi Tarkang[1] | Ali Ozturen[2] | Ruth Yunji Nange[2]

[1]Faculty of Economics, Administrative and Social Science, Istanbul Gelisim University, Istanbul, Turkey

[2]Faculty of Tourism, Eastern Mediterranean University, Famagusta North Cyprus, via Mersin 10, Turkey

Correspondence
Marymagdaline Enowmbi Tarkang, Faculty of Economics, Administrative and Social Science, Istanbul Gelisim University, Istanbul, Turkey.
Email: memtarkang@gelisim.edu.tr

The current paper observes the effect of ethics in leadership on employees trust, affective commitments, and deviance behaviors. Ethical behavior, choices of supervisors and managers, and apprehension of the establishments where deviant activities are supported by workers will be vital. The impression of corrupt morals appears to be a risk to the achievement of the institution. This study made use of a method using a convenience sample. Statistics of 264 workers of sampled hotels were used to obtain the opinions of the respondents about the constructs. Confirmatory factor analysis, structural equation modeling, and correlation analysis were used to assess the main consequences and examine the causality among associated variables. The outcomes displayed revealed that ethical leadership can boost workers' trust in their leaders. Thus, workers can be successfully devoted to their tasks and have no motive to indulge in nonconformity actions when they trust in the leadership of their management. The outcomes showed that trust in leaders by staff definitely influences affective commitments and were against unconventional deviance behaviors, as seen from the consequences, outcomes, practical implications, and suggestions recommended, when making decisions, by future scholars.

1 | INTRODUCTION

Institutions are confronted with environmental challenges where customers' needs are constantly changing. Commercial environments need advanced presentation ethics for workers due to globalized and technical expansions (Belleflamme, Omrani, & Peitz, 2015). Good communication will help workers and managers whose behaviors are obviously ethically correct and will encourage supportive relations with them and their followers. Ethical Behavior on the aspect of managers are a source to help sustain organizations in the wider dimension (Han, Wang, & Yan, 2019). The hard work and competence of personnel need to be absorbed by reasonable and classic managers. Managers have to be lively in order to do a good job. In contrast, respectable managers react by acting inversely, but definitely, in diverse circumstances to demonstrate their capabilities and preserve the accomplishment of establishments. Establishments that encountered challenges of management Ataay (2018) are greatly influenced. Scholars have focused greatly on considering the supportive part of management in ensuring workers' inventiveness and obligation to their task (Javed, Bashir, Rawwas, & Arjoon, 2017).

In order to cope in today's working milieu, managers must have a moral work conduct with these planned achievement in consistency to vital ethics of the institution (Robinson & Bennett, 1995). Deviance (DEV) activities have become a growing topic in current circumstances; staff who are likely to shape the sustained trust in leadership develop dedication to tasks and avoid deviant deeds. In the working environment, DEV actions have currently become an increasing subject of interest. Countless researchers who have worked on DEV have reported issues in communication, but the extent of personal–institutional relation has been absent in studies in general, and in the hospitality sector in Cameroon in specific. This study provides vital key suggestions as given below. Countless different events have been linked to the edifice of the institution, such as theft, sexual harassment, absence from work, disturbances, working environment pressure, deceit, and taking more breaks hours (Demir & Tutuncu, 2010). This portends the security of the institute and its employees. In the past decades, the construct of ethical leadership has been given maximum attention in organizations as a result of strict government laws and heightened pressure from the media (Ko, Ma, Bartnik, Haney, & Kang, 2018). Nevertheless, studies that are related to this topic have

 © 2020 John Wiley & Sons Ltd

yet to be conducted (Waldman, Wang, Hannah, & Balthazard, 2017), especially in hotels in a country like Cameroon, where little is known about ethics in leadership in the hospitality industry (Tarkang & Ozturen, 2019). Ethical leadership plays a vigorous part in improving workers' approaches to the working environment (Brown, Treviño, & Harrison, 2005). Current researches is relates to the strategies that link ethical leadership to workers results, scholars (Mayer, Aquino, Greenbaum, & Kuenzi, 2012; Zhu, Newman, Miao, & Hooke, 2013) still care about additional survey which are vital to this concept. Upcoming work on the possibility of sustainable behavior in ethical leadership is vital to clarify the circumstances in which ethical leadership is valued by the institute and important to the EB. Sustaining the EB of managers can prompt awareness of reputable administrators by the workers. Using this technique, focus is required on decent institutional conduct, thus sustaining the livelihood of institutions.

This paper adds to literature on ethical leadership with relevance to the circumstances in which it influences staff behaviors. The information obtained on ethical leadership is stretched from exploring and discovering the SET (Blau, 1964), which provide major organizational context background (Cropanzano and Mitchell, 2005). Lately, the perceptions of ethical leadership have taken a very critical role in firms that are operational in both the manufacturing and service industries, especially when competitiveness is the main concern (Khan, Ali, Olya, Zulqarnain, & Khan, 2018; Roeck & Farooq, 2018).

In line with studies of Dirks & Ferrin, 2002; Wu, Tse, Fu, Kwan, & Liu, 2013, previous studies have claimed that an argument of excellence in relation to ethical leadership should destructively influence the expression of DEV. Previous studies have claimed that an argument of excellence in relation to ethical leadership should destructively influence the expression of DEV. Therefore, ethical leadership will favor the reduction of staff's deviant behaviors, which shows good communal links and relations in the institute (Greenberg, 2013). Managers' actions are, to a greater magnitude, assumed by their followers to be envisioned actions that represent the rules of the business. Decent supervision advances institutional demonstration when workers are devoted to their precise assignments. Studies have explored competence and effectiveness based on the relationship of leader–member exchange (LMX, mobbing, and staff revenue; Yildiz, 2018) in Turkey. Mobbing was shown not to be too good in influencing LMX. This good connection among managers and associates will help workers avoid deviancy. The outcome could be linked to Cameroon. Prior work has documented relations among ethical leadership and staff welfare in China (Zhang & Tu, 2018), but not much has been discussed on the managerial strategies that impact the fitness, well-being, and safety of workers. This implies that the sole aim of this work is to define the impact of sustainable ethical leadership on trust in leadership and the effect of trust in leadership on commitment and DEV.

Recruiting workers who are committed will increase the scope of the industry. It will eventually influence the nation's economy. Prior work has found a good relation between industry size and the number of workers (Soriano, 2005). This paper will add and develop more on the hotel sector in the nation because the accomplishment of this sector will enhance the revenue of the nation. For the hotel sector to influence the economic situation of the nation, it has to be industrious (Soriano, 2010) at a specific level or degree, but extant evidence about the service sector and hotels in Cameroon is limited. The hospitality industry is the most expanding industry in the corporate world. That is, it is important to expand these industries and corporations (Mas-Verdu, Ribeiro Soriano, & Roig Dobon, 2010). Hotels are a part of the service industry, and the workers provide services and facilities to their clients. Lately, not many researchers have focused on the subject of ethical leadership in the hotel sector in this country. This paper will improve, and also add to, the extant works by exploring a complete framework of ethical leadership, trust in leadership (TIL), affective commitment (AFCOM), and DEV in four-star hotels in the littoral and the central regions of the nation.

2 | LITERATURE REVIEW AND HYPOTHESES

This paper is based on the social exchange theory (SET) by Blau (1964). This theory was adopted in this study to develop links between the constructs. SET recognizes a solid, confident incentive of ethical leadership on the comportment of assistants that is demonstrated in sturdy organizational affective commitment. SET, which duplicates the philosophies in a shared relationship, is a significant theoretical pattern in comprehending exchanged attitude (Lumsden, Miles, Richardson, Smith, & Macrae, 2012). Brown's definition of ethical leadership is the expression of a disciplined and suitable attitude that should be identified in managers' individual activities and their relations with coworkers, other managers, and supporters and the promotion of such behavior through joint communiqué, substantiation, and making of decisions (Brown et al., 2002). This meaning suggests that managers should set the right example for other people and oversee all situations that may occur. Ethics in leadership is the demonstration of a disciplined attitude in both individual and relational environments alongside the mindful propagation of socially responsible actions at all levels in the organization, emphasizing a culture that upholds morals, via communication and authentic decision-making (Brown et al., 2005).

