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Article

Can I do my job in peace? Hotel employees' wellbeing in the face of sexual harassment awareness and organizational commitment

Abstract

Workplace sexual harassment, particularly in hospitality, is a significant issue with many implications. For decades, assessing its scope and impact has drawn the attention of scholars, but some gaps still exist. Based on Rational Choice Theory, this paper explored employee conformance behavior to sexual harassment in relation to organization strategic commitment and employee wellbeing in the global south context. A total of 712 completed questionnaires were collected from Nigeria and Ghana. WarpPLS version 8.0 partial least squares structural equation structural modelling was employed to assess the research model. Results revealed that hotel workers' behaviors towards awareness and management of sexual harassment are nonlinear and complex. Conformance behavior, despite conceived by employees as an economic coping strategy, proved to be a temporary measure and is disadvantageous to wellbeing. An important managerial implication of this study is the need for education about what sexual harassment is and how it impacts employees' wellbeing.

Key words: Hotel, Employees, Rational choice, Sexual harassment, Wellbeing, Organizational commitment

Introduction

Sexual harassment is a growing area of concern globally, for individuals and organizations. Academics, industry professionals, and governments continue to explore managerial approaches to claims of employee harassment and misconduct. Whilst there are stringent laws, mass awareness, and organizational policies in the developed Western world, little is known about the Global South. Although sexual harassment occurs in all geographic regions and economic sectors to varying degrees, it is rife in the hospitality industry (La Lopa & Gong, 2020) particularly the hotel sector where sexual harassment has been a persistent problem (Hoel & Einarsen, 2003; Wijesinghe, 2009; Kensbock et al., 2015; Waudby & Poulston, 2017).

Nigeria and Ghana are two influential, anglophone countries in West Africa, of the six English-speaking countries that include the English-speaking part of Cameroon. They share proximity because of their colonial history and mutual official language– English, which often has been seen as sharing similar culture (Akinyemi & Kerfoot, 2014). In recent years, these two countries have been in the news for reports on sexual harassment (e.g., BBC's Sex for Grades documentary in 2019). Ever since, there has been renewed interest in the issue in many sectors, including hospitality- the industry whose profiles are not dissimilar in the two countries (Oriade et al., 2021).

A growing body of literature in hospitality, tourism and the wider travel scholarship has focused on sexual harassment and its relationship to various organizational and psychological variables (Alrawadieh et al., 2021; Cho, 2002; Jung & Yoon, 2019, 2020; Kensbock et al., 2015; Ram et al., 2016; Yang et al., 2018). However, much more research is needed to fully understand the nature and impacts of the phenomenon (Morgan & Pritchard, 2019; Pritchard,

2018). For instance, hospitality workers have been reported to tactically tolerate sexual harassment behaviors, particularly from guests (McColl, 2017; Sadaraka, 2017; Waudby & Poulston, 2017) and in some cases, the victims' awareness of sexual harassment as a phenomenon was limited (Hejase, 2015). However, the manner in which all these have an impact on organizational efforts in tackling sexual harassment is little researched. The connections between sexual harassment awareness, social and organizational support, employees' wellbeing, and employee conformance behavior need to be fully understood in order to effectively managed instances of sexual harassment. Considering this, there has recently been a push for increased research into sexual harassment. For example, Alrawadieh et al. (2020), Pritchard (2018), and Morgan and Pritchard (2019) highlighted sexual harassment as one of the key research topics that hospitality academics should consider.

Based on Rational Choice Theory (RCT), this paper aims to address the gap in knowledge by offering empirical evidence grounded in theory, exploring in detail the phenomenon of employee conformance behavior to sexual harassment, which has been scarcely investigated, in relation to organizations' strategic commitment to the management of sexual harassment as well as employee wellbeing in the Global South, in the context of Ghana and Nigeria. This study's aim is achieved through three objectives. First, the study seeks to examine the level of awareness of sexual harassment among hotel practitioners. Second, it explores the relationship between employee sexual harassment conformance behavior, awareness among practitioners, organization's strategic commitment to managing sexual harassment, and employee wellbeing. Finally, it examines the differences between the two countries, Ghana and Nigeria.

Literature review

Sexual harassment is defined by the European Commission Directive 2002/73/EC as a situation where any form of unwanted verbal, non-verbal or physical conduct of a sexual nature occurs, with the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment (The European Parliament & The Council of the European Union, 2002). Kensbock et al. (2015) and Theocharous and Philaretou (2009) described it as any sort of unwanted sexual interaction. The European Union Agency for Fundamental Rights (2014) went a step further by including a new form of harassment: online harassment. Harte (2017) posited this addition as unsurprising given the current state of the internet and social media; therefore, sexual harassment can take many forms, including physical, verbal, online, and on/off the job.

The focus of sexual harassment concerns and research is often on women who are subjected to inappropriate sexual behavior from offending males. This concentration on women, in some contexts e.g., Zimbabwe according to Mkono (2010), is because men are reportedly very rarely victims, and because sexual harassment is prevalent in female-dominated jobs (Kensbock et al., 2015) such as hotel work. Although the emphasis of this paper is on employees' perspective, it is vital to note that guests too may experience or perceive sexual harassment in the hotel/lodging/accommodation sector. Yang, Khoo-Lattimore and Arcodia (2018) found that sexual harassment/assault emerged as one of the two most prominent types of risk affecting the solo travel experiences of Asian women. Yang, Khoo-Lattimore and Arcodia (2018) further emphasized geographical location as pivotal in the perception of sexual harassment risk among females. However, the phenomenon cut across the borders of gender and location. Sexual harassment is a derisive attitude that constitutes a significant disrespect to the dignity of the person who is forced to endure it (La Lopa & Gong, 2020).

Sexual harassment in the workplace is unwelcome and offensive, and should not be condoned (Aquino et al., 2014). Abuse of both economic and social power, typically by co-workers, employers, and customers, are often at the core of sexual harassment in the workplace (Ineson, Yap, & Whiting, 2013).

Jobs in the hospitality business, particularly the hotel sector, have several characteristics such as long working hours, varying shifts, a heavily gendered atmosphere, and an explicit power imbalance, which that can lead to sexual harassment (Gilbert et al., 1998; Ineson et al., 2013). Reedy (2019) stated that 90% of women and 70% of men who work in restaurants experienced sexual harassment. Baltag et al's (2021) study confirmed that 93% of women and 91% of men restaurant employees have experienced one or more incidents of sexual harassment. In the United States (US), over 14% of the 41,250 sexual harassment claims from 2005 to 2015 were from the food service and hospitality sector (Meyer, n.d). Unite the Nation (commonly known as UNITE), which is the largest trade union in the United Kingdom (UK), found that 90% of hospitality staff have experienced harassment at work at some point in their career. Statistics in countries like Nigeria may not be readily available for the industry under consideration; however, there have been several indications that also it is indeed an issue. For example, the issue has been notorious in Nigeria's Higher Education sector, warranting the passing of the Sexual Harassment in Tertiary Educational Institutions Prohibition Act 2016.

