

EMPLOYEE WORK POWERLESSNESS AND DEVIANT BEHAVIOUR IN FOUR- STAR HOTELS IN THE SOUTH-SOUTH REGION OF NIGERIA

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Abstract: The pervasiveness of non-standard conduct such as scam, stealing, suppression effort, hostile behaviour, and voluptuous aggravation exhibited by workers in the organization has become a challenge, thus, the aim of this study is to examine the relationship between employee work powerlessness and deviant behaviour (production deviance, property deviance, political deviance and personal aggression as its measures) of four star hotels in the south-south region of Nigeria. A cross sectional survey research design was adopted to examine the relationship between the study variables while the unit of analysis was at the micro level that is employees of the studied hotels. Furthermore, from the study population of 982 employees in the four star hotels in the region, 274 sample size was gotten using the Krejcie and Morgan (1970) sample size determination formula while questionnaire was used as the research instrument to collect data and out of the 274 questionnaire distributed, 223 were useful for data analysis. The data collected was analyzed using spearman's rank order correlation coefficient with the aid of Statistical Package for Social Sciences. Our findings revealed that powerlessness significantly affects deviant behaviour of the studied hotels. We therefore recommended that managers of the four-star hotels in the south-south region in Nigeria should create real teamwork conditions that will provide the employee with a sense of participation and involvement which will reduce powerlessness in the hotels.

Keywords: Powerlessness; Deviant Behaviour; Hotels.

1. INTRODUCTION

Nowadays business environment has made the study of employee behaviour at the workplace to become essential due to industrialization as well as frequent improvement in technology (Appelbaum, Deguire, and Lay, 2005). More so, employees' workplace behaviour that are not in line with organizational standard have become one of the major issues in corporate life, because these behaviours result brings about undesirable economic consequences at the level of the organization as well causes social and psychological effects or harm among workers. Bashir, Nasir, Qayyum and Bashir (2012) further observed that employee deviant behaviours in the organization are major significant issues disturbing the wellbeing of the success of the organization and has become a major dilemma that has befallen all of organizations. Thus, the understanding of these deviant behaviours has turn out to be an important area of research and emerging phenomenon (Yildiz, Alpan, Ates, and Sezen, 2015).

Deviant behaviour is a deliberate acts displayed by employees which is not in conformity with the values and standards in the organization which served as a menace to the organization's survival and success as well its members (Robinson and

Bennett, 1995). In other words, employees' deviant behaviour implies those actions taken by workers in the work place that are not in correspondence with organization's general target. More so, Hamilton, Ogbuigwe, and Gabriel (2017) observed that deviant behaviour include gossip, rumour mongering, theft, fraud, vandalism, sabotage, aggression, and sexual harassment.

Further, Griffin and Lopez (2005) observed that all employees working for any organization have the propensity to display deviant behaviour that can affect the success of the organization. The likelihood of deviant behaviour occurring may be higher in some jobs than others. Jobs which evoke emotions and require a high level of emotional management skills of employees, especially during service interaction with customers, may be more vulnerable to deviant behaviour (Spector, Bauer, and Fox, 2010). This assertion might be predominantly accurate of intangible service-oriented jobs in the hospitality, health care, and aviation industry, where employees may be expected to feign emotions during service interaction to provide satisfactory services to their customers; one likely cause of this deviant behaviour in the organization could be as a result of employee work alienation in the form of powerlessness.

Organization's worker who is alienated from his or her job sees the job as an instrument to just meet needs, thus, do everything in avoiding responsibilities, as well engages in non work activities at the detriment of the organization as most time he or she does not care to participate in the organization success as well not personally involved in work; hence, Shepard (1971) observed that their aim is just to get financial remuneration in the organization. Also, in organizations where employees are not given enough liberty to select their task as well not given enough abilities in participating in decision making process, employees in such organization experience alienation (Allen and LaFollette, 1977).

When employee experience alienation he or she begin to have a pessimistic and bad behaviour towards persons and things around him or her as well feels unhappy which can result in deviant behaviour. Work alienation reduces the employee's enthusiasm and emotionally disconnects him or her from the organization as well reduces the employee involvement in his or her given task and employee that is alienated will not be able to meet the expectation require of him or her from a given work or task (Banai, Reisel, and Probst, 2004), which can make them put on counterproductive behaviours. Previous researchers have shown that employee alienation has the potential to inhibit employees from being good organizational citizens and in return causes decreased motivation, psychological separation, reduced work involvement (Nelson and O'Donohue, 2006).