Decent managers will monitor their institution on the foundation of honesty and morals. The inadequate up-to-date studies on the research of ethical leadership suggest that ethical leadership displays an adequate degree of management to followers (Mayer et al., 2012); as a result, assistants pick up proper behavior by observing their leaders as role models. Ethical leaders are actually reliable, outstanding, fair, and righteous in making decisions. They honestly show concern for their subordinates or those under their leadership and are proper in their skill and sequestered life. This will nurture workers to change and lead to competence when they are facing challenges and bad conditions (Lee, 2014). Prior research suggested that staff observations and connections with managers are assuming an important impression on attitude their and performances, unlike gratification, intents not to continue with their task, routine in their task (Gerstner & Day, 1997). Ethics can be seen as a vital

14791854, 2022, 1, Downloaded from https://onlinelibrary.wiley.com/doi/10.1002/pa.2309 by Istanbul Gelisim Universitesi, Wiley Online Library on [22/09/2023]. See the Terms and Conditions (https://onlinelibrary.wiley.com/terms-and-conditions) on Wiley Online Library for rules of use; OA articles are governed by the applicable Creative Commons License

standpoint built on reliability, honesty and reason, and having worry for others. A front-runner involves himself in activities that will be beneficiary to others and avoids actions or deeds that can be harmful to society (Toor & Ofori, 2009).

A good ethical code exercise does not always lead to attainment but ensure that the moral activities and conduct of the top bosses are in line with what they communicate and practice. A good front-runner can be seen through virtue and as having stable objectives, and he or she is eager to hold on to the aims even in hard or difficult periods.

Managers require a self-reliant link with their subordinates. Expressions of trust include the desire to be accessible to others, with the notion that decisions and actions of the other party cannot be monitored or controlled (Mayer, Davis, & Schoorman, 1995).

Trust in leadership is emotional. It states the purpose, admittance and susceptibility, to confidently predict the aims or deeds from an individual (Rousseau, Sitkin, Burt, & Camerer, 1998). It is a very influential subject when it comes to making change and obtaining information from the manager. Trust in leadership relations can be cultivated when managers are open with their workers, who contribute and are eager to partake in control. If workers trust in the leadership of their leaders, and they observe their uprightness, dependability, and fairness, this motivates them to be extremely dedicated and ready to achieve when needed. In a good-quality relation, the workers comprehend that managers should be passionately helpful and trust in earnest and reliable leadership (Dienesch & Liden, 1986). Staff respond to trust in leadership by supporting and attaining vital organizational objectives (Whitener, Brodt, Korsgaard, & Werner, 1998). When workers have a lower level of trust in the leadership of their managers, they disrespect the instructions and believe that the managers' opinions are undependable. For administrators to improve their staff's competence with regard to their tasks, they need to earn the staff's trust in leadership, so they can be devoted. Affective commitment, an individual character toward the institute (Mowday, Porter, & Steers, 1982). Workers who are passionately attached to the institution are seen as devoted and faithful workers. Passionately devoted workers who have a greater sense of belonging are more multifaceted in the institution's events, firmly pursue objectives, and wish to continue in their institution. Workers who exhibit affective commitment sturdily identified with the institution and its purposes and hence will not embrace suggestions to vacate their existing jobs, not even when they are offered good economic benefit by other businesses. Meyer and Allen's model predicted that affective organizational commitment (AOC) comprises three theoretically and empirically different possibilities or areas, categorized as emotional, extension, and normative obligation (Meyer & Allen, 1997; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Workers with a sturdy affective commitment support or promote the institution out of their own readiness. Employees with stronger protraction obligation do not intend to leave their job because, for them, it is an obligation. Employees who have stronger normative obligation find it necessary not to leave because they see it as a responsibility. Employee affective commitment is strongly steady and combines constructs that influence a worker's expressive attachment to, and empathy with, an institution (Solinger, Van Olffen, & Roe, 2008). Responsibilities comprise "conduct terms" that select the actions that the obligation proposes (Meyer & Herscovitch, 2001a; Meyer & Herscovitch, 2001b). DEV means an intended wish to commit damage to an institute. DEV can be seen as an interruption or dangerous and pointless nonattendance that influences staff to be removed perceptibly and expressively from the institution. DEV is a method of dangerous action when workers realize that their managers are rude and fail in their role to give them the necessary provisions they require (Thau, Bennett, Mitchell, and Marrs (2009). If a worker observes that a manager assigned a task that will not be beneficial to the company, he or she may require additional emplacements, thus leading to a slow rate of task achievement. All of these outcomes prevent the establishments from subsequent sustainable expansion.

3 | THEORETICAL BACKGROUND AND HYPOTHESES

3.1 | Relationship between ethical leadership and trust in leadership

The influence of the good standards of bosses on assistants overshadows that of their equals (Mayer, Kuenzi, & Greenbaum, 2010) as workers seem to be more pleased to show or exhibit promise and dedication when they identify with their managers' moral choices. The ethical conduct of leaders can impact the motivation of and confidence in their subordinates and, in addition, their ability to carry out their specified tasks to the benefit of the organization (Naeem, Weng, Hameed, & Rasheed, 2020). This will motivate employees to trust their leaders and believe in them. Ethical leaders enhance their followers' participation in decision-making and show more trust in them (Shapiro & Stefkovich, 2016). Trust is critical when it comes to defining individual and managerial effectiveness (Searle et al., 2011). Honesty and accuracy are solely authoritative in building trust in leadership (Lapidot, Kark, & Shamir, 2007). Ethical leadership presentations of managers will upsurge apprentices' trust in leadership in those managers with regard to their words or task (Brown & Mitchell, 2010). This good attitude of managers establishes devotion and dedication in workers by trusting their managers (Dirks & Ferrin, 2002). Previous research provides supporting validation that ethical leadership can inspire workers' trust in leadership of their managers (Brown et al., 2005). Nevertheless, SET contributes a much more undoubted explanation on why staff are obliged to respond to ethics in leadership behavior; there is some evidence that workers only infrequently respond to their managers' ethical conduct (Kacmar, Bachrach, Harris, & Zivnuska, 2011). This research was conducted in the United States. It was concluded that the power of this exchange depends on other administrative insights. Therefore, our paper will detect how the influence of ethical leadership will affect consequences, such as trust, as is the focus of this study.

Thus, we posit that:

Hypothesis 1 Ethical leadership is positively correlated to trust in leaders.

14791854, 2022, 1, Downloaded from https://onlinelibrary.wiley.com/doi/10.1002/pa.2309 by Istanbul Gelisim Universitesi, Wiley Online Library on [22/09/2023]. See the Terms and Conditions (https://onlinelibrary.wiley.com/terms-and-conditions) on Wiley Online Library for rules of use; OA articles are governed by the applicable Creative Commons License

3.2 | Relationship between trust in leadership, affective commitment, and deviance

In the current business settings, developing organizations with employee-centered and ethical implementations is very crucial for a sustainable existence. Trust, especially in leaders, especially by their followers, is one of the most vital aspects that has been discussed in previous literature, especially related to behavior (Küçükoğlu & Akca, 2020). A devoted worker can enhance the ability of establishing new mindsets and lives (Ponce, Cancio, & Sánchez, 2018), and affective commitment to the organization and trust in leaders remain essential in reaching conclusions that enhance competence and lower incompetency (Morgan & Hunt, 1994). As seen from the SET, when devotion and trust are applied in the service as a consequence of leadership ethics, growth and development will be motivated. This advanced act of workers will be encouraged by the vision of morals in leadership. Workers' trust in leaders as a result of their moral conducts will promote a very committed employee team. Employees who perceive trust in the action of their leaders are likely to support the organization's policies as these leaders are believed to represent the organization. Past write ups confirmed that trust has a strong influence on many organizational consequences, such as intentions to leave, employee work engagement, job satisfaction, organizational citizenship behavior, and affective organizational commitment (Lee, Song, Lee, Lee, & Bernhard, 2013; Kashyap & Rangnekar, 2016: Tarkang & Ozturen 2019). For this reason, they are willing to take risks on behalf of the organization and show a high level of commitment (Guh, Lin, Fan, & Yang, 2013). In previous works related to relationship administration, being committed is indistinctly connected to trust. Staff who demonstrate trust in their managers show elevated levels of devotion to the institution and thus will not indulge in unrelated acts; their devotion will totally erased unrelated manners (Tarkang & Ozturen 2019).