Research shows that sexual harassment affects 42 % of women working in the hotel industry in the US (Vagianos, 2018), 74.6% in 27 European nations (Ariza-Montes et al., 2017), 89% in Australia, 50% in the Nordic Region and 60% in Taiwan (Cheung et al., 2018, Worke et al., 2021). McDonald and Charlesworth (2016) reported more than 25% of the Australian

female workforce experience sexual harassment. In Sub-Saharan African hospitality workplaces, such as Accra, Ghana Akoku (2019) and Mensah (2019) reported this figure to be 49.4%, 98.8% in Cameroon, 78% in Zimbabwe (Mkono, 2010), and 14% in South Africa (Bowen et al., 2013). Similarly, Dawson et al. (2021) pointed out that the surge in sexual harassment in workplaces, with one out of every five men under the age of 35 experiencing sexual harassment. Baltag et al. (2021) postulated that the reason for this high number of sexual harassment cases within the hospitality industry could be linked to the central rule in the industry, which is "the guest is always right," and "the power of tips". Some theoretical approaches to understanding harassment admit that sexual behavior is "natural" (Tangri Burt & Johnson, 1982) and difficult to prohibit in the workplace (Gilbert et al., 1998); how relevant these positions are in contemporary hospitality management remains however contestable.

Ram (2018) submitted that sexual harassment and related aggressive behaviors are derived from three principal sources: the structure of the industry; managerial considerations and/or lack of capabilities to address issues; and popular beliefs/norms in accepting issues as part of the industry. Ram's three sources suggest that practices will either differ or be homogenous across the industry, and management effort is essential in controlling the issue, and lack of the same will enhance the spread of the behavior. Furthermore, disposition of personnel is also a determining factor. Ram et al. (2016) contended that there is a wide gap between the phenomenon and academic knowledge. Sexual harassment is largely unreported, making it difficult to adequately assess its scope and impact (Mensah, 2022; Morgan & Pritchard, 2019).

In essence, the literature on the topic can be summarized to fall into the following themes: meaning and prevalence (e.g., Aquino et al., 2014; Ariza-Montes et al., 2017; Page, Pina & Giner-Sorolla, 2016); causes, antecedents and motivation (e.g., Fitzgerald et al, 1997; Mensah, 2019); experience, awareness and perception (e.g., Baltag et al., 2021; Mkono, 2010); consequences (e.g., Park et al., 2022; Jung & Yoon, 2020); gender roles (e.g., Kensbock et al., 2015; Kearney, Rochlen, & King, 2004); and organizational climate, support and management (e.g., Alrawadieh et al., 2022; Dawson, Russen, & Madera, 2021). Despite all these arrays of studies, those into the effects of employees' tolerance behavior on organizational effort are in short supply.

Theory and hypothesis development

Rational choice theory

Given the prevailing circumstances orchestrated by the Covid-19 pandemic and resultant workforce issues in the hospitality, tourism and wider travel sector workplace, socio-emotional issues and responses have become a major focal point for both academics and practitioners (Kimbu et al., 2023). Most studies assert that customer–employee encounters involve pleasant exchanges. However, growing evidence reveals that hospitality employees often endure uncivil customers (Cheng et al., 2020) and co-workers alike, and as such, they make choices to deal with ensuing issues (Chan et al., 2022). This study employs the Rational Choice Theory (RCT) in order to explain that people are driven by the desires or objectives that represent their "preferences." The RCT postulates that individual human activity is the fundamental building block of social existence (Scott, 2000). Social scientists use the RCT to grasp the manner in which people behave. The RCT is an economic theory that explains human action primarily in economic terms and posits that rational decision is not connected to ethics or values (Li, Zhang, & Sarathy, 2010). However, it has been explored in social

exchange (e.g., Coleman, 2011) and can be applied to general settings, including hospitality. The RCT has been criticized as being too minimalistic, individualist and based on rational decisions even though some decisions are not entirely rational. However, it helps to understand the motivations behind choices (in the case of this study choice of conformance behavior) made by actors (hotel employees). More so, in the context of this study individuals—hotel employees—are being studied and are presumed to make rational choices. Hotel employees behave in accordance with predetermined limitations considering the knowledge (awareness) they have of the given circumstances (hotel working conditions and environment) in which they are behaving and making choices.

Sexual harassment and awareness

Sexual harassment in the hospitality sector is still a grave issue (Madera et al., 2018). The hotel industry is one of the world's most important and fastest-growing industries (Morgan & Pritchard, 2019) and is heavily female-dominated, with women constituting 70% of the tourism and hospitality workforce globally (Baum & Cheung, 2015). It can be emphasized that the culture and image of the hotel business are elements that could contribute to the high sexual harassment rate. The industry is known as a social venue. The fact that staff work in locations where people go to socialize with friends, family, co-workers, and others is one of the underlying causes of harassment in the sector. Unfortunately, the social venue mentality promotes sexual harassment in the workplace (Leyton, 2014; Poulston, 2008).

Worke et al. (2021) highlighted that workplace sexual harassment can be linked to precarious occupations, sexually objectified environments, and organizational tolerance of sexual harassment (Perez-Larrazabal et al., 2019). Employees' socioeconomic status (Cho, 2002), workplace culture (Szymanski & Mikorski, 2016), unmet employee expectations, inefficient

organizational management, inappropriate professional communication, employee-related factors, customers, supervisors, and co-workers (Medler-Liraz & Seger-Guttmann, 2021; Seger-Guttmann & Medler-Liraz, 2018) have all been identified as workplace sexual harassment predisposing factors.

Employees' appearance, friendliness and smiles are considered to be part of the service they deliver to the guest (Dumbili & Nelson, 2022). According to Agrusa et al. (2002:29), such "appearances" are "outgoing, likable, and enthusiastic," which explains the high rate of sexual harassment in the profession. Many young women (and men) working in the hospitality industry believe they have no option but to suffer verbal insults, touching, sexual harassment, and physical violence from customers (Poulston, 2008; Rosenthal et al., 2016). More so, the fact that waiters rely on tips to supplement the low pay in the sector (Wright & Pollert, 2006) is a contributing factor. This supports the RCT postulation that a rational actor (hotel employee) will conduct a cost-benefit analysis of a situation and employ a variety of measures to determine their best choice of action. The conundrum is: put up with the pestering in the hopes of a good tip or displease the customer and jeopardize one's earning prospects. This predicament causes the staff to undergo a never-ending barrage of inappropriate verbal and physical insults from individuals who wield social and economic authority over them. Hospitality employees face diverse types of sexual harassment such as pressure for dates, sexually suggestive looks and gestures, deliberate touching, cornering, pinching, attempts at kissing or hugging, patting, fondling, requests to sit on guests' lap, and other physical gestures. Also, verbal insults such as sexual taunting, jokes, remarks on sexual orientation, and flirting (Worsfold & McCann, 2000; Pritchard & Morgan, 2006; Poulston, 2008; Seymour, 2000; Karatepe, Yorganci, & Haktanir, 2009). Sadaraka (2017) built on Folger and Fjeldstad's (1995) research by demonstrating that female dancers in the Cook

Islands gradually adjusted their attire to become more sexually provocative to fit in with the dancing group's norms. Waudby and Poulston (2017) found that some employees will naturally self-sexualize.

