



Impact of Guest Misbehavior on Frontline Employees' Emotional Aspects: The Moderating Role of Distributive Justice

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Abstract

Frontline employees give the first impression to hotel guests. However, they may be victims of many types of guests' misbehaviour. Therefore, the study aims to achieve three objectives: (1) examining to what extent guest misbehaviour exists within the working environment; (2) determining the impact of guest misbehaviour on employees' emotional aspects, namely, emotional dissonance and emotional exhaustion; and (3) investigating the moderating role of distributive justice between guest misbehaviour and the employees' emotional aspects.

Regarding the sampling technique, firstly, a stratified random sampling was employed to select 46 hotels among five main tourist regions; secondly, a simple random sampling was employed to select the participant employees. Using structured equation modelling (Amos statistical program), data from 414 frontline employees were analysed. The results indicated that guests' misbehaviour was positively related to emotional dissonance and exhaustion. Moreover, distributive justice was significantly proved as a moderator between guest misbehaviour and the two employees' emotional aspects. The study recommends that hotel managers should support their frontline employees in the case of facing guests' misbehaviours in order to avoid their potential negative emotional outcomes.

Keywords: Guest Misbehaviour, Emotional Dissonance, Emotional Exhaustion, Distributive Justice.

1. Introduction

The case of guest misbehaviour with its different types including verbal aggression, non-verbal aggression, physical abuse, disproportionate demand, illegitimate complaint and so on, frequently happen in hospitality enterprises including hotels, motels, restaurants and other establishments (Kashif and Zarkada, 2015, Kashif et al., 2017).

Actually, types of guest misbehaviour are not limited to the last types of aggression, but also include different faces of discrimination between employees according to their colour, religion, country and other ethnic roots, sexual harassment, lack of workplace diversity, workplace injustice, theft and management critical and over control (Dimitriou, 2013).

A recent study in the USA conducted by Jiang et al. (2018) found that 41% of employees were

victims of guest verbal aggression that caused a kind of discomfort that is most common in people-intensive service settings between customer service employees (Li and Zhou, 2013). Actually this aggression cause many negative outcomes between employees, as a consequence it's very important to spot lights upon it in order to know its determinants and causes to stand as a block towards this kind of aggression especially in intensive service industry like hospitality domain (Karatepe et al., 2009, Kraimer et al., 2014, Ramacciatia et al., 2018). With regard to Echeverri et al. (2012), employees represent a valuable resource for any workplace therefore, they should be provided with a kind of motivation, skills, knowledge, pride in work and attitude that could support them by giving them the needed positive energy for achieving work targets in an easy way.

According to König et al. (2010), guest misbehavior or any negative behavior, that employees face in their daily service encounter minimize and make them lose their potential energy by time in order to avoid discomfort situations at work. Actually, a large percentage of employees that experience different types of guest misbehavior try by the time to avoid dealing with them again in order not to face this kind of negative behaviors and consequences again and this kind of employee's method of dealing is very critical in their attitude that need to be recovered in a proper and immediate way by their management. According to Wheeler et al. (2006) the worst outcome that could happen to any organization is the losing of their branding equity and that represent a potential and major outcome of employees turnover intention.

With regard to Hochschild (2012), turnover intention happens when employees do not feel pride in their workplace because of many critical factors like, guest misbehavior, workplace injustice specially if they face a very negative behavior and their management did not support them with any way of justice like, distributive, procedural and interactional

justice. Kashif et al. (2017) mentioned that, frontline employees are the most line that faces this kind of behavior in a daily basis during service uncourting accordingly, they need a special support and a proper human resources training to enrich their intellectual method of thinking to increase their experience in dealing with such guests. Thus, the gab comes from incongruence between managers and employees. As managers do not perceive the emotional needs of their employees and do tackle their issues in a proper way. Thus, the significance of this study comes from identifying such mismatching between them to investigate the current conditions in five star hotels. Further, examining to what extent guest misbehavior types applied in these hotels. Consequently, to provide the needed recommendations to each type specifically.

However, this study focus mainly on frontline employees in five star hotel operations in Egypt by studying different kinds of guest misbehavior they face on their daily working life. Actually frontline employees experience many types of guest misbehavior like anger, threats, yelling, condescending remarks, and sarcasm. In addition, spotting the light on frontline employees could predict and express causes and effects of guest misbehavior on employees' outcomes and help in putting proper guidelines for service recovery (Grandey et al., 2007, Karatepe et al., 2009).

1. Theoretical Framework and Hypotheses Development

2.1 Guest Misbehavior

According to Gursoy et al. (2017) there are many different and varied interesting terms used to describe guest misbehavior whatever verbal or non-verbal like "aberrant guest behavior" and "jay guests". Further, guest misbehaviour (Huang et al., 2010; Booyens et al., 2022), guest deviance (Reynolds and Harris, 2006), problem guests (Poddar and Madupalli, 2012), unfriendly guests (Walsh,

2010), unfair guests (Berry and Seiders, 2008), angry guests (Dallimore et al., 2007), guest rage (Surachartkuntonkum and Kennedy, 2013) dysfunctional guest behaviour (Fisk et al., 2010) and unethical guest behavior (Jougleux et al., 2013; Giesler and Veresiu 2014; Vitell 2014; Cova et al., 2018). All of these studies indicate the importance of such topic of study as the state of interest in guest misbehavior increase significantly, otherwise some opinions that thought, misbehaviour is committed by only a minority of guests (Daunt and Greer, 2015; Kour et al., 2021).

Akkawanitcha et al. (2015) believed that, the case of guest misbehavior with its different types including verbal aggression, non-verbal aggression, physical abuse, disproportionate demand, and illegitimate complaint and so on. Actually, aggressions frequently happen in hospitality enterprises including hotels, motels, restaurants and other establishments (Kashif and Zarkada, 2015, Kashif et al., 2017). Actually, types of guest misbehavior are not limited last types of aggression, but also include different faces of discrimination between employees according to their color, religion, country and other ethnic roots, sexual harassment, lack of workplace diversity, workplace injustice, theft and management critical and over control (Dimitriou, 2013).