Hypothesis 2a Trust in leadership of the supervisor is positively related to affective commitment.

Hypothesis 2b Trust in leadership of the supervisor is negatively associated with deviance.

3.3 | Trust in leadership as a mediator

Trust in leadership of managers, and the institution in general, also makes room for the affective and resulting consequences (Chen et al., 2005; Yoon, Jang, & Lee, 2016). In a supportive working environment, where face-to-face staff, high on self-realization, faith, resilience, and optimism, find that their leaders, who stand as representatives of the institution on exhibit, are concerned and considerate, which are signals of trust in leadership, they are unlikely to state absenteeism motives and attitude but are likely to show higher innovative performance by coming up with novel opinions for resolving clients problems, attaining clients expectations and needs, and making advancements in service delivery. Trust is also an important mediator in explaining the relationship between different constructs in the hospitality literature (Kashyap & Rangnekar, 2016). As our study proposes, trust is considered a mediator in the study relationship. Previous research by Clapp-Smith, Vogelgesang, and Avey (2009) confirmed that trust in leadership of the management fully mediated the association between PsyCap and financial outcomes. The way employees relate with their leaders plays a major role in building their trust. Against this backdrop, scholars currently focus their attention on the relationship between ethical leadership and trust (Seto & Sarros, 2016). Furthermore, the effect of this relationship has led to numerous healthy organizational outcomes, such as commitment to the avoidance of unbeneficial outcomes like DEV (Tarkang & Ozturen 2019). The previously stated hypotheses lead to the conclusion that trust in leadership in institutions can link PsyCap to absenteeism intentions and attitude and creative performance. A previous study carried out by Ozturk and Karatepe (2017) confirmed that PsyCap affects Inclination to leave work early (ILWE), non-attendance intentions, proclivity to be late for work (PLFW), and creative performance (CP) via the mediating role of trust in leadership in the institutions. SET also provide guidance for trust in leadership as a mediator. Precisely, managers' good conduct toward workers triggers the credibility of the institution in the minds of the staff and helps establish trust in leadership (Zhang & Zhou, 2014), which in turn leads to positive outcomes (Yoon et al., 2016). Past studies have investigated and confirmed trust as a mediator, for example, trust mediated the relationship between corporate social responsibility and taking responsibility (Tourigny, Han, Baba, & Pan, 2019). As explained by Aryee et al. (2002), trust in the organization mediates the relation between organizational justice (OJ) and job outcomes because the continuation of staff's favorable reciprocity is contingent upon the focal exchange parameter. When servant leaders (SL) make tremendous suggestions to a work environment (WO), where front line employees (FLE) develop trust in organization (TIO), they feel obliged to repay the company in the form of good outcomes, being highly devoted to their jobs and demonstrating low or complete avoidance of deviant actions in the hotel.

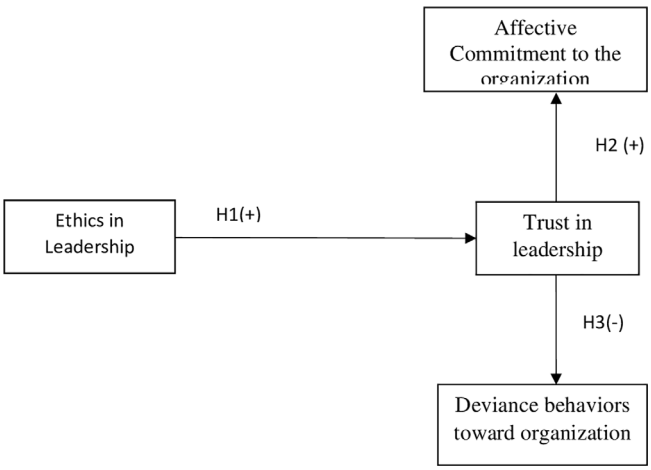

FIGURE 1 Research model and layout of hypotheses

14791854, 2022, 1, Downloaded from https://onlinelibrary.wiley.com/doi/10.1002/pa.2309 by Istanbul Gelisim Universitesi, Wiley Online Library on [22/09/2023]. See the Terms and Conditions (https://onlinelibrary.wiley.com/terms-and-conditions) on Wiley Online Library for rules of use; OA articles are governed by the applicable Creative Commons License

Based on the above information presented, we can predict that:

Hypothesis 3a Trust in leadership partially mediates the positive influence of ethical leadership on affective commitment.

Hypothesis 3b Trust in leadership partially mediates the negative influence of ethical leadership on deviance.

Figure 1 shows the research model and layout of hypotheses.

TABLE 1 Demographic profile of respondents

	Frequency	Percent
Age		
18–27	48	18.18
28–37	117	43.32
38–47	79	29.92
48–57	15	5.70
58+	5	1.89
Gender		
Male	151	57.20
Female	113	42.80
Marital status		
Single	179	67.80
Married	85	32.20
Education		
High school	14	5.30
University	92	34.85
Graduate	136	51.52
Postgraduate	17	6.44
Tenure		
Less than 1 year	77	29.17
1–5	110	41.67
6–10	43	16.29
11–15	30	11.36
16–20	3	1.14
Hotels		
Hotels in Douala	144	54.55
Hotels in Yaoundé	120	45.45

4 | METHODS

4.1 | Sampling method

The sample comprised front employees of three- and four-star hotels in Yaoundé and Douala, Cameroon.

A pilot study of 30 employees was carried out to confirm the structure and organization of questions and also to make sure they were well understood by respondents. Furthermore, this also helped to test the reliability of the scales. The aim of the study was made clear to the management, and assurances of anonymity and confidentiality of the given answers were provided (Ilkhanizadeh & Karatepe, 2018). A conclusive and quantitative technique using a convenience sampling method was used (Aliaga & Gunderson, 2002; Muijs, 2004). All questionnaires were self-administered to the hotels' employees directly or indirectly via the management. In order to prevent response bias, items under the same scale were not labeled. Participants consented to participate in the collection process. Three hundred questionnaires were distributed to respondents alongside coded envelopes to obtain primary data. Before questionnaire administration, respondents were assured of the anonymity and confidentiality of their responses in order to avoid bias during the answering process.

The data collection procedure was as follows: 300 questionnaires were distributed to personnel in the first wave, and 285 were returned. A total of 285 staff members took part in the second wave, and 275 questionnaires were returned. Due to the unstable nature of that part of the country at the time the survey was carried out, employees were quitting and relocating. Nine questionnaires were incompletely filled; thus 264, were used for data analysis. All questionnaires were returned to the management in sealed envelopes. Although it was a tedious process, we ensured that all questionnaire at the end of the final wave were completely filled. The number of respondents kept dropping gradually because most employees were relocating to the French-speaking region of the country to search for now jobs as it is more stable. For this reason, we achieved a response rate of 88.0%. To make sure there were no missing data, the authors had to regularly visit these hotels to control the collected questionnaires. Any incompletely filled questionnaire was returned to employees for completion as both the questionnaire and envelope were coded, so authors could trace the employee. Most of the

TABLE 2 Measure variable's CFA or CFA results

Model	χ^2	*df*	χ^2/df	RMSEA	NFI	NNFI	CFI	IFI
M1	2,264.84	561	4.04	0.101	0.96	0.96	0.96	0.96
M2	1,951.56	559	3.49	0.093	0.96	0.97	0.97	0.97
M3	1,583.67	556	2.85	0.078	0.96	0.98	0.98	0.98
M4	1,459.20	553	2.64	0.075	0.96	0.98	0.98	0.98

Notes: $N = 485$.

Abbreviations: CFA, confirmatory factor analysis; CFI, comparative fit index; RMESE, root mean square error of approximation; NFI, normed fit index; NNFI = nonnormed fit index; IFI, incremental fit index.