Folger and Fjeldstad (1995) concluded after interviewing ten Norwegian hotel students that frontline personnel perceive sexual behavior as an unavoidable aspect of their jobs but only feel harassed when it interferes with their work. Most people believe they must assume a new character at work, one that joyfully accepts sexual advances. Worsfold and McCann (2000) found that employees may believe they need to flirt or behave sexually at work, which customers may reciprocate. Management's lofty expectations of customer satisfaction sometimes expressly condone unpleasant customer behavior. According to McDonald (2020), employees expect this treatment from customers as "part of the job" and prepare mentally for it. This suggests conformity to or tolerating sexual harassment behavior. In the context of this study, conformance behavior is defined as an employee's subjective beliefs in accepting sexual harassment as part of their job. These behaviors are expected to directly influence employees' decisions to normalize and accept sexual harassment as part of the job. Based on the RCT postulates and the empirical discussion from the literature, *H1* is formulated.

H1: There is a direct positive relationship between sexual harassment awareness and employee conformance behavior in the hotel industry context.

Simultaneously, sexual harassment is often not discussed on the job, since many victims are afraid or unaware of where to go or who to talk to about it (Mensah, 2022). As a result, fear and other factors that prevent employees from reporting sexual harassment may severely impact their work and personal lives. Sexual harassment is widely seen as one of the most

damaging and widespread barriers to career success and job happiness, particularly for women (Willness et al., 2007). Fitzgerald et al.'s (1997) three-factor model identified the negative repercussions of sexual harassment as negative job satisfaction, significant health issues, and stress-related psychological illnesses.

The psychological effects of sexual harassment on individuals have been thoroughly documented (Gettman & Gelfand, 2007; Ineson et al., 2013), and previous research has confirmed the connection between sexual harassment and psychological wellbeing (Fitzgerald et al., 1997; Munson et al., 2000; Rederstorff et al., 2007). For example, Theocharous and Philaretou (2009), based on their research on hospitality employees in Greek Cyprus, found that women who had been sexually harassed were more likely to feel threatened in their daily life. Cho (2002) found that hotel female employees experienced psychological difficulties such as stress, uneasiness, and persistent anger and fear as the most common outcomes of sexual harassment. Based on these findings, a hypothesis regarding the relationship between sexual harassment conformance behavior and employee wellbeing is developed:

H2: There is a direct negative relationship between employee conformance behavior and employee wellbeing in the Nigerian and Ghanaian hotel industry context.

Employee behavior toward consumers and regular contact with customers may put staff under additional stress. When this is combined with undertrained or ignorant employees, harassment situations may become vulnerable (Hoel & Einarsen, 2003). However, employees with more experience are better at separating their professional and personal identities (Yagil, 2008), making them less vulnerable. Coleman (2011) explored the trade-off between cost-

benefit analysis postulated by the RCT that the amount of information an actor has about the situation (possible gain and loss) determines the level of risk they will be willing to take. Awareness of the situation is also considered to be a crucial factor. On this note, *H3* is formulated.

H3: There is a direct positive relationship between sexual harassment awareness and hotel employee wellbeing.

Strategic Commitment and Employee Wellbeing

Coleman (2011) introduced the concept of trust, among others, in the context of RCT which denotes rational considerations of others' judgement and performance in the interest of the actor. Simply put– an employee's rational considerations of others' (co-workers' or organization's) judgement and performance. In this study, we captured trust in the organization to work in the employees' best interests, when managing sexual harassment with "strategic commitment." According to Coleman (2011), trust on the part of the trustor (employee) and the trustee (the organization) is quite crucial, and it is to the advantage of the trustee to be trustworthy, in order to reap possible future benefits.

Sexual harassment does not only impact individual employees but also has organizational consequences. Willness et al. (2007) and Jiang et al. (2015) emphasized that employee disengagement and staff turnover are two common organizational repercussions (Jiang et al., 2015). Choi and Dickson (2009) estimated that replacing a frontline employee would cost roughly 30% of the annual wage. High staff turnover and low productivity are both linked to sexual harassment in the hotel business (Choi & Dickson, 2009). Worke et al. (2021) and Ram (2015) advised that managers in the hospitality industry should endeavor to prevent

specific harmful activities by reducing unsafe working circumstances and enforcing government decrees. To develop a safer working environment, organizations should also prioritize risk factors and pay greater attention to controlling them. The importance of perceived organizational support in boosting employee wellbeing is recognized, just as it is for social support (Rhoades & Eisenberger, 2002; Stamper & Johlke, 2003).

The extent to which an organization recognizes its employees' contributions and cares about their wellbeing is referred to as organizational support (Eisenberger et al., 1986) and this often engenders trust. Perez-Larrazabal et al. (2019) differentiated between organizational support, organizational commitment, organizational tolerance of sexual harassment and a host of other terminologies. They proposed the perceived organization tolerance (POT) scale, which measures a company's diligence in its prevention and fight against workplace harassment. Their scale was not applicable in this study as it incorporated a psychosocial risk survey. Also, tolerance can be confused with employees' conformance behavior measured in this study. Commitment to managing sexual harassment was deemed more appropriate because it is not suggestive that organizations are complacent in managing sexual harassment.

From the organizational behavior standpoint, perceived organizational support and commitment can minimize workplace stressors (Kang et al., 2010; Stamper and Johlke, 2003), improve employee wellbeing (Eisenberger et al., 1986; Rhoades and Eisenberger, 2002) and enhance organizational productivity (Keegan, 1982). Perceived organizational support may deter sexual harassment (Li et al, 2016; Stamper & Johlke, 2003) but employees who perceive insufficient organizational support are more likely to encounter sexual harassment (Rabelo & Cortina, 2014). Charlesworth et al. (2011) and Cheung et al. (2018)

posited that organizations must demonstrate that all reasonable precautions have been taken to prevent sexual harassment, or risk being held legally liable and potentially responsible for passively encouraging sexual harassment. Nimri et al. (2021) contended that very few empirical studies on management strategies for sexual harassment exist. Their investigation revealed hotel managements' lack of knowledge/information about incidents of guest-initiated sexual harassment as well as a lack of prevention strategies and policy preparation for such incidents. However, Baltag et al (2021) disagreed with previous studies, submitting that managements do take sexual harassment claims seriously.

Strategic commitment is a social contract to change other people's behavior. Commitment serves as a control mechanism to encourage cooperation and avoid the temptation of taking advantage of others. Commitment is a means for players to assure one another that they will not take advantage of each other's contributions so that group members can contribute without fear of being at a disadvantage (Kurzban, McCabe, Smith & Wilson, 2001). Based on the foregoing reasoning the following hypotheses were developed:

H4: There is a direct positive relationship between sexual harassment awareness and organization strategic commitment to the management of sexual harassment in the Nigerian and Ghanaian hotel industry context.

H5: There is a direct positive relationship between organization strategic commitment to the management of sexual harassment and employee wellbeing in the Nigerian and Ghanaian hotel industry context.

