

Hospitality Organizational Culture: Impact on Employee's Job Satisfaction, Organizational Citizenship Behaviors, Service Recovery Performance, and Intention to Leave

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Abstract

Organizational culture continues to be a decisive factor for the success of hospitality firms. Drawing from the theory of work adjustment, this study focuses on hospitality organizational culture and examines its impacts on hospitality employees' job satisfaction, organizational citizenship behaviors, service recovery performance, and intention to leave. Using survey methodology, 210 hotel employees in Turkey provided survey data. The results demonstrated significant effects of hospitality culture on turnover, service recovery performance, organizational citizenship behavior, and job satisfaction as a significant mediator. The findings stress the importance of a strong hospitality culture to positively influence employees' job attitude, and job performance.

Keywords: hospitality culture, job satisfaction, organizational citizenship behaviors, service recovery performance, intent to leave

Introduction

“It’s not hard to make decisions when you know what your values are.” - Roy Disney

Organizational culture can be described as the policies, procedures, and values employees perceive from the company about the way to behave within the organization (Koutroumanis, Watson, & Dastoor, 2012). A strong organizational culture continues to be recognized as a leading contributor to multiple performance and employee outcomes. For example, organizational cultures that highlight mutual respect among organizational members, teamwork, and security are likely to form a sense of loyalty and commitment to the company (Kerr & Slocum, 1987). Many hospitality companies have developed organizational cultural strategies with the belief that culture drives employee commitment, empowerment, loyalty, motivation, performance, satisfaction, and trust (Achmad, 2016; Mohamed et al., 2013; Wang et al., 2018). Ultimately, these employee outcomes will have a positive effect on guest satisfaction, which leads to higher profitability (Way, Sturman, & Raab, 2010).

The importance of organizational culture is salient throughout the whole HR process, starting from the stage of recruiting and selection. Job candidates are often selected based upon shared values and beliefs, thus a “fit” to the organization. Without the congruence of similar values and beliefs, the candidate will potentially be a poor fit with the organization’s culture; hence, creating job dissatisfaction for that employee and possibly disharmony, within the organization. This has the potential to create wasted resources and reduce productivity for the hospitality company because turnover is much more rapid for those employees with a poor fit with the organization (Frye et al., 2020).

Multiple researchers have attempted to define and quantify the characteristics of the hospitality organizational culture through scale development with the intent to measure potential

employees' fit to the characteristics of the hospitality industry (Bavik, 2016; Dawson, Abbott, & Shoemaker, 2011; Tepeci & Bartlett, 2002). These scales have identified unique aspects of the hospitality organizational culture, which is much different from other industries because they include constructs such as cohesiveness, customer relationships, job variety, and social motivation. The consensus of these studies is that hospitality organizational culture can be described as a system of shared norms, values, beliefs, traditions, and expectations whose ultimate goal is to provide exceptional service and memorable satisfactory experiences that form the primary identity as it relates to hospitality co-workers, customers, and the organization (Pizam, 2020).

To date, the newly established scales have not been utilized to assess the relationship between hospitality organizational culture and some key employee attitudinal and behavioral outcomes. When hiring a front-line employee who will interact with our guests, an ideal candidate should possess values that align with hospitality culture, be willing to go beyond what is written within the job description (organizational citizenship behavior), and be able to respond to service failures when they occur (service recovery performance). Not only is it critical to hire employees who fit within the culture of the organization, but we also want our staff to be productive, satisfied, and stay working with us. Hospitality employees typically portray the face of the organization to customers, have the most interactions, and play a crucial role in service delivery as well as service recovery. Thus, organizations must adopt an organizational culture that allows employees to develop positive job attitudes and behaviors. According to the theory of work adjustment, to find a good culture-person fit, potential employees should have personal attributes that match with the values, beliefs, and norms of the organization (Rounds, Dawis, & Lofquist, 1987).

Purpose of the Study

Currently, the literature on organizational culture and employee outcomes is missing a key culture: a hospitality culture. Within the services industry, the relationship between a hospitality culture and employee outcomes has not been explored, despite the necessity of this type of culture within the services industry due to its distinct aspects, such as guest interactions, unique leadership traits, and the work climate. Therefore, the purpose of this study is to employ the Hospitality Culture Scale to test the relationships between hospitality organizational culture and various employee work outcomes. The specific objectives of this study were to:

1. Explore the relationship between hospitality organizational culture and employees' job satisfaction.
2. Determine whether the presence of a hospitality organizational culture increases an employee's organizational citizenship behaviors and service recovery performance and decreases intent to leave.
3. Examine the mediating effect of job satisfaction between a hospitality culture and employee outcomes.

Literature Review and Hypothesis Development

Organizational Culture

Organizational culture is defined as the shared assumptions, beliefs, norms, and values that are held by employees within an organization and thus passed on to new members (Davidson, 2003). This collective culture will ultimately lead to a pattern of behavior that guides employees as they cope with its problems of external adaptation and internal integration (Schein, 1990). Employees are influenced by the organizational culture through the socialization process *“by which members learn the cultural values, norms, beliefs, assumptions, and required*

behaviors that permit them to participate as effective members of an organization” (Van Maanen & Dubin, 1976; p. 89). While multiple scales have been empirically tested to assess organizational culture, the most widely utilized are: (1) The Competing Values Framework as adapted by Cameron and Quinn (1999) which distinguishes between adhocracy culture, clan culture, market culture, and hierarchy culture; and (2) The Organizational Culture Profile developed by O'Reilly, Chatman, and Caldwell (1991) is employed to assess the congruence between an individual's values and the values widely shared within the organization, also known as P-O fit. However, previous researchers have contended that the organizational culture within hospitality is unique as compared to other industries.

Hospitality Organizational Culture

According to Merriam-Webster Online Dictionary (n.d.), hospitality is, “hospitable treatment, reception, or disposition,” while hospitable means, “generous and cordial reception of guests”. Therefore, when speaking of hospitality, one is referring to the generous and cordial treatment, reception, or disposition to the reception of guests. The hospitality industry revolves around this type of treatment from its staff members to its daily guests. Blaine and Lashley (2014) go so far as to describe a variety of types of hospitality and put them on a spectrum from utilitarian to altruistic. The authors describe different instances when a type of hospitality may be used; however, they insist that many people who choose to work in the hospitality industry do so because they experience altruistic hospitality, or an internal motivation to provide a welcoming and generous experience ahead of any reciprocal or financial reward (Blaine & Lashley, 2014). These individuals seek out careers in hospitality because they have the natural propensity to provide a hospitable experience through the simple pleasure of it. According to the theory of

work adjustment (Dawis, 2005), the expectations of the employee and the organization are more easily fulfilled, creating a positive work environment.