Furthermore, several researchers have studied diverse possible antecedents of deviant behaviours (Hussain, 2013; Brooks, 2012; Kanten and ErUlker, 2013). From the above, none of the studies has empirically investigated employees' work alienation as a predictor of deviant behaviour, especially of hotels in this part of the world; hence the purpose of this study is to investigate the relationship between powerlessness as dimension of employee work alienation and deviant behaviour of four-star hotels in the South-South region of Nigeria.

Statement of the Problem

The pervasiveness of non-standard conduct such as scam, stealing, suppression of effort, hostile behaviour, and voluptuous aggravation exhibited by employees in today's organization has become a major challenge. The widespread nature of deviant conduct in the workplace has become a thing of concern. More so, technology advancements, industrial and organizational changes, the increase in job turnover, and many other negative factors have led to dissatisfaction, disloyalty and this by itself decreases the human and social ties that are leading to the inappropriate behaviour by employees. Being a common occurrence in the organization, the subject of employee's misbehaviour in the hotel sector is not an exception which is obvious based on the regularity and consistent evidences from media in regards to incidences concerning employee's dishonesty, poor work attitude, sabotage, social and moral problems, fraud, fight at work among many other issues.

Conceptual Framework

The below framework involves the linkages between powerlessness (as dimension of employee work alienation; Blauner, 1964) and the measures of deviant behaviour vis-à-vis production deviance, property deviance, political deviance and personal aggression (Robinson and Bennett, 1995).

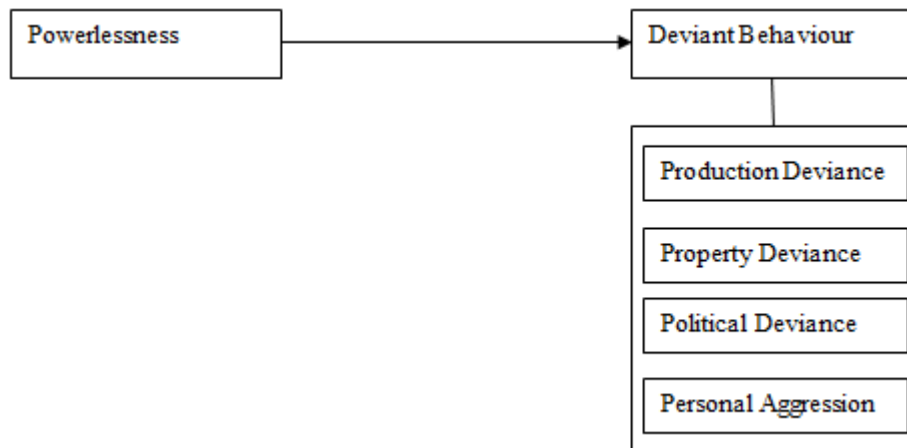


Figure 1: Conceptual frameworks of employees work powerlessness and deviant behaviour

Source: Desk Research, 2019.

Purpose of the Research

Our study purpose is to examine if Employees Work Powerlessness can cause Deviant Behaviour in Four-star Hotels in the South-South Region, Nigeria. The specific objectives are to:

- i. Examine the relationship between powerlessness and production deviance in four-star hotels in the South-South, Nigeria.
- ii. Examine the relationship between powerlessness and property deviance in four-star hotels in the South-South, Nigeria.
- iii. Examine the relationship between powerlessness and political deviance in four-star hotels in the South-South, Nigeria.
- iv. Examine the relationship between powerlessness and personal aggression in four-star hotels in the South-South, Nigeria.

Research Questions

- i. What is the relationship between powerlessness and production deviance in four-star hotels in the South-South, Nigeria?
- ii. What is the relationship between powerlessness and property deviance in four-star hotels in the South-South, Nigeria?
- iii. What is the relationship between powerlessness and political deviance in four-star hotels in the South-South, Nigeria?
- iv. What is the relationship between powerlessness and personal aggression in four-star hotels in the South-South, Nigeria?

Research Hypotheses

- H01: There is no significant relationship between powerlessness and production deviance in four-star hotels in the South-South, Nigeria.
- H02: There is no significant relationship between powerlessness and property deviance in four-star hotels in the South-South, Nigeria.
- H03: There is no significant relationship between powerlessness and political deviance in four-star hotels in the South-South, Nigeria.
- H04: There is no significant relationship between powerlessness and personal aggression in four-star hotels in the South-South, Nigeria.