H6: There is a direct negative relationship between employee conformance behavior and organization's strategic commitment to the management of sexual harassment in the Nigerian and Ghanaian hotel industry context.

H7: The relationship between employee's conformance behavior and employee wellbeing is mediated by organization's strategic commitment to the management of sexual harassment in the Nigerian and Ghanaian hotel industry context.

H8: The relationship between sexual harassment awareness and employee wellbeing is mediated by organization's strategic commitment to the management of sexual harassment in the Nigerian and Ghanaian hotel industry context.

Methodology

Study contexts

The hotel industry's contribution to the Nigerian economy before the pandemic was unprecedented, through retail and wholesale of accommodation, and other auxiliary services (Bello & Bello, 2017). Although the COVID-19 pandemic led to a dip, as experienced by every other nation around the world between 2019 and 2021, revenue in the hotels segment is projected to reach US$1.22bn in 2023 and show an annual growth rate (CAGR 2023–2027) of 8.07%, resulting in a projected market volume of US$1.67bn by 2027 (Statista, 2023). The industry in Nigeria faces barriers such as high hotel charges, erratic power supply, poor service, low occupancy rate, unethical behavior by professionals in the industry, and a slow pace in developing the industry and attracting tourists (Bello & Bello, 2017). More recently issues of security and safety have further inhibited the development of the sector.

According to Statista (2023), the Ghanaian hotel and restaurant industry contributed around US $640.9mn to the country's gross domestic product (GDP) in 2020, which represented a notable decrease from the preceding years because of the effects of the pandemic. Ghana recorded its first COVID-19 case in March 2020, resulting in the redundancy of employees in six tourism sub-sectors: accommodation, food and beverage, entertainment/events, souvenir trade, travel and tour operations, and attractions (Kimbu et al., 2023). Like in many other countries, and its Nigerian counterpart, the tourism sector in Ghana is expected to fully recover from the COVID-19 doldrums, as it continues to attract foreign investment (ITA, 2022). For the country to fully reach its full potential, the problems that plagued the industry must be managed. The Ghanian hotel's major challenges are an inadequate investment in the industry, lack of professionalism, poor infrastructure, limited understanding of tourism, and the prohibitive cost of tourism services at various destinations in the country (Ghana Hospitality Report, 2016; Oriade et al, 2021).

Sampling and data collection

Using a stratified purposeful sampling strategy (Patton, 1990) data were collected in three Nigerian states and five regions in Ghana. Data were collected between November 2021 and January 2022. Within each stratum, snowball sampling was used, by first identifying an initial contact, in the participating organizations, who subsequently aided in the recruitment of other participants through referrals. The response rate was difficult to determine, as people were approached based on referral. The Nigerian states in which data were gathered include Lagos, Ogun and Oyo in southwestern, Nigeria. The three regions in Ghana are Upper East - Bolgatanga, Bono, Ashanti - Kumasi, Northern - Tamale and Greater Accra. After permission has been sought from and granted by the hotel management, data were gathered from hotel employees on-site via a self-completed questionnaire. Surveying workers at the hotel sites

allows for relevant data to be collected and increased response rates (Oriade et al., 2021). By doing this, only individuals who work in the hotel industry were included in the survey, ensuring that only relevant and reliable information about investigated issues was collected. A total of 712 completed questionnaires were collected, of which 670 were useable, after excluding incomplete questionnaires and outliers. In terms of gender, respondents in the combined sample were almost equally represented with males (n = 307, 46%) and females (n = 363, 54%). The age distribution of the sample was: 18–24 (n = 130, 19%), 25–34 (n = 305, 46%), 35–44 (n = 141, 21%), 45–54 (n = 59, 9%), 55+ (n = 35, 5%). The age groups of 25–34 and 35–44 account for 67% of the total respondents. With regard to education, 38% (n = 248), that is, the highest group represents respondents with secondary school education, followed by those who reported qualification attainment of Higher National Diploma/Degree (21%; n = 136) and National Diploma (20%; n = 133). Those that reported qualification attainment of post-graduate degree and no formal education/others are 11% (n = 70) and 10% (n = 64) respectively. A sizeable proportion of the sample 82% (n=543) work for small-size hotels of 50 rooms or below; with 76% (n=500) of the respondents working between less than one year and four years in the industry. The majority, representing 70% (n=462), work for independently owned hotel organizations; 22% (n=143) of the respondents work for local chains; 5% (n=34) reported working for international chains and 3% (n=22) fall in the "others" category.

Measures

The respondents were asked to indicate the extent to which they agree or disagree with the statements relating to sexual harassment awareness, employee conformance behavior, the organization's strategic commitment and employee wellbeing and performance. Sexual Harassment Awareness (SHA – 7 items) and Employee Conformance Behavior (CB 5 items)

were measured with items adopted from Taylor et al.'s (2011) scale of knowledge related to dating violence and sexual harassment and tolerance scale respectively. The scale by Reimann et al. (2015) used in measuring the MNE subsidiary's strategic commitment to CSR was modified to measure Strategic commitment to managing sexual harassment (SC – 6 items). To assess Employee Wellbeing (EW-B) the World Health Organization (WHO) Five Well-Being Index (WHO-5), which had been developed in 1998, was adopted. The WHO-5 has been used variously and translated into more than 30 languages. In one of the extensive reviews conducted on the scale, Topp et al. (2015) concluded that "…the WHO-5 has high clinimetric validity, can be used as an outcome measure balancing the wanted and unwanted effects of treatments, is a sensitive and specific screening tool for depression and its applicability across study fields is very high." Similarly, Bech et al. (2003) reported that "The WHO-5 was sensitive in differentiating between those persons whose health had deteriorated over the past year and those whose health had not." This signifies the scale's capability transcends the measurement of restoration; it is adequate to measure the subjective well-being of respondents (Topp et al., 2015). All four main variables were operationalized using a five-point Likert scale (ranging from 1 = strongly disagree to 5 = strongly agree). Other items in the questionnaire include socio-demographic and organization-specific questions such as age, gender, years of experience, location of the organization, and size and type of hotel.

Analytical technique

The partial least squares structural equation structural modelling (PLS-SEM) was employed to evaluate the properties of the four constructs (one exogenous: employee conformance behavior; and three endogenous: sexual harassment awareness, organization's strategic commitment, and employee wellbeing) in the proposed model. The PLS-SEM was deemed appropriate in this study because it allows for complex phenomena to be modelled and

assessed (Hoyle, 1995; Schumacker & Lomax, 2010). Particularly, PLS-SEM is a predictive method that can address challenges related to human interaction (Avkiran, 2018). The hypothesized relationships were analyzed using WarpPLS version 8.0.