Pizam (2020) defines hospitality organizational culture as, “a system of shared norms, values, beliefs, traditions, and expectations whose ultimate goal is to provide exceptional service and memorable satisfactory experiences to all the organization’s stakeholders” (p. 432). The key to hospitality culture is that *all* stakeholders should be included, not just the customers as has previously been defined (Pizam, 2020). Pizam (2020), Dawson et al. (2011), and Bavik (2016) each independently constructed dimensions of a hospitality culture, and all three of them were in agreement on three dimensions as being a major part of presenting a hospitality culture: guest interactions, organizational leadership, and workplace climate. While Pizam (2020) approached hospitality culture from the perspective of customers in a multitude of service organizations, Dawson et al. (2011) and Bavik (2016) took the approach of hospitality employees. Thus, these three dimensions are essential in communicating this type of culture to both employees and guests.

Guest Interactions

The first unique aspect of a hospitality culture is the interactions staff members have with guests. These interactions lead to positive emotions and feelings from the guests (Pizam, 2020), or especially in the feeling of being at “home away from home” or creating memories (Bavik, 2016; Dawson et al., 2011). More specifically, hospitality employees work to develop relationships with their guests, and that they work in a noble profession of serving others (Dawson et al., 2011). Pizam (2020) indicates that showing compassion, empathy, kindness, courtesy, patience, and tolerance are several key indicators of those who succeed in presenting a positive hospitality culture to customers. Guest interactions are unique to a hospitality culture

such that the interaction is part of the service provided, and making guests, employees, and other stakeholders is an essential part of this culture.

Organizational Leadership

Another unique aspect of hospitality culture is translated through the supervisors and managers of these organizations. In an effective hospitality culture, leaders are employee-centered rather than bottom-line driven (Dawson et al., 2011). This is because human behavior – in this case, effective guest satisfaction through service – is shaped through social relationships with supervisors, such as providing a fair, equitable, and supportive environment (Bavik, 2016). Pizam (2020) states that leaders within a hospitality culture should be honest, fair, trustworthy, genuine, appreciative, responsible, respectful, provide recognition, provide opportunities for employee growth, and engage employees. Based on the interactions with their supervisors, employees respond through corresponding attitudes and behaviors, which affects customer satisfaction in a hospitality business (Bavik, 2016), making it unique unto itself. To appropriately communicate a hospitality culture, the organization's leaders must represent the culture themselves.

Workplace Climate

The third unique element to a hospitality culture is the climate. The workplace climate refers to the way employees feel while they are at work provided by the overall environment (Pizam, 2020). Unique to the hospitality industry, the environment is typically very fast-paced, challenging, and every day is different (Dawson et al., 2011). Because the environment is vastly different from other industries (Bavik, 2016), a hospitality culture requires employees to work closely together, which influences the environment. Employees should be cohesive whereby the environment is very friendly, and they may even feel as though they are an extended family

(Bavik, 2016). When employees share this closeness, guest interactions are positively influenced (Pizam, 2020). Therefore, a positive workplace climate is unique to a hospitality culture because employee interactions are more personal than would be typically found in other industries, which has a positive effect on guests.

Hospitality Culture Measures

Several scales have been developed to capture the distinct aspects of the hospitality culture. Tepeci and Bartlett (2002) originated the Hospitality Industry Culture Profile (HICP), which is used to assess the organizational culture and individual values within hospitality organizations. Building upon the HICP, Dawson, Abbott and Shoemaker (2011) developed the Hospitality Culture Scale (HCS) which includes measures of organizational culture and personal attributes that are shared by hospitality employees. Bavik (2016) further refined the two previous attempts by developing the Hospitality Industry Organizational Scale (HIOS). While each of these instruments provides a quantifiable way to measure hospitality organizational culture, very few studies have tested these scales or used these tools to test the relationship between hospitality culture and multiple work-related outcomes.

Tepeci (2005) employed the HICP scale to determine the dimensions of organizational culture with the hospitality and tourism sector of Turkey. Although the results were very similar to the original scale, the new scale revealed that Turkish employees were satisfied within the industry and intended to remain working within the industry based upon the dimension of honesty, employee development, and team/people orientation. While examining factors influencing hotel staff's intention to quit, Limyothin and Trichun (2012) found that hotel supervisors displayed higher levels of quality of work-life, perceived organizational culture (using HICP), job satisfaction, and organizational commitment than that of line-level employees.

Dawson (2014) used the HCS to assess differences between hospitality students and those students pursuing degrees within other fields. Hospitality students differed significantly from other majors in certain factors such as customer relationships. Hospitality students scored higher means when compared with business majors on job satisfaction while both hospitality and business students differed significantly from liberal arts students on factors such as propitiousness and leadership. Fernandes, Alturas, and Laureano (2018) attempted to validate the HCS within the context of hotels, examining only the organizational principles and excluding personal attributes. The original factor, job satisfaction, was not supported by hotel managers employed within Brazil and Portugal, which could be explained by personal attributes not being measured. The current study examines the personal attributes of hospitality employees and their perceptions of hospitality organizational culture using the HCS. Given the special importance of the role that organizational culture can play within hospitality organizations, more research is warranted to understand the impacts of hospitality industry culture on frontline employees.

The Theory of Work Adjustment

The theory of work adjustment (TWA) states that an employee has certain requirements that the organization must fulfill, and the organization has certain qualifications expected from the employee (Dawis, 2005). When each party fulfills the requirements, then both benefit from the relationship which creates a positive work environment (Dawis, 2005). This positive environment can be established through clear communication of the culture – the values, norms, beliefs, and traditions – because when employees have a clear understanding of what is expected of them, they know what to do and how to behave. A positive work environment, according to TWA, leads to positive employee outcomes, such as job satisfaction, which in turn, leads to positive organizational outcomes, such as employee motivation, performance, and retention

(Bretz & Judge, 1994; Gilbert, Sohi, & McEachern, 2008; Lyons, et al., 2014). TWA suggests the positive outcomes are results of the employees who wish to acclimate themselves to the environment in which they work (Dawis, 2005), otherwise known as person-environment (PE) fit. Aligning employees' own values and beliefs with that of the organization's culture will result in a higher perception of fit to the organization, including when an organization adopts a hospitality culture. The nature of the environment in which a person works in terms of the employees' adaption and internal integration leads to a better perception of fit (Dawson et al., 2011), increasing employee outcomes and decreasing turnover.