2. LITERATURE REVIEW

Theoretical Background

Social exchange theory was used as the theoretical background for this study. The social exchange emphasizes that inter-individual relationships are controlled by calculating individually the benefit and cost derived as well as the search of a better equality from such relationship (Blau, 1964). It further express that when employees are benefiting from carrying

out their given task in the organization, they will be under obligation to pay back through their actions in ensuring that the organization becomes successful (Doaee, Mortazavi and Kushazadeh, 2010). Like in the social world, when an individual assist someone with a favour, the person that is been assist have tendency to pay back the favour he or she has enjoyed and the greater the favour shown, the greater the person been favoured will reciprocate.

The social exchange theory can be used in explaining workers deviant behaviour (Biron, 2010). Workers tend to consider the difference between the cost and benefit provided by the firm and once they know that the relationship is fair enough they have a tendency to engage in acts that conform to standards of the firm and behave in ways that will also benefit the firm. On the contrary, if the workers feel that the organization is acting conversely to their interest they may be likely to display behaviours that are deviant to the firm. If workers are alienated in form of powerlessness from the organization, they are likely to put on deviant behaviours in the firm. Workers who are alienated (powerless) from their work might display deviant work behaviour as a way of letting their angers known in the organizations for the lack of involvement in organization's activities.

Concept of Powerlessness

Powerlessness is a dimension of employee work alienation and alienation has to do with a decrease in a person's conformation with the socio-cultural as well as the natural surroundings and a decline in the capability of a worker to take control of his or her surroundings, which result in lonesomeness as well as depression (Kongar, 2009). It has to do with outlook of desolation, segregation, apprehension, separation, and losing of personal identity. Organizational alienation has to do with a situation whereby workers are not interested in work related activities as such are not energetic in performing given task and work basically for financial remunerations (Agarwal, 1993). Furthermore, according to Blauner (1964) powerlessness has to do with a person's separation from product produced by him or her or when a worker feels inadequate as a result of not been carried along in the formulation and execution of the organization's policies and strategies as well as in a situation where a worker does not have control over the conditions of his or her work.

Blauner (1964) further explained that powerlessness has to do with a condition that is brought about by bad frame of mind whereby employees are not able to make decisions on their own. That is, it occurs when an individual does not have control of circumstances or occurrence in his or her life. Also, Shepard (1971) defined employee powerlessness as a situation whereby employee's does not have liberty and control over his or her job in the organization; which means, powerlessness occurs when workers sense that they are just like one factor of production, treated by managers in an uncongenial way to achieve goals. Powerlessness according to Banai and Reisel (2007) is the absence of control of situations in one's life. More so, powerlessness has to do a with a worker's lack of capability to control the process of work in the organization. From above definitions, it is obvious to note that all the definitions talked about control, this means that once an employee lack control over his or her job, powerlessness sets in. In other words, powerlessness occurs when a worker does not have influence on the decisions processes in his or her organization.

Concept of Deviant Behaviour

Deviant behaviour is also called as an organizational misbehavior, counterproductive workplace behaviour, antisocial behaviour and workplace incivility (Aquino and Douglas, 2003). Deviant behaviour are behaviours displayed by individual that others find unpleasant or blameworthy which creates or might create if others found out in that individual displeasure, castigation, punishment, sentence or antagonism toward, the individual (Goode, 2001). Schnake (2011) affirmed that employee deviance behaviour is the voluntary behaviour that could violate substantial the values of the organization thereby threatening the welfare of the firm and its stakeholders. Employee may lack motivation to comply with organizational norms, rules and regulations or deliberately violate the organizational norms, rules and regulations (Bennett and Robinson, 2003).

Furthermore, employee deviance has to do with the purposeful acts of workers that are in not in conformity with the firm's standards, and by engaging in such behaviours, he or she serves as a threat to the firm, its workers or both of them (Robinson and Bennett, 1995). In the same line, Vardi and Wiener (1996) explained that deviant behaviour constitutes premeditated actions of workers in the organization that contravene core organizational values. Its characteristics includes lack of commitment, low work quality, stealing, devastation of organizational assets, gossiping, sabotage, abuse of organizational time, misuse of organizational resources, use of abusive words, verbal assault, deliberately taking too much time to complete a task, coming late to work, nepotism and partiality among others.