14791854, 2022, 1, Downloaded from https://onlinelibrary.wiley.com/doi/10.1002/pa.2309 by Istanbul Gelisim Universitesi, Wiley Online Library on [22/09/2023]. See the Terms and Conditions (https://onlinelibrary.wiley.com/terms-and-conditions) on Wiley Online Library for rules of use; OA articles are governed by the applicable Creative Commons License

incompletely discarded ones were employees who left their job for security reasons.

Respondents were directed to enclose all filled questionnaires in sealed envelopes to lessen the threat of common bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

TABLE 3 Confirmatory factor analysis results

Items	Standard loadings	CR	AVE	Reliability
EL		0.96	0.83	0.97
Ethical leaders conduct personal life in an ethical manner	0.92			
Define success not just by results but also by the way it explains one's attitude it is obtained	0.92			
Listen to what employees have to say	0.90			
Discipline employees who violate ethical standards	0.90			
Make fair and balance decisions	O.93			
Can be trusted	0.91			
Discusses business ethics or values with employees	0.92			
Set an example on how to do things the right way in terms of ethics	0.88			
Have the best interest of employees in mind	0.82			
When making decisions, they ask what the right thing to do is	0.83			
TR		0.88	0.55	0.84
Trust the information supplied to me by the leadership team	0.60			
The leadership team has my best interests at heart	0.67			
The leadership team responds well to my concerns	0.75			
The leadership team treats me with respect	0.80			
The leadership team knows about the problems I face	0.80			
AC		0.93	0.69	0.91
I would be very happy to spend the rest of my career with this organization	0.79			
I really feel as if this organization's problems are my own	0.85			
I do not feel a strong sense of “belonging” to my organization (R)	0.85			
I do not feel “emotionally attached” to this organization (R)	0.83			
I do not feel like “part of the family” at my organization (R)	0.84			
This organization has a great deal of personal meaning for me	0.82			
OD		0.96	0.63	0.95
Took property from work without permission	0.76			
Spent too much time fantasizing or daydreaming instead of working	0.77			
Falsified a receipt to get reimbursed for more money than they spent on business expenses	0.84			
Taken an additional or a longer break than is acceptable at their workplace	0.81			
Came in late to work without permission	0.84			
Called in sick when they were not	0.79			
Neglected to follow their boss's instructions	0.80			
Intentionally worked slower than they could have worked	0.82			
Discussed confidential company information with an unauthorized person	0.80			
Left work early without permission	0.82			
Left their work for someone else to finish	0.79			
Used an illegal drug or consumed alcohol on the job	0.66			

Notes: All loadings were significant.

Abbreviations: AVE, average variance extracted; CFI, comparative fit index; CR, composite reliability; PNFI, parsimony normed fit index; RMSEA, root mean square error of approximation; SRMR, standardized root mean square residual.

14791854, 2022, 1, Downloaded from https://onlinelibrary.wiley.com/doi/10.1002/pa.2309 by Istanbul Gelisim Universitesi, Wiley Online Library on [22/09/2023]. See the Terms and Conditions (https://onlinelibrary.wiley.com/terms-and-conditions) on Wiley Online Library for rules of use; OA articles are governed by the applicable Creative Commons License

4.2 | Measurement scales

Organizational DEV was measured by a 12-item scale adopted from Bennett & Robinson (2000). We operationalized ethical leadership with 10 items taken from Brown et al. (2005). Five items adopted from Stodgill () were used to validate trust in leadership. AFCOM was validated using six items, including three negatively worded items, developed from Meyer, Allen, & Smith (1993) All measures were rated on a 5-point Likert-type scale, with 1 as strongly disagree and 5 as strongly agree, used to validate all items. The items were all designed in English at the initial stage. They were then changed to French and translated back (Brislin, 1986) to English to ensure that all meanings were not altered. The English and French versions are because Cameroon is a bilingual country with English and French as the official languages. To further lessen the difficulty of common method bias, data were obtained using two separate waves (Podsakoff et al., 2003). Based on the technique in Podsakoff et al. (2003), the first (Time 1) questionnaire comprised demographic items such as age, gender etc. and ethical leadership items. The second wave (Time 2) comprised items to measure trust, affective commitment, and DEV.

4.3 | Statistical analyses

Structural equation modeling (SEM) was used to evaluate the structural model fit. Results of model fit are as displayed in Table 1. The data were run in SPSS V.22 and AMOS V.23, and the indicators used were root mean square error of approximation (RMSEA) and standardized root mean square residual (SRMR). The values of the above indicators are supposed to be 0.08 or below (Arbuckle, 2006); and for the normed fit index (NFI), incremental fit index (IFI), and comparative fit index (CFI), values above 0.90 were obtained (Bentler & Bonett, 1980); the ratio of chi-square and degree of freedom was lower than 2.5 (Arbuckle, 2006).

TABLE 4 Correlation relationship for key variables

Variables	1	2	3	4
EL	1			
TIL	0.54**	1		
AFCOM	0.48**	0.42**	1	
DEV	−0.35**	−0.31**	0.32**	1

Abbreviations: AC, affective commitment; EL, ethical leadership; OD, organizational deviance; TR, trust.
*p < .05, **p < .01, ***p < .001, two-tailed.

5 | RESULTS

After two waves of data collection with a time lag of 2 weeks between the first and second collection, 270 questionnaires were obtained. Six questionnaires were discarded for incomplete filling. Finally, 264 questionnaires were used for data analysis, giving a response rate of 88.0%.

5.1 | Demographic characteristics of the respondents

The respondents included 57.20% males and 42.80% females. Of the respondents, 216 (81.82%) were 27 years and above, with an average tenure of 2.7 years, and 278 (93.9%) had college degrees or above. A final total of 264 front-office personnel accounted for 88.00% of the total usable sample. There was no divorced respondent as divorce is not common in Cameroon. Most men get married to two and three wives without divorcing the first or second.

5.2 | Confirmatory factor analysis

CFA results revealed the four-factor model (EL, TIL, AC, and DEV) to be the best-fit model for the data. The four-factor model has the

TABLE 5 Tests of hypotheses

Variables	Estimate	*SE*	CR	*p*	Supported
Direct effect					
EL → TIL	0.324	0.058	5.568	***	
EL → AFCOM*	0.224	0.085	3.281	.001	Supported
EL → DEV*	−0.221	0.081	3.277	.001	Supported
TR → AFCOM	0.132	0.056	1.995	.038	Supported
TR → DEV	−0.314	0.064	5.403	***	Supported
Indirect effect through TIL					
EL → TIL → DEV	−0.043	0.023	2.102	.023	Supported
EL → TIL → AFCOM	0.041	0.023	1.999	.032	Supported
Total effect					
EL → AFCOM	0.267	0.064	4.173	***	Supported
EL → DEV	0.149	0.071	0.098	.030	Supported

14791854, 2022, 1, Downloaded from https://onlinelibrary.wiley.com/doi/10.1002/pa.2309 by Istanbul Gelisim Universitesi, Wiley Online Library on [22/09/2023]. See the Terms and Conditions (https://onlinelibrary.wiley.com/terms-and-conditions) on Wiley Online Library for rules of use; OA articles are governed by the applicable Creative Commons License

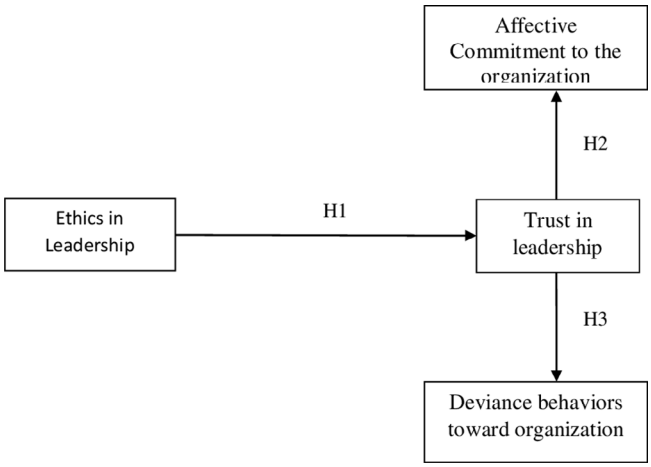

FIGURE 2 Presentation of hypotheses results. H1 = 0.54**; H2 = 0.42**; H3 = –0.31**

following outcomes as opposed to the other models: χ^2/df = 2.64 < 3; NFI = 0.96; NNFI = 0.98; CFI = 0.98; IFI = 0.98; and RMSEA = 0.075, as shown in Table 2.

