

The Influence of Workplace Deviant Behavior Towards Employee Performance in Malaysia Hotel Industry

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ABSTRACT:

This study investigates the influence of deviant workplace behavior, namely organizational justice, organizational constraints, trust in the organization, and work autonomy, on employee performance within the Malaysian hotel industry. This study employed a quantitative approach where 140 questionnaires were distributed to individuals working in hotels in Kota Bharu, Kota Kinabalu, Kuantan, and Georgetown. Data collection was conducted through convenient sampling using an online survey. The findings of this study indicate that organizational justice, organizational constraints, trust in the organization, and work autonomy significantly impact employee performance within the hotel industry. By offering a comprehensive understanding of the factors influencing employee performance in the hotel industry, this research contributes to existing theories and practical applications.

KEYWORD: Deviant Behaviour, Organisational Justice, Trust in Organisational, Work Autonomy, Employee Performance.

INTRODUCTION

Hotel businesses' success heavily relies on their employees' performance, mainly due to the emphasis on service as the primary product. Employees providing exceptional service to guests increases guest satisfaction and generate more income for the business. Malaysia's hotel industry employed approximately 196.4 thousand people in 2021 (United Nations World Tourism Organization [UNWTO]). However, the prevalence of high crime rates in Asia, including the Philippines, has escalated deviant behavior from minor to severe forms, observable in various locations. In recent years, the rates of reported bad behavior among adolescents have reached alarming levels, prompting concerns from the Department of Social Welfare and Development (DSWD) in the Philippines. Notably, deviant behaviors with negative impacts on others, such as lawbreaking, rape, robbery, theft, murder, juvenile delinquency, assaults at school, bullying,

vandalism, addictions, and substance abuse, have gained particular attention, as highlighted by articles in the Philippines Crime and Safety Report published in 2017 (Psychol, 2021).

Furthermore, the issue of workplace deviance has received considerable attention in Malaysia, as evidenced by frequent reports of dishonesty, absenteeism, accidents, employee turnover, bribery, poor work attitudes, and industrial accidents in newspapers and other public media sources. The gravity of workplace deviant behavior has captured the interest of relevant government bodies and the local media, which have highlighted these problems. Consequently, this study explores the relationships between organizational justice, organizational constraints, trust, and work autonomy, with employee performance in the Malaysian hotel industry. By examining these factors, the study seeks to contribute to understanding the impact of workplace deviance on employee performance and provide insights for effective management strategies in the hotel industry.

The findings of this research will be beneficial to hotel practitioners and operations, as it will provide valuable insights into the strategies necessary to enhance service quality and attract a more extensive customer base based on online reviews. Furthermore, hotel employees can benefit from this study by gaining awareness of the consequences of engaging in deviant behavior within the hotel industry. This knowledge can serve as a deterrent, encouraging employees to refrain from harmful actions. Additionally, the Ministry of Human Resources and labor departments can utilize the findings of this study to improve employee behavior and promote positive work environments. Future researchers can also build upon this study by further investigating the impact of online reviews in related fields.

LITERATURE REVIEW

Organizational Justice

Organizational justice is a critical area of study that explores the psychological processes underlying individuals' fairness judgments and their subsequent effects. It encompasses two primary dimensions: distributive justice and procedural justice. Job satisfaction among employees is closely linked to their perception of organizational justice. Employees who perceive fairness in their workplace are likelier to experience heightened engagement and commitment to their work.

Conversely, cynical employees who perceive corporate injustice and a lack of ethical norms are more inclined towards deviant behavior, including tardiness, absenteeism, theft of company property or information, sabotage, and dishonesty. The influence of organizational justice extends beyond job satisfaction, as it significantly impacts employees' overall attitudes, either positively or negatively.

Employers are vested in comprehending the dynamics within their workplace and implementing strategies to mitigate employee deviant behavior. However, it is worth noting that Rowland and Hall (2012) discovered a negative direct relationship between organizational justice and employee performance. This discovery suggests that certain factors influence the link between organizational justice and performance, warranting further investigation and analysis in this area.