Data screening and assessment of common method bias

Checks were conducted to ascertain the suitability of the data for analysis. The dataset was checked for outliers by assessing the probability of the Mahalanobis distance for each case. Thirty-two significant $p<.001$ cases were deleted. Additionally, common method variance was checked. Common method bias (CMB) is considered to be a significant issue in social science studies, particularly among those using one instrument to gather data (Rodriguez-Pinto et al., 2011), and in cases where data were collected from multiple locations and times. However, several statistical and practical research design techniques can be used to control CMB. As a practical step independent and dependent scales were separated within the questionnaire (Podsakoff et al., 2003). Furthermore, to detect possible CMB, Harman's single factor test was conducted using an un-rotated principal axis factoring extraction. The results revealed that a general factor accounted for 18% (below the 50% suggested cut-off point) of the total variance of the measures. This indicates that there is no substantial variance explaining a single factor, hence the decision to refrain from probing further with the common latent factor method.

Results

Descriptive statistics

An examination of participants' responses to some of the items on the research instrument provided useful insight prior to assessing the research model. Particularly, this helped to achieve the first objective of this study by examining the level of hotel employees' awareness

of sexual harassment. The distribution of Ghanaian and Nigerian hotel workers' agreement with regard to their awareness of sexual harassment in the workplace proved that levels of awareness are somewhat mixed. Whilst the knowledge of sexual harassment is substantial, it is predominantly restricted to the overt type of harassment than the covert, implied forms. For example, 72% of respondents agree/strongly agree with the statement "I am aware it is considered harassment when touched in an uncomfortable way". Also, 68% agree/strongly agree that "An attempt to kiss, caress, fondle is sexual harassment." However, only 29% agree/strongly agree with the statement "I am aware it is considered harassment telling sexual stories and jokes." Nevertheless, most items on the sexual harassment awareness scale had a mean score over three, except for "I am aware it is considered harassment telling sexual stories and jokes" (Mean: 2.90).

Measurement model

Following Hair et al. (2017), the measurement model was first assessed by examining indicator loadings, and testing constructs reliability, convergent validity, and discriminant validity. An initial estimation of the model revealed that five items had factor loadings below 0.6 and/or cross-loaded with other items; these were excluded. Only items (Table 1) with factor loadings exceeding 0.60, and with p-values <.05 were included in the analysis.

Table 1 here

Internal consistency was evaluated using composite reliability (CR), Cronbach's Alpha, and Dijkstra-Henseler's rho (ρ_A). Reliability is considered acceptable when values of 0.60–0.70 are obtained, and is considered satisfactory to good when values of 0.70–0.90 are obtained (Arjona-Fuentes, 2022). Table 2 shows that CR, α, and ρ_A scores for all constructs are above

0.7. Convergent and discriminant validity were also ascertained by the following: 1) The square roots of average variance extracted (AVE) for all constructs exceeded all other cross-correlations; 2) All AVEs exceeded 0.50 threshold indicating convergent validity; 3) Correlations among all constructs were < 0.70; and 4) the heterotrait-monotrait ratio of correlations (HTMT) for all constructs were below the cut-off (0.85), confirming discriminant validity (Henseler et al., 2015).

Table 2 here

Structural model and hypotheses testing

The structural model was analyzed following the assessment of the measurement model. It features an exogenous variable—sexual harassment awareness (SHA)—and three endogenous variables namely: hotel employee's conformance [tolerance] behavior (CB), hotel organization's strategic commitment to the management of sexual harassment (SC) and hotel employee's wellbeing (EWB). Inter-construct relationships were evaluated via Warp PLS, investigating R^2 values of endogenous variables. All the path coefficients are at least 0.100 [except CB→EWB – β=0.06] and at a significance level of at least 0.05 (Huber *et al.*, 2007). R^2 of endogenous constructs values range from 0.08 to 0.16 (figure 1). Prior to this, the collinearity of items that constitute the constructs were evaluated. According to Arjona-Fuentes et al. (2022), variance inflation factors (VIF) of below 3.0 are recommended for PLS models. Multicollinearity was not an issue because all items were below the threshold of 3.0. Stone-Geisser's Q^2 was also checked to ascertain the predictive relevance of the model. The results support the model's predictive relevance because Q^2 values were > 0 for each endogenous variable (Hair et al., 2017). The effect sizes for direct paths range from small to large. The cut-off points for Cohen's effect size (f^2) are 0.01 for small, 0.06 for medium, and

0.14 for large effects when conducting structural equation modelling (Khalilzadeh & Tasci, 2017). Finally, f^2 for the paths range from 0.014 to 0.164.

Figure 1 here

The model explained 16% of employee tolerance behavior, 8% of the organization's strategic commitment to managing sexual harassment and 16% of employee wellbeing. H1 (There is a direct positive relationship between hotel employee's sexual harassment awareness and employee's conformance behavior) is the only hypothesis that is not supported, because the result yielded negative relationships albeit significant. H2 (There is a direct negative relationship between hotel employees' conformance behavior and employee wellbeing) and H3 (There is a direct positive relationship between sexual harassment awareness and hotel employee wellbeing) were supported. H4 (There is a direct positive relationship between sexual harassment awareness and organization strategic commitment to the management of sexual harassment); H5 (There is a direct positive relationship between organization strategic commitment to the management of sexual harassment and employee wellbeing); and H6 (There is a direct negative relationship between hotel employee's conformance behavior and hotel organization's strategic commitment to the management of sexual harassment) were also supported. Interestingly, all relationships in the model were nonlinear (Figures 2a, 2b, 2c, 2d, 2e and 2f).

Figure 2a about here   Figure 2b about here

Figure 2c about here   Figure 2d about here

Figure 2e about here   Figure 2f about here

Mediation analysis

The test for mediation was conducted following Hayes and Preacher (2010), considering path coefficients, standard errors, and effect sizes. The propositions that the relationship between hotel employee's conformance behavior and hotel employee's wellbeing is mediated by the hotel organization's strategic commitment to the management of sexual harassment (H7), and the relationship between sexual harassment awareness and hotel employee's wellbeing is mediated by the hotel organization's strategic commitment to the management of sexual harassment (H8) were supported (Table 3). Based on Khalilzadeh and Tasci (2017), f^2 for both H7 and H8 signified a small effect size. Despite SC having a small effect size in the mediation relationship between SHA and EWB, the results suggest that it played a key role in translating employees' awareness of SH and company management of the same into employee wellbeing. Acceptance of H7 also suggests that SC plays a crucial role in inducing positive changes in the relationship between hotel employees' conformance behavior and hotel employees' wellbeing.

Table 3 about here

Multi-Group Analysis (MGA) results

Before conducting MGA to compare path coefficients between the two models for the two countries, Nigeria and Ghana, two types of measurement invariance – configural and metric were tested, following Hair et al. (2017). The summary of fit statistics for testing measurement invariance indicated that the differences in factor loadings between the two groups is non-significant (p-value>0.05[two-tailed]), thus establishing configural invariance.

Metric invariance was satisfied because the measurement instrument for both groups had the same origin and scale (Chen et al., 2005). The path coefficients between groups (βdifference) and their corresponding p values were assessed (Knock, 2020) in the group analysis. A significant p-value denotes that the two groups differ significantly, emphasizing that the effects of independent variables on the dependent ones vary depending on the group (Greenland et al., 2016).