In its early adaption, TWA was used to explain the fit between the individual and the work environment, which led to the most positive work outcomes and importance to one's work-life (Billings & Cornelius, 1980; Rounds, Dawis, & Lofquist, 1987). Tested in a multitude of business occupations across the period of a year, changes in job satisfaction were explained by changes in PE fit, where an increase in PE fit led to an increase in satisfaction, and vice versa (Rounds et al., 1987). Furthermore, PE fit was shown to increase job involvement, organizational commitment, job performance, retention, and work attitudes (Bretz & Judge, 1994). Thus, people who were shown to have a fit to the organization were shown to have more positive employee and work outcomes than those employees who did not. Having an organizational culture where employees perceived support led to stronger relationships between PE fit and job satisfaction and reduced turnover intention in the nonprofit sector (Lyons et al., 2014).

This is especially important in the hospitality industry where the culture is unique unto itself. The hospitality industry attracts inimitable individuals who enjoy serving others (Pryce, 2014). This is due in part to the industry being highly demanding and simultaneously rewarding, which creates a desire to work long-term and build careers within this industry for those who

have a high PE fit (Pryce, 2014). The TWA has been used to link personal attributes, such as service orientation and emotional intelligence, to higher PE fit and higher job satisfaction in the hospitality industry (Walsh, Chang, & Tse, 2015) in addition to higher career satisfaction and higher intent to stay in the hotel industry (Zopiatis, Theocharous, & Constani, 2016). Kang, Busser, and Choi (2018) used the TWA to explain service climate's role in increasing job satisfaction and reducing turnover intention in the hotel segment of the hospitality industry. The researchers found the best fit to be those employees whose personal attributes matched the service climate (i.e., environment) because it led to higher levels of satisfaction and a desire to maintain a long-term relationship with the organization (Kang et al., 2018). Thus, the attributes of a person directly influence job satisfaction and turnover intention.

The TWA can be used to explain the personal attributes of hospitality employees and their perceived organizational culture to job satisfaction and reduced turnover intention. This research seeks to explore organizational outcomes in the hospitality context. Although prior research in the business context has used the TWA to explain organizational outcomes, such as employee performance and motivation (Gilbert et al., 2008). Service recovery performance and organizational citizenship behaviors are used to measure organizational outcomes in the current study.

Job Satisfaction

As defined by Locke (1976), job satisfaction is the overall feeling employees have about their job and the characteristics of their job. When the feeling is positive, it leads to high job satisfaction, and as a result, customers receive high-quality service (Kong, Jiang, Chan, & Zhou, 2018). Positive employee outcomes such as creativity, favorable attitudes, and efficiency result from satisfied employees (Kong et al., 2018). McPhail et al. (2015) discovered staff well-being is

related to job satisfaction and positive employee performance in their study. Conversely, unsatisfied employees were found to have negative behavior, poor service quality, and poor job performance (Kong et al., 2018). Employees with low levels of job satisfaction have also been found to be more likely to leave their organizations, whereas employees with higher levels of satisfaction are more likely to stay in their current job (Suttikun, Chang, & Bicksler, 2018). Customer interaction, relationships with peers, and providing input on their service were three antecedents to higher levels of job satisfaction in spa employees (Suttikun et al., 2018), which are attributes found within the hospitality culture context (Dawson et al., 2011). Job satisfaction has many outcomes which can be tied to other elements of human resources, such as organizational culture, intent to leave, organizational citizenship behaviors (OCBs), and service recovery performance (SRP).

Hospitality Organizational Culture and Job Satisfaction

A variety of hospitality organizational cultures were found to have a positive impact on job satisfaction. For instance, diversity and internal service cultures were independently found to lead to higher job satisfaction rates in employees (Madera, Dawson, & Guchait, 2016; Wong et al., 2019). Furthermore, a culture with strongly perceived fairness was found to positively increase job satisfaction, but cultures that were not perceived as fair reduced satisfaction among hotel employees, both of which directly impacted employee performance (Zoghbi-Manrique-de-Lara & Ting-Ding, 2017). A hospitality culture is one that is perceived as fair, honest, and appreciative by employees and by customers (Pizam, 2020), which may directly impact employee performance and satisfaction. Those who engage in a hospitality culture tend to do so because they have the innate desire to deliver a welcoming and hospitable environment (Blaine

& Lashley, 2014), which produces their own satisfaction. Thus, it is important for organizations to forge a strong, positive culture within their businesses.

Furthermore, a study of independent, casual-dining restaurants by Koutroumanis, Alexakis, and Dastoor (2015) found that culture has a positive influence on job satisfaction. They stated that employee satisfaction mediates the relationship between organizational culture and customer satisfaction, which suggests a direct relationship between organizational culture and employee satisfaction (Koutroumanis et al., 2015). In support of this statement, a study by Dirisu et. al. (2018) found culture has a positive influence on job satisfaction among hotel employees. Therefore, it can be said that hospitality culture has a direct impact on job satisfaction in hospitality employees. Respective to the theory of work adjustment, a strong organizational culture has a positive influence on job satisfaction due to the alignment of what the employee and the organization want to receive from the relationship (Dawis, 2005; Kang et al., 2018). Theory and prior studies all suggest that a strong organizational culture influences job satisfaction; thus, we propose:

H1: There will be a positive relationship between front-line employees' perceived hospitality culture and job satisfaction.

Hospitality Organizational Culture, Job Satisfaction, and Intent to Leave

The relationship between job satisfaction and intent to leave, and between organizational culture and intent to leave has been thoroughly researched (e.g., Borralha et al., 2016; McPhail et. al., 2015; Nadiri & Tanova, 2010). Different types of organizational culture have been linked with reducing employees' intent to leave, such as organizational learning culture (Joo, 2010), family-supportive work culture (Ahmad & Omar, 2010), error management culture (Guchait, Pasamehmetoglu, & Madera, 2016), clan culture (Koutroumanis et al., 2015), and organizational

justice culture (Nadiri & Tanova, 2010). These culture types have been tested in the hospitality context in which employees with higher levels of perceived culture were less likely to leave the organization. However, a true hospitality culture has yet to be tested in this context. Hospitality attracts individuals with certain characteristics and values (Pryce, 2014), which translate into shared beliefs and norms within the organization. These shared beliefs about leadership, guest interactions with employees, and the workplace climate are essential in establishing employees who are an ideal fit with the nature of the business (Bavik, 2016; Dawson et al., 2011). Therefore, developing a strong hospitality culture will reduce employees' intent to leave.