Furthermore, guest misbehavior includes many signals such as impoliteness and rudeness including retaliation behaviors, retaliation attitudes, emotional dissonance, emotional exhaustion and turnover intention) and all if these negative factors eventually lead to lessening in, work performance, service recovery performance, efficient service delivery and service quality (Sliter et al., 2010, Fisk et al., 2010, Huang et al., 2010). Consequently, many recent studies focused

upon the way of interaction between guests and employees during service encountering by clarifying types of guests misbehavior and their dysfunctional actions that could lead to declining employees' service moral beside many negative psychological outcomes (Grandey et al., 2010, Sliter et al., 2010; Fisk et al., 2010). Based on this research thread, the researcher proposes the first hypothesis as shown in figure (1):

H1: Guest misbehavior positively influences employee emotional dissonance.

H1a: Verbal abuse positively influences employee emotional dissonance.

H1b: Physical abuse positively influences employee emotional dissonance.

H1c: Disproportionate demand positively influences employee emotional dissonance.

H1d: Illegitimate complaint positively influences employee emotional dissonance.

2.2 Emotional Dissonance

Reynolds and Harris (2006) defined employees' emotional dissonance as, the negative outcome that employees got during service encounter, which could not be avoided. Moreover, some researchers defined employees' emotional dissonance as the phenomenon of discrepancy between what employees feel inside themselves and what they expressed to guests, managers or their peers during service encounter (Yagil, 2008; Lee and Ok, 2014; Chi et al., 2015). Wegge et al. (2010) believed that, emotional dissonance could be defined as, the synonymy of employees' emotional labor that includes a dichotomy of two way or two dimensions. That first dimension of employee emotional dissonance called employee surface acting when employees fake their inner emotions in order to express a favorable feeling to guests that employees actually do not feel inside

themselves. That first dimension of employee emotional dissonance called employee deep acting and this dimension represent the ability of employees to manage their inner feelings to make it match their outer or viewed feelings.

According to Wegge et al. (2010), guest misconduct and dysfunctional behavior impacts work performance badly because it expresses a negative employee feeling of dissonance as a normal response of their disruptive attitude. Actually, service orientation mandate employees to adhere with the organizational rule and guidelines especially in the hospitality domain but it is hard to catch such commitment without supporting employees. Further, following and matching guest and organizational claim could be achieved by supporting the employees emotionally and psychologically (Chu and Murrmann, 2006; Kim, 2008; Dursun and Aytac 2014).

Actually Cho et al. (2016) believed that, frontline employees are the most service providers that frequently face guests' disruptive behavior that impact their emotional dissonance significantly in a negative way. Also simplifying what employees feel during service encounter without taking employees' initial emotions could be easily translated into emotional dissonance that cause them to burnout (Grandey et al., 2007). Further, this kind of masking and faking emotions increase their emotional dissonance factor in high way that put them a huge pressure of satisfying guests, and management in order to earn their living. Accordingly, management should conduct a personal development programs to lessen such negative outcomes in order to develop employees' personality to express their positive emotions that they actually feel. Based on this research thread, the researcher proposes the second hypothesis as shown in figure (1):

H2: Employees perception of emotional dissonance positively influences their emotional exhaustion.

2.3 Emotional Exhaustion

John (2010) defined employees' emotional exhaustion as a type of burnout that employees reached because of the intensive pressure they experienced during service encounter especially in hospitality domain that include by its nature an intensive service encountering. Fisk and Neville (2011) defined emotional exhaustion as the constant and fixed instigator that increase devastating of employees' social and psychological norms which play a vital negative role an increasing the burnout curser (Korczynski and Evans, 2013).

With regard to Koon and Pun (2018), there is a clear relationship between emotional exhaustion and work demands which could be evaluated during dysfunctional guest behavior that shape such negative emotion in the workplace during service encounter. Further, Sliter et al., (2011) approved such result that caused by aggressive guests' attitude during service encounter on a daily basis. Also, Karatepe et al. (2009) indicated that, there is a significant positive correlation between guests' disruptive verbal attitude and employees' emotional exhaustion.

However, several studies indicated the different negative outcomes of employees' emotional exhaustion like positive energy depletion and devastating motivational and psychological efforts (Van-Jaarsveld et al., 2010; Akpinar et al., 2013). Further, intensive interactions cause triggering of negative conditions at work (Wu and Hu, 2009). Moreover, there are some attributes that enforce emotional exhaustion of employees like gender, age, marital status, personality aspects and organizational and

social support (Basim et al., 2013; Pervichko et al., 2013).

However, employees with a positive perfectionism express good levels of self-efficacy, of self-esteem, family stability and life satisfaction level, well-being and work engagement (Mitchelson, 2009; Stoeber et al., 2013; Haase et al., 2013; Tziner and Tanami, 2013; Gnilka et al., 2013). Further, emotional exhaustion is related to perfectionism in some ways as perfectionism one of work engagement components (Childs and Stoeber, 2010; Tziner and Tanami, 2013). According to several studies, emotional exhaustion could affect employees' wellbeing which impact their aspects such as self-confidence, self-efficacy, their positive emotions and dismissing of negative emotions (Rathi, 2011).

2.4 Distributive Justice

According to Cheng et al. (2019), distributive justice is frequently considered as the justice outcome in the service context. Thus, distributive justice is concerning the integrity of the remedy (Holloway et al., 2009). Actually, definitions of the term pertains "equity" as well as concepts like "need" and "equality". According to Cheng et al. (2019), Concerns related to the measurement of distributive justice appeared as a reason of the potential ambiguity between the guests and employees in the identification between equity, need and equality, also the difficulties to assess input and output from same points of view for both employees and guests. Kashif et al. (2017) mentioned that, distributive justice played a crucial role in managing the impacts of guest dysfunctional behaviors in order to avoid emotional exhaustion.

Further, from empirical researches distributive justice moderated the correlation between job satisfaction level and employees' emotional exhaustion. Elamin and Tlaiss (2015) believed that, distributive justice represent the most effective way of justice that increase significantly and positively employees job commitment that could lead easily to increase guest loyalty and organizational profitability as a consequence (Lin et al., 2011; Al-Hawari et al., 2021). Cheng et al. (2019) stated that, previous studies have expressed the significance in the basic role of distributive justice with regard to service recovery. Thus, distributive justice in service recovery is achieved when a guest or an employee receives what they would have received before the service failure happened. When a guest or an employee thinks that the redemption is good and fair, it will restore he perceived the needed distributive justice (Kuo and Wu, 2012). Furthermore, field studies indicated that, fair outcomes will have a positive effect on guest service recovery judgment and on employee performance and job satisfaction (Siu et al., 2013). Actually, few limited study considered distributive just as an effective moderators in a comparison with other types of justice. Further, some employees may be totally exhausted due to the current financial need that mandates them to continue in the workplace to earn living. Thus, the researcher considered such dimension as an interesting factor to be taken into consideration while examining employees' emotion in relation to their organizational outcomes. Based on this research thread, the researcher proposes the third hypothesis as shown in figure (1):

H3: The positive relationship between guest misbehavior and emotional dissonance is moderated by distributive justice.