Concept of Production Deviance

Production deviant behaviour is behaviours exhibited by employees that contradict the set values of how work should be performed in the organization in terms of the productivity of work executed by employees and the general organizational productivity (Bennett and Robinson, 2000). This type of deviance is targeted at the organization. Production deviance refers to minor action that may influence organizational productivity (Bennett and Robinson, 2003). It is an outcome of workers' negative feelings towards their organization (Iannacchione, Hudson, Stohr, Hemmens, Thayer, and Brady, 2014), along with technological advancement used in organization. More so, all deviant behaviours an employee engages in the organization in due course always have harmful effect on the organization's overall productivity. Consequently according to Vivek (2017) all deviant behaviour displayed by the employees in the organization is regarded as production deviance. Vivek (2017) further explained that it has to do with employee's behaviour that is not officially in conformity approved norms in the organization as regards to productivity of the job to be performed such as going to undue breaks, using work time for personal use, coming late to work, leaving workplace earlier than the scheduled time.

Concept of Property Deviance

Property deviant behaviours is a serious action of the workers that contravene the use of organization's property without permission. It occurs when organization's worker destroy or obtain tangible properties of the organization without been authorized. More so, Vivek (2017) observed that property deviant behaviour is a more somber and serious form of worker deviant behaviour that seriously harm organization's success. The behaviour includes deviant behaviour such as thievery, sabotage, using organizational properties without due permission, stealing. Intentionally making during execution of a job, padding, destroying organization's equipment, taking home organization's properties without returning them organization among other examples. These types of behaviour have consequences for the firm in the sense that it increases firm's cost and production (Robinson and Bennett, 1995).

Concept of Political Deviance

Political deviant behaviour occurs when employee engages in communal relationship that puts others in political drawback (Bennett and Robinson, 2000). In other words, political deviant behaviour has to do with the involvement of employees in social interaction that place others in a disadvantage position politically in the organization. Organizational vulgarity, favouritism, undercharging preferred customers, compromising company secrets non-constructively, and blaming co-workers are examples of political deviance. These deviant acts contributes towards a negative working environment which breeds hostile work environment, demoralizing employee morale and destroying leader- member and/or managers-employee relationship.

Concept of Personal Aggression

Personal aggression refers to serious behaviour that harms individuals' wellbeing and happiness both physically and psychologically (Everton, Jolton, and Mastrangelo, 2007). In the organization, deviant behaviour can take place when workers engage in prejudice for other employees as result that they are of other background, race and country. In an environment where safety is important, deviant behaviour like that of aggressive behaviour can affect the safety of co-workers. This type of behaviour includes embarrassing others, maltreatment of other workers, verbal abuse of co-workers, and threats of physical harm as well as sexual harassment.

3. METHODOLOGY

The research design that was adopted is the survey design vis-à-vis correlational design which seeks to determine the connections between employee work powerlessness and deviant work behaviour. The time horizon that was adopted is cross-sectional while the analysis unit was on the employee of the Four Star Hotels in the South-South Nigeria. The population of this study included four-star hotels in the South-South Nigeria. The six states that make up this region are: Edo State, Delta State, Bayelsa State, Rivers State, Akwa-Ibom State and Cross-Rivers State, however, three (3) Four-star Hotels were found in the region, which include: Hotel Presidential (Rivers State), Ibom Hotel and Golf (Akwa Ibom State), Obudu Cattle Ranch (Cross River State) which made the total population to be 982 employees obtained from the various hotels' human resource managers. These employees include junior staff, middle-cadre staff, senior staff, and management cadre.

Out of the 982 employees in the four-star hotels in the region, 274 employees were used as the sample size gotten through the use of Krejcie and Morgan (1970). Furthermore, we also used cluster sampling to get the number of respondents a

hotel been a cluster. More so, selection from the clusters to arrive at sample size was by proportionate sampling complemented with simple random sampling techniques. The proportionate sampling was done using Bowley’s (1964) technique in the determination of unit sampling, shown in Table 1 below:

Table 1: Individual Sample Size of the study

Hotels	No. of Employees	Strata Computation	Individual Sample Size
Hotel Presidential, Rivers State.	417	$\frac{274 \times 417}{982}$	116
Ibom Hotel and Golf, Akwa Ibom State.	306	$\frac{274 \times 306}{982}$	86
Obudu Cattle Ranch, Cross River State.	259	$\frac{274 \times 259}{982}$	72
Total	982		274

Source Desk Research, 2019.