Intent to leave is the phase before actual turnover, when employees are thinking about leaving the organization (Nadiri & Tanova, 2010), and it has been found as the best way to predict actual turnover (Kang et al., 2018). Turnover is a top priority for hotel managers to address because it causes both direct and indirect costs (Jang & George, 2012). Thus, organizations must gauge their employees' intentions to leave. Self-efficacy, optimism, resilience, pay, job security, social work life, recognition or appreciation, and creativity have been found to influence employees' intent to leave (Kang et al., 2018; Koutroumanis et al., 2015). Furthermore, Chen and Wu (2017) found job satisfaction to have a direct, negative relationship with intent to leave in hotel employees, while organizational culture was found to be a negative predictor of turnover intention in a study by Koutroumanis et al. (2015). TWA states that a positive work environment (hospitality organizational culture in this case) leads to higher levels of job satisfaction, which reduces intent to leave (Gilbert et al., 2008; Kang et al., 2018). It is imperative that hospitality companies strengthen their organizational culture to improve job satisfaction and decrease intent to leave. Based on TWA and previous research, this study argues that organizations with strong hospitality culture increase employees' job satisfaction, which in

turn, reduce employees' intent to leave (Borralha et al., 2016; Kong et al., 2018; Nadiri & Tanova, 2010). Therefore, it is hypothesized:

H2: Job satisfaction will mediate the relationship between front-line employees' perceptions of hospitality culture and their intent to leave.

Hospitality Organizational Culture, Job Satisfaction, and Organizational Citizenship Behavior

Organizational citizenship behaviors (OCBs) are actions and habits employees voluntarily engage in at work that are not part of their specific job descriptions but contribute positively to the company (Nadiri & Tanova, 2010). In the hospitality industry, there are service-oriented OCBs where employees go beyond company standards to offer an experience for customers that exceeds their expectations through loyalty, service delivery, and participation (Tang & Tang, 2012). In accordance with the TWA, employee performance (i.e., OCB) is an outcome of a positive work environment (i.e., a strong hospitality organizational culture) and certain employee characteristics that are specific to hospitality, such as service-oriented behavior and customer-employee exchange (Chen, 2016; Ocampo, Tan, & Sia, 2018). In other words, a strong hospitality culture leads to higher levels of OCBs, which has been demonstrated in several studies (e.g., Dai, Hou, Chen, & Zhuang, 2018; Eisenberg, Davidova, & Kokina, 2018; Nadiri & Tanova, 2010; Tang & Tang, 2012).

Furthermore, it has been found that job satisfaction is also a strong predictor of service-oriented OCBs in hospitality employees (Kong et al., 2018). The TWA suggests a mutual relationship between employees and the organization where each meets the other's expectations (Dawis, 2005). Therefore, when an organization meets or exceeds an employee's expectation, the employee engages in OCBs to reciprocate to the organization. In support of this theory, a study of 149 businesses in Pakistan found job satisfaction to mediate the relationship between a justice

culture and OCBs (Saifi & Shahzad, 2017). Moreover, a study by Ocampo, Tan, and Sia (2018) revealed fairness perception (i.e., a justice culture), hospitality personality traits, and job satisfaction all to be antecedents to OCBs. Considering prior studies have suggested a strong link between organizational culture and job satisfaction (Wong et al., 2019), and a relationship between both culture and job satisfaction leading to OCBs, it is hypothesized:

H3: Job satisfaction will mediate the relationship between front-line employees' perceptions of hospitality culture and organizational citizenship behaviors.

Hospitality Organizational Culture, Job Satisfaction, and Service Recovery Performance

Service failure occurs when the actual performance falls below the expectations of the guest, which could be a result of a mistake made by an employee (Yao, Wang, Yu, & Guchait 2019). In the hospitality industry, service failures can be directly linked to customer satisfaction or dissatisfaction, as they generally happen during consumption (Yao et al., 2019). Service recovery occurs when the organization attempts to correct the mistake made with the anticipation of repairing the relationship with the customer (Guchait et al., 2019). Service recovery performance (SRP) is the front-line employees' capability to respond to service failures that occur during the interaction with a guest (Babakus, Yavas, Karatepe, & Avci, 2003; Essawy, 2016). It is important that service recovery supersedes the service failure for higher guest satisfaction or delight (Yao et al., 2019).

To increase front-line employees' SRP, organizations should focus on increasing job satisfaction. Employees who have a strong PE fit to the organization have higher levels of satisfaction, are more likely to display greater motivation, and perform better than those who do not (Bretz & Judge, 1994; Lyons et al., 2014). For instance, in a study by Okoe, Boateng, and Mensah (2016), job satisfaction was found to positively influence SRP (i.e., motivation and

performance) in front-line service employees. In a hospitality culture, those who perceive a good fit with the organization are more likely to have an increase in job satisfaction (Dirisu et al., 2018; Koutroumanis et al., 2015), which indicates organizations should fit employees to the culture of the organization to provide better outcomes for their guests. Considering service failures are not uncommon in the hospitality industry, excellent service recovery strategies are an important aspect.

The culture of the organization also has a strong influence on SRP. Strong learning, error management, and service cultures have all been found to positively influence SRP (Jerger & Wirtz, 2017, Kong, et al., 2018). In accordance with TWA, a positive work environment (i.e., hospitality culture) leads to higher levels of job satisfaction, which in turn, leads to higher employee motivation and performance (i.e., SRP; Dawis, 2005). In support of this theory, Guchait et al. (2019) found forgiveness culture to positively influence SRP in casino employees. Similarly, Okoe et al. (2016) found a team culture to positively influence service recovery performance in front-line service employees. Prior research has indicated the relationship between organizational culture and job satisfaction, in addition to job satisfaction and SRP, which is supported by theory. It can, therefore, be presumed that the same outcomes would be true for those organizations with a strong hospitality culture. Hence, it is hypothesized:

H4: Job satisfaction will mediate the relationship between front-line employees' perceptions of hospitality culture and service recovery performance.