Table 4 displays the results of the MGA, showing significant βdifference except in the path SHA→EWB. The results show that the structural relationship between sexual harassment awareness and employee wellbeing in Ghanaian and Nigerian hotels are the same, whereas other relationships are significantly different across the hotel industries of the two countries. In addition to the group comparison based on country, an MGA was also conducted for the aspect of gender. The results (Table 5) show that none of the hypothesized relationships show significant differences across gender. This is quite surprising given that the focus of sexual harassment concerns and research is often on women. It appears that both males and females are affected in the same manner, irrespective of country. A multilevel analysis was also run to control for gender, with the result confirming no statistical difference across gender (see Figure 2).

Table 4 about here

Table 5 about here

Discussion

The study's threefold objectives sought the level of awareness of sexual harassment amongst hotel practitioners; explored the relationship between employee sexual harassment conformance behavior, awareness among practitioners, the organization's strategic commitment to managing sexual harassment, and employee wellbeing; and examined differences between two West African countries– Ghana and Nigeria. Research in this domain is important from theoretical and managerial standpoints, because sexual harassment stems from a derisive attitude that infringes on human dignity (La Lopa & Gong, 2020). A methodological understanding of the mechanism of sexual harassment in the workplace and its effects on affected individuals in the West African context is warranted in order to effectively manage the same. Having developed and assessed a structural model, this study has come up with several interesting results that explain relationships between sexual harassment behavior and organizations' responses in the context of the hotel industry in two West African countries.

The study's first objective was to examine the level of sexual harassment awareness among hotel practitioners in the context of the Global South; in this case, Nigeria and Ghana, which was achieved by assessing the results of descriptive statistics. The awareness of sexual harassment by hotel workers in the context of this study proved mixed. The study found that there seemed to be substantial knowledge of sexual harassment which supports Yagil's (2008) point about workers understanding sexual harassment. However, the awareness was of the overt type of harassment; this supports Hejase's (2015) observation that awareness of sexual harassment is limited, in some cases. The covert types seemed little-known and have not been differentiated in the literature, which could be one of the reasons why Ram et al. (2016) argued that there is a gap between the phenomenon and academic knowledge.

The second objective was to explore the relationship between employee sexual harassment awareness, conformance behavior among practitioners, organization's strategic commitment to managing sexual harassment, and employee wellbeing. This paper put forward and tested a model featuring eight hypotheses. H1 was rejected because the result revealed a negative relationship between sexual harassment awareness and employee conformance behavior signifying an inverse relationship. This result questions McDonald's (2020) conclusion that employees expect sexual harassment from customers as "part of the job" and prepare mentally for the same. In consistency with RCT and in line with Wright and Pollert's (2006) observation of hospitality employee economic behavior, employees would make an economic choice that they deem favorable. However, when it comes to social exchange, ethics and value choices they make, particularly in the context of this study where wellbeing is the focus, H2 (There is a direct negative relationship between hotel employees' conformance behavior and employee wellbeing) is confirmed.

The study results further revealed more interesting outlooks taking Figures 2a and 2b into consideration. The relationships are not straightforward because a series of stages of actions can be inferred. For instance, Figure 2b shows that at the initial stage, a rise in SHA may lead to an increase in CB, but in the medium- and long-terms, CB will decrease with more awareness of sexual harassment. The initial rise in CB in correspondence with a rise in SHA may denote a period where employees are indoctrinated in industry culture where workers believe, as noted by Worsfold and McCann (2000), Sadaraka (2017), and Waudby and Poulston (2017), that they must conform. Interestingly but expectedly, wellbeing (Figure 2a) will decrease as tolerance behavior increases. Although it may tend to rise or become stable as employees gain awareness of sexual harassment, it eventually falls in relation to the adoption of conformance behavior. This is particularly of interest as it signifies that CB is a

temporary measure that, even though seen by employees as an economic coping strategy, is disadvantageous to wellbeing.

This study shows that the behavior of hotel employees is quite complex when it comes to sexual harassment and its management. The curves in Figures 2c and d further reveal interesting patterns: they depict that wellbeing will initially decrease with increased ASH and SC and eventually rise as ASH and SC increase. The pattern seen here may be due to the conflict of balancing economic and wellbeing outcomes. The fall and rise of wellbeing in relation to ASH can be explained by Yagil's (2008) conclusion that more experienced employees are better at separating their professional and personal identities, thus making them less vulnerable. This further emphasizes the role of awareness. As individuals stay in jobs longer and learn more about sexual harassment, they will be able to manage it on an individual level and eventually improve their wellbeing. However, it can be safely concluded that leaving individuals to a multiplicity of coping strategies will lead to inconsistency and chaos.

The result of H6: CB→ SC was not surprising, but interesting, nevertheless. The relationship between sexual harassment tolerance behavior and hotel organization's strategic commitment to the management of sexual harassment is inverse and nonlinear. This denotes that the more hotel employees adopt tolerance mechanisms, the less likely they are to have access to organizational support. It can also be said that the more the tolerance mechanisms, the less likely employees will be ready to access support or abide by company policy. If this is the case, such behavior would be counterproductive to organizational efforts. The results showed that organization's strategic commitment to managing sexual harassment had the largest positive impact on employee wellbeing. The results support Li et al.'s (2016) and Stamper

and Johlke's (2003) conclusions that perceived that organizational support may deter sexual harassment and associated behavior. Strategic Commitment has a small effect size in the mediation relationship between SHA and EWB. Nevertheless, this result indicates that management must be willing to manage sexual harassment, as opposed to what is commonly found in practice where organizations would rather be ambivalent in addressing the issue (Nimri et al., 2021). Organizations must win the trust of their staff and demonstrate, as suggested by Charlesworth et al. (2011) and Cheung et al. (2018), that all reasonable precautions have been taken to prevent and/or manage the issue of sexual harassment.

The third objective was to explore the differences between Ghana and Nigeria. The multigroup analysis results revealed significant differences in the two countries' sexual harassment awareness and management. The two models show differences in four paths and the two mediating hypotheses. Surprisingly, H2: CB→EWB was not supported in the Ghanaian context, and H3: SHA→EWB was not supported in the Nigerian context. H4: SHA→SC was also not supported in the Ghanaian context. The difference may be attributed to cultural differences, even though the two countries are often evaluated from the perspective of their geographical proximity and are seen as culturally comparable because of past colonial history. This assumption is proved wrong in the context of this study. Similar colonial history may not be enough to conclude on similarity.

Conclusions and implications

Conclusions

Employing a cross-sectional quantitative research strategy, this study explored employee conformance behavior to sexual harassment in relation to organization commitment to managing the issue and employee wellbeing, in the context of the Ghanaian and Nigerian

hotel sector. Three main objectives were sought to be achieved, namely: an examination of the level of awareness of sexual harassment among hotel practitioners; exploration of the relationship between employee sexual harassment conformance behavior, awareness among practitioners, organization's strategic commitment to managing sexual harassment, and employee wellbeing; and examination of the differences between Ghana and Nigeria.