More so, employee work powerlessness is operationalised using Merkhé (2015) work alienation questionnaire and the responses to the questions was rated on a 5-point Likert-type scale ranging from 1 to 5 indicating Strongly Disagree (SD), Disagree (D), Indifference (I), Agree (A), and Strongly Agree (SA) respectively; while deviant behaviour was operationalised using Bennett and Robinson (2000) deviant behaviour questionnaire and the responses to the questions was rated on a 5-point Likert-type scale ranging from 1 to 5 as in the case of powerlessness. More so, we did some modification on all the instruments applied to fit our study environment.

The validity of the research instrument was further tested using face and content validity, and Cronbach’s Alpha was used in testing for the research instrument reliability which show a Cronbach’s Alpha greater than 0.7. Specifically the result is as follows: powerlessness = 0.975; production deviance = 0.969; property deviance = 0.961; political deviance = 0.967 and personal aggression = 0.955. The retrieved questionnaire was 236(86.13%) whereas 38(13.87%) were not retrieved. 13(5.51%) of retrieved ones were useless as were not appropriately filled. Thus, 223 of the retrieved ones indicating 94.49% was useful. Therefore, 223 copies of the retrieved ones were used for analysis. The analysis of collected data was done using the Spearman’s Rank Order Correlation Coefficient Statistical with the aid of Statistical Package for Social Sciences (SPSS) within a significance level of 0.05.

4. DATA ANALYSIS AND RESULT

The Strength of the Relationship between Powerlessness and Production Deviance

The purpose of this section is to determine the level of relationship between Powerlessness and Production Deviance.

Table 2: Correlations Analysis on Powerlessness and Production Deviance

		Powerlessness	Production Deviance
Spearman's rho	Powerlessness	Correlation Coefficient	1.000
		Sig. (2-tailed)	.975**
		N	.000
Production Deviance	Powerlessness	Correlation Coefficient	.975**
		Sig. (2-tailed)	.000
		N	.000

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS

Table 2 indicates that rho = 0.975 and a PV= 0.000 less than 0.05; it means that the relationship between powerlessness and production deviance in the studied Four-star Hotels is very strong, positive and significant. Furthermore, to test the corresponding hypothesis that is hypothesis one, the below table was used.

Table 3: Multiple Regression Analysis Showing Powerlessness and Production Deviance

Coefficients ^a						
Model		UnStandardised Coefficients		Standardised	T	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	1.687	.357		4.726	.000
	Powerlessness	.394	.073	.394	5.383	.000

a. Dependent Variable: Production Deviance

Source: SPSS

The table 3 above shows a ($t_{cal.} = 5.383$ and $t_{crit.} = 1.96$) at significant level of ($P = 0.000 < 0.05\%$) indicates there is significant relationship between powerlessness and production deviance. Thus, we reject the null hypothesis; we therefore state that powerlessness had a positive and significant relationship with production deviance in the Four-star Hotels.

The Strength of the Relationship between Powerlessness and Property Deviance

The purpose of this section is to determine the level of relationship between Powerlessness and Property Deviance.

Table 4: Indicates the Correlations Analysis on Powerlessness and Property Deviance

			Powerlessness	Property Deviance
Spearman's rho	Powerlessness	Correlation Coefficient	1.000	.987**
		Sig. (2-tailed)	.	.000
		N	223	223
	Property Deviance	Correlation Coefficient	.987**	1.000
		Sig. (2-tailed)	.000	.
		N	223	223

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS

Table 4 indicates that $\rho = 0.987$ and a $PV = 0.000$ less than 0.05 ; it means that the relationship between powerlessness and property deviance in the studied Four-star Hotels is very strong, positive and significant. Furthermore, to test the corresponding hypothesis that is hypothesis two, the below table was used.

Table 5: Multiple Regression Analysis Showing Powerlessness and Property Deviance

Coefficients ^a						
Model		UnStandardised Coefficients		Standardised	T	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	6.584	.390		16.890	.000
	Powerlessness	.402	.080	.333	5.029	.000

a. Dependent Variable: Property Deviance

Source: SPSS

The table 5 above shows a ($t_{cal.} = 5.029$ and $t_{crit.} = 1.96$) at significant level of ($P = 0.000 < 0.05\%$). The ($t_{cal.} = 5.029$ with $P = 0.000$), indicates a significant relationship between powerlessness and property deviance. Thus, we reject the null hypothesis; we therefore state that powerlessness had a positive and significant relationship with property deviance in the Four-star Hotels.