5.3 | Measurement model and confirmatory factor analysis

Discoveries, as clarified in Table 2, showed that the model M4 fit the data well: χ^2 = 1,459.20, *df* = 553; standard loadings all attained the minimum threshold of 0.5. The average variance extracted (AVE) by the respective suppressed variables ethical leadership (0.62), trust in leadership (0.55), AFCOM (0.64), and DEV (0.62) were all above 0.50. These outcomes confirmed the presence of convergence according to Fornell and Larcker (1981). Composite reliability scores were all above 0.60 (EL, TIL, AC, and DEV were 0.96, 0.88, 0.93, and 0.96, respectively). Hence, results were acceptable (Etehadi & Karatepe, 2019). Results of composite reliability are all delineated in Table 2. Concurrent with the works of Etehadi and Karatepe (2019), a two-tailed test was used to calculate the correlations and hypothesized relationships. Results of the CFA are illustrated in Table 3.

Table 4 shows the correlation of observed variables; ethical leadership is positively correlated with TR (0.54; $^{**}p < .05$) and AC (0.48; $^{**}p < .05$). Ethical leadership is negatively correlated with DEV (–0.35; $^{**}p < .05$) and EWOM (0.332; $^{**}p < .05$) but also has a positive correlation with purchase intention (0.345; $^{**}p < .05$). The study also accessed the correlation between TR and AFCOM and DEV. TR positively correlates with AC (0.72; $^{**}p < .05$) and negatively correlates to DEV (–0.31; $^{**}p < .05$).

5.4 | Test of hypotheses

As shown in Table 5, exploring the correlation between ethical leadership and TIL, ethical leadership was definitely linked to trust in leadership. Employees who perceived their leaders to be ethical in their behavior will begin to trust them. Thus, ethical leadership has a good effect on trust in leadership, supporting H1.

H2 suggested that TR has a good influence on staff's affective commitment. Results confirmed the positive link between trust in leadership and affective commitment, supporting H2. Staff who trust in the leadership of their supervisors will engage in job-committed behaviors. H3 suggested that trust in leadership has a bad impact on employee DEV. Outcomes also confirmed this bad relation between trust in leadership and DEV, supporting H3. This is an indication that employees who have the mind to trust their leaders will not engage in deviant actions that will retard the progress and growth of the hotel.

5.5 | Hypotheses testing

Following Baron and Kenny (1986), based on indirect influence via trust in leadership as the mediating variable, the fourth and fifth hypotheses (H4 and H5) were verified. Statistics confirmed that all three conditions for accommodating the indirect effect of trust in leadership hypotheses were satisfactory, as follows: First, there was a direct important effect of the predictor variable in the mediating construct. Second, there was significant direct influence of the mediating and the criterion variable, and finally, the total effect was important. As a result, a bootstrapping test was used to prove the indirect significant effect of those hypotheses, as shown in Table 5. We conclude that the two indirect effect hypotheses in the model (H4 and H5: $p < .05$) are acceptable.

As for mediation hypotheses, we note the existence of a partial mediation role of TIL between EL and AC ($p < .05$), supporting H4. We also found the existence of the partial mediation role of trust in leadership between EL and DEV ($p < .05$), supporting H5 (Figure 2).

6 | DISCUSSION

This study was a contemporary exploration designed to observe the effects of EL on TIL and H1 and TR on AFCOM, DEV, H2, and H3 simultaneously. In conclusion, there is a mediating impact on trust in leadership in the connection between EL and AFCOM and ethical leadership and DEV, H4, and H5. Research has been repeated based on the reputation of ethical leadership (Podsakoff & Organ, 1986), which demonstrates that ethical leadership is definitely linked to job satisfaction and the managerial affective commitment of their internal bosses. The decrease in being unethical or having a different attitude has been a subject of curiosity for tourism sector establishments (Demir, 2011). The total number of wedded respondents were little. In the nation, the majority of individuals have actual slim information, and countless individuals have a misconception about the hotel profession. Individuals think that workers in hotels, specifically females, are exposed to "guest-initiated sexual harassment" and promiscuous acts. People think that workers have unsuitable relations with their managers and colleagues (Olugbade & Karatepe, 2019). In most cases, it is virtually difficult for

14791854, 2022, 1, Downloaded from https://onlinelibrary.wiley.com/doi/10.1002/pa.2309 by Istanbul Gelisim Universitesi, Wiley Online Library on [22/09/2023]. See the Terms and Conditions (https://onlinelibrary.wiley.com/terms-and-conditions) on Wiley Online Library for rules of use; OA articles are governed by the applicable Creative Commons License

married males to allow their wives to obtain jobs in hotels because they are skeptical of matrimonial challenges (not being able to perform their home tasks). Many wedded individuals do not consider searching for employment in this sector because of this misconception. There is no distinctive conduct for workers due to their married status. A wedded staff member performs the same tasks as a staff member who is not married. Base on the outcomes, the first hypothesis, H1, confirmed the relations between ethical leadership and trust in leadership. The confident influence of ethical leadership on TIL shows that there is a rise in ethical leadership relative to a rise in workers' trust in leadership. The outcomes of these relations are in line with previous research (Thau, Crossley, Bennett, & Sczesny, 2007). Workers who really perceive ethical behavior in their managers will raise their height of trust in leadership in them. Because of this, workers will have no intention to involve in nonconformity acts and altitude. The next hypothesis, H2, confirmed the relation between trust in leadership and affective commitment. When workers trust in the leadership of their managers, they exhibit appreciation by being devoted to their tasks. High trust in leadership among directors and colleagues in work place leads to staff intentions to stay in the institution and be devoted. They demonstrate good motives and potentials (Demir, 2011). Meanwhile, the more they trust in the leadership of their managers, the more they show more seriousness in their job. The next hypothesis, H3, confirmed the relation between trust in leadership and DEV. The outcomes of trust in leadership–deviance relations are concordant with those of prior research (Tarkang & Ozturen 2019).

As projected by our model, H4 and H5 tested the mediating impact of trust in leadership on the relation between ethical leadership and commitment and between ethical leadership and DEV, respectively. That is, ethical leadership affects employee's affective commitment and DEV indirectly through trust in leadership. An increase in trust in leadership as an outcome of the awareness of morals in management by workers will significantly dishearten different activities and affect the affective commitment in the hotel. The outcomes are in accordance with Robinson (2008), who disagrees that different acts among coworkers can be disadvantageous. Hotel workers who are devoted to their tasks and who believe and trust the leadership of their manager will not behave in contrast to the instructions that serve to obtain constructive results for the hotels. This outcome is in connection with previous research (Neves & Story, 2015) that ethical leadership has a good influence on affective commitment.

According to SET and previous studies (Demir and Tutuncu 2010), staff know that their managers are a stimulus for them; regarding good LMX connections, workers form a moral view of these managers and the institution. This study adds to the ethical leadership literature by acknowledging two intelligent devices, such as trust in leadership and AC, which prevent worker's work environment eccentric activities. Ethical leadership may unusually dishearten staff's different conduct. Ethical behavior of leaders inspires staff to carry out their assignment. Ethical behavior of leaders inspires staff to carry out their assignment, because of the trust in leadership they attach to their mangers. Therefore, they will be inspired to express their own views about the institute and the probable conduct of the ethical leadership, and they will developed great dedication and avoid DEV in the work environment.