Organizational Constraints

Organizational constraints refer to the factors within the immediate work environment that hinder the translation of motivation and skills into effective job performance. These situational limitations impede employees from carrying out their responsibilities in line with organizational expectations, resulting in turnover, dissatisfaction, and negative emotions. In the hotel industry context, organizational constraints may encompass inadequate training, excessive workloads, unsocial work hours, and job overload. Employees who perceive themselves as restricted by these circumstances are more prone to engage in illicit behaviors at work, which can harm the company and its stakeholders.

Workplace deviance encompasses a broad range of behaviors impacting individuals and organizations. It can be categorized into four main types: production deviance, property deviance, political deviance, and employee aggression. Interpersonal deviance pertains to deviant behaviors targeting individuals, while organizational deviance focuses on actions that undermine the organization. Previous research on organizational constraints has primarily focused on assessing variables associated with these constraints rather than establishing causal relationships. However, interruptions from others are more specific and readily understandable, and they are more likely to impact customer satisfaction due to their uncontrollable nature.

Organizational constraints influence two key aspects: employees' perceptions of the limitations and the overall work environment. Personality traits such as negative affectivity, anger,

and agreeableness demonstrate the strongest relationships with perceived constraints from colleagues, supervisors, and inadequate resources. However, the literature has yet to extensively explore the causal relationships between organizational constraints and related variables. Further investigation is needed to understand better these relationships' intricacies and their implications for employee attitudes and behaviors in the hotel industry.

Trust In Organization

Trust can be defined as the willingness of one party to place themselves in a vulnerable position, relying on the actions of another party. It entails an expectation that the other party will undertake specific activities that are crucial for the trustor's benefit, irrespective of their ability to monitor or control these actions and the inherent uncertainties surrounding the motivations, intentions, and potential behaviors of the other party. In the organizational context, organizational trust refers to an employee's belief that the organization will engage in actions that are advantageous to them or, at the very least, not detrimental.

Various contextual factors influence the development of trust within an organization. These factors shape the perceptions and beliefs of employees regarding the organization's trustworthiness. Understanding the contextual factors that impact organizational trust is vital for comprehending workplace confidence dynamics.

Work Autonomy

Workplace autonomy refers to the extent to which employees have the freedom to carry out their job responsibilities. It encompasses the rate at which work is completed, the sequence in which tasks are undertaken, and the degree of independence from micromanagement. Existing research has highlighted a positive association between deviant behavior, such as fraud and theft, and the level of opportunity or autonomy granted to employees. Job autonomy empowers employees to make decisions and exercise discretion most properly. The interplay between job stress, job autonomy, and employee behavior is significant, as it can lead to feelings of frustration, aggravation, irritation, impatience, and intolerance. Employees' confidence in executing their tasks also influences the relationship between job factors and deviant behavior in the workplace.

Employers need more job autonomy to ensure employees utilize legitimate means to regain power and resources. Lawrence and Robinson (2007) demonstrated that reduced autonomy is a source of frustration, ultimately leading to deviant behavior. Conversely, individuals who experience high job satisfaction show elevated enthusiasm, reduced exhaustion, and a sense of significance and engagement in their work. By fostering an organizational environment that allows for reasonable autonomy, the organization can effectively mitigate deviant behavior.

Employees Performance

The purpose of this literature review is to offer an overview of available research on employee performance in Malaysia's hospitality sector. It looks at motivation, training and development, leadership, organizational culture, and work satisfaction as elements that impact employee performance. The evaluation also emphasizes the particular issues that the Malaysian hotel business faces, as well as the consequences for staff performance. These findings highlight the significance of addressing these elements in order to enhance staff performance and, as a result, the competitiveness and success of the Malaysian hotel business. This literature study, by exploring the numerous dimensions of employee performance in the Malaysian hospitality sector, gives a helpful insight into the elements that drive employee performance and exposes the industry's issues. These findings can help hotel managers and policymakers establish effective ways for improving employee performance, increasing work satisfaction, and maintaining a competitive edge in Malaysia's dynamic hospitality industry.