Figure 1: Conceptual Model



Methodology

Sample

The participants included front-line hotel employees (those not holding supervisory positions who provide services to guests – e.g., front office, food and beverage, housekeeping) working in five-star hotels located in Istanbul, Turkey. In Turkey, the Ministry of Culture and Tourism is the legal authority that determines and supervises the operation of hotels, minimum qualifications, licenses, classifications, and star ratings. A convenience sampling technique was adopted. Data was collected from eight of the ten international five star hotels located in the Europe side of İstanbul, in Şişli, Beyoğlu, Beşiktaş (<https://www.turob.com/tr/uyelerimiz/5-yildizli-oteller/>). These districts are very popular both for the business type of guests and tourists. After having obtained the permission of eight hotel general managers, one coauthor personally visited hotels, presented research purpose, distributed the surveys to frontline employees, and collected the results. The researcher collected the data during the employee’s lunch break at each individual hotel. Employees were approached and told that their participation was completely voluntary, and they were free to ask questions while filling out the survey. The researcher was given one hour to complete the research, so approximately 25-30 employees per hotel were able to return the survey in the limited time. The survey instrument was distributed to 220 employees; from which 210 elected to participate, making the response rate 95.4%. The sample size was adequate to estimate the proposed SEM model (Hair et al., 2010).

Data Collection

Questionnaires were distributed and collected from hotel employees. The researcher explained the purpose of the study to everyone and made a genuine request to participate in the study. No gifts or incentives were provided. To ensure confidentiality, envelopes were distributed, and employees were asked to seal the completed surveys in the envelope and hand them back to the researcher. Supervisors or co-workers did not see the responses of the employees. Additionally, the respondents completed the surveys during regular business hours. These reasons could explain the high response rate in this study.

Measures

All items were rated on a seven-point Likert scale ranging from 1 = strongly disagree to 7 = strongly agree. Hospitality culture was measured with fifteen organizational items developed by Dawson, et al. (2011). A sample item is “This is an organization that is a home away from home for its customers.” The internal consistency reliability estimate was .94.

Job satisfaction was measured with a three-item job satisfaction scale developed by Cammann et al. (1983). A sample item is “All in all, I am satisfied with my job.” The internal consistency reliability estimate was .76.

Organizational citizenship behavior was measured with a 7-item scale developed by Williams and Anderson (1991). A sample item is “I help others who have heavy workloads.” The internal consistency reliability estimate was .90.

Intention to leave was measured with three items adapted from intent to turnover scale developed by Mobley et al. (1978). A sample item is “I often think about leaving this organization.” The internal consistency reliability estimate was .83.

Service recovery performance was measured with five items developed by Boshoff and Allen (2000). A sample item is “Considering all the things I do, I handle dissatisfied customers quite well.” The internal consistency reliability estimate was .82.

Results

Profile of Respondents

Among the 210 participants, 52.4% males and individuals between the ages of 21 and 25 years (32.9%). The front office and restaurant were the highest represented departments (29.0% and 15.2%, respectively), while the majority of respondents had been working at their hotel for 1-2 years (30.0%). Additionally, nearly half (49.5%) of the participants had a university degree.

Table 1 contains a complete profile of the sample.

Table 1: Sample Demographics

<i>Gender</i>	<i>Percentage of Participants</i>
Males	52.4
Females	47.6
<i>Age</i>	
<20	1.4
21-25	32.9
26-30	21.0
31-35	21.9
36-40	14.3
41-50	8.1
51-60	0.5
<i>Department</i>	
Front Office	29.0
Reservations	7.6
Kitchen	3.8
Restaurant	15.2
Accounting	7.6
Sales/Marketing	11.0
Human Resources	4.3
Housekeeping	12.9
Spa	0.3
Security	2.9
Technical	2.4
<i>Tenure</i>	
<6 months	16.2

6 months – 1 year	23.3
1 – 2 years	30.0
2 – 4 years	14.8
4 – 8 years	10.0
>8 years	5.7
<hr/>	
<i>Education</i>	
Primary school	0.5
Middle school	2.9
High school	21.4
Vocational school	21.9
University diploma	49.5
Master's degree	3.8
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Preliminary Analysis

All scales demonstrated adequate reliability. To ensure construct validity, data were subject to confirmatory factor analyses (Table 2). The CFA results indicated that the five-factor model fit the data well ($\chi^2 = 905.82$; $\chi^2/df = 1.91$; CFI = .90; RMSEA = .06; TLI = .90; SRMR = .05; PNFI = .74). First, convergent validity was assessed. All average variance extracted (AVE) scores were over .50, except service recovery performance (AVE=.47) indicating convergence (Hair et al., 2010). Although the AVE for service recovery performance was slightly below .50, it is still considered adequate if the composite reliability of the construct is over .60 (Fornell & Larcker, 1981). Composite reliability scores of every construct in the study were over .70, making the AVE adequate in this study. Second, discriminant validity was assessed. The AVE values for any two constructs were compared with the square of the correlation estimate between them (Hair et al., 2010). In all cases, the AVE was greater than the squared correlation estimates indicating discriminant validity.

Since hospitality culture, job satisfaction, organizational citizenship behavior, service recovery performance, and intention to leave were measured from the same individuals using the same questionnaires, this study tested for common method variance (Podsakoff et al., 2003). To

address the concern, the remedies recommended by Podsakoff et al. (2003) were adopted. First, procedurally, all respondents were informed that there were no correct/incorrect answers and that their responses were confidential. This was done to reduce problems associated with social desirability. Statistically, (Harman's single-factor test) a one-factor confirmatory factor analysis presented a poor fit to the data ($\chi^2 = 2000.84$, CFI = .66; RMSEA = .12; $\chi^2/df = 4.11$) compared to the five-factor model (provided above), indicating that common method variance was not an issue. Since preliminary statistics demonstrated adequate data integrity, hypothesis testing was conducted.

Gender was considered as a control variable. However, gender did not influence any of the study variables (job satisfaction: $\beta = .02$, $p > .05$; service recovery performance: $\beta = .02$, $p > .05$; intent to leave $\beta = -.04$, $p > .05$). Additionally, gender did not influence any of the proposed relationships in the study. Age was also considered as a control variable. However, age did not influence any of the study variables (job satisfaction: $\beta = .06$, $p > .05$; service recovery performance: $\beta = -.03$, $p > .05$; intent to leave $\beta = -.04$, $p > .05$). Additionally, age did not influence any of the proposed relationships in the study. Therefore, both gender and age were not included in the final structural model. Table 2 contains the CFA results.

