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**THE INFLUENCE OF WORKPLACE DEVIANT BEHAVIOR
TOWARDS EMPLOYEE PERFORMANCE IN MALAYSIA HOTEL
INDUSTRY**

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LIST OF ABBREVIATIONS

ABBREVIATION	EXPLANATIONS
IV	Independent variables
DV	Dependent variables
SPSS	Statistical Package Social Science

ABSTRACT

The purpose of this research proposal is to identify the influencing of workplace deviant behavior towards employee performance in Malaysia hotel industry. Additionally, the objectives of this research are to identify the relationship between organizational justice, organizational constraints, trust in organization, work autonomy and employee performance in Malaysia hotel industry. This study used quantitative approach. 384 questionnaires were distributed to people that work in hotel industry in Kota Bharu, Kelantan, Kota Kinabalu, Sabah, Kuantan, Pahang and Georgetown, Pulau Pinang. The data was collected using convenient sampling through online survey. This study showed that the four factors which is organizational justice, organizational constraints, trust in organization and work autonomy affecting employee performance in hotel industry.

Keywords: Organizational justice, organizational constraints, trust in organization, work autonomy.

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

This chapter provides an introduction to the research topic, which focuses on the influence of workplace deviant behavior on employee performance in the Malaysian hotel industry. The section delves into the background of the study and presents the problem statement. Additionally, the research question and objectives are stated to provide an initial understanding of the study's purpose. The chapter also discusses the scope and significance of the research, outlining the boundaries of the study and highlighting its importance in the context of the hotel industry in Malaysia. Furthermore, key terms used throughout the study are defined to ensure clarity of information. Finally, the chapter concludes with a summary of Chapter 1, summarizing the main points covered.

1.2 BACKGROUND OF THE STUDY

This topic is indeed intriguing as it encompasses behaviors that are often witnessed or experienced by individuals in their workplace, and are commonly perceived as deviant, such as workplace bullying and sexual harassment. In this study, the researcher focuses on investigating the impact of negative deviant behavior on organizations. These actions involve transgressions of organisational standards, rules, or guidelines. Sexual harassment, vandalism, rumours, corporate sabotage, and engaging in unapproved activities that have a negative impact on the organisation are a few examples of these types of behaviours (Appelbaum, Iaconi & Matousek, 2022).

Bullying behavior can have significant negative effects on the target, creating a sense of helplessness and injustice while infringing upon their right to dignity in the workplace. Apart from sexual harassment, there are other destructive behaviors that can occur in the workplace. Negative deviant behavior encompasses actions by employees that undermine the organization, such as disregarding managerial instructions, intentionally slowing down work processes, habitual tardiness, engaging

in petty theft, and showing disrespect or rudeness towards colleagues. Unlike unethical behavior that violates societal norms, negative deviant behavior specifically pertains to the violation of significant organizational norms. Lastly, bullying occurs horizontally (upwards/downwards bullying) amongst co-workers and between female and male bosses and subordinates (Branch, Sheenan, Barker & Ramsay, 2004). Bullying victims may be found in all organizational tiers and professions. Bullying also happened in non-profit settings, such educational institutions (Care, 2004). Lewis also discovered that, despite being the main offenders of downward bullying, managers were also bullied by more senior managers.

Over the past years, there has been a disturbing rise in crime rates throughout Asia, including the Philippines. Deviant behavior, ranging from minor incidents to more severe forms, has become increasingly prevalent across various locations. This trend is particularly noticeable among adolescents, with high rates of reported deviant behavior in recent years. The escalating number of Filipino youths involved in unlawful activities has raised concerns within the Department of Social Welfare and Development (DSWD). According to the Philippines Crime and Safety Report published in 2017, specific deviant behaviors among adolescents that have a detrimental impact on others include criminal offenses such as law-breaking, rape, robbery, theft, murder, juvenile delinquency, school-based assaults, as well as non-criminal behaviors like bullying, vandalism, addictions, and substance abuse (Psychol, 2021).

Last but not least, workplace deviance concerns have received a lot of attention in Malaysia. This phenomenon is evident through the consistent reporting of cases involving dishonesty (as documented in New Straits Times, 2005), absenteeism, accidents, and employee turnover (as mentioned in an anonymous source, 2008), bribery (as reported in New Straits Times, 2008), poor work attitudes (as highlighted in New Straits Times, 2005), and industrial accidents covered by newspapers and other public media (April 28, 2008). The significance of workplace deviant behavior has attracted the attention of relevant government bodies as well as the local media, who have shed light on these issues. The presence of workplace deviation in Malaysia has been acknowledged by divisions within the Ministry of Human Resources, such as the Social Security Organization (SOCSO), Labour Department, and National Institute of Occupational Safety and Health (NIOSH) (Shamsudin & Rahman, 2006)

1.3 PROBLEM STATEMENT

Deviant behavior in the workplace refers to actions undertaken with the intention to harm, disrupt, or punish the organization or individuals within the organization. Such behaviors can range from minor offenses, such as intentionally slowing down work processes, to more extreme acts like work sabotage (De Garmo, 2020). So, employee behavior is very important in a job. Especially if the employee wants a promotion or salary increment. In terms of behavior and attitude, the employer will judge the employee whether they are qualified or not.

Drug abuse is one of the causes of employee misconduct at work. This is because they feel that they will not be affected by the drug at work and can control it as best as possible. On the other hand, if they are in a situation where they are out of control because they are taking drugs, immediately their attitude and behavior will change causing them to be quick to anger, rage and worse they may also engage in violent or criminal behavior. This may be due to problems that occur in the workplace, being influenced by colleagues or having problems at work that cause them to dare to engage in drug abuse. While the basic categories of deviant behavior identified by Sackett (2003) align with those found in previous research, there are differences in how they are classified (Greenberg, 2010; Vardi & Weitz, 2004). For example, Greenberg (2010) and Vardi & Weitz (2004) further categorized organizational misbehavior into distinct groups. These include intrapersonal misbehavior, which encompasses work-related issues like problem drinking, drug use, and workaholism. Interpersonal misbehavior includes behaviors such as rudeness, aggression, bullying, and sexual harassment. Production misbehavior relates to rule breaking, loafing, absenteeism, and tardiness. Lastly, property misbehavior involves acts like vandalism and theft (Greenberg, 2010; Vardi & Weitz, 2004).