RESEARCH HYPOTHESIS

Organizational justice, organizational constraints, trust in the organization, and work autonomy are independent variables influencing employee performance in the Malaysian hotel industry. So, this research will investigate the following hypothesis for this study.

H1 : There is a relationship between organizational justice and employee performance in Malaysia hotel industry.

H2 : There is a relationship between organizational constraints and employee performance in Malaysia hotel industry.

H3 : There is a relationship between trust in organization and employee performance in Malaysia hotel industry.

H4 : There is a relationship between work autonomy and employee performance in Malaysia hotel industry.

CONCEPTUAL FRAMEWORK

This study used a conceptual framework to analyze the relationship between independent and dependent variables in research. The conceptual framework for this study is shown in Figure 2.1 below.

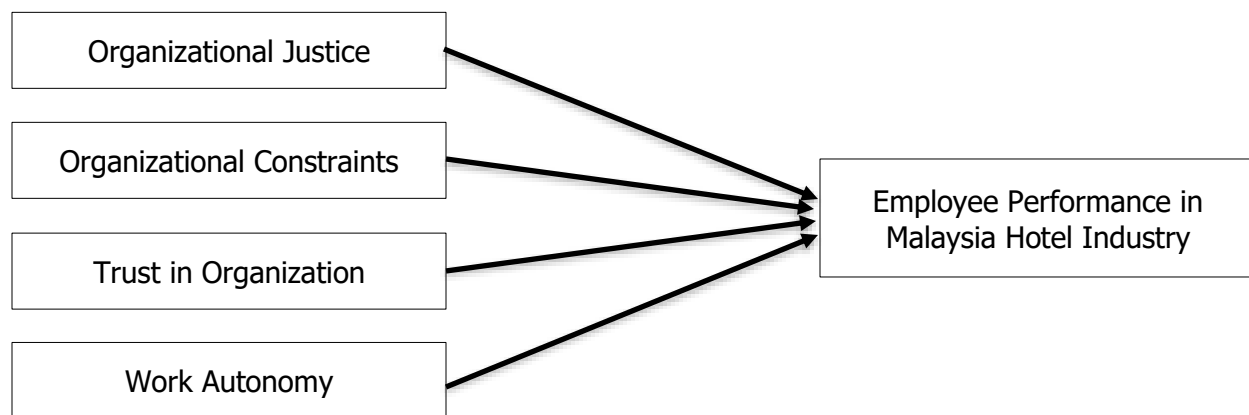


Figure 2.1: Conceptual Framework

Organizational justice, organizational constraints, trust in the organization, and work autonomy are the four independent variables in this study, which significantly impact employee performance in the Malaysian hotel industry.

METHODOLOGY

Research Design

The research design encompasses the methods and procedures employed to gather and analyze data related to the specified variables within the research problem. This study adopted a quantitative approach, utilizing a cross-sectional design where the researchers' collected data at a

single point in time. This research focused on investigating employee performance's influence on workplace deviant behavior within the Malaysian hotel industry.

Data Collection

This research employed standard and validated data collection techniques to gather, measure, and analyze precise information relevant to the study. The primary data was collected through a questionnaire designed for this study, titled "The Influence of Workplace Deviant Behavior on Employee Performance in the Malaysian Hotel Industry." The researchers used online platforms such as Google Forms to collect the data, and suitable respondents were selected for the survey. The research employed a simple random sampling strategy, utilizing straightforward survey instruments to enhance the ease of response for the participants.

Sampling

This study employs a non-probability convenience sampling technique to select participants from a readily accessible group of individuals employed in the Malaysian hotel industry. Convenience sampling is utilized as a time and cost-efficient method of participant selection, as it allows for the inclusion of easily reachable individuals. The questionnaire is administered in specific locations, namely Kota Bharu, Kelantan, Kota Kinabalu, Sabah, Kuantan, Pahang, and Georgetown, Pulau Pinang. Respondents are required to complete the questionnaire and provide statistical data based on their responses.