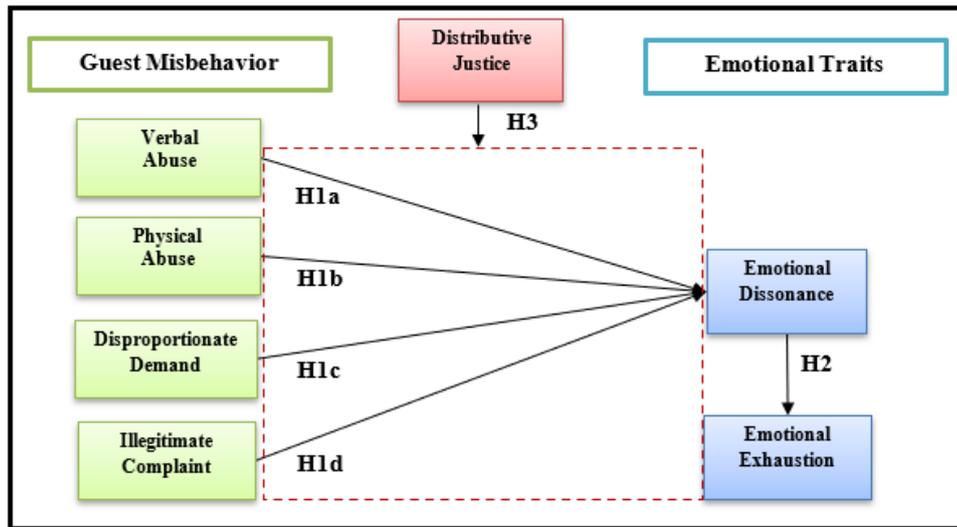


Figure 1: The Research Conceptual Model

3. Methods

3.1 Measures

Actually, guest misbehavior was measured via eighteen items from Kang and Gong (2019), measuring how often the employees have been subjected to various guest misbehavior acts. Eleven items from Chu and Murrmann (2006), were used to operationalize emotional dissonance. Emotional exhaustion was measured using five items from Boshoff and Allen (2000). Moreover, distributive justice was measured using four items from Tang and Baldwin (1996). Actually, responses to the items rated on five-point scales ranging from (1 strongly disagree) to (5 strongly agree), as shown in table 1 which expressed variables reliability and validity.

3.2 Sampling Technique

The sampling technique was based on two stages: the first stage employed stratified random sampling technique to select the hotels from the following five areas (Cairo, North West Cost, Canal Zone and Sinai, Red Sea and Upper Egypt). The second stage employed the simple random sampling technique where relatively small samples of respondents are randomly selected, and the results of this sample are generalized to a large population (McKenzie and Danforth, 2009).

Thus, stratified random sampling gives higher precision with the same size, or alternatively the same precision with a smaller sample. It also guarantees that, every element in the defined population has a known, independent and equal chance of being selected as a subject and the selection of one element does not affect the selection of another element. Moreover, stratified random sampling can give separate

Table 1: Cronbach’s alpha and validity for the study variables

Variables	Reliability		Validity
	No of items	Cronbach’s alpha	
Guest Misbehavior	18	0.929	0.963
Emotional Dissonance	6	0.898	0.947
Emotional Exhaustion	5	0.862	0.928
Distributive Justice	4	0.935	0.966
Overall Questionnaire	51	0.914	0.956

Source: The Researcher Based on Field Survey Data Analysis

results for each stratum. It may also simplify data collection.

Accordingly, the ideas of Saunders et al. (2016) were taken into consideration where it was explained that stratified random sampling technique is a modification of random sampling in which the population is divided into two or more relevant and significant strata based on one or a number of attributes. Therefore, it is most likely that the distribution patterns of the characteristics investigated in the population are also similarly distributed in the subjects drawn for the sample. This sampling design and strategy have the least bias and offer the most generalizability (Bryman, 2004).

3.3 Sampling Selection

The total population of the survey includes frontline employees at five-star hotels attributed to chains in Egypt. However, about 30% of all five-star hotels in Egypt from tourist destinations (Cairo, North West Cost, Canal Zone and Sinai, Red Sea and Upper Egypt), by using the thirty seven edition of the Egyptian Hotel Guide (EHA, 2018/2019). Thus, the total number of hotels is 154 and selecting 30% from the total number of hotels means 46 hotels were used. Therefore, the researcher decided to choose these cities as the population of the study. It should be noted that the researcher was keen on selecting a random sample from all five-star hotels in Egypt. However, the researcher saw that surveying five-star hotels in these tourist destinations fit the aims of this study and provides a holistic view that leads to a more complete understanding of the situation of five-star hotels in Egypt.

In addition, the researcher considered the city of Sharm el-Sheikh as a representative sample of the cities (Taba and Dahab), the city of Hurghada as a representative sample of the cities (Safaga, El Guana, Marsa Alam and Qusier), the city of Alexandria as a representative sample of the cities of (Marsa Matrouh and Al Alamin) and the city of Cairo as a representative to the cities of (El Arish, El fayoum and Port said). Then, the researcher distributed the questionnaires through participating with key persons such as (receptionists – tour leaders – front office managers – other staff in each hotel). Actually,

because of the geographical dimension of these cities and the Covid 19 pandemic concerns, the researcher created an electronic copy of the survey to tackle this issue, to increase the response rate significantly and to make it easy while making follow up with these specified hotels.