Table 2. CFA Table for Proposed Model

Item	Factor Loading	AVE	CR
<i>Hospitality Culture</i>		0.52	0.94
	.73		
	.77		
	.74		
	.80		
	.76		
	.76		
	.72		
	.64		
	.67		
	.71		

	.68		
	.73		
	.73		
	.69		
	.66		
<i>Satisfaction</i>		0.56	0.79
	.87		
	.54		
	.80		
<i>Organizational Citizenship Behaviors</i>		0.61	0.91
	.58		
	.83		
	.78		
	.78		
	.83		
	.76		
	.85		
<i>Intent to Leave</i>		0.64	0.84
	.75		
	.72		
	.91		
<i>Service Recovery Performance</i>		0.47	0.81
	.79		
	.78		
	.54		
	.71		
	.57		

Tests of Hypotheses

After ensuring that the overall measurement model was valid and acceptable, structural equation modeling (SEM) was used to test the hypothesized relationships. Overall, the structural model had a good fit with the data ($\chi^2 = 929.10$, $df = 481$, $p < 0.05$; CFI = 0.90; TLI = .90; SRMR = .06; PNFI = .74; RMSEA = 0.06; $\chi^2/df = 1.93$). The ad-hoc tests were conducted to determine if the mediation effect of job satisfaction was partial or complete for the three dependent variables. As such, an alternative model was tested with direct paths drawn from hospitality culture to the three dependent variables. The model fit did not drastically change from the original model of this study ($\chi^2 = 916.38$, $df = 478$, $p < 0.05$; CFI = 0.90; TLI = .90; SRMR = .06; PNFI = .74; RMSEA = 0.06; $\chi^2/df = 1.92$). Table 3 contains correlations of the measured variables.

Table 3. Correlations Matrix

Factor	Mean	SD	1	2	3	4	5
1. Hospitality Culture	3.95	0.69					
2. Satisfaction	3.96	0.79	0.52**				
3. Intent to Leave	2.32	0.96	-0.40**	-0.55**			
4. Org Citizenship Behavior	4.15	0.70	0.50**	0.55**	-0.28**		
5. Service Recovery Performance	3.87	0.61	0.44**	0.44**	-0.28**	0.49**	1.0

*Note: **indicates significance at $p < 0.001$; * indicates significance at $p < 0.05$*

Hypothesis 1: hospitality culture is positively related to hospitality employees' job satisfaction.

As Figure 1 suggested, hospitality culture was significantly and positively related to job satisfaction ($\beta = 0.66$, $p < 0.05$; $R^2 = .44$), thereby supporting Hypothesis 1. To implement a culture that encourages excellence and creating memorable experiences creates higher satisfaction in hospitality employees.

Hypothesis 2: job satisfaction (JS) would mediate the relationship between hospitality culture (HC) and intent to leave (IL).

Bootstrapping was used to test the mediating effect of job satisfaction. The results indicated that the indirect effect (HC-JS-IL) was significant ($\beta = -0.38$, $CI_{.95} [-.51, -.22]$, $p < .05$), supporting Hypothesis 2. An ad-hoc test was conducted to determine if the mediation effect was partial or complete. The indirect path remained significant ($\beta = -0.29$, $p < .05$), while the direct path from hospitality culture to intent to leave ($\beta = -0.15$, $p > .05$) was not significant, indicating a complete mediating of job satisfaction between hospitality culture and IL. The stronger sense of a hospitality culture (one that encourages excellent service and creating memorable experiences) reduces hospitality employees' intent to leave through increasing their job satisfaction.

Hypothesis 3: job satisfaction mediates the relationship between hospitality culture and OCB.

The results indicated that the indirect effect (HC-JS-OCB) was significant ($\beta = 0.44$, $CI_{.95} [.33, .60]$, $p < .05$), supporting Hypothesis 3. An ad-hoc test was conducted to determine if the mediation effect was partial or complete. The indirect path remained significant ($\beta = 0.29$, $p < .05$), but the direct path from hospitality culture to OCB was also significant ($\beta = 0.26$, $p < .05$) indicating a partial mediating of job satisfaction between hospitality culture and OCB. The stronger sense of a hospitality culture (one that encourages excellent service and creating memorable experiences) increases hospitality employees' OCB both directly and through increasing their job satisfaction.

Hypothesis 4: job satisfaction mediates the relationship between hospitality culture and service recovery performance (SRP).

The results indicated that the indirect effect (HC-JS-SRP) was significant ($\beta = .47$, CI.95 [.34, .64], $p < .05$), supporting Hypothesis 4. An ad-hoc test was conducted to determine if the mediation effect was partial or complete. The indirect path remained significant ($\beta = 0.36$, $p < .05$), while the direct path from hospitality culture to intent to leave ($\beta = 0.15$, $p > .05$) was not significant, indicating a complete mediating of job satisfaction between hospitality culture and SRP. The stronger sense of a hospitality culture (one that encourages excellent service and creating memorable experiences) increases hospitality employees' SRP through increasing their job satisfaction

Discussion

Overall, the current study established the importance of creating a hospitality culture within organizations, in accordance with the objectives of the study. Hospitality culture was found to have a positive influence on job satisfaction, which in turn increases employees' service recovery performance and organizational citizenship behaviors and decreases their intent to leave, supporting the three objectives of the study. Further, ad-hoc testing found an additional positive, direct relationship between a hospitality culture and organizational citizenship behaviors. Each of these findings is unsurprising, considering the substantial support from the literature. First, Pizam (2020) defined a hospitality culture and suggested there to be several positive outcomes including satisfaction from both employees and guests. Supportive of this suggestion, several types of culture (i.e., justice, forgiveness, clan, and learning) have been found to positively influence employees' job satisfaction (Chen & Wu, 2017; Guchait et al., 2019; Koutroumanis et al., 2015; Ocampo et al., 2018; Saifi & Shahzad, 2017). Thus, the finding that a hospitality culture positively influences employees' job satisfaction extends prior work by

providing statistical support for the hospitality culture conceptualization by Pizam (2020) and its relationship with employee satisfaction.