Data Analysis

The Statistical Package for the Social Sciences (SPSS) is a widely utilized computer program for quantitative data analysis. It provides the capability to generate tabular reports, charts, and visual plots and employs the Pearson Correlation Coefficient method to analyze the collected data. This investigation aims to assess the relationship between the independent variables (IV) and the dependent variables (DV), specifically exploring the associations among organizational

fairness, organizational constraints, organizational trust, work autonomy, and employee performance.

FINDINGS

Demographic Analysis

Table 1: Demographic frequency (n) and percentage (%)

Demographic	Category	Frequency (n)	Percentage (%)
Gender	Male	50	35.7
	Female	90	64.3
Race	Cina	11	7.9
	India	8	5.7
	Melayu	84	60.0
	Others	37	26.4
Religion	Buddha	8	5.7
	Kristian	18	12.9
	Islam	106	75.7
	Others	8	5.7
Age Group	21 – 30 years old	127	90.7
	31 – 40 years old	12	8.6
	Below 20 years old	1	.7
Education Level	Degree	92	65.7
	Diploma	47	33.6
	Doctor Of Philosophy	1	.7
Income Level	Below RM 1,000	37	26.4
	RM 5,000 and above	2	1.4
	Rm 1,000 – RM 2,000	46	32.9
	RM 2,100 – RM 3,000	49	35.0
	RM 3,100 – RM 4000	6	4.3

The online platform collected a total of 140 sets of questionnaires from participants. This section presents the demographic profile and background of the respondents. Regarding gender, 35.7% (n=50) identified as male, while 64.3% (n=90) identified as female. Most respondents identified as Malay, accounting for 84 respondents (60.0%), followed by other races with 37 respondents (26.4%). The Chinese ethnicity was represented by 11 respondents (7.9%), while eight respondents (5.7%) identified as Indian. Islam was the predominant religion among the respondents, with 106 participants (75.7%), followed by 18 (12.9%) who identified as Christian. Eight respondents (5.7%) reported practicing Buddhism or other religions. Most respondents were 21-30 years old, with a frequency of 127 (90.7%). This category was followed by 12 respondents

(8.6%) in the age range of 31-40 years and one respondent (0.7%) below 20. Furthermore, Table 1 indicates that the highest educational attainment among respondents was a degree, accounting for 65.7% (n=92). This group was followed by 47 respondents (33.6%) who had completed a diploma and one respondent (0.7%) who held a Doctor of Philosophy (Ph.D.) degree. Lastly, regarding income level, the highest number of respondents, 49 (35.0%), reported an income range of RM 2,100 – RM 3,000. This group was followed by 46 respondents (32.9%) in the income range of RM 1,000 – RM 2,000. Thirty-seven respondents (26.4%) reported an income below RM 1,000. Six respondents (4.3%) reported an income range of RM 3,100 – RM 4,000, while the remaining two (1.4%) reported an income of RM 5,000 and above.

Descriptive Analysis

The researchers employed descriptive analysis to describe the relationship between variables in a large sample or population, as Chapman (2017) suggested. The result of the descriptive analysis for this study is summarized in Table 2 below.

Table 2: Descriptive Analysis Independent variable and Dependent variable

VARIABLES	MEAN	STANDARD DEVIATION
DV: Employee Performance	4.5857	0.52180
IV 1: Organizational Justice	4.1893	0.64865
IV 2: Organizational Constraints	4.3411	0.61764
IV 3: Trust in Organization	3.7143	0.88022
IV 4: Work Autonomy	4.0500	0.79409

Table 2 presents the mean and standard deviation for independent variables (IV) and dependent variables (DV). Among the independent variables, organizational constraints obtained the highest mean score of 4.3411, followed by organizational justice with a mean of 4.1893, work autonomy with a mean of 4.0500, and trust in the organization with the lowest mean of 3.7143. The mean for the dependent variable, employee performance in the Malaysian hotel industry, was 4.5857. The analysis of mean and standard deviation for the dependent variable, employee performance, suggests that workplace deviant behavior can have a negative impact on employees' performance.