3.4 Data Analysis and Procedure

The questionnaire of the research considered as self-administrated questionnaire. This type of questionnaire is usually presented to interviewees by the interviewer or by someone in an official position. The purpose of the inquiry was explained and then the respondent was left alone to complete the questionnaire, which was picked up later. The final questionnaire form was distributed in April 2019 till September 2019. However, employees who agreed to participate in the study were asked to fill out questionnaire in their free times and return it again to the researcher or to the human resources office after completing it. All the 46 hotels that were interested in the study scheduled a meeting with the researcher.

Every hotel took hard copies of the questionnaire in order to distribute them. Some hotels find it hard to have a personal contact with the researcher Covid 19 pandemic precautions, so the researcher created an electronic copy of the survey to make easy for them. However, returned questionnaires were given a unique number and answers were inserted in an SPSS database (v26) by the researcher. In addition, Hypotheses were tested via structural equation modelling using Amos statistical program.

4. Results

4.1 Sample Characteristics

Employees in this study included both males and females; males represented (62.7%) of respondents, while females represented (37.3%) as majority of five star hotels are away from women home as geographical distribution disable them to travel and leave their family for work. The age of the majority of employees (46.8%) were in the category ranging from 18 to less than 25 years old, and followed by that

ranging from 25 to 40 years old (46%). Majority of employees had college education degree.

With regard to the number of working years in the hotel (organizational tenure); the highest percentage of employees (48.4%) worked years ranging from one year to less than five years in the hotel, followed by (34.9%) worked less than one year, then (11.1%) worked from five years to less than ten years and the high percentage of employees that worked years ranging from one year to less than five years in the hotel with a percentage, because of high turnover percentage that could be a reason of employees' emotional dissonance and emotional exhaustion they had during service encounter that put them in a high psychological pressure they could not stand.

regard to monthly income the highest percentage of employees (69%) earned less than 5,000 LE, followed by (26.2%) earned between 5,000 and 9,999 LE and this could be one of the reason that make employees leave their workplace to another one looking for a better financial level.

While, there is no one over 20,000 LE. According to employees marital status the highest percentage of them were single (54.8%) followed by (38.1%) were married and this could be a reason of low economic level of employees (69% earned less than 5,000 LE) as marriage require good standard of living beside stability in work.

4.2 Confirmatory Factor Analysis of the Measurement Model

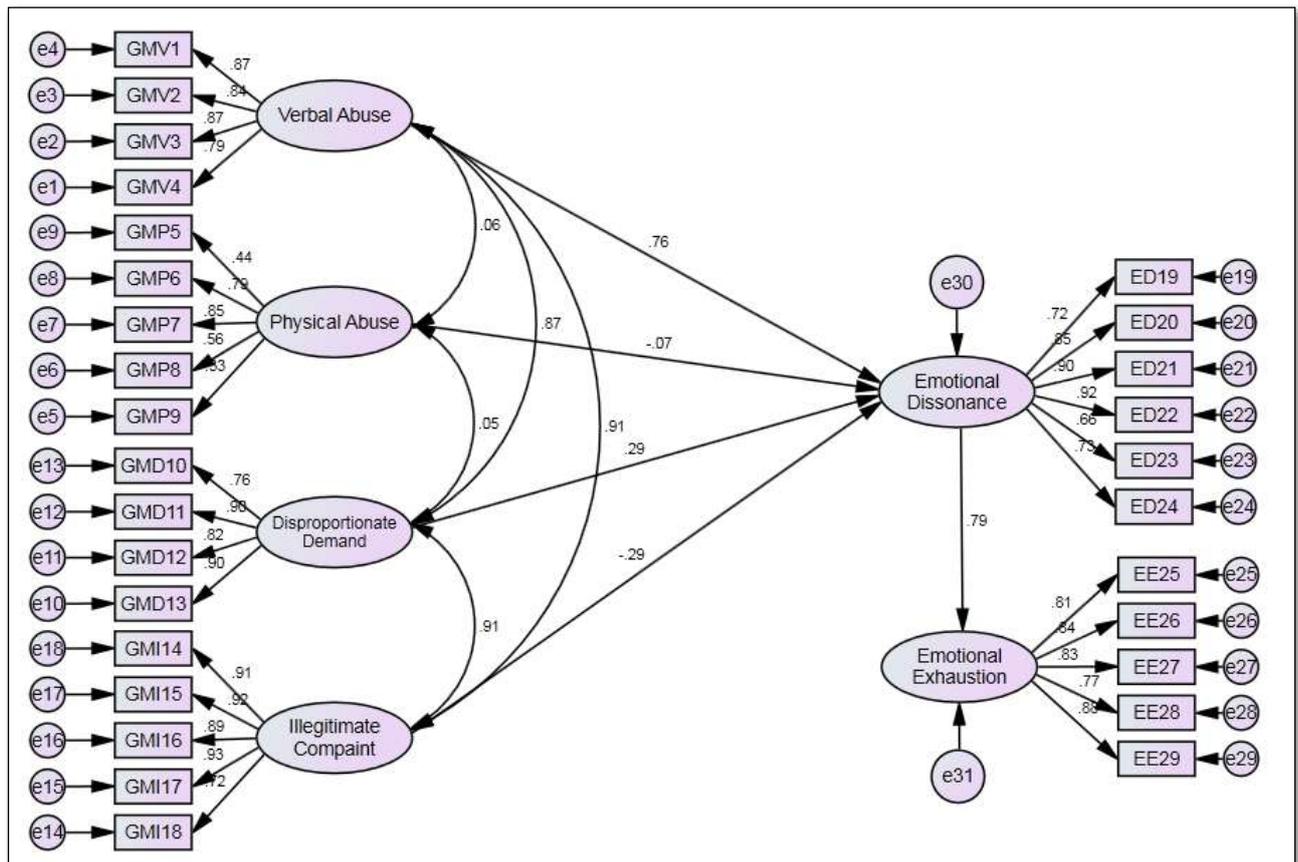


Figure 2: The Research Measurement Model

In addition, the number of years of experience in the career was different between employees; the majority (39.7%) had experience between five years to less than ten years, and only (7.9%) had experience over ten years, because of high turnover percentage. Further, with

According to Liu et al. (2020), the confirmatory factor analysis is a tool, which used to assess the psychometric characteristics of the specified items in each dimension in the research. With regard to Jung and Yoon (2020), the confirmatory factor analysis is a type of

statistical and arithmetical analysis that enables the researchers to evaluate the validity of the measured items. Thus, in order to assess the validity of the measured items, the researcher first demonstrated a confirmatory factor analysis on the following dimensions: GMV (guest misbehavior), ED (emotional dissonance), EE (emotional exhaustion), and DJ (distributive justice) as shown in figure 2. Thus, for verification, the validity of the