Second, job satisfaction was found to fully mediate the relationship between a hospitality culture and employees' intention to leave the organization. It was found that as hospitality culture is strengthened, job satisfaction increases, which leads to a lower intent to leave the organization. This mediation effect has been supported in the prior literature directly and indirectly. As stated above, several studies have shown the relationship between an organization's culture and employee job satisfaction. Further, it has been demonstrated higher job satisfaction decreases hospitality employees' intent to leave the organization (Chen & Wu, 2017). This mediating effect was further suggested in a systematic literature review of hospitality employees' job satisfaction (Kong et al., 2018), which was statistically supported in the current study.

Third, job satisfaction was found to partially mediate the relationship between a hospitality culture and employees' organizational citizenship behaviors. Prior research of other types of organizational culture (e.g., justice culture) has indicated that job satisfaction mediates this relationship (Ocampo et al., 2018; Saifi & Shahzad, 2017). In addition, personality traits that align with the hospitality industry (i.e., a fit with the hospitality culture) have been found to be an antecedent to organizational citizenship behaviors (Ocampo et al., 2018). Organizational citizenship behavior has also been found to be influenced by an organizational learning culture (Bhardwaj & Kalia, 2021; Eisenberg et al., 2018). Therefore, the support of a strong hospitality culture both directly and indirectly through job satisfaction influencing organizational citizenship behaviors in hotel employees aligns well with the current literature.

Last, job satisfaction was found to mediate the relationship between a hospitality culture and service recovery performance. Studies on other types of organizational culture (i.e., error management, service, and forgiveness) have found culture to positively influence employees' service recovery performance (Guchait et al., 2019; Jerger & Wirtz, 2017, Kong, et al., 2018). Furthermore, prior studies have found job satisfaction to positively influence service recovery performance (Kong et al., 2018; Okoe et al., 2018). Therefore, the finding that job satisfaction fully mediates the relationship between a hospitality culture and service recovery performance has been well supported by the literature. Further, this finding extends the work of Pizam (2020) in the hospitality culture model by indicating an additional positive outcome (i.e., service recovery performance) of establishing a hospitality culture.

Conclusion and Implications

In sum, the current study statistically established that a hospitality organizational culture beneficially impacts service employees' outcomes, such as job satisfaction, intent to leave, organizational citizenship behavior, and service recovery performance. Job satisfaction is utilized as a facilitator between the hospitality culture and employee outcomes, such that strengthening the hospitality culture increases job satisfaction, and intent to leave decreases, organizational citizenship behavior increases, and service recovery performance increases. Theoretically and practically, there are several implications from the findings.

Theoretical Implications

The current study sought to understand what role establishing a hospitality organizational culture would have on attitudinal and behavioral outcomes of hospitality companies. The findings indicate that establishing a hospitality culture creates a significant impact on job satisfaction, intent to leave, organizational citizenship behaviors, and service recovery

performance. According to the theory of work adjustment, employees who have an alignment of values with those of the organization (such as service, honesty, and a friendly environment in a hospitality culture) will have higher organizational outcomes. This study supports the notion that those who accept a hospitality culture will have higher attitudinal and behavioral outcomes and provides several implications for the literature on hospitality organizational culture.

First, it is well known that organizational culture has a significant impact on performance, job satisfaction, teamwork, and retention (Borralha et al., 2016). However, the impact of an organizational culture that is specific to hospitality beliefs has not been previously examined. The results of this study further the previous work that has been conducted to define a hospitality culture (Bavik, 2016; Dawson et al., 2011; Tepeci & Bartlett, 2002) because it utilizes these scales to not only measure culture but determine its' effect on both attitudinal and behavioral outcomes. Prior research within hospitality has only applied previously developed organizational culture scales which are not specific to our distinct culture.

To implement a hospitality culture is imperative for the services industries, which have a unique service element that is uncommon in other industries (Pizam, 2020). The unique aspects of a hospitality culture (such as guest interactions, distinct leadership qualities, and the workplace climate) require a specific type of person to yield a good fit with the business and the employee, which increases job satisfaction, organizational citizenship behaviors, and service recovery performance and decreases intent to leave. Proper recruitment and selection of employees increases fit with their organization in many business fields (Icheme et al., 2017), and this study demonstrates the same is true for hospitality organizations. Organizations may use the hospitality culture scale to determine a potential fit for hospitality organizations, thus increasing their perception of organizational support through the mechanisms of TWA.

Secondly, the results revealed that job satisfaction mediates hospitality culture and human resource outcomes. An employee who holds similar attributes to an organization, or in the case the hospitality industry, will experience job satisfaction, thereby influencing their attitudes and actions, such as their service recovery performance intentions, organizational citizenship behaviors, and their intention to remain with the company. Choi, Kim, and McGinley (2017) found the positive impact of three types of PO fit (job, supervisor, and group) on job satisfaction, which supports the findings of the current study. Since the hospitality culture scale could be used to assess a candidate's fit to the industry, this research has shown that employees' job satisfaction mediates hospitality culture attributes and their human resource outcomes – namely intent to leave, organizational citizenship behaviors – which is in line with the previous literature that has that examined: (1) employee engagement and organizational culture (Bhardwaj & Kalia, 2021) and (2) the relationship organizational commitment has on service recovery performance, and job satisfaction (Boshoff & Allen 2000). However, this study demonstrates a specific hospitality organizational culture and job satisfaction increase service recovery performance, which does not appear to have been studied in recent literature.

Third, this study emphasizes the way job satisfaction affects behavioral outcomes in reference to intent to leave, organizational citizenship behaviors, and service recovery performance. With an increase in job satisfaction, intent to leave decreases, and organizational citizenship behaviors and service recovery performance increase. Job satisfaction is a well-researched topic, but the knowledge is expanded by supporting the positive relationship of job satisfaction to organizational citizenship behaviors and service recovery performance of previously contracting studies, and the negative relationship between job satisfaction and intent to leave (i.e., no relationship between job satisfaction and human resource outcomes; Fernandez,

et al., 2018). Taken together, hospitality culture reduced employees' intent to leave, and promoted both in-role and extra-role performance (service recovery performance and OCB).