Reliability Analysis

Table 3 shows the aggregate reliability for both the dependent and independent variables.

Table 3: Result of Reliability Coefficient Alpha for the Independent Variables and Dependent Variable

Variable	Number of Item	Cronbach's Alpha Coefficient	Strength of Association
Organizational Justice	4	0.802	Very Good
Organizational Constraints	4	0.794	Good
Trust in Organization	4	0.721	Good
Work Autonomy	4	0.947	Excellent

The Cronbach's Alpha coefficients for the independent and dependent variables in this study are presented in Table 3. As indicated in the table, all variables had coefficients exceeding 0.7. Therefore, it can be inferred that the results presented are trustworthy and acceptable for further analysis, as Hair et al. (2017) suggested.

Four questions were utilized to assess organizational justice's influence on employee performance. According to Table 4.2, Cronbach's Alpha coefficient for these questions was 0.802, indicating an outstanding level of reliability. Hence, the coefficients obtained for the organizational justice variable were deemed reliable. Similarly, four questions were employed to evaluate the organizational constraints variable's impact on employee performance. The Cronbach's Alpha value for this section was 0.794, indicating good reliability. Thus, the coefficients derived from the organizational constraints factor queries were considered reliable. Furthermore, four questions were used to measure the trust in the organization variable, which influenced employee performance. The Cronbach's Alpha coefficient was 0.721, suggesting good reliability. Therefore, the coefficients calculated for the trust in the organization factor queries were deemed reliable.

Lastly, four questions were employed to assess work autonomy and its relationship with employee satisfaction. This section's Cronbach's Alpha coefficient was 0.947, indicating good reliability. Therefore, the coefficients calculated for these questions in evaluating employee performance in the Malaysian hotel industry were also reliable.

Given that Cronbach's Alpha coefficients for these variables exceeded 0.7, the questionnaires demonstrated high reliability, indicating that participants understood the questions well. Consequently, the questionnaires were suitable for this investigation, and the research can proceed accordingly.

Pearson Correlation Analysis

Table 4: Pearson’s correlation between Organizational Justice, Organizational Constraints, Trust in Organizational and Work Autonomy toward Employee Performance in Malaysia Hotel Industry

Variable		Employee Performance
Organizational Justice	Pearson Correlation	.279**
	Sig. (2 tailed)	<.001
	N	140
Organizational Constraints	Pearson Correlation	.581**
	Sig. (2 tailed)	<.000
	N	140
Trust in Organization	Pearson Correlation	.114
	Sig. (2 tailed)	<.178
	N	140
Work Autonomy	Pearson Correlation	.244**
	Sig. (2 tailed)	<.004
	N	140

**Correlation is significant at the 0.01 level (2-tailed).

Table 4 presents the results of the Pearson correlation coefficient, significant values, and the number of responses (N=140) for this study. The findings revealed a strong positive correlation between organizational justice and employee performance in the Malaysian hotel industry. Organizational justice demonstrated a moderate positive relationship with employee performance in the Malaysian hotel industry, with a p-value of 0.000 and a correlation coefficient of 0.581. Furthermore, the Pearson correlation coefficient, significant values, and the number of 140 responses indicated a high significance level (p-value = 0.178) but a negligible correlation between trust in the organization and employee performance in the Malaysian hotel industry. Additionally, the Pearson correlation coefficient, significant values, and 140 responses showed a p-value of 0.004 and a correlation coefficient 0.244 between work autonomy and employee performance.

DISCUSSION AND RECOMMENDATION

Based on the data collected and the findings presented in Table 4, a significant relationship between organizational justice and employee performance in the Malaysian hotel industry has been established. The results align with hypothesis H1, indicating that the perception of organizational justice significantly influences employee performance related to deviant behavior. These findings are consistent with existing research that consistently demonstrates organizational justice's impact on individual workplace behavior (Collquit, 2013). When employees perceive the evaluation outcomes or the decision-making processes for allocating outcomes to be unfair, they are more likely to exhibit negative behaviors, as Priesemuth (2013) suggested.