The test of the conceptual model revealed that seven of the eight hypotheses were supported, with H1 being rejected. Findings demonstrate hotel workers' behaviors towards the awareness and management of sexual harassment are nonlinear and complex. However, the organization's strategic commitment to managing sexual harassment in the context of the West African hotel industry had the largest positive impact on employee wellbeing. This supports previous studies that indicate a positive relationship between organization support and wellbeing (Li et al., 2016; Stamper & Johlke 2003). Significant differences were found across the two case countries; however, no differences were found across gender.

Implications

This study has important practical and theoretical implications. Based on the RCT, this study builds on previous ones (Nimri et al., 2021; Worke, Koricha, & Debelew, 2021; Perez-Larrazabal et al., 2019; Taylor et al., 2011), considering conformance behavior to sexual harassment as a choice made by hotel employees (McDonald, 2020). The findings validate that tolerating sexual harassment is detrimental to wellbeing (Rederstorff et al., 2007; Theocharous & Philaretou, 2009), and management commitment to managing this issue will improve employee wellbeing (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002; Li et al., 2016).

In terms of theoretical contributions, five key areas can be identified. First, this study considered the RCT, which postulates that actors make a rational choice in order to achieve a favorable outcome. The incorporation of social exchange, ethics, and values—as advocated by Coleman (2011) and adopted in this study—in hotel settings, by examining sexual harassment conformance behavior showed that conformance will not generate a favorable outcome. Second, this study revealed that in social exchange contexts such as the Ghanaian and Nigerian hotel industry, nonlinear complex relationships exist between choice and outcome. Third, this study draws attention to a new direction in sexual harassment literature, by highlighting the need to pay attention to implicit and explicit sexual harassment awareness. The fourth point relates to the effect of gender on the evaluated model. In the context of the Ghanaian and Nigerian hotel industry and the issue of sexual harassment, conformance, management support, and wellbeing, the aspect of gender is not an underlying factor. Lastly, this study further contributes to the sexual harassment literature by emphasizing the significant impact of the hotel management's commitment to managing sexual harassment in the promotion of employees' wellbeing.

Implications for practice also featured significantly in this research. The study inferred that when employees choose conformance, their wellbeing is undermined, and it portends crucial implications for employees, managers, and policymakers. The issue of conformance can drive sexual harassment, by disguising incidents and their frequency, thus making the management of sexual harassment more difficult and exacerbating the resultant negative outcomes. An important managerial implication of this study is the need for education about what sexual harassment is and how it impacts employees' wellbeing. This need calls for an in-depth understanding of the issue, as opposed to awareness of the overt type of harassment. Proper education will fall under the remit of management. Nimri et al.'s (2021) investigation

concluded that hotel management lacks knowledge/information about sexual harassment and prevention strategies/policies. Managers must equally familiarize themselves with in-depth knowledge of the subject matter. It can be inferred from the results that employees' acceptance of sexual harassment tends to discourage the hotel management's commitment towards managing the issue. Organizations/managers should demonstrate corporate citizenship and endeavor to prevent sexual harassment activities and reduce unsafe working circumstances by instituting a visible management policy that reassures employees that management can be trusted in this matter. Tools to detect sexual harassment activities may be devised particularly since conformance behavior can mask incidents and their frequency.

Another important managerial implication of this study is that management of the issue may be context-specific. While sharing best practices with seemingly culturally similar settings, managers need to be aware that people's orientation about sexual harassment may differ from country to country, and the employment of a one-fits-all measure may be counter-productive to devising strategic solutions. This further emphasizes the need to understand the various contexts and issues of countries in the Global South.

There is also an implication for public policymakers because employee conformance behavior can stimulate apathy on the part of employers thereby doing little or nothing in managing sexual harassment, leading to adverse outcomes in wellbeing. In countries like the UK where health service is universally free, this may put a strain on services like the National Health Service (NHS) and public funds, particularly where wellbeing and mental health costs will be borne by the state. Many Global South countries are already overwhelmed by health costs and quality of service which has the potential to further increase the strain on the already stretched system.

Limitations and future research

This study has contributed to knowledge by developing and evaluating a model that examined the relationship between employee sexual harassment conformance behavior, awareness among practitioners, organization's strategic commitment to managing sexual harassment, and employee wellbeing in the context of countries in the Global South. Whilst care was taken in the design and conduct of the study, some limitations were identified. Therefore, the findings from the present research should be interpreted in the context of its limitations. Data were not collected in some unreachable parts of Nigeria (the northern stratum) because of practical challenges premised on domestic issues. Also, the model developed in this study was only evaluated using data collected from small to medium-sized hotel organizations in Ghana and Nigeria and did not include all possible organizational and social variables that perhaps may impact employee wellbeing. Hence, the generalizability of the results to other hotel types and geographical locations should be considered with caution.

Further research may want to expand this study model, likely enhancing its explanatory power; it should be tested in more than two Global South countries and a comparison with the developed world may also be incorporated.

The disparity between implicit and explicit sexual harassment awareness was highlighted by this study. Future studies can look at the individual influence of these two types of awareness on wellbeing and other variables such as performance. Additionally, including organizational culture in future research may provide a background on how sexual misconduct typically occurs, and the disciplinary norms (or lack thereof).

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Tables

Table 1. Items and factor loading

Constructs	Indicators	Factor loading	p-value
Employee Wellbeing (EWB)	I have felt calm and relaxed.	0.738	***
	I have felt active and vigorous.	0.810	***
	I woke up feeling fresh and rested.	0.814	***
	My daily life has been filled with things that interest me.	0.741	***
Strategic commitment to managing sexual harassment (SC)	My organisation has defined measurable targets regarding management of sexual harassment.	0.765	***
	My organisation puts sexual harassment management in the centre of its corporate branding.	0.855	***
	My organisation makes sexual harassment management an integral part of our business strategy.	0.826	***
	My organisation places a lot of top management attention on sexual harassment issues.	0.833	***
	My organisation positions itself as a leader in addressing sexual harassment.	0.852	***
Employee Conformance [Tolerance] Behaviour (CB)	Sexual harassment isn't a serious problem in hotels since it only affects a few people.	0.794	***
	Sexual harassment is just having fun.	0.769	***
	Sexual harassment is an inevitable part of human interaction which the hotel industry could do nothing about.	0.723	***
	Sexual advances are typical behaviour in hotels employees should deal with it, just don't be aggressive.	0.698	***
Sexual Harassment Awareness (SHA)	Sexual discussion or comment on sex life is also a form of sexual harassment.	0.679	***

I am aware it is considered harassment telling sexual stories and jokes.	0.750	***
Promising reward in exchange of sexual affair is sexual harassment.	0.672	***
I am aware making remarks about a person's sexual appearance is a form of harassment.	0.795	***
Being treated badly for refusing to have sexual affair is sexual harassment.	0.647	***

Note: ***$p < 0.001$.