The Strength of the Relationship between Powerlessness and Political Deviance

The purpose of this section is to determine the level of relationship between Powerlessness and Political Deviance.

Table 6: Correlations Analysis on Powerlessness and Political Deviance

			Powerlessness	Political Deviance
Spearman's rho	Powerlessness	Correlation Coefficient	1.000	.592**
		Sig. (2-tailed)	.	.000
		N	223	223
	Political Deviance	Correlation Coefficient	.592**	1.000
		Sig. (2-tailed)	.000	.
		N	223	223

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS

Table 6 indicates that rho = 0.592 and a PV= 0.000 less than 0.05; it means that the relationship between powerlessness and political deviance in the studied Four-star Hotels is moderate, positive and significant. Furthermore, to test the corresponding hypothesis that is hypothesis three, the below table was used.

Table 7: Multiple Regression Analysis Showing Powerlessness and Political Deviance

		Coefficients ^a			
		UnStandardised Coefficients		Standardised Coefficients	
Model		B	Std. Error	Beta	T
1	(Constant)	.277	.203		1.367
	Powerlessness	.165	.045	.164	2.525

a. Dependent Variable: Political Deviance

Source: SPSS

The table 7 above shows a ($t_{cal} = 2.525$ and $t_{crit} = 1.96$) at significant level of ($P=0.023 < 0.05\%$). The ($t_{cal} = 2.525$ with $P=0.023$), indicates a significant relationship between powerlessness and political deviance. Thus, we reject the null hypothesis; we therefore state that powerlessness had a positive and significant relationship with political deviance in the Four-star Hotels.

The Strength of the Relationship between Powerlessness and Personal Aggression

The purpose of this section is to determine the level of relationship between Powerlessness and Personal Aggression.

Table 8: Correlations Analysis on Powerlessness and Personal Aggression

			Powerlessness	Personal Aggression
Spearman's rho	Powerlessness	Correlation Coefficient	1.000	.885**
		Sig. (2-tailed)	.	.000
		N	223	223
	Personal Aggression	Correlation Coefficient	.885**	1.000
		Sig. (2-tailed)	.000	.
		N	223	223

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS

Table 8 indicates that rho = 0.885 and a PV= 0.000 less than 0.05; it means that the relationship between powerlessness and personal aggression in the studied Four-star Hotels is very strong, positive and significant. Furthermore, to test the corresponding hypothesis that is hypothesis four, the below table was used.

Table 9: Multiple Regression Analysis Showing Powerlessness and Personal Aggression

		Coefficients ^a				
		UnStandardised Coefficients		Standardised Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	4.305	.282		15.273	.000
	Powerlessness	.597	.068	.393	4.678	.005

a. Dependent Variable: Personal Aggression

Source: SPSS

The table 7 above shows a ($t_{\text{cal}} = 4.678$ and $t_{\text{crit}} = 1.96$) at significant level of ($P=0.005 < 0.05\%$). The ($t_{\text{cal}} = 4.678$ with $P=0.005$), indicates a significant relationship between powerlessness and personal aggression. Thus, we reject the null hypothesis; we therefore state that powerlessness had a positive and significant relationship with personal aggression in the Four-star Hotels.

5. DISCUSSION OF FINDINGS

Powerlessness and Production Deviance

From the result of the data analysis between powerlessness and production deviance shows that a very strong, positive and significant relationship exists. This finding conform to the study of Raenada, Sara, Lawrence, and Rodger (2015) who observed that workers who have autonomy, employment opportunity display less degree of production deviance. More so, a different impact of powerlessness on the employee is that it reduces the commitment of the employee which may also affect the behaviour of the employee towards the organization. When workers are involved in the setting of goal and objectives in the organization, it gives them sense of belongings and enhances their commitment towards the firm (Kanungo, 1992). Thus, workers who have control over their job might have better involvement on the activities of the organization which can affect positively their behaviours towards the organization and verse versa. According to Greenberg and Grumbery (1995) when workers lacks control over his or her work environment, he or she might experience apprehension as well as anxiety, higher potential to quitting the job, reduced satisfaction and commitment, as well as lost of organizational trust which can result in deviant behaviour such as intentionally working slowly, cyber loafing, unproductive behaviour and silence. An employee might indulge in these deviant behaviours since he or she feels that he is powerless in regards to decision making in the firm.