The findings from the data analysis in Table 4 reveal a positive correlation between organizational constraints and employee performance. These results support hypothesis H2, indicating that organizational constraints significantly impact deviant behaviors exhibited by employees that subsequently affect their performance. The responses collected from participants in the study largely agree that organizational constraints within the hotel industry, such as inadequate training, excessive workloads, unsocial work hours, and role overload, contribute to the manifestation of deviant behaviors. This finding is consistent with previous research conducted by Kim and Miao (2015), which established the presence of situational constraints within the hotel industry.

The results from the data analysis in Table 4 indicates a positive correlation between trust in the organization and employee performance within the Malaysian hotel industry. This finding aligns with hypothesis H3, which posits a relationship between the independent variable of organizational trust and employee performance. Trust in organizations is rooted in the framework of integrated social attachment exchange, wherein an employee's level of trust is influenced by past interactions with their employer and the expectation of future interactions being similar to those in the past. If an employee encounters negative interactions with the organization, it is anticipated that their trust in the organization will diminish, subsequently impacting their engagement in deviant behaviors. This notion is supported by Thau and Bennet (2007), who assert that a lack of organizational trust among workers influences their inclination toward engaging in deviant behaviors. Marasi (2016) also found a negative correlation between organizational trust and workplace deviance.

The findings in Table 4 reveals a positive correlation between trust in the organization and employee performance within the Malaysian hotel industry. This finding is consistent with hypothesis H3, which posits a relationship between the independent variable of organizational trust and employee performance. Trust in organizations is grounded in the framework of integrated social attachment exchange, where an employee's level of trust is shaped by their past interactions with the employer and their expectations for future interactions to resemble those in the past. When employees experience negative interactions with the organization, their trust in the organization is expected to diminish, subsequently influencing their inclination towards engaging in deviant behaviors. This notion is supported by Thau and Bennet (2007), who suggest that a lack of organizational trust among employees influences their propensity to exhibit deviant behaviors. Furthermore, Marasi (2016) found a negative correlation between organizational trust and workplace deviance. These findings collectively highlight the significance of trust in the organization as a determinant of employee performance and its implications for mitigating deviant behaviors in the workplace.

Regarding recommendations, future studies should encompass a broader context beyond the four countries in this research conducted in Malaysia. Expanding the scope of the study would enhance the understanding of the findings and allow for better generalization of the results. Additionally, while this study primarily focuses on the four aspects of organizational justice, organizational constraints, trust in the organization, and work autonomy, it is important to acknowledge that other influential factors may have been overlooked. These additional aspects may significantly impact employees' performance in the hospitality industry in Malaysia. Therefore, it is recommended that future researchers consider incorporating additional factors or elements to ensure a comprehensive analysis and obtain accurate results in their research endeavors.

CONCLUSION

In conclusion, the primary objective of this empirical research was to explore the correlation between employee performance in the Malaysian hotel industry and several independent variables, namely organizational justice, organizational constraints, trust in the organization, and work autonomy. The study sought to contribute to the existing body of

knowledge by comprehensively understanding the factors influencing deviant workplace behavior and its impact on employee performance in the Malaysian hotel industry.

The research findings are expected to serve as a valuable resource for researchers and practitioners. By shedding light on the relationships between organizational justice, organizational constraints, trust, work autonomy, and employee performance, this study offers clear insights into the dynamics at play within the hotel industry. Furthermore, the findings will contribute to developing future research endeavors, particularly those investigating the influence of online reviews and related factors on employee performance.

The implications of this research extend beyond academia and hold practical value for hotel management and employees. By gaining a better understanding of the factors that contribute to deviant behavior in the workplace, organizations can develop effective strategies and policies to prevent and address such behaviors. These strategies, in turn, can foster a healthier and more productive work environment, benefiting both the organization and its employees. In conclusion, this empirical study provides significant contributions to understanding deviant workplace behavior and its impact on employee performance in the Malaysian hotel industry. The findings have implications for further research and practical applications, ultimately guiding efforts to mitigate deviant behavior and enhance employee performance in the hospitality sector.

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