The social gap that exists between the rich and the poor not only creates divisions in social class but also encourages individuals from lower social classes to engage in immoral activities such as stealing, robbing, and extorting people to

meet their own needs (Doran et al, 2012). Also contributing to high crime rates are the fact that impoverished people cannot afford to buy what they want, the fact that individuals in poorer countries have lower levels of education, and the fact that the governments of developing nations are less strict than those of wealthy nations. Last but not least, as a result of poverty and other socioeconomic problems, certain subcultures develop, and it is through these subcultures that youngsters learn values that promote antisocial behavior (Cohen, 2012).

1.4 RESEARCH OBJECTIVE

This study's main goal is to examine how, in the context of the Malaysian hotel industry, organisational fairness, organisational restrictions, faith in the organisation, job autonomy, and employee performance are related.

1.4.1 To identify the factors influencing workplace deviant behaviors towards employee performance in the Malaysia Hotel industry.

- a. To identify the relationship between organizational justice and employee performance in Malaysia Hotel industry.
- b. To identify the relationship between organizational constraints and employee performance in Malaysia Hotel industry.
- c. To identify the relationship between trust in organization and employee performance in Malaysia Hotel Industry.
- d. To identify the relationship between work autonomy and employee performance in Malaysia Hotel Industry.

1.5 RESEARCH QUESTION

- 1) Is there any relationship between organizational justice and employee performance in Malaysia Hotel industry?
- 2) Is there any relationship between organizational constraints and employee performance in Malaysia Hotel industry?
- 3) Is there any relationship between trust in organization and employee performance in Malaysia Hotel industry?
- 4) Is there any relationship between work autonomy and employee performance in Malaysia Hotel industry?

1.6 SIGNIFICANCE OF THE STUDY

The result from this study was increase knowledge regarding the factors that cause employee performance in the hotel industry. the data obtained from google forms that the researcher has given to hotel employees. This study provides several benefits and significance to a few stakeholders whois seen as high potential to utilize this study for betterment. The targeted stakeholders are as follows:

I. Hotel practitioner/ operations

This study will give benefits to the hotel practitioner or operation. This is because the hotel business operation will end up knowing what strategies are important to improve its quality and attract more customers based on the online reviews received.

II. Hotel employee

The benefits that can hotel employee get from this study is they can prevent themselves from doing deviant behavior. This is because they have been exposed to the consequences if they do negative things in the hotel industry

III. Ministry of Human Resource/ Labour Department

This study will give benefit to Ministry Human Resource. They can improve their behavior from doing anything negative in their job. According to Section 14(1) of the Employment Act of 1955 (referred to as "the Act"), misbehavior may constitute cause for dismissal if it interferes with the employee's ability to perform

statutory or implied terms of service following a thorough examination.

IV. Future researcher

The researcher aims to contribute to clear information and address all new researcher's information related to the factors influencing workplace deviant behavior toward employee performance in Malaysia hotel industry. This can help them to investigate more in the impact of online reviews related study.

1.7 DEFINITION OF TERM

1.7.1 Deviant Behavior

Actions that violate accepted social norms are indicative of deviant behaviour. Both the official standards established by laws and regulations as well as informal social customs might be included in these norms. Socially acceptable behaviour, on the other hand, refers to actions that are typically regarded as appropriate when one is around other people. Acts that are explicitly prohibited by the law include rape, murder, domestic violence, robbery, assault, arson, vandalism, fraud, drug misuse, and animal cruelty. Being frequently late for work, swearing in public, making obscene gestures, lying, and engaging in gossip are examples of informal deviant behaviour, which is frequently regarded as socially unacceptable (Hartney, 2022).

1.7.2 Organizational Justice

Organisational justice examines how people perceive fairness and how their perceptions of fairness affect them. An employee will frequently perform better at work, have a better attitude towards their work, and suffer less stress if they are treated well by their employer and the organization. In this context, according to Ibrahim (2011), He emphasized the significance of how individuals see organizational justice in relation to workplace fairness. Distributive justice and procedural justice are two components of the concept in this context. Distributive justice is associated with the sense of fairness that employees experience at work, whereas procedural justice refers to a decision-making procedure that will be perceived as fair.

1.8 DEFINITION OF TERM

1.8.1 Deviant Behavior

Deviant behavior is characterized by actions that deviate from established social norms, encompassing both formal social expectations defined by laws and regulations, as well as informal social conventions. In contrast, socially acceptable behavior refers to actions that are widely considered appropriate in the presence of others. Formal deviant behavior, which is prohibited by the law, includes acts such as rape, murder, domestic violence, robbery, assault, arson, vandalism, fraud, drug misuse, and animal cruelty. Informal deviant behavior, which is generally perceived as socially unacceptable, encompasses behaviors like consistently arriving late for work, using offensive language in public, making inappropriate gestures, lying, and engaging in gossip (Hartney, 2022).

1.8.2 Organizational Justice

Organizational justice looks at how individuals assess fairness psychologically and how their views about fairness impact them. If an employee is treated well by their employer and the organization, they will often perform better at work, have a better attitude toward their work, and will experience less stress. In this context, according to Ibrahim (2011), he emphasised the importance of how people view fairness at work in relation to organizational justice. In this context, distributive justice and procedural justice are two elements of the idea. While procedural justice refers to a decision-making process that will be seen as fair, distributive justice is connected to the sense of fairness that employees feel while at work.

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1.8.3 Organizational Constraints

Organizational constraints refer to factors within the immediate workplace environment that hinder the translation of individual skills and motivation into effective performance. These constraints can take various forms and may include factors such as a lack of necessary knowledge or resources, frequent interruptions or distractions, or insufficient support from colleagues or superiors. These limitations can impede employees' ability to fully utilize their capabilities and achieve optimal performance (Peters & O'Connor, 1980).

1.8.4 Trust in Organizational

Trust can be defined as the willingness of one party to be vulnerable and rely on the actions and decisions of another party. It involves having the expectation that the other party will fulfill a specific action or obligation that is important to the trustor, even in situations where there is limited ability to monitor or control the actions of the other party. Trust encompasses a level of uncertainty regarding the motivations, intentions, and potential actions of the other party, yet the trustor still chooses to place confidence in them (Mayer et al., 1995). When there is no external legal framework or prior mutual consent, what happens between two parties is their internal consistency and they believe in one another. The actors' expectation of the other party's honesty, knowledge, skill, and behavior is what is referred to as trust. The choice to rely on another party in danger is another form of trust, as is the choice to take a risk (Kebede, Ali & Moges, 2022).

1.8.5 Work Autonomy

The degree of latitude and discretion given to employees in carrying out their duties is referred to as work autonomy. In order to remove monitoring or other restrictions that serve as a disincentive to bad behavior, this also includes work autonomy. Significant employment freedom also encourages performance and action, which raises the risk of deviation (Vardi & Weitz, 2004).