7 | CONCLUSIONS

The research took into consideration five hypotheses as debated in the research. H1, H2, H3, H4, and H5 were constructive and important. The study results gave support for all proposed hypotheses. It can be concluded that, for the mentioned eight hotels assessed in this work, there are significant expressions of morals in their management. This insight of morals in management by staff influenced, and hence inspired, TIL, thus avoiding DEV conduct. Supporting decent manners in management has been a growing management style. There is a rewarding and significant insinuation to improve the status of hotels, preserving the growth of hotels, initiatives, and the community as a whole (Ataay, 2018). Academics and specialists in establishments suppots trust in leadership, and they continue to encourage the dialogue of ethical leadership. They attempt to comprehend the motives for why managers do not act morally with their subordinates. This research's discoveries shows that ethical leadership can be understood as a main style of management (Kraus, Niemand, Besler, Stieg, & Martinez-Ciment, 2018) and can importantly inspire stages that lead to confident variations in an institute as an result of staff being more devoted and committed in their jobs. Based on a study by Hussain et al. (2018), which examined Lewin's model for amendment growth from ethnographic idea, a decent management approach can impact the workers' readiness to change and to be efficiently dedicated, which will affect institutional changes and expansion. Based on this study, when workers notice that front-runners show moral actions, they also demonstrate truthful activities, which are indicated through a high degree of obligation in their work, such as steering from different actions. Previous studies (Megeirhi, Kilic, Avci, Afsar, & Abubakar, 2018) examined and established that the awareness of trustworthy management provides low patience to rude conduct in the working environment in Jordan. It can also been seen in the case of Africa as this research discovers that, when workers see their front-runner as reliable and moral, they might observe their work environment to be low in accepting impolite conduct (Megeirhi et al., 2018). Thus, with trust in leadership and commitment, they will avoid rudeness and different activities. As confirmed by the results of this research, sustainable ethical leadership perfectly impacts trust in leadership; thus, AFCOM, likewise, badly impacts DEV. In addition, workers' trust in leadership positively influences affective commitment and negatively influences DEV. Finally, affective commitment negatively impacts DEV. Hotel and institute efficacy and effectiveness (Zhang & Tu, 2018) can be impacted by workers' conduct. Trust in leadership, affective commitment, and DEV can be measured as consequences of supposed sustainable ethical leadership. In addition, when workers are content with their jobs and environmental circumstances, they are dedicated and industrious. Workers who are dedicated develop an additional dynamic and, additionally, affect the output of trade overall (. Soriano, 2010); thus, customers can observe

14791854, 2022, 1, Downloaded from https://onlinelibrary.wiley.com/doi/10.1002/pa.2309 by Istanbul Gelisim Universitesi, Wiley Online Library on [22/09/2023]. See the Terms and Conditions (https://onlinelibrary.wiley.com/terms-and-conditions) on Wiley Online Library for rules of use; OA articles are governed by the applicable Creative Commons License

decent conduct. From the outcomes and conversation, it can be concluded that the workers' approaches and conducts toward their institutions are built on the schedules and conduct of their supervisors. Workers who trust in leadership and rational behavior will display sentimental obligation to the institute. Workers who observe an absence of trust in leadership and partial management will have no option but to have no trust in leadership and show deviant conduct. According to the outcomes, no instance of absence of trust in leadership in front-runners was detected.

7.1 | Hypothetical and implication for practice

Research confirmed the result of ethical leadership on workers' outcomes, for instance, trust in leadership, affective commitment, and DEV. The outcomes signify that supervisors should improve honest management abilities that will be accompany lesser work environment DEV as this is vital in achieving cocompetence in a global marketplace (Walumbwa, Wang, Wang, Schaubroeck, & Avolio, 2010). With regard to to SET, managers are supposed to set an example for subordinates. Supervisors should exhibit good moral conduct that will trigger staff to be devoted to their specific and cooperative work environment. This act of morals by managers will also prevent staff from indulging in different conducts. The part of sustained moral conduct in management should be knowingly highlighted for the growth of hotels. Supervisors' and front-runners' ethical conduct and their sense of accountability have a significant influence on staff's approaches and performances. Front-runners should devote strategies that will encourage trust in leadership and encourage good and knowledgeable behaviors in the work environment, thereby depressing different staffs' activities. Managers can be flawless examples to staff in order to exhibit trust in leadership in their workers and encourage workers to take into consideration their customs, instructions, and guides. Managers can be properly fair to their staff so that the staff members do not feel angry or separated. They should give respect to the objective dreams of their task, taking into consideration their activities that support their devotions.

7.2 | Limitations and further studies directions

This research took into consideration a cross-sectional strategy where statistics were gathered from participants, and the clarifications of interconnection are centered on the suggestion of covariation and personal self-sufficiency in the proposed or hypothesized links. A longitudinal study is suggested for further studies to determine the causal links. This work was conducted in the rainy period, and access to hotels was tough because of poor transportation network and other issues. Thus, reaching the hotels was a problem due to poor roads and road congestion and inadequate transportation networks. Further studies are suggested and should be conducted in the dry season, when transportation networks will be better. This study was conducted in hotels in Cameroon. Further studies should consider carrying out studies in other areas; hence, it will serve to enlarge and simplify our outcomes. Regardless of the possible pitfalls of this work, the research adds to the existing knowledge on ethical leadership, DEV, and AC. This study uses AV, which is extensively currently used. Future studies can offer valuable and useful contributions by adding other variables, such as work engagement, job embeddedness, high-performance work practices, job stress, or innovative behavior.

CONFLICT OF INTEREST

The authors declare that there were no conflicts of interest.

ORCID

Marymagdaline Enowmbi Tarkang https://orcid.org/0000-0003-4356-2620
Ali Ozturen https://orcid.org/0000-0001-8879-1916
Ruth Yunji Nange https://orcid.org/0000-0003-0115-9040

REFERENCES

Aliaga, M., & Gunderson, B. (2002). *Interactive statistics*. Richmond, VA: Pearson Education.

Arbuckle, J. L., & Wothke, W. (2006). AMOS user's guide 7.0. Spring House, PA: AMOS Development Corporation.

Aryee, S., Budhwar, P. S., & Chen, Z. X. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. Journal of Organizational Behavior: The International Journal of Industrial. *Occupational and Organizational Psychology and Behavior*, *23*(3), 267–285.

Ataay, A. (2018). Performance sensitivity of executive pay: The role of ownership structure, board leadership structure and board characteristics. *Economic Research*, *31*(1), 1152–1168.

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, *51*(6), 1173–1182.

Belleflamme, P., Omrani, N., & Peitz, M. (2015). The economics of crowdfunding platforms. *Information Economics and Policy*, *33*, 11–28.

Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *The Journal of Applied Psychology*, *85*, 349–360.

Bentler, P. M., & Bonett, D. G. (1980). Significance tests and goodness of fit in the analysis of covariance structures. *Psychological bulletin*, *88*(3), 588

Blau, P. M. (1964). Justice in social exchange. *Sociological Inquiry*, *34*(2), 193–206.

Brislin, R. W. (1986). The wording and translation of research instruments. In W. J. Lonner & J. W. Berry (Eds.), *Field methods in cross-cultural research* (pp. 137–164). Thousand Oaks, CA: Sage.

Brown, M. E., & Treviiño, L. K. (2002, August). Conceptualizing and measuring ethical leadership: development of an instrument. *In Academy of Management Proceedings*, 2002(1), D1–D6. Briarcliff Manor, NY 10510: Academy of Management.

Brown, M. E., & Mitchell, M. S. (2010). Ethical and unethical leadership: Exploring new avenues for future research. *Business Ethics Quarterly*, *20*(4), 583–616.

Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, *97*(2), 117–134.

Chen, J. C., & Silverthorne, C. (2005). Leadership effectiveness, leadership style and employee readiness. *Leadership & Organization Development*

14791854, 2022, 1, Downloaded from https://onlinelibrary.wiley.com/doi/10.1002/pa.2309 by Istanbul Gelisim Universitesi, Wiley Online Library on [22/09/2023]. See the Terms and Conditions (https://onlinelibrary.wiley.com/terms-and-conditions) on Wiley Online Library for rules of use; OA articles are governed by the applicable Creative Commons License

Journal. *26*(4), 280–288. https://doi.org/10.1108/01437730510600652.

Clapp-Smith, R., Vogelgesang, G. R., & Avey, J. B. (2009). Authentic leadership and positive psychological capital: The mediating role of trust at the group level of analysis. *Journal of Leadership & Organizational Studies*, *15*(3), 227–240.

Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, *31*(6), 874–900.

Demir, M. (2011). Effects of organizational justice, trust and commitment on employees' deviant behavior. *Anatolia*, *22*(2), 204–221.

Demir, M., & Tutuncu, O. (2010). Relationship between organizational deviance and turnover intentions in hospitality businesses. *Anatolia: Turizm Arastırmaları Dergisi*, *61*(1), 64–74.

Dienesch, R. M., & Liden, R. C. (1986). Leader–member exchange model of leadership: A critique and further development. *Academy of Management Review*, *11*(3), 618–634.

Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of Applied Psychology*, *87*(4), 611–628.

Etehadi, B., & Karatepe, O. M. (2019). The impact of job insecurity on critical hotel employee outcomes: The mediating role of self-efficacy. *Journal of Hospitality Marketing & Management*, *28*(6), 665–689.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, *18*(1), 39–50.

Gerstner, C. R., & Day, D. V. (1997). Meta-analytic review of leader–member exchange theory: Correlates and construct issues. *Journal of Applied Psychology*, *82*(6), 827–844.

Greenberg, J. (2013). *Are the goals of organizational justice self-interested*. New Jersey.

Guh, W. Y., Lin, S. P., Fan, C. J., & Yang, C. F. (2013). Effects of organizational justice on organizational citizenship behaviors: Mediating effects of institutional trust and affective commitment. *Psychological Reports*, *112*(3), 818–834.

Han, Z., Wang, Q., & Yan, X. (2019). How responsible leadership motivates employees to engage in organizational citizenship behavior for the environment: A double-mediation model. *Sustainability*, *11*(3), 605.

Hussain, S. T., Lei, S., Akram, T., Haider, M. J., Hussain, S. H., & Ali, M. (2018). Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change. *Journal of Innovation & Knowledge*, *3*(3), 123–127.

Ilkhanizadeh, S., & Karatepe, O. M. (2018). Does trust in organization mediate the influence of servant leadership on satisfaction outcomes among flight attendants? *International Journal of Contemporary Hospitality Management*.*30*(12), 3555–3573. https://doi.org/10.1108/IJCHM-09-2017-0586.

Javed, B., Bashir, S., Rawwas, M. Y., & Arjoon, S. (2017). Islamic work ethic, innovative work behaviour, and adaptive performance: The mediating mechanism and an interacting effect. *Current Issues in Tourism*, *20*(6), 647–663.

Kacmar, K. M., Bachrach, D. G., Harris, K. J., & Zivnuska, S. (2011). Fostering good citizenship through ethical leadership: Exploring the moderating role of gender and organizational politics. *Journal of Applied Psychology*, *96*(3), 633–642.

Kashyap, V., & Rangnekar, S. (2016). Servant leadership, employer brand perception, trust in leaders and turnover intentions: A sequential mediation model. *Review of Managerial Science*, *10*(3), 437–461. https://doi.org/10.1007/11846-014-0152-6

Khan, H. U. R., Ali, M., Olya, H. G. T., Zulqarnain, M., & Khan, Z. R. (2018). Transformational leadership, corporate social responsibility, organizational innovation, and organizational performance: Symmetrical and asymmetrical analytical approaches. *Corporate Social Responsibility and Environmental Management*, *25*(6), 1270–1283.

Ko, C., Ma, J., Bartnik, R., Haney, M. H., & Kang, M. (2018). Ethical leadership: An integrative review and future research agenda. *Ethics & Behavior*, *28*(2), 104–132. https://doi.org/10.1080/10508422.2017.1318069

Kraus, S., Niemand, T., Besler, M., Stieg, P., & Martinez-Ciment, C. (2018). The influence of leadership styles on the internationalisation of 'born-global' firms and traditionally global-expanding firms. *European Journal of International Management*, *12*(5–6), 554–575.

Küçükoğlu, M. T., & Akca, M. (2020). Servant leadership and work-related quality of life in organizations: Mediating role of trust in leader. In *Handbook of research on positive organizational behavior for improved workplace performance* (pp. 102–121). IGI Global.

Lapidot, Y., Kark, R., & Shamir, B. (2007). The impact of situational vulnerability on the development and erosion of followers' trust in their leader. *The Leadership Quarterly*, *18*(1), 16–34.

Lee, C. K., Song, H. J., Lee, H.-M., Lee, S., & Bernhard, B. J. (2013). The impact of CSR on casino employees' organizational trust, job satisfaction, and customer orientation: An empirical examination of responsible gambling strategies. *International Journal of Hospitality Management*, *33*, 406–415. https://doi.org/10.1016/j.ijhm.2012.10.011

Lee, M. (2014). Transformational leadership: Is it time for a recall? *International Journal of Management and Applied Research*, *1*(1), 17–29.

Lumsden, J., Miles, L. K., Richardson, M. J., Smith, C. A., & Macrae, C. N. (2012). Who syncs? Social motives and interpersonal coordination. *Journal of Experimental Social Psychology*, *48*(3), 746–751.

Tarkang, M. E. M., & Ozturen, A. (2019). Sustainable ethical leadership and employee outcomes in the hotel industry in Cameroon. *Sustainability*, *11*(8), 2245.

Mas-Verdu, F., Ribeiro Soriano, D., & Roig Dobon, S. (2010). Regional development and innovation: The role of services. *The Service Industries Journal*, *30*(5), 633–641.

Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M. (2012). Who displays ethical leadership, and why does it matter? An examination of antecedents and consequences of ethical leadership. *Academy of Management Journal*, *55*(1), 151–171.

Mayer, D. M., Kuenzi, M., & Greenbaum, R. L. (2010). Examining the link between ethical leadership and employee misconduct: The mediating role of ethical climate. *Journal of Business Ethics*, *95*(1), 7–16.

Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of Management Review*, *20*(3), 709–734.

Megeirhi, H., Kilic, H., Avci, T., Afsar, B., & Abubakar, A. M. (2018). Does team psychological capital moderate the relationship between authentic leadership and negative outcomes: An investigation in the hospitality industry. *Economic Research*, *31*(1), 927–945.

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*, University of Texas Dallas: Sage.

Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, *78*(4), 538–551.

Meyer, J. P., & Herscovitch, L. (2001a). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, *11*(3), 299–326.

Meyer, J. P., & Herscovitch, L. (2001b). Dysfunctional workplace behavior. In *The Sage handbook of organizational behavior* (Vol. 1, pp. 141–159).

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, *61*(1), 20–52.

Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, *58*(3), 20–38.

Mowday, R. T., Porter, L. W., & Steers, R. (1982). *Organizational linkages: The psychology of commitment, absenteeism, and turnover*.New York City: Organizational linkages.

14791854, 2022, 1, Downloaded from https://onlinelibrary.wiley.com/doi/10.1002/pa.2309 by Istanbul Gelisim Universitesi, Wiley Online Library on [22/09/2023]. See the Terms and Conditions (https://onlinelibrary.wiley.com/terms-and-conditions) on Wiley Online Library for rules of use; OA articles are governed by the applicable Creative Commons License

Muijs, D. (2004). *Validity, reliability and generalisability. In doing quantitative research in education with SPSS* (pp. 64–84). Thousand Oaks, CA: Sage Publications.

Naeem, R. M., Weng, Q., Hameed, Z., & Rasheed, M. I. (2020). Ethical leadership and work engagement: A moderated mediation model. *Ethics & Behavior*, *30*(1), 63–82.

Neves, P., & Story, J. (2015). Ethical leadership and reputation: Combined indirect effects on organizational deviance. *Journal of Business Ethics*, *127*(1), 165–176.

Olugbade, O. A., & Karatepe, O. M. (2019). Stressors, work engagement and their effects on hotel employee outcomes. *The Service Industries Journal*, *39*(3–4), 279–298.

Ozturk, A., & Karatepe, O. M. (2017). *The impact of psychological capital on hotel customer-contact employees' nonattendance intentions and creative performance: Trust as a mediator*. Paper presented at 7th Advances in Hospitality and Tourism Marketing and Management (AHTMM) Conference, Gazimagusa, Northern Cyprus, July 10 (Vol. 15).