Also, Ashforth and Saks (1996) indicate that employees' experience lack of control evokes deviant behaviours like disrupting behaviour as well as lack of work involvement. Also, Crino (2004) observed that workers become obscured and unidentified when they don't have say on what affect their work. Under that certain circumstances, the employee might indulge in behaviour that is not in conformity with the values of the firm in regards to quantity and quality of jobs done to gain some control in the organization. In order words, powerlessness will lead to deviant behaviour such as absenteeism. Also, Arnold, Turner, Barling, Kelloway, and McKee (2007) expressed negative relationship exist between powerlessness and workers satisfaction which can lead to arriving late to work and increase the rate of absenteeism in the organization.

Among employees who experience powerlessness in the organization, they are likely to indulge in deviance behaviour as an alternative means of work control to express their grievance. When employees are not included in decision making process of the organization and lacks control over how they perform a given job, there is likelihood the employees will display deviant behaviour in bid to cope with the circumstances. Ambrose, Seabright, and Schminke (2002) expressed that employee's lacks of involvement is a major factor of deviant behaviour exhibited by employees which may affect the quantity as well the quality of task to be executed by the employee. More so, Ashforth (1989) observed that deviant behaviour like going on undue breaks, using work time for personal use, coming late to work, leaving workplace earlier than the scheduled time, sleeping on duty, wasting organization's resources, absenteeism, may be a strategy of the employees to be noticed.

Powerlessness and Property Deviance

From the result of the data analysis between powerlessness and property deviance shows that a very strong, positive and significant relationship exists. Following this finding, Vonai and Mildred (2012) observed that trust in organizations, work stress, and powerlessness affect deviant behaviour in the organization. In today business enterprise, the firms as well the managers own and coordinate all the assets as well as resources in the organization. As a result, workers depend on the firm more for needed resources than the firm is on its workers. Thus, the worker that lacks control over his or her job engages in sabotage (Taylor and Walton, 1971). Taylor and Walton (1971) further expressed that one basic rationale for workers to engage in organizational sabotage was that engaging in sabotage is a way that employees exercise control over their work environment. Also, Bennett (1998) observed that workers who feel that they are not included in the formulation and participation of decision processes as well don't have the means to control their work have higher tendencies of displaying deviant behaviour such as that of property deviance.

When employees feels they lack the fundamental need to control work in the organization, the employees will not be zealous to engaging in service-oriented behaviour but withdrawal behaviours and steal or sabotage company property (Browning, 2003). According to Black (2008), deviant behaviours such as brutality, sabotaging organization's properties, stealing from the organization, are usually engaged in by employees as means of exercising some form control. More so, Ambrose et al. (2002) observed that powerlessness is a major reason while workers engages in organizational sabotage and that organizational injustice and lack of control accounted for 80% of organizational sabotage.

Furthermore, workers who are powerless and lack rightful power in obtaining desired outcomes have more potential in retreating to deviant behaviour (McCardle, 2007) such as stealing organization's properties, sabotaging organizational assets, padding, using organization's vehicles for personal errands when it is prohibited as a way of showing their angers as well regaining some form of control in the organization. More so, when workers feel they are been made powerless in the organization can lead to gloominess and dejection which can inspire deviant behaviour such as sabotaging of organization's properties. Thus, Ambrose et al. (2002) expressed that employees will display acts to sabotage so as to gain some degree of control in their firm. Also, Spector et al (2010) highlighted that works lacks control over their work environment will display deviant behaviours in the organization such as sabotage.

Powerlessness and Political Deviance

From the result of the data analysis between powerlessness and political deviance shows that a moderate, positive and significant relationship exists. In accordance with the above finding, Vonai and Mildred (2012) found that work stress and powerlessness affect deviant behaviour in the organization. Powerlessness can activate deviant behaviour premeditated to revolutionize negative incidents experience by the employee (Black, 2008). In the same vein, Bennett and Robinson (2003) observed that when a worker feels a sense of powerlessness he or she might embark on casual, illegal, as well can go without anyone knowing and embark on secretive just to gain affluence in the organization, to get more power and to be relevant as a therapeutic way of gaining control in his or her job. Thus, when workers face the threat in losing control in the organization, they tend to react negatively most time to be heard. As a result when employee feel experience powerlessness in the organization, it may invoke in them deviant behavioural effort into securing better control through engaging in deviant behaviour such as not following proper mediums to get favour, lobbying to get unduly promotion and so on. Workers who have chances to participate process of decision making in the firm have reduced potential engage in deviant behaviour such as that of political deviance. Workers who do not have control over their job can suffer from frustration and thereby engaging themselves in activities that are not related to their given task that may be harmful to the firm.