The evaluation standards for convergent validity (Bagozzi and Yi, 1988) were standardized factor loading ≥ 0.6 ($p < 0.001$), average variance extracted ≥ 0.5 and composite construct reliability ≥ 0.7 . All the potential factors used in this study were found to satisfy this standard. Actually, the highest average variance extracted value (0.686) of emotional exhaustion could be a reason of many cases of emotional exhaustion occurrence with

Table 2: Results of Confirmatory Factor Analysis of Guest Misbehavior

Constructs	Standardized Estimate	CR	AVE
Guest Misbehavior		0.968	0.639
<i>Verbal Abuse</i>			
GMV1	0.87	0.904	0.702
GMV2	0.84		
GMV3	0.86		
GMV4	0.79		
<i>Physical Abuse</i>			
GMP5	0.44	0.901	0.620
GMP6	0.79		
GMP7	0.85		
GMP8	0.56		
GMP9	0.33		
<i>Disproportionate Demand</i>			
GMV10	0.76	0.906	0.709
GMV11	0.96		
GMV12	0.82		
GMV13	0.90		
<i>Illegitimate Complaint</i>			
GMV14	0.91	0.943	0.769
GMV15	0.92		
GMV16	0.89		
GMV17	0.93		
GMV18	0.72		

(CR=composite reliability; AVE=average variance extracted)

measured items was divided into convergent validity and discriminant validity. However, the results demonstrated that, the eight-factor model fit the data well, root mean square error of approximation (RMSEA) lower than 0.08 and Tucker– Lewis index (TLI) incremental fit index (IFI) and comparative fit index (CFI) higher than 0.90 (Hu and Bentler, 1999). Also, the Cronbach’s alpha demonstrated the internal consistency (> 0.7) (Bagozzi and Yi, 1998).

employees. Actually, this indicated the negative outcome of guest dysfunctional behavior on employees emotional and psychological attributes as shown in table (2) and (3).

4.3 Structural Model and Hypotheses Testing

Before starting in verification of the hypotheses, the correlation among independent variables parameters and dependent variables parameters was verified. The standardized coefficient estimates for the structure equation model (SEM) were presented in table (4).

Table 3: Confirmatory Factor Analysis Properties of Emotional Traits and Distributive Justice

Constructs	Standardized Estimate	CR	AVE
<i>Emotional Dissonance</i>			
ED19	0.72	0.915	0.647
ED20	0.85		
ED21	0.90		
ED22	0.92		
ED23	0.66		
ED24	0.73		
<i>Emotional Exhaustion</i>			
EE25	0.81	0.916	0.686
EE26	0.84		
EE27	0.83		
EE28	0.77		
EE29	0.88		
<i>Distributive Justice</i>			
DJ44	0.93	0.958	0.851
DJ45	0.94		
DJ46	0.93		
DJ47	0.89		

CR = composite reliability; AVE = average variance extracted

However, regression analysis indicated that, verbal abuse influenced significantly and positively emotional dissonance ($\beta = 0.66$; $p < 0.000$), while there was no influence for physical abuse sub dimension with regard to emotional dissonance ($\beta = -0.19$; $p > 0.001$), supporting H1a and rejecting H1b. Moreover,

Further, verbal abuse sub dimension significantly had the stronger influence with employee emotional dissonance than any other dimension from all guest misbehavior attributes ($\beta = 0.66$). While (in respective order) disproportionate demand sub dimension ($\beta = 0.19$) maintained a significant positive influence. On the other hand, the last two sub dimensions (physical abuse and illegitimate

Table 4: Model Fit Summary of Research Constructs

Modification Indices	CMIN/DF	GFI	NFI	TLI	CFI	RMSEA
Verbal Abuse	4.1	.905	.927	.986	.931	0.05
Physical Abuse	3.3	.969	.976	.959	.979	0.06
Disproportionate Demand	4.2	.975	.971	.921	.974	0.03
Illegitimate Complaint	4.8	.989	.976	.960	.980	0.08
Emotional Dissonance	3.7	.940	.970	.913	.971	0.06
Emotional Exhaustion	4.3	.949	.953	.915	.957	0.05
Distributive Justice	2.3	.949	.953	.915	.957	0.05

Notes: CMIN/DF= chi square/degrees of freedom;(GFI)= goodness of fit index; (NFI)=normed fit index;(TLI)=Tucker and Lewis index;(CFI)= comparative fit index ;root mean square error of approximation =(RMSEA)

disproportionate demand influenced significantly and positively emotional dissonance ($\beta = 0.19$; $p < 0.001$), while there was no influence for illegitimate complaint sub dimension with regard to emotional dissonance ($\beta = -0.25$; $p > 0.001$), supporting H1c and rejecting H1d as shown in figure (3) and table (4).

complaints) had a non-significant correlation at all. In other words, when employees at the reception area face guest misbehaviors, this impact their emotional dissonance positively and put them in an undesired condition as they do not want to deal with this kind of guest that cause these kind of negative emotions but to tackle this issue they express a fake emotions