1.9 SUMMARY

This chapter emphasises how the hotel business in Malaysia faces a serious problem with deviant behaviour. To make the scope and direction of the research obvious, the problem statement, research objectives, and research questions are offered. Readers obtain a stronger understanding of the research issue and its applicability to the hotel business in Malaysia as a result of the chapter's discussion of these topics.



CHAPTER 2 LITERATURE REVIEW

2.1 INTRODUCTION

The given text introduces the topic of employee performance and workplace deviant behavior specifically within the context of the hotel industry in Malaysia. It emphasizes the concept of workplace deviance, which pertains to intentional behaviors by employees that go against established organizational norms and rules, posing potential harm to the organization and its members. Various forms of workplace deviant behavior are mentioned, including theft, sabotage, absenteeism, violence, and low effort. These actions are considered deviations from expected employee conduct and can have detrimental effects on the overall functioning and success of the organization.

The text also examines how male and female employees in Malaysia's hotel industry differ in their responses to deviant behavior. It mentions that male participants tend to exhibit higher scores in production deviance, personal aggressiveness, political deviance, and property deviance compared to their female counterparts. Additionally, organizational factors such as supervision, company identification, work types, work amount, co-workers, physical work conditions, and monetary rewards were found to be significant predictors of workplace deviant behavior among employees.

The text highlights the concept of organizational justice as a significant factor influencing employee behavior and performance. It emphasizes the importance of fair treatment within the organization and how employees' perceptions of fairness impact their work attitudes and job satisfaction. When workers believe they are receiving fair treatment, it improves their overall job satisfaction, fosters good attitudes, and strengthens their commitment to the company. Conversely, when employees perceive organizational injustice, it can evoke negative emotions, cynicism, and even result in deviant behavior. The perception of fairness or unfairness within the organization plays a crucial role in shaping employees' behaviors and their overall relationship with the organization.

The text further delves into the concept of organizational constraints, which are factors within the workplace environment that impede the translation of employee motivation and skills into effective performance. These constraints can manifest in various forms, such as a lack of resources, frequent interruptions, and inadequate

support from colleagues or superiors. When employees encounter these constraints, it can result in feelings of frustration and stress, potentially leading to the adoption of deviant behaviors as a coping mechanism. Deviant behavior may serve as a response to perceived barriers or limitations in the work environment, allowing employees to exert control or alleviate their frustrations.

Trust in the organization is highlighted as a crucial factor in employee behavior and performance. Trust involves the belief that the organization will act in a way that benefits employees and will not harm them. When employees trust their organization, they are more likely to invest time and effort into their work.

Work autonomy is mentioned as an important factor in deviant behavior. Employees with greater autonomy in their work, allowing them to choose how and when to complete tasks, may be more prone to engaging in deviant behavior.

Overall, this provides insights into the relationship between employee performance, workplace deviant behavior, organizational justice, organizational constraints, trust in the organization, and work autonomy in the context of the hotel industry in Malaysia.

2.2 EMPLOYEE PERFORMANCE IN MALAYSIA HOTEL INDUSTRY

2.2.1 Employee performance

Workplace deviance is characterized as voluntary employee conduct that contravenes important organizational norms, rules, or laws and poses a threat to the organization's and/or its members' well-being. (Robinson & Bennett, 1995). It is often characterized as intentional or willful wrongdoing that causes harm to an organization (Omar, Halim, Zainah, Farhadi, Nasir & Kairudin, 2011). Examples of workplace deviant behavior can be attributed to individual actions such as managers or coworkers making fun of others, pulling nasty pranks, acting rudely, or getting into conflicts at work. Additionally, organizational actions such as theft, sabotage, trespassing, absenteeism, violence, arriving late to work, and exhibiting low effort are also considered forms of workplace misconduct. Consequently, in recent years, there has been increased media attention on workplace behavior (Kidwell & Martin, 2004).

The notoriety surrounding inappropriate behavior in the workplace is often a result of the detrimental consequences associated with such actions. These consequences can range from the financial ruin of employees due to illegal actions by corporate managers, to instances of workplace violence and costly sexual harassment cases. Estimating the true cost of workplace misconduct is a challenging task, if not an impossible one, particularly when considering its various manifestations. These can include corporate fraud, employee theft, bullying and harassment, retaliation, decreased work effort, substance abuse, and violence, as well as the measures taken to prevent and address these issues. While it is difficult to arrive at an accurate cost estimate, figures in the billions of dollars are frequently cited (Bennett & Robinson, 2003).

Male and female employees have quite diverse responses to deviant behavior that occurs in the workplace. Agency theory, according to Robinson and Bennett (2003), affective events theory, and typology of deviance behavior theory served as the foundation for employees' organizational responses to various components of deviant behavior. The questionnaires were completed by 696 employees. Our theories were confirmed by the findings. First, male participants'

production deviance, personal aggressiveness, political deviance, and property deviance scores were much higher than those of their female counterparts.

In the study conducted by Gabriel (2012), it was found that females exhibited higher levels of production deviance, personal violence, and political deviance compared to males. Multiple regression analysis further revealed that various organizational factors, such as supervision, company identification, types and amount of work, co-workers, physical work conditions, and monetary rewards, significantly predicted different forms of workplace deviant behavior among employees. Interestingly, the mean deviant behaviors of males were higher than those of females in both controlled and less controlled work environments, and this difference was statistically significant. However, no significant interaction was found between gender and work environment control. These findings were discussed in the context of existing research on deviant workplace behavior, emphasizing their implications for management strategies and interventions.

According to Russ (2000), when employers give opportunities to employees to make decisions. Therefore, they will feel valued by the organization. This will make them a loyal employee and always eager to do a job. In addition, a good and fair leadership style is also likely to increase the good work performance of an employee. They will find it easy to trust employers if they are treated regardless of social status. Besides that, if an employee is satisfied with the environment at work and remains loyal to the organization, it can reduce the cost of losses incurred by the organization such as to recruit, select, hire, and supervise newcomers than training existing employees (Wah et al., 2013). Last but not least, according to Wah et al., (2013), employers need to give pay that is equivalent to work so that they don't choose to work in an organization that offers a higher salary than that organization. So, company secrets will remain intact.