Practical Implications

To fully gain the positive outcomes of a hospitality culture, there are several actions organizations should assess and potentially implement. First, to enhance employees' job satisfaction and organizational citizenship behavior, service organizations should identify the hospitality culture that currently exists within their organizations. We know that top executives establish the organizational culture through policies, procedures, values, and norms established within the organization (Morgan, 2011). At a corporate level, these should be reassessed to determine whether or not these truly reflect a hospitality culture that values their employees as well as the guest experience. This would include asking if the policies, procedures, values, etc. embody characteristics of a hospitality culture such as customer relationships (creating memories for guests, developing relationships with customers) and management principles (treating mistakes as opportunities to learn, doing more than is required, and employee empowerment). Once the culture is clearly identified, it can be taught and evaluated by others.

Policies and guest-interaction procedures should potentially be revised to reward and encourage service-oriented behaviors, such as giving a bonus to employees who are mentioned in positive online reviews. This shows that memorable positive experiences are of value to the organization and reinforces the behavior with the employee while motivating others to enact the similar behavior. To show a shift in culture (toward a hospitality culture), top executives and owners of these organizations should hold town hall meetings or roundtable forums for employees to have an opportunity to interact with top management, learn the reason behind the shift, and ask questions. Further, these individuals should demonstrate the desired behavior

through management by walking around. By showing employees the desired behavior, the executives will gain respect from their employees, who will in turn be more willing to enact the desired behavior.

Second, organizations should start reexamining their recruitment strategies. People are attracted to organizations based upon the congruence of the shared values and beliefs; thus, they may perceive themselves as the best fit when they desire to serve others (Blaine & Lashley, 2014; Gardner et al., 2012). The hospitality culture must be observable to potential applicants through the marketing efforts, web pages, LinkedIn, social media websites (i.e., Instagram), and the messaging of recruiters. The messaging should be consistent and convey the attributes found within a hospitality culture and be evaluated through the Hospitality Culture Scale. Recruitment strategies include attributes such as the organization being employee-focused, empowering employees, and prioritizes developing relationships with its customers. Potential applicants may benefit from interacting with current employees at social events, such as food and wine festivals, hospitality networking events, or volunteering which gives applicants the opportunity to experience the culture through the eyes of a current employee. Hospitality managers should select the employees who most closely embody the culture to send to these events, and pictures should be posted on social media and company websites to show the embodiment of values within the community.

Third, the adoption of a pre-employment talent assessment should be utilized in the selection process. Recruiters and HR personnel need to verify that the candidate embodies similar cultural traits to a particular hospitality organization as well as the hospitality industry. Companies could build upon the current Hospitality Culture Scale and add characteristics of the dominant culture that exists within their establishments. The hiring practices could also include

realistic job previews so that a potential recruit can see the hospitality organizational culture directly being executed by managers and employees.

Fourth, training must articulate the hospitality culture to the newest member of the staff. A recent hire must understand what is to be accomplished, the measures of success, and how this is evaluated. Therefore, the management team should select proper trainers. The trainers should be individuals who fully understand the values, beliefs, and principles the organization desires to pass onto the new employees and those who are able to articulate such things to the new members. It is through the proper socialization during training that the espoused values will be enacted, and desired behavior will be reinforced. Trainers will demonstrate to employees the service-orientation and how their organization creates memorable experiences for guests whereby the new employee will be able to understand and adapt those behaviors when on their own. In addition, managers should check with the new employees regularly to make sure they are interpreting the hospitality culture in the intended manner, and to ensure they understand the type of organizational support they will receive as a staff member.

Lastly, hospitality culture is multi-faceted and often changes based upon many factors. Managers need to continually assess and reinforce the culture through actions and feedback to employees. Employees learn how to behave through interactions with the organization and one another; therefore, continued training and communication with employees allows them to feel more comfortable, confident, and supported within the organization. If management as well as the corporate office, demonstrates that this espoused culture is important to retain, employees who hold these same values will work to preserve this culture. Job satisfaction, intent to leave, service recovery performance, and organizational citizenship behavior should be measured to ensure that the hospitality culture has taken full effect through the organization, and if something

needs improvement, additional recommendations made above should be implemented. Multiple methods described above should be implemented to effectively communicate and establish a hospitality culture. Given the potential benefits of the human resource-related outcomes in this study (job satisfaction, organizational citizenship behaviors, service recovery performance, and retention), all managers throughout the organization should thoroughly integrate hospitality organizational culture within their hiring practices as well as reinforce this within the day-to-day operations.

Limitations and Future Research

This study was not without limitations. First, the sample was from only five-star hotels in Istanbul, Turkey. Although this sample enhances the internal validity of the findings, it limits the generalizability of research findings to other sectors, such as other countries and hotel segments. Additionally, the cross-sectional nature of this survey does not measure the actual turnover rate within the organization. Instead, only employees' intention to leave was measured – which was found to be a strong predictor of actual turnover. Finally, the quantitative nature of this study did not ask employees why they are satisfied or dissatisfied with their job, only whether they were or were not; therefore, the nature of their satisfaction (i.e., if they were satisfied with their supervisors and team members, but not the hours related to the job) may impact their intent to leave, service recovery performance, and organizational citizenship behaviors. It is also worth mentioning that the practical implications represent the ideal operation when in reality many organizations are facing critical labor shortages and implementing some of the measures appears to offer more challenges. However, if a potential job candidate or current employee does not align with the same culture values as the organization, they will risk losing that candidate eventually.

This study expanded the use of the hospitality culture scale developed by Dawson et al (2011) by using job satisfaction as a mediator. Based on the findings of this study, a follow-up longitudinal study is recommended to identify whether employees who intend to leave actually leave, and whether employees with lower intent to leave actually stay. Additionally, to find out what factors make hotels employees satisfied or dissatisfied, and which directly lead to service recovery performance, organizational citizenship behaviors, and intent to leave (or stay) through qualitative or mixed methods is recommended. Further, it is recommended to use the hospitality culture scale to identify which hospitality traits the employees possess that lead to higher satisfaction and positive human resource outcomes.

Conclusion

The current study found support for its three objectives. First, it was found that establishing a hospitality culture – one that values service excellence and creating memorable experiences – positively influences job satisfaction in hospitality employees. Second, the current study confirmed that hospitality culture increases organizational citizenship behaviors, and third, that job satisfaction facilitates hospitality culture's impact on hospitality employees' reduced intent to leave and increased service recovery performance and organizational citizenship behavior. Overall, the study confirms service organizations ought to implement and practice service excellence and creating memorable experiences for all stakeholders so that there are significant improvements in employee outcomes, and in turn guests are further satisfied and retained.

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