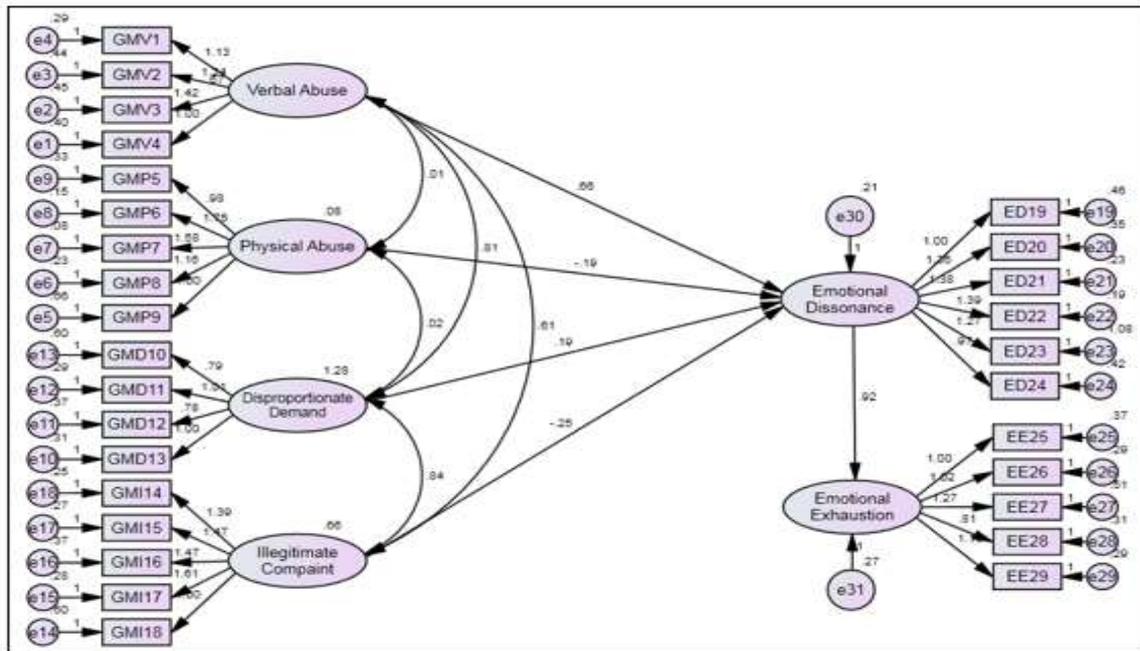


Figure 3: Structural Model Evaluation and Hypotheses Testing Results

for those guests. This means the higher the guest misbehavior attributes occurrence, the more emotional dissonance from the employees' side will be applied accordingly. In turn, it could be clear that there is no significant correlation between (physical abuse) and employee emotional dissonance as from employees' responses majority of them never faced such misbehavior before.

for managers in human resources and in front office department the urgent need to concentrate upon psychological characteristics of the employees while hiring them like their emotional intelligence that represent one of the most important things that should be a key feature in each employee that want to work in a direct contact with guests like receptionists for example as this represent the critical line all over the hospitality enterprises. Beside that for

Table 5: Structural Model Evaluation and Hypotheses Testing Results

	Hypothesize Path Analysis	β	t Value	p Value	Decision
H1a	Verbal Abuse → Emotional Dissonance	0.66	0.76	0.000	Supported
H1b	Physical Abuse → Emotional Dissonance	-0.19	-0.07	0.210	Rejected
H1c	Disproportionate Demand → Emotional Dissonance	0.19	0.29	0.000	Supported
H1d	Illegitimate Complaint → Emotional Dissonance	-0.25	-0.29	0.231	Rejected
H2	Emotional Dissonance → Emotional Exhaustion	-0.92	0.79	0.000	Supported

However, emotional dissonance influenced significantly and positively emotional exhaustion ($\beta = 0.79$; $p < 0.001$) supporting H2. However, this indicated an important issue to be explained as some employee unfortunately did not have the ability to come across this kind of misbehavior that stands as a block in front of them. Actually, this crystalize

current employees who face such behavior it's vital for managers to apply some trainings and courses that support employees and give them the ability to tackle such issues. Thus, emotional dissonance can be easily improved to emotional exhaustion that considered a main sign of burn out.

4.4 Moderation Analysis of Distributive Justice

However, the findings that are presented in table (4) do not support the acceptance of this hypothesis as distributive justice (as a moderator) does not affect or moderate the positive relationship between guest misbehavior and emotional dissonance. An evaluation of the Beta coefficients ($\beta = .162$, $p > 0.001$) indicated that distributive justice as a moderator was not a significant predictor of the positive relationship between guest misbehavior and emotional dissonance and was not correlated it ($\beta = 0.69$; $p < 0.001$) as shown in figure 4.

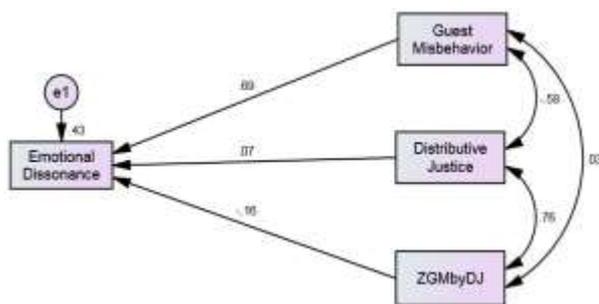


Figure 4: Third Hypothesis Path Analysis

However, these results could be indicated as a reason of the weakness of distributive justice in workplaces that its presence could support and affect the outcomes of employees but in this case (in the study) the responses express the lack of its existence between employees. Consequently, management should stand as a block between guest misbehavior and emotional dissonance by trying to hinder employees feeling with this kind of negative emotions. Moreover, management should screen its procedures and put them into action to make their employees feel better and receive deserved justice in a good manner. However, the regression coefficients results showed that H3 is rejected as shown in table 6.

Table 6: Path Analysis Model Results of Third Hypothesis

Moderation Effect	Path Analysis	R ²	β	Results
	Guest Misbehavior → Emotional Dissonance			
Distributive Justice → Emotional Dissonance			.07	
Interaction Effect → Emotional Dissonance		.425	.162	Rejected

***p < 0.001

For the moderator analysis, the researcher used the product indicator approach by adding the interaction terms to the equation. The interaction terms were non-significant with distributive justice interaction. The results of the moderation analysis were further analyzed by plotting the interaction plot. As shown in figure (5), the negative influence of guest misbehavior on emotional dissonance is not moderated by distributive justice.