2.3 WORKPLACE DEVIANT BEHAVIOR

2.3.1 Organizational Justice

Organizational justice examines the psychological processes by which people judge fairness and how these beliefs affect them. Employees usually perform better at work, have a better work attitude, and will have a better attitude about their job, and will get less stress if they feel they are treated well by the employer and the organization. According to Xu et al. (2016), emphasized that employees have the right to doubt if the established fairness rules are in fact trustworthy information that can assist the workforce in anticipating a better future. Organizational justice has a concept such as caring about how employees determine whether they are treated fairly or not. According to Ibrahim (2011), he emphasized that organizational justice places a strong emphasis on how employees perceive fairness at work. Where the concept includes two dimensions namely distributive justice and procedural justice. Distributive justice is related to the justice that employees feel while at work while procedural justice is a decision-making process that will be considered a fair decision. Employees are more likely to become more interested in their work when they are satisfied with their jobs (Sehuno, Viviers & Mayer, 2015).

Following that, cynical workers who see organizational injustice and lax ethical norms are less likely to rely on organizational justice, which could cause them to act unethically to accomplish their goals (Brown et al., 2005; Demirtas, 2015; Al Halbusi et al., 2018). This happens when negative feelings arise in employees because they feel that the employer and the organization are not treating them fairly. The quality of service received by them will cause the emergence of deviant behavior in them. They will start to commit irregularities such as coming late to work, not attending work, stealing goods or company information, sabotage, cheating, and other bad things. In addition, this incident will continue to be repeated to show their disrespect and their negative feelings towards the employer and the organization. This will have a negative impact on the organization because they may share confidential information or sell it to other individuals. This will affect the performance of an organization. They will also

tend to hold grudges against employers and organizations. Thus, they will not feel guilty for doing such things.

Likewise, according to Al-Zu'bi (2010), organizations will remain productive if the employees feel they are valued, and they will seek unbiased information about employers before evaluating their employers and organizations. Positive feelings produced by employees usually come from pleasant experiences at work, for example having good work friends, a fair and responsible employer, the payment received is worth the energy expended and many more (Usmani & Jamal, 2013). According to Farrukh et al., (2019), if the employees are satisfied with the justice that is happening, they will focus on doing a job and will continue to be productive and motivated at work. Employees who experience organizational fairness are also more likely to be satisfied with their jobs (Dajani, 2015). They will also be one of the loyal employees to the organization. This will bring good to the employer and the organization.

Lastly, organizational justice is a major factor influencing job satisfaction. In this context, Usmani and Jamal (2013) stated that it will affect the positive or negative attitude of an employee. A high level of justice is very important because hotel workers have a high commitment to experience stress. Employers must always be aware of the situation in the workplace as well as the methods used to overcome deviant behavior among employees (Nadiri & Tanova, 2010). In addition, employers need to avoid any actions that may harm the organization by giving unfair treatment to employees. Employee behavior is very important for the long-term success of an organization. However, Rowland and Hall (2012) found a negative direct relationship between organizational justice and employees' performance.

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2.3.2 Organizational Constraints

The elements of the immediate workplace that prevent the conversion of motivation and aptitude into efficient performance are known as organizational constraints (Spector, 2016). Constraints frequently include lack of resources, such as knowledge or tools, interruptions, or insufficient assistance from others. Initially, it was thought that constraints would restrict the amount of performance that might be achieved, having a bigger impact on highly skilled and motivated employees. Situational limitations are situations that exist in organizations that prevent employees from completing the tasks that have been given to them, such as a lack of supplies and equipment, interruptions from co-workers, a lack of information, and a lack of funds. Employees find it challenging to perform their duties in accordance with organizational expectations due to these restrictions. As a result, situational constraints hinder employees' ability to do their jobs (Naumann & Adkins, 2001; Sonnentag & Starzyk, 2015) while also raising turnover, discontent, and other negative emotions.

It has been established that there are organizational constraints in the hotel business, including inadequate training, excessive workloads, unsocial work hours, and job overload (Kim, Miao, and Park, 2015). According to Kao, Cheng, Kuo, and Huang (2014) noted that hotel staff had to deal with limitations imposed by unsupportive bosses, co-workers, and clients. The limitations imposed by co-workers and clients could be inferred as a possible cause of workplace deviation. The performance of the workforce or the operation of the hotel are both impacted by all organizational restrictions. Employees who feel confined by their circumstances are more prone to act illegally at work in an effort to cope with their disappointment and unhappiness. Employees participated in workplace deviance to deal with the stress brought on the situational limits in their organizations, claim Shoss, Hunter, and Penney (2016).

However, harmful deviant behavior, such as sexual harassment, vandalism, distributing false information, and other forms, has negative effects on the company and its associates. Deviant behavior has a detrimental impact on employee performance since it has a wide-ranging effect on both individuals and organizations. Production deviance, property deviance, political deviance, and

employee aggressiveness are the four categories of workplace deviation. According to Bennett and Robinson (2000), workplace deviation can be directed at either the company or specific employees. Interpersonal deviance is the first kind, which has the potential to hurt people, while organizational deviance is the second kind and is focused on the organization as a whole. The effect that will arise when deviance behavior occurs, that is, organizational constraints are the organization will not function properly. For example, deviance behavior that occurs against employees will cause employees to lose motivation and enthusiasm in doing work. When employees lose motivation and enthusiasm in work, their ability to perform tasks will be reduced and inefficient. Furthermore, the presence of organizational constraints, such as inadequate materials and equipment, interruptions from colleagues, insufficient information, and limited funding, can create challenges for employees in fulfilling their job responsibilities in alignment with organizational expectations (Pindek, Howard, Krajevska & Spector, 2019). These constraints may impede employees' ability to perform their tasks effectively and efficiently, leading to potential frustrations and deviations from desired work behaviors.

Organizational constraints research has thus far concentrated on evaluating variables that are merely related to organizational restrictions, rather than on causal connections. Additionally, the specificity of the elements in the organizational constraints measure varies, making some restrictions and their possible causes a little more obvious than others. In contrast to "other employees," which gives a lot more space for interpretation and possible causes, "interruptions from others" is more specific and understandable. Of course, there is more to learn about why interruptions from others are so often in a certain firm, but generally speaking, it is not nearly as ambiguous as "other employees" or "boss," which need more investigation to start to comprehend. As a result, some influences have received more research than others. According to Shoss, Hunter, and Penney (2016), employees' deviant behavior in response to organizational constraints can have a negative impact on customer satisfaction. When employees face frustrating situational constraints that are beyond their control, they may be more inclined to engage in deviant behaviors as a means of expressing their dissatisfaction. These deviant behaviors, stemming from the perceived lack of control over the situation, can ultimately affect the quality of customer service and result in lower levels of customer satisfaction.