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, *88*(5), 879–903.

Podsakoff, P. M., & Organ, D. W. (1986). Self-reports in organizational research: Problems and prospects. *Journal of Management*, *12*(4), 531–544.

Ponce, R. S., Cancio, J. A. P., & Sánchez, J. E. (2018). The capabilities approach and values of sustainability: Towards an inclusive pedagogy. *Journal of Innovation & Knowledge*, *3*(2), 76–81.

Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of Management Journal*, *38*(2), 555–572.

Robinson, S. L. (2008). Dysfunctional workplace behavior. *The Sage handbook of organizational behavior*, *1*, 141–159.

Roeck, K. D., & Farooq, O. (2018). Corporate social responsibility and ethical leadership: Investigating their interactive effect on employees' socially responsible behaviors. *Journal of Business Ethics*, *151*, 923–939. https://doi.org/10.1007/s10551-017-3656-6

Rousseau, D. M., Sitkin, S. B., Burt, R. S., & Camerer, C. (1998). Not so different after all: A cross-discipline view of trust. *Academy of Management Review*, *23*(3), 393–404.

Searle, R., Den Hartog, D. N., Weibel, A., Gillespie, N., Six, F., Hatzakis, T., & Skinner, D. (2011). Trust in the employer: The role of high-involvement work practices and procedural justice in European organizations. *The International Journal of Human Resource Management*, *22*(05), 1069–1092.

Seto, S., & Sarros, J. C. (2016). Servant leadership influence on trust and quality relationship in organizational settings. *International Leadership Journal*, *8*(3), 23–33.

Shapiro, J. P., & Stefkovich, J. A. (2016). *Ethical leadership and decision making in education: Applying theoretical perspectives to complex dilemmas*. New York, NY: Routledge.

Solinger, O. N., Van Olffen, W., & Roe, R. A. (2008). Beyond the three-component model of organizational commitment. *Journal of Applied Psychology*, *93*(1), 70–83.

Soriano, D. R. (2005). The new role of the corporate and functional strategies in the tourism sector: Spanish small and medium-sized hotels. *The Service Industries Journal*, *25*(4), 601–613.

Soriano, D. R. (2010). Management factors affecting the performance of technology firms. *Journal of Business Research*, *63*(5), 463–470.

Stogdill, R. M., Goode, O. S., & Day, D. R. (1962). New leader behavior description subscales. *The journal of psychology*, *54*(2), 259–269.

Thau, S., Bennett, R. J., Mitchell, M. S., & Marrs, M. B. (2009). How management style moderates the relationship between abusive supervision and workplace deviance: An uncertainty management theory perspective. *Organizational Behavior and Human Decision Processes*, *108*(1), 79–92.

Thau, S., Crossley, C., Bennett, R. J., & Sczesny, S. (2007). The relationship between trust, attachment, and antisocial work behaviors. *Human Relations*, *60*(8), 1155–1179.

Toor, S. U. R., & Ofori, G. (2009). Authenticity and its influence on psychological well-being and contingent self-esteem of leaders in Singapore construction sector. *Construction Management and Economics*, *27*(3), 299–313.

Tourigny, L., Han, J., Baba, V. V., & Pan, P. (2019). Ethical leadership and corporate social responsibility in China: A multilevel study of their effects on trust and organizational citizenship behavior. *Journal of Business Ethics*, *158*(2), 427–440.

Waldman, D. A., Wang, D., Hannah, S. T., & Balthazard, P. A. (2017). A neurological and ideological perspective of ethical leadership. *Academy of Management Journal*, *60*(4), 1285–1306. https://doi.org/10.5465/amj.2014.0644

Walumbwa, F. O., Wang, P., Wang, H., Schaubroeck, J., & Avolio, B. J. (2010). RETRACTED: Psychological processes linking authentic leadership to follower behaviors. *The Leadership Quarterly*, *21*(5), 901–914.

Whitener, E. M., Brodt, S. E., Korsgaard, M. A., & Werner, J. M. (1998). Managers as initiators of trust: An exchange relationship framework for understanding managerial trustworthy behavior. *Academy of Management Review*, *23*(3), 513–530.

Wu, L. Z., Tse, E. C. Y., Fu, P., Kwan, H. K., & Liu, J. (2013). The impact of servant leadership on hotel employees' "servant behavior". *Cornell Hospitality Quarterly*, *54*(4), 383–395.

Yildiz, S. M. (2018). An empirical analysis of the leader–member exchange and employee turnover intentions mediated by mobbing: Evidence from sport organisations. *Economic Research*, *31*(1), 480–497.

Yoon, D., Jang, J., & Lee, J. J. (2016). Environmental management strategy and organizational citizenship behaviors in the hotel industry. *International Journal of Contemporary Hospitality Management*.

Zhang, S., & Tu, Y. (2018). Cross-domain effects of ethical leadership on employee family and life satisfaction: The moderating role of family-supportive supervisor behaviors. *Journal of Business Ethics*, *152*(4), 1085–1097.

Zhang, X., & Zhou, J. (2014). Empowering leadership, uncertainty avoidance, trust, and employee creativity: Interaction effects and a mediating mechanism. *Organizational Behavior and Human Decision Processes*, *124*(2), 150–164.

Zhu, W., Newman, A., Miao, Q., & Hooke, A. (2013). Revisiting the mediating role of trust in transformational leadership effects: Do different types of trust make a difference? *The Leadership Quarterly*, *24*(1), 94–105.

AUTHOR BIOGRAPHIES

I am a Ph.D. holder from the Faculty of Tourism, program of Tourism Management in Eastern Mediterranean University (EMU), (Gazimagusa Turkish Republic of Northern Cyprus (TRNC), via Mersin 10, 99628, TURKEY). I obtained my Master's degree in Marketing Management from the same university. My research interests include but not strictly limited human resource, marketıng, customer satisfaction, organizational behavior, leadership, service quality. My highest academic qualification is a Doctorate degree in Tourism Management from this same above university. I am presently working at the Istanbul Gelisim University as an Assistant Professor in the department of Tourism Guidance. You can request my profile detail from memtarkang@gelisim.edu.tr.

14791854, 2022, 1, Downloaded from https://onlinelibrary.wiley.com/doi/10.1002/pa.2309 by Istanbul Gelisim Universitesi, Wiley Online Library on [22/09/2023]. See the Terms and Conditions (https://onlinelibrary.wiley.com/terms-and-conditions) on Wiley Online Library for rules of use; OA articles are governed by the applicable Creative Commons License

I am an Associate Professor in the Faculty of Tourism at Eastern Mediterranean University (Gazimagusa, Turkish Republic of Northern Cyprus TRNC, via Mersin 10, 99628, TURKEY). I am presently the Vice Dean of the Faculty of Tourism. He acquired his Ph.D. degree in Tourism and Hospitality Management from Anadolu University. He has made many publications in peer-reviewed academic journals and has presented his researches at many international conferences on tourism and hospitality management. His present research interests include tourism management, hospitality management, sustainable tourism management, and service operations.

I obtain my master degree from Eastern Mediterranean University (EMU), Faculty of Tourism Management. I am a PhD student currently from the Faculty of Tourism Management in EMU, Gazimagusa, Turkish Republic of Northern Cyprus (TRNC), Via Mersin 10, my research areas consist of tourism planning and policy development, Sustainable Tourism and also extends to customer's service. I currently have 1 publication and still working on others. My highest academic qualification is master's degree in tourism management from the above university. You can request my profile detail from achiriruth@yahoo.com

How to cite this article: Tarkang ME, Ozturen A, Nange RY. Avoiding employee deviance in the hotel industry: Investigating the mediating effect of trust in leadership. *J Public Affairs*. 2022;22:e2309. https://doi.org/10.1002/pa.2309

14791854, 2022, 1, Downloaded from https://onlinelibrary.wiley.com/doi/10.1002/pa.2309 by Istanbul Gelisim Universitesi, Wiley Online Library on [22/09/2023]. See the Terms and Conditions (https://onlinelibrary.wiley.com/terms-and-conditions) on Wiley Online Library for rules of use; OA articles are governed by the applicable Creative Commons License