Table 2. Reliability and validity

	Cronbach's α	CR	Dijkstra-Henseler's rho (ρA)	AVE	EWB	SC	CB	ASH
EWB	0.780	0.858	0.820	0.603	**0.777**			
SC	0.884	0.915	0.903	0.684	0.291	**0.827**		
CB	0.735	0.834	0.792	0.558	-0.162	-0.208	**0.747**	
ASH	0.753	0.835	0.790	0.505	0.096	0.209	-0.210	**0.711**

	Cronbach's α	CR	Dijkstra-Henseler's rho (ρA)	AVE	EWB	SC	CB	ASH

Table 3. Mediation analysis

	Path coefficient	*p*-value	Std. E.	f^2	Result
CB→SC→EWB	-0.078	0.002	0.027	0.018	Supported
SHA→SC→EWB	-0.067	0.007	0.027	0.016	Supported

Table 4. MGA results for countries

Paths	Nigeriaβ	Ghanaβ	βdifference	*p*-value	Supported?
SHA→CB	-0.510	-0.308	0.202	0.004	No/No
	***	***			
CB→EWB	-0.175	0.107	0.282	0.030	Yes/No
	***	*			
SHA→EWB	-0.165	0.153	0.318	0.424	No/Yes
	***	***			
SHA→ SC	0.359	-0.200	0.559	0.000	Yes/No
	***	***			
SC→EWB	0.296	0.141	0.155	0.013	Yes/Yes
	***	***			
CB→SC	-0.264	0.159	0.423	0.000	Yes/No
	***	***			

Note: * p < 0.05, ** p < 0.01, ***p < 0.001.

Table 5. MGA results for gender

Paths	Femaleβ	Maleβ	βdifference	*p*-value	Supported?
SHA→CB	-0.413	-0.395	0.018	0.314	No/No
	**	**			
CB→EWB	-0.126	-0.012	0.114	0.399	Yes/Yes
	**	ns			
SHA→EWB	0.146	-0.153	0.299	0.246	Yes/No
	**	**			
SHA→ SC	0.169	0.148	0.021	0.449	Yes/Yes
	**	**			
SC→EWB	0.265	0.370	0.105	0.232	Yes/Yes
	**	**			
CB→SC	-0.229	-0.205	0.024	0.056	Yes/Yes
	**	**			

Note: ns=not significant, * p < 0.05, ** p < 0.01.

Figures
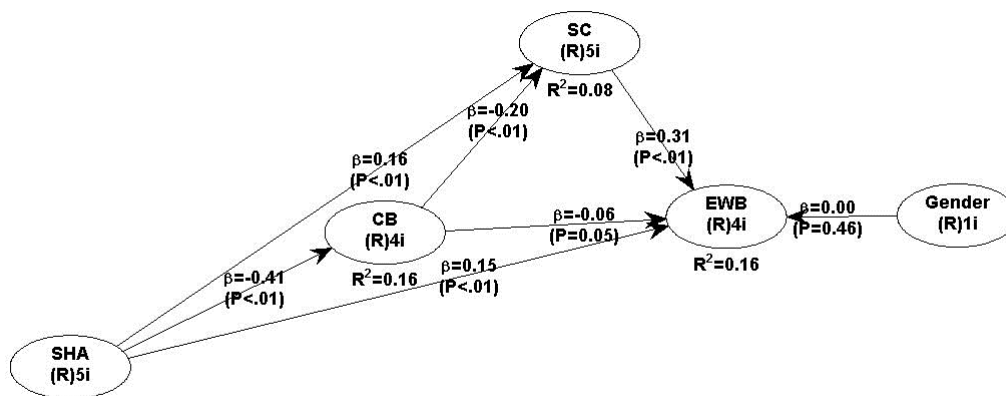
Figure 1 The structural model.
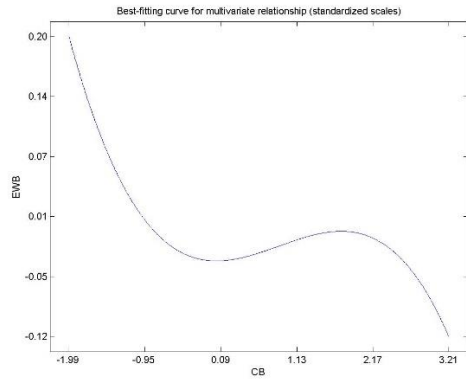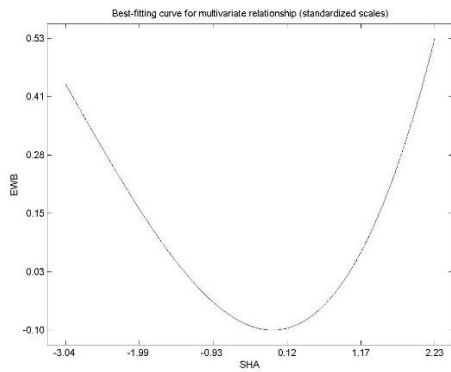
Figure 2a CB-EWB curve
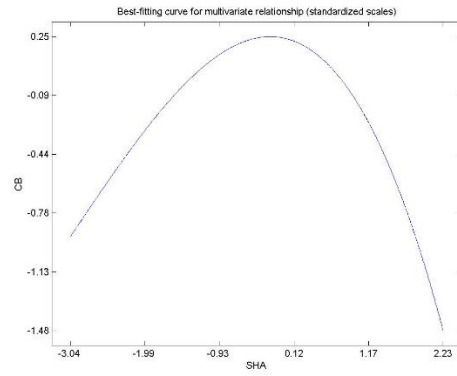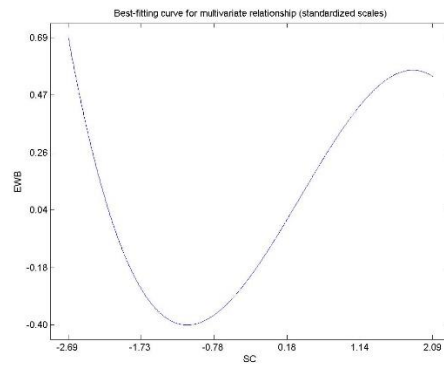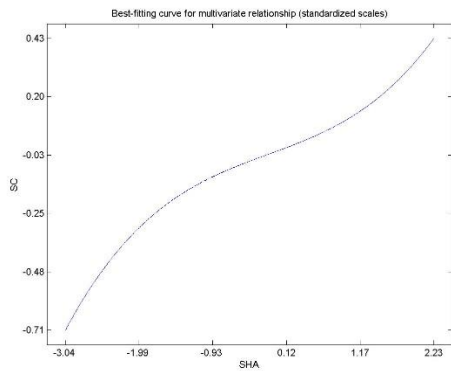

Figure 2b SHA-CB curve

Figure 2c SHA-EWB curve

Figure 2d SC-EWB curve

Figure 2e SHA-SC curve
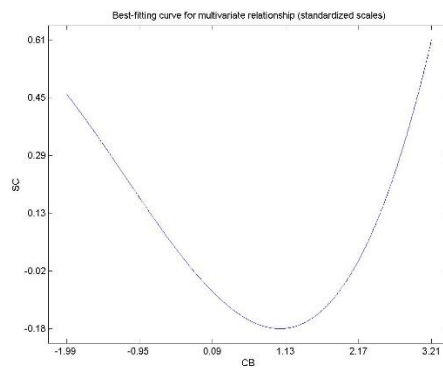

Figure 2f CB-SC curve