Organizational constraints have a significant impact on employees, influencing their perception of constraints and the overall work environment. The influence of constraints can be categorized into two main areas. In the first category, there is a strong association between personality traits and the likelihood of perceiving constraints in a negative light. Traits such as negative affectivity, trait anger, and agreeableness are linked to a higher tendency to perceive constraints negatively (Pindek & Spector, 2016). The second category pertains to the work environment, where several factors are yet to be fully understood. However, among the factors that have been examined, interpersonal conflict and reported rudeness have shown the strongest relationships with various constraints experienced by colleagues, supervisors, and inadequate resources. Although there are no explicit constraints targeting workload, employees may perceive workload in terms of its volume or difficulty. Moreover, perceptions of overall organizational constraints are closely related to perceptions of workload. It is important to note that while correlations exist, it is possible that the presence of barriers can lead to an increased perception of workload, but causality cannot be determined solely based on these relationships.

2.3.3 Trust in Organization

Trust can be defined as the willingness of one individual or party to place themselves in a vulnerable position, relying on the actions of another party. It involves having the expectation that the other party will perform a specific action that is important for the trustor, even in situations where there is limited ability to monitor or control the actions of the other party. Trust encompasses a level of uncertainty regarding the other party's motivations, intentions, and potential future actions. What happens between two people without a formal agreement or prior consent is determined by how consistently they believe in one another. What is referred to as trust is the actors' expectation of the other party's honesty, knowledge, talent, and behaviors. The choice to rely on another party under risk is another form of trust, as is the choice to take a risk. (Kebede, Ali & Moges, 2022).

According to Mubashar, Musharraf, Khan and Butt (2022), They emphasize the relationship between employees and management, and the group is referred to as having organizational trust. Employees have a strong sense that management will behave in their best interests rather than in any way that will be detrimental to them. the conviction that both parties will behave or react in a predictable, consistent, and mutually beneficial way. Employees devote more time and energy to their employer when they have faith in it.

Regarding the subject at hand, there are a number of context-related variables that have an impact on organizational trust. Employees who are willing to establish enduring relationships with the organization and who identify with it are considered to have faith in it. This notion is the fundamental belief that a business communicates and acts in a manner that exhibits competence, openness and honesty, caring, dependability, and worthiness for affiliation with its goals, standards, and values. Additionally, it expresses confidence in and support for an employer. The belief held by a worker that the organization will take actions that are beneficial to him or her, or at the very least are not destructive, is another definition of trust in an organization. The relationship between organizational trust and other organizational dimensions might provide for fascinating organizational sub-field research. (Kebede, Ali & Moges, 2022).

2.3.4 Work autonomy

Autonomy in the workplace means allowing workers the freedom to conduct themselves however suits them. Employees who have control over their work environment can decide when and how to perform tasks. The perception of workplace autonomy will vary depending on our organization. Additionally, the degree of freedom that employees have to carry out their duties is referred to as workplace autonomy. It is concerned with how quickly tasks are finished, in what order they are completed, and with how free employees are from micromanagement. (Woll, 2021). Therefore, deviant behavior occurs due to high job freedom.

The degree of latitude and discretion given to employees in carrying out their duties is referred to as work autonomy. In order to remove monitoring or other restrictions that serve as a disincentive to bad behaviors, this also includes work autonomy. Additionally, significant employment freedom allows for performance and action, which increases the risk of deviation. (Vardi & Weitz, 2004). The amount of opportunity or autonomy given to employees is positively correlated with deviant behaviors, such as fraud and theft, according to study.

Additionally, the study revealed that a significant portion of organizational fraud and theft occurs at higher levels of the company hierarchy. This phenomenon may be attributed, at least in part, to the increased opportunity and job autonomy enjoyed by individuals in these positions. Work autonomy, on the other hand, refers to the level of latitude given to employees in doing their duties. This includes the range of alternatives they have for the methods or schedules they utilize, as well as the standards by which their performance is measured. As a result, autonomy gives staff members the ability to use their judgement and discretion to behave in the most efficient way feasible (Alias, 2018).

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According to Ferguson (2007), employees' perceptions of job autonomy and job stress play significant roles in predicting workplace deviance. Job stress and limited job autonomy can lead to feelings of frustration, aggravation, irritation, impatience, and intolerance among employees. These negative emotions, in turn, contribute to employee fatigue and increase the likelihood of engaging in deviant behavior. Previous research has consistently shown that job autonomy is a significant predictor of workplace deviance (Ambrose et al., 2002; Vardi & Weitz, 2004). Furthermore, Fodchuk (2007) defines job autonomy as the level of control and freedom employees have in carrying out their tasks. It is suggested that employees' confidence in executing their responsibilities can influence the relationship between job factors and deviant behavior at work (Galperin, 2002).

Additionally, the study revealed that a significant portion of organizational fraud and theft occurs at higher levels of the company hierarchy. This phenomenon may be attributed, at least in part, to the increased opportunity and job autonomy enjoyed by individuals in these positions. Work autonomy, on the other hand, pertains to the extent of flexibility granted to employees in carrying out their job responsibilities. This includes the number of options they have regarding the techniques or procedures they employ, the schedule they adhere to, and the criteria used to evaluate their performance. Consequently, autonomy empowers employees with the freedom to exercise judgment and discretion in order to act in the most effective manner possible (Alias, 2018).

According to Ferguson (2007), employees' perceptions of Job autonomy and job stress are important predictors of workplace deviation. Employees may experience sentiments of annoyance, aggravation, irritation, agitation, impatience, and intolerance as a result of job stress and limited job autonomy. Employee tiredness and an increased risk of acting out are consequent effects of these unfavorable feelings. Job autonomy has often been found to be a strong predictor of workplace misbehaviors in prior study. (Ambrose et al., 2002; Vardi & Weitz, 2004). Furthermore, Fodchuk (2007) defines job autonomy as the level of control and freedom employees have in carrying out their tasks. It is suggested that employees' confidence in executing their responsibilities can influence the relationship between job factors and deviant behavior at work (Galperin, 2002).

According to McCardle (2007), individuals who perceive a lack of job autonomy often feel that they have limited authority to achieve their desired outcomes. As a result, they may be more inclined to engage in distortions or manipulations to express their negative emotions. Spector (2007b) supports this idea by suggesting that employees who perceive a lack of control over their work are more likely to engage in destructive behaviors. When employees feel discouraged due to a lack of job autonomy, they may resort to using alternative means, such as distortion, to assert influence and regain a sense of power and resources in their environment (McCardle, 2007).