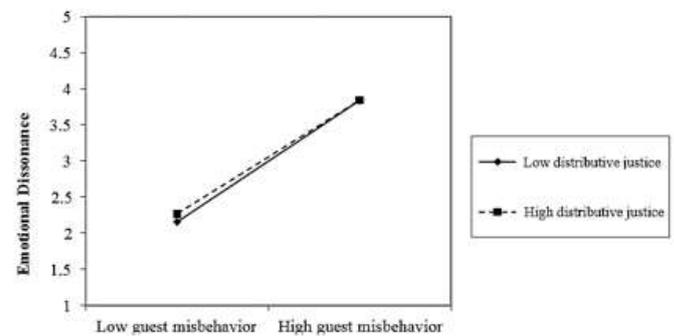


Figure 5: The Moderating Effect of Distributive Justice

5. Discussion

In order to contribute to a better future for the study of employees work life, it is very important to discuss the roles guest misbehavior plays for them. Actually, this study spot the light on some of the most important psychological factors express what employees feel inside them in case of facing and experiencing guest aggression whatever verbal or non-verbal aggression, from these psychological factors the researcher concentrate on (employee emotional dissonance and employee emotional exhaustion). However, both of them (employee emotional dissonance and employee emotional exhaustion) have different meaning and different impact on

employees' outcomes. Actually, the researcher studied the moderating role of distributive justice for better understanding of their role on employees' outcomes. Accordingly, the present study attempted to achieve the following objectives:

- 1) To investigate the impact of guest misbehavior on frontline employees' outcomes (emotional dissonance and emotional exhaustion) in five-star hotels in Egypt.
- 2) To scrutinize the moderating role of distribution justice on frontline employees' outcomes.
- 3) To seek strategies based upon theoretical and practical investigation on how to overcome such misbehavior. Actually, the first objective was achieved through the field study on frontline employees in five star hotels affiliated to chains in Egypt. A statistical detailed analysis was presented of the first five hypotheses that aimed to fulfill this objective. A result of this analysis indicated that, regarding the first hypothesis, verbal abuse and disproportionate demand influenced employees' emotional dissonance while rejected that, physical abuse and illegitimate complaint had an influence upon them. However, the non-significant influence of physical abuse did not occur, as majority of the respondents clarified that, this extreme violence did not happen but this did not mean that this misbehavior cannot be happen, accordingly all precautions from trainings and procedures needed should be taken in consideration.

Further, the interesting results appeared in the gab that raised between managers in comparison with their employees. Actually, managers indicated that, their employee

face a different ordering of guest misbehavior practices and these results expressed that, management lack the knowledge of what disturbed and inhibited their employees. Moreover, the results indicated that, verbal abuse and illegitimate complaint positively influences employee emotional exhaustion while, rejected, the significant influence of physical abuse and disproportionate demand. In addition, emotional dissonance is a significant predictor of employee emotional exhaustion and is correlated it. Actually, the results indicated that, distributive justice as a moderator was not a significant predictor of the positive relationship between guest misbehavior and emotional dissonance and was not correlated it.

However, these results could be indicated as a reason of the weakness of distributive justice in workplaces that its presence could support and influence the outcomes of employees but in this case, the responses express the lack of its existence between employees. Consequently, management should stand as a block between guest misbehavior and emotional dissonance by trying to hinder employees feeling with this kind of negative emotions. Moreover, management should screen its procedures and put them into action to make their employees feel better and receive deserved justice in a good manner. Actually, it could be seen that majority of employees do not feel distributive justice in their workplaces and this issue is very critical and should be taken into consideration in order to gain employees satisfaction in order to get desired outcomes and gain guest satisfaction accordingly.

Furthermore, the results indicated that distributive justice as a moderator was not

a significant predictor of the positive relationship between guest misbehavior and emotional exhaustion and was not correlated it. However, these results could be indicated as a reason of the weakness of distributive justice in workplaces, as its presence could support and influence the outcomes of employees but in the study, the responses express the lack of its existence between employees.

Actually, emotional exhaustion is very critical point that needs quick and special training and procedures to resolve it and win the situation safely. Accordingly, management should screen its procedures and put them into action to make their employees feel better and receive deserved justice among all their peers. In brief, this study showed that, guest misbehavior practices exist but unfortunate its negative impact upon employees' emotional dissonance and emotional exhaustion was clear. Actually, the interesting results of the non-influence of emotional dissonance with regard to service recovery performance, can be a reason of special characteristics of frontline employees that enable them to deal with critical situations as a kind of taking new experience without impacting negatively their work performance which is known as emotional intelligent employees.

Still all psychological pressure upon employees causes them to leave the workplace eventually. Moreover, the field study confirmed the strength of employees' emotional organizational pride in workplaces. As, its presence could support and influence the outcomes of employees. Further, these results indicate the role that it could play in workplaces in cases of guest misbehavior and the feeling of employee of

emotional dissonance and exhaustion. As, respondents indicate in their responses that, misbehavior from guest side did not affect their feeling of belonging for a special hotel or special brand especially in five-star hotels. As, they feel the value of belonging for such workplaces taking into consideration the lack of distribution justice. Generally, the empirical study provided the needed information concerned with guest misbehavior meanings and types.

Also, identifying employees' psychological factors that could play a vital role in minimizing the impact of guest negative attitudes. Through expressing different psychological factors like employee emotional dissonance, employee emotional exhaustion and employee emotional intelligence, which is very important in the receptionist's character as a leader of the relationship between employee and guests during service encountering.

However, from the researcher point of view, hospitality practitioners should enhance their awareness of the negative impacts guest misbehavior practices, trigger (environmental, organizational and individual) and inhibitors. Furthermore, hotels should implement appropriate strategy to increase the managers of these negative outcomes, plus adding into their consideration that making their subordinates feel justice especially distributive one is very crucial in order to enhance employees belonging to work place and not only depend upon emotional organizational pride.

5.1 Theoretical Implications

This study contributes to the guest

misbehavior existing literature regarding the hospitality domain by focusing on five stars hotels in main Egyptian destinations. Further, this study includes distributive justice moderating role between guest misbehavior and employee emotional aspects (emotional dissonance and emotional exhaustion).

The results indicated that, verbal abuse and disproportionate demand influenced employees' emotional dissonance while rejected that, physical abuse and illegitimate complaint had an influence upon them. Actually, these results came in accordance with Cho et al. (2016), who believed that, verbal abuse played a negative role in employee's emotional and psychological attributes that influenced their outcomes accordingly. While these results came in contrary with Daunt and Greer (2015), who stated that, physical abuse influence employees badly and influence their emotions negatively.

However, the non-significant influence of physical abuse did not occur, as majority of the respondents clarified that, this extreme violence did not happen but this did not mean that this misbehavior cannot be happen, accordingly all precautions from trainings and procedures needed should be taken in consideration. The results of the current study came in agreement with Wegge et al. (2010), as they reported that, guest verbal aggression was significantly and positively associated with emotional dissonance. It was found that, frontline employees in the hospitality industry of the United Kingdom experienced emotional dissonance due to dysfunctional guest behaviors (Dormann and Zapf, 2004). Further, Reynolds and Harris (2006) also observed that, frontline employees in

various restaurants of the United Kingdom expressed emotions that they did not actually feel when guests faced them with abuse and mistreatment.