When workers feels they are powerless in the organization that is a state whereby the worker does not have control of his work characterized by stumpy self-worth, as well as reduction in worker self-sufficiency in addition to dependability (Umiker, 2002), can lead the worker to embark on social relations which may put others in disadvantage position politically. It does not encourage workers to utilize lawful way to gain organizational power as well as resources. Based on that according to McCardle (2007) deviant behaviour becomes the order of the day so as to have control over the so called powerful elite. Therefore, Bennett (1998) expresses that autocratic leadership style is highly prone to deviant behaviour in the organization as it brings about stumpy self-sufficiency. He further opined that participatory style of management which gives the employees right take decision about jobs reduces deviant behaviour in the organization.

Powerlessness and Personal Aggression

From the result of the data analysis between powerlessness and personal aggression shows that a very strong, positive and significant relationship exists. In conformity with the above outcome, Ambrose et al (2002) expressed that workers who lack power may engage in destructive behaviours to regain control. Workers have the tendency to withhold effort when the job is designed in such a way that employees feel powerless, are unable to identify the contribution they are making to the completion of the task and are not recognized for their individual job performance (Bennett and Naumann, 2005). This can lead to the employee exhibiting detrimental behaviour in the organization such as verbal abuse, threats of physical harm, rape, sabotaging and endangering other co-workers. Thus, Bennett (1998) opined that workers who feel a lack of control are prone to displaying deviant behaviour targeted at co-workers.

Furthermore, employee deviant behaviour in the organization does not only affect employees in the organization but also affects the firm through the reduction of workers' commitment and the subsequent performance of the organization. When employees are empowered it helps them to resolve or ignore conflicts in the organization. Thus, Zellars, Liu, Bratton, Brymer, and Perrewe (2004) observed that a sense of powerlessness prevents employees to take decisions that will reduce his or her stress in the organization. If employees are not included in decisions making in the organization, feelings of discrimination arouse in them, as a result, they are likely to look for alternatives that can bring about behaviour that are not in conformity with the organization's standard like backbiting and backstabbing.

6. CONCLUSION

The result of this study provides a statistical, direct, strong and significant influence of employee work powerlessness on deviant behaviour of the Four Star Hotels in the South-South Region of Nigeria. Thus, from the outcome of the research findings, we, therefore, concluded that employee work powerlessness should be handled well in the organization by managers to discourage deviant behaviour in the organization. Employees who are alienated from their work in the form of powerlessness feel that they are useless, invaluable, and exhausted in the organization. They are also unable to embrace the organization's activities because they think they do not have the freedom of physical and mental activity which can lead to deviant behaviour.

Managerial Implication

The outcomes of the study show that in managing an organization, managers should ensure employees are not alienated in form of powerlessness from their work since it has an effect on deviant behaviour in the organization. Thus, powerlessness makes workers lose their commitment and cause them to embark on deviant behaviour in the organization, hence should be avoided in the organization. Business firms that desire to reduce workers' deviant behaviour must be able to set up a structure that will bring about workers involvement in the firm. From the outcome of this study, it shows that the higher the employee is powerless in the organization, the more likely the employee would be engaging in deviant acts in the organization. Practically, organizations especially the four-star hotels could lower the tendency for employees to feel alienated by giving them power to control their work environment so as to enhance their sense of belongingness in the organization.

7. RECOMMENDATIONS

The following are the recommendation of this study based on the outcome of the study

1. To find a remedy for the alienation phenomenon in the form of powerlessness and reduce its impact on employees in embarking in deviant behaviour in the organization; inclusion of employee and improving the social environment of the organization is a must if managers in the four-star hotels are to reduce deviant behaviour in their hotels.
2. Also, managers of the four-star hotels in the south-south region in Nigeria should create real teamwork conditions that will provide the employee with a sense of participation and involvement which will reduce powerlessness in the hotels.

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