Lawrence and Robinson (2007) also demonstrated that aberrant behavior is a frustration function brought on by diminished autonomy. According to their theory, deviant behavior at work is basically a resistance reaction to annoyance brought on by organizational authority. The more employees are under

management's supervision, the more frustrated they become, which encourages deviations and strengthens the fundamental principles. According to the general tension theory, people who experience tension frequently express frustration and can occasionally display destructive behavior. Therefore, we think that people's attitudes toward workplace deviation are likely to change as a result of low levels of job autonomy.

Consequently, individuals who occupy roles that offer considerable autonomy have the freedom to exert effort and remain resilient when confronted with obstacles, indicating a high level of engagement. Research suggests that individuals who derive satisfaction from their professional lives demonstrate elevated levels of enthusiasm, minimal exhaustion, and a strong sense of purpose and engagement in their work (Saavedra & Kwun, 2000).

In summary, it is obvious that work autonomy is crucial for an organization since employees require flexibility in each position so they can accomplish what they want without being constrained. However, they cannot be too liberated because this would lead to more unwelcome events at work. Therefore, if a firm is open with its employees, perhaps the issue of deviant behaviors can be avoided so that they feel at ease and motivated to work for the company.

2.4 CONCEPTUAL FRAMEWORK

In order to facilitate the study, a conceptual framework was employed as a means of data collection in this study. Consequently, this framework also proves beneficial in elucidating the association between the independent variable(s) and dependent variables under investigation. The conceptual framework for this study is shown in Figure 2.1 below.

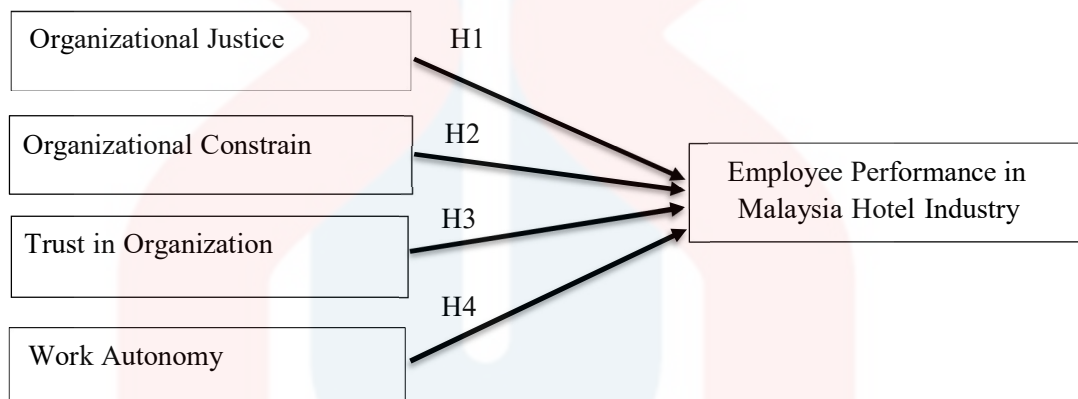


Figure 2.1 Conceptual framework

The depicted figure illustrates the correlation between the independent variables and dependent variables examined in this study. The independent variables encompassed various issues that contribute to the factors influencing workplace deviant behaviors impacting employee performance within the Malaysian hotel industry. Specifically, the study identified four independent variables: organizational justice, organizational constraints, trust in the organization, and work autonomy. Each of these independent variables was found to have an impact on the dependent variable, which was employee performance in the Malaysian hotel industry.

Drawing from extensive prior research, the primary objective of this study was to investigate the influence of organizational justice, organizational constraints, trust in the organization, and work autonomy on employee performance. The existing body of research findings played a pivotal role in guiding the researchers and providing valuable insights for the completion of this study. These findings were utilized as references to substantiate and enhance the credibility and robustness of the current research, thereby contributing to its overall reliability.



2.5 HYPOTHESIS

According to the literature review, organisational fairness, organisational limits, trust in the organisation, and work autonomy are the elements that influence workplace deviant behaviours that have an impact on employee performance in the Malaysian hotel business. Employee performance in the Malaysian hotel sector is referred to as the dependent variable, while these aspects are regarded as independent variables. Finding, assessing, and identifying the relationship between these four independent factors and the dependent variable is the study's main objective. The study's overall goal, summarised, is to develop hypotheses and carry out an analysis to look at the relationships between organisational fairness, organisational limits, trust in the organisation, and work autonomy, with employee performance in the Malaysian hotel industry as the end result. So, based on the study, the hypothesis that will be investigate for this research are:

Hypothesis 1:

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

Hypothesis 2:

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

Hypothesis 3:

- H₁ : There is a relationship between trust in organization and employee performance in Malaysia hotel industry.

Hypothesis 4:

- H₁ : There is a relationship between work autonomy and employee performance in Malaysia`s hotel industry.

CHAPTER 3

METHODOLOGY

3.1 INTRODUCTION

This chapter provides a detailed account of the methodology employed to gather data for the study. It outlines the necessary steps and actions taken to ensure the acquisition of relevant and reliable data. The chapter includes an explanation of the rationale behind selecting the specific research design, identification of the target population, determination of the sample size, description of the sampling strategy, elaboration on the data collection process, discussion of the research instrument used, and specification of the analytical method employed for this study. The term "research technique" refers to the precise steps or methods utilized to locate, select, evaluate, and analyze data pertaining to a specific topic within a particular domain of investigation that is of particular interest to the researcher. These techniques are carefully chosen and applied to ensure the retrieval of accurate and meaningful data for the research.

3.2 RESEARCH DESIGN

The framework of techniques and procedures used to gather and examine data pertaining to the variables listed in the research topic is, in fact, referred to as the research design. An approach to quantitative research was used in the current study. In order to answer the research questions, a cross-sectional study design was specifically used, in which data were collected at a single point in time. Cross-sectional studies are frequently employed in descriptive research because they enable the evaluation of a specific phenomenon or set of variables at a certain time, giving an overview of the situation being studied. In addition, the researcher may see how employee performance in the Malaysian hotel industry influences workplace deviant behavior. To ensure this research was done correctly, the researcher also refer to other journals and papers related to deviant behavior. Doing so can ensure the researcher better understands the differences and the overall about deviant behavior toward employees in the hotel industry.