Also, these results came in accordance with Wegge et al. (2010), who mentioned that, in majority of service jobs it was expected that service providers expressed positive emotions like joy during service encounter with guests even in critical situations in which they actually felt no specific emotion or in which they felt unfavorable emotions like sadness and boredom. Thus, guest misbehavior significantly related to emotional dissonance that represented a crucial phenomenon in service work that was linked to burnout.

Moreover, emotional dissonance is a significant predictor of employee emotional exhaustion and is correlated it. The result is consistent with Karatepe (2009) who believed that, employee emotional dissonance can enhance employee emotional exhaustion easily for people who lack the emotional intelligence characteristic. Cho et al., (2016) stated that, the way people react to interpersonal critical situations differs based upon their social competencies, which includes their emotional intelligence that refers to their ability to understand, accurately appraise, and express positive and favored emotions.

According to Karatepe (2009), frontline hotel employees invest their potential resources in coping with verbally aggressive guests and emotional dissonance expecting that they will gain positive outcomes in return. However, such employees may not always be successful in keeping in touch with them in the workplace. Thus, if they lose their

resources in this process, they experience emotional exhaustion. Thus, it can be a critical factor for people to experience success when dealing, sharing and communicating their ideas, goals and intentions with other people.

Distributive justice as a moderator was not a significant predictor of the positive relationship between guest misbehavior and emotional dissonance and was not correlated it. However, these results could be indicated as a reason of the weakness of distributive justice in workplaces that its presence could support and impact the outcomes of employees but in this case (in the research) the responses express the lack of its existence between employees.

Consequently, management should stand as a block between guest misbehavior and emotional dissonance by trying to hinder employees feeling with this kind of negative emotions. Moreover, management should screen its procedures and put them into action to make their employees feel better and receive deserved justice in a good manner. Actually, it could be seen that majority of employees do not feel distributive justice in their workplaces and this issue is very critical and should be taken into consideration in order to gain employees satisfaction in order to get desired outcomes and gain guest satisfaction consequently.

This result is inconsistent with Elamin and Tlaiss (2015), who stated that, distributive justice is essential for frontline service employees as it results into motivation and demonstration of social desirable behaviors in the workplace and during interaction with guests (Elamin and Tlaiss, 2015). According to Abu Elanain (2009), there is a

plethora of research where various elements of justice are studied in direct relationships but the studies where a moderating or mediating role of justice is investigated in service settings are scarce. There is some evidence that job characteristics and work outcomes are mediated by distributive justice (Abu Elanain, 2009). Eventually, the current study increments previous research that has explored a direct relationship between guest misbehaviour and emotional aspects.

5.2 Practical Implications

This study expresses several practical implications. Hospitality organizations should seek different ways to get employees' opinions towards organizational elements that enhance their feeling of justice and pride towards their workplace through annual evaluations (through the organizational online anonymous performance survey). Actually, the researcher increasingly support this recommendation as it was applied to his hospitality organization and the brand overall when he was working there. This method got its fruitful outcomes by increasing care with regard to employees (working schedule, working time, vacations, stationary needed, and shortages towards them and so on). Thus, this recommendation came with a virtual experience. Hospitality organizations need to focus on managers' ethics while recruiting them. This step could help in delivering the right positive organizational image to its employees with applying excessive managerial power to maintain work performance. Thus, ethical executives or managers enhance applying organizational policies fairly. Accordingly, organizational ethics are a guarantee to

maintain employees feeling of distributive justice that enhance emotional pride as a consequence.

Hospitality managers needed to put much focus in enforcing distributive justice by ensure applying fair treatment with all employees regardless their level or job title. This also mean to ensure applying different types of justice like procedural justice and interactional justice which are supposed to be applied not only in the hospitality domain but also allover different organizations and domain. It is very useful for managers to put rewarding criteria for different levels of aggressive behavior they face with its different severity levels. This ensures that each employee will be rewarded fairly with regard to the aggressive behavior he faces. Further, this can help in maintaining employees' wellness and decrease stresses attributes because of guests' dark side. Also training employees on how to deal with multi types of guests' aggression and how to deal with each type of them.

5.3 Limitations and Future Research Directions

This study has some limitations. A cross-sectional research design was used to gather data at one point of time within the period of study. Therefore, this may not be able to capture developmental issues and/or causal connections between variables of interest. A longitudinal study would be useful. In addition, the population surveyed is limited to the frontline managers and employees in the front office department and other employees and departments are excluded from this study. Eventually, the study was limited to the category of 5-star hotels that were attributed to chains in Egypt. Other categories of hotels (4-star, 3-star, 2-star,

and 1-star) as well as other types of service contexts such as restaurants, motels, etc...were excluded from this study.

This research can well be used to derive many ideas for possible future researches such as: The impact of emotional intelligence could be studied, as it is vital for employees who are working in direct contact positions especially in hospitality enterprises. Thus this impact could be measured in relation to different employees' outcomes as these results could get further explanations especially if we test it with regard to employees' other emotional and psychological factors. Moreover, other employees' outcomes could be tested with regard to different moderators. Actually, in this study the researcher studied the moderating effect of distributive justice. Thus, other researches could be conducted with different moderators like, procedural justice and interactional justice as these different moderators could express different results plus indicating the vital role of each one of them.

6. Conclusion

In general, the empirical study provided the necessary information about the meanings and types of guest misbehavior. Also, identifying employees' psychological factors could play a vital role in minimising the impact of guest negative attitudes. Through expressing different psychological factors like employee emotional dissonance, employee emotional exhaustion, and employee emotional intelligence, which are very important in the receptionist's character as a leader of the relationship between employee and guest

during service encounters,

However, from the researcher's point of view, hospitality practitioners should enhance their awareness of the negative impacts guest misbehaviour practises trigger (environmental, organizational, and individual) and inhibitors. Furthermore, hotels should implement an appropriate strategy to increase the managers' of these negative outcomes, plus add that making their subordinates feel justice, especially distributive one is very crucial in order to enhance employees' belonging to the workplace and not only depend upon emotional organisation pride.

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