3.3 POPULATION

The term "population" in research refers to the total group or collection of units to which the findings are to be applied. It can be defined as a collection of individuals who share specific characteristics. In the study on deviant behavior towards employee performance in the Malaysian hotel industry, the research was conducted due to the numerous issues prevalent in the industry. The population for this study comprises employees and managers working in Malaysian hotels. The study aims to include respondents of both genders (men and women), various races, different age groups, and individuals with different marital statuses who are employed in Malaysian hotels. The objective is to assess their responses to deviant behavior. According to data from the United Nations World Tourism Organization (UNWTO), approximately 196.4 thousand people were employed in Malaysia's hotel industry in 2021. However, it is important to note that the COVID-19 pandemic has resulted in a decline in employment within the hotel sector since 2020.

3.4 SAMPLE SIZE

A sample refers to a subset of individuals, objects, or elements selected from a larger population for the purpose of measurement or study. In this research, employees working in four-star hotels and five-star hotels were chosen as respondents for the sample. This selection was based on previous studies indicating that deviant behavior tends to occur more frequently in higher-rated hotels, and that four- and five-star hotels place greater emphasis on service quality and employee conduct (Qiu, 2011). The respondents in the sample were selected from various states in Malaysia, including Kota Bharu in Kelantan, Kota Kinabalu in Sabah, Kuantan in Pahang, and Georgetown in Pulau Pinang. To ensure unbiased opinions, the survey focused on a limited number of hotels in Malaysia. It is important to avoid an overly large sample size for this research to prevent potential issues. According to Roscoe's Rule of Thumb (1975), a sample size ranging from 30 to 500 is generally suitable for most behavioral studies. Calculating an appropriate sample size is crucial to obtain reliable and meaningful research results.

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3.5 SAMPLING METHOD

The sampling strategy used in this study was a non-probability convenience sampling method. Convenience sampling helps researchers to select respondents who are conveniently accessible and readily available, as opposed to probability sampling methods that require randomly selecting participants from the total community (Bhardwaj, 2019). In order to cut expenses and the amount of time the researchers had to spend collecting data, convenience sampling was used in this study. People who responded to the questionnaire about workplace deviant behaviour towards employee performance in the Malaysian hotel industry would be those who had already dealt with the challenges. The majority of respondents are aware of this issue, thus respondents who can answer the questionnaire and provide the data based on their responses are simply chosen in Kota Bharu, Kelantan, Kota Kinabalu, Sabah, Kuantan, Pahang, and Georgetown, Pulau Pinang.

3.6 DATA COLLECTION PROCEDURE

Normal, verified data collection techniques were used to gather, measure, and analyse precise study-related information. Researchers may test their theory using the data they have gathered. In the majority of cases, gathering data is the first and most crucial phase in any study, regardless of the subject matter. For survey sampling, the method of data gathering varies depending on the required information.

The primary questionnaire used to gather the study's data was titled "The influence of workplace deviant behaviour towards employee performance in the Malaysia hotel industry." To distribute and administer the questionnaire to qualified respondents from the hotel business, the researcher used tools like Google Forms. The survey was created in a way that accommodated both English and Malay languages to ensure simplicity and ease of understanding for all respondents. By providing the questionnaire in multiple languages, the researcher aimed to facilitate participation and gather data from a diverse group of respondents in the hotel industry.

In this research, multiple questionnaires with different types of questions were developed for the employees in the hotel industry. To make it easier for respondents, a simple random sampling strategy was used, wherein simple surveys were employed. In the pilot study, a total of 30 questionnaires were distributed to employees in the hotel industry to gather information about the factors influencing deviant behavior. The pilot study is a crucial step in enhancing the quality and validity of the main study. It allows for the testing of questionnaires using a smaller sample size compared to the expected size of the main study. The purpose of the pilot study is to gather valuable feedback from respondents, which the researcher can then utilize to review and improve the research paper. Respondents were provided with guidance and assistance in responding to the questionnaire during the pilot study.

3.7 RESEARCH INSTRUMENT

Questionnaire is one type of research instrument that is used to measure and gather data regarding the main issues that the study objectives have identified.

The most popular way to acquire primary quantitative data is through questionnaires. It makes it possible to organize the collection of quantitative data, guaranteeing that the data is both internally accurate and interpretable. Indeed, it is important for a questionnaire to have a clear objective that aligns with the goal of the study, and the purpose of the data should be clearly communicated from the outset (Roopa, 2017). In this research, the questionnaire was developed in both English and Malay languages. The inclusion of multiple languages aims to provide comfort to respondents and facilitate their understanding of the questions and research topics. By offering the questionnaire in different languages, it increases accessibility and ensures that a broader range of individuals can participate and provide valuable insights.

The questionnaire was created using Google Forms, which offers a user-friendly interface for designing and administering surveys. To maximize the reach and participation, the questionnaire was distributed across various social media platforms, including WhatsApp, Telegram, Facebook, Twitter, and Instagram. This broad distribution strategy helps to engage a diverse range of potential respondents

and gather a comprehensive set of data for the study.

Sections A, B, and C make up the three sections of the questionnaire set. Section A will look at demographic segmentation and ask respondents about their age, gender, religion, race, and line of work. They were multiple-choice, closed-ended inquiries about demographics. The questionnaire intentionally collects demographic data to lessen respondents' unwarranted resistance to filling it out. Concerns about independent characteristics including distinctiveness, campaign and promotion, and accessibility will be covered in Section B.

Following that, the questionnaire's dependent variable—the importance and perception of staff performance in Malaysia's hotel industry—will be explored for Section C. It uses a Likert-type scale with a range of 1 to 5, with the following equivalences, “1”: “strongly disagree”; “2”: “slightly disagree”; “3”: “neutral”; “4”: “slightly agree”; “5”: “strongly agree”.

Strongly disagree Slightly disagree Neutral Slightly agree Strongly agree



Figure 3.1: Likert Scale

Table 3.1: Relationship between Likert Scale and Level of Agree

Section	Variables	No. of item	Scale
A	Demographic	6 items	Nominal
B	Organizational Justice	4 items	
	Organizational Constrain	4 items	
	Trust in Organization Work	4 items	
	autonomy	4 items	
C	Employee Performance in Malaysia Hotel Industry	4 items	Likert Scale 1-5

3.8 DATA COLLECTION PROCEDURE INCLUDING PILOT TEST

In this research, the data collection process involved gathering primary data. Primary data refers to information collected directly from the original sources through methods such as interviews, questionnaires, and experiments. It is considered the most reliable and relevant type of data in research. This study's research methodology is quantitative and categorised as descriptive analysis. Descriptive analysis aims to describe and analyze the characteristics, patterns, and relationships among variables in a given population. To select the sample for this research, a non-probability convenience sampling method was employed. This sampling method involves selecting participants who are readily available and accessible to the researcher. The study's intended audience consisted of people who either work now or have previously worked in hotels in Kota Bharu, Kelantan, Kota Kinabalu, Sabah, Kuantan, Pahang, and Georgetown, Pulau Pinang. The sample size for this research is determined to be 140 individuals. This sample size was likely determined based on considerations of feasibility, resources, and statistical requirements to ensure an adequate representation of the target population.

To get the data, researcher was created the questionnaires by using a google form and distributed it in online platform such as Twitter, Facebook, WhatsApp and Instagram. The questions have been divided into four sections: part A is about demographics, section B is about independent variables that the researchers emphasise, such uniqueness, and section C is about the significance and perception of employee performance.

3.9 DATA ANALYSIS

The researchers will use the Statistical Package for the Social Sciences (SPSS) programme to analyse the data after the respondents have completed the questionnaires. For organising and analysing quantitative data in social science research, a popular computer programme called SPSS is employed. With SPSS, researchers can input the data collected from the questionnaires and perform various statistical analyses. The software allows for data manipulation, generating descriptive statistics, conducting hypothesis testing, and exploring relationships between variables. To analyse the collected data for this study, the researchers used the Pearson Correlation Coefficient analysis. An analytical tool for assessing the degree and direction of the linear link between two variables—in this case, the independent variables (IV) and the dependent variable (DV)—is the Pearson Correlation Coefficient. The researchers wanted to find out how employee performance in Malaysia's hotel business related to organisational justice, organisational limits, faith in the organisation, and job autonomy. By employing the Pearson Correlation Coefficient analysis, the researchers can assess both the direction and degree of any association between these variables. Overall, SPSS and the Pearson Correlation Coefficient analysis provide the researchers with the means to analyze the data, explore relationships, and gain insights into the research question and objectives of the study.

3.9.1 Descriptive Analysis

Descriptive statistics are indeed essential for providing a clear and concise description of data in research. As Chapman (2017) suggests, descriptive statistics help researchers describe the relationship between variables within a large sample or population. Before conducting inferential statistical comparisons, it is crucial to calculate descriptive statistics as a preliminary step in the research process. Descriptive statistics encompass various types of variables, including nominal, ordinal, interval, and ratio variables. They involve measures of frequency, central tendency (such as mean, median, and mode), dispersion (such as range and standard deviation), and variation (such as variance and coefficient of variation). These measures allow researchers to summarize and describe the data accurately. In the current study, the researchers employed descriptive analysis to describe the degree of agreement among the respondents in Sections B and C of the questionnaire. This analysis helped them to understand and present the data effectively. For instance, Table 3.2 presents the percentage of respondents who agree or disagree with the statements related to the three independent variables and one dependent variable. By using descriptive statistics, the researchers can provide a comprehensive overview of the respondents' perceptions and attitudes towards the variables of interest. This information can assist in better understanding the research findings and interpreting the results.

Table 3.2: Level of Agreement

Scale	Range of Means	Level of Agree
5	4.51 – 5.00	Strongly Agree
4	3.51 – 4.50	Agree
3	2.51 – 2.50	Neutral
2	1.51 – 2.50	Disagree
1	1.0 – 1.50	Strongly Disagree

The means score with a range of 4.51 until 5.00 represents the greatest and strongest degree of agreement, while the range of means with a range of 3.51 until 4.5 refers to agreement, and the range of means with a range of 2.51 until 3.50 is neutral. Furthermore, the range of mean from 1.5 to 2.50 reflects the extent of disagreement. Its result strongly disagrees when the mean range is between 1.0 and 1.50.

3.9.2 Reliability Test

The dependability test is conducted to assess the reliability and consistency of a measurement instrument or research tool over time and in a specific context. It aims to ensure that the instrument is trustworthy and can perform its intended purpose without errors. Cronbach's Alpha is a commonly used statistical measure to assess the internal reliability or consistency of a scale or questionnaire. It quantifies the extent to which the items in a scale or questionnaire measure the same underlying construct or concept. Cronbach's Alpha ranges from 0 to 1, with higher values indicating greater internal consistency. In the context of the study, Cronbach's Alpha was used to evaluate the internal reliability of the questionnaire. The researchers aimed to assess whether the items within each section (e.g., Section B and Section C) of the questionnaire measured the intended variables consistently. Typically, Cronbach's Alpha values above 0.70 are considered acceptable, indicating satisfactory internal consistency reliability. Values below 0.70 suggest insufficient internal consistency and may indicate a need for further refinement or revision of the questionnaire items. By examining Cronbach's Alpha values, the researchers can determine the internal reliability of the questionnaire and establish confidence in the consistency of the measurement instrument for assessing the variables of interest.

Table 3.3 Rules of thumb about Cronbach's Alpha

Cronbach's Alpha Coefficient	The Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9	Excellent

Source: Hair, Et al

According to Table 3.9.2 when the coefficients range less than 0.6, it indicates poor strength while when the value are between 0.6 and less than 0.7, it is moderate strength or association. When the readings are 0.7 or less than 0.8, the strength is good. A Cronbach's Alpha coefficient range of 0.9 implies outstanding strength of association, whereas a score between 0.8 and less than 0.9 suggests very strong strength of association.

3.9.3 Correlation coefficient

A statistical metric used to evaluate the strength of the linear link between two variables is the Pearson's correlation coefficient. It has a value of "r" and has a range of -1 to 1. Indicating a stronger positive relationship is a score closer to 1, while a value closer to -1 denotes a stronger negative relationship. There is no association between the variables if the value is 0. Researchers can determine the degree of association between variables based on a single number by using the correlation coefficient, which offers a succinct overview of the relationship between them (Schober, Boer, & Schwarte, 2018).

In the research, a relationship has been established between the independent variables (organizational justice, organizational constraints, trust in organization, and work autonomy factors) and the dependent variable (employee performance in the Malaysia hotel industry). The aim of conducting statistical tests is to determine the statistical significance of the coefficients and to evaluate whether the research hypothesis should be accepted or rejected based on the results. To support the presentation of the data, tables and charts are used as visual aids. These visual representations assist in presenting the collected data in a clear and organized manner, enabling better understanding and interpretation of the findings. By utilizing tables and charts, the researcher can effectively illustrate the relationships and patterns observed in the data, allowing readers or viewers to comprehend and draw conclusions from the presented information. Table 3.4 indicates the research objectives of this research, the research question, scale that will be use and the statistical test use for each of it.

Table 3.4: Rules of thumb about Correlation Coefficient Size

Correlation Range (r)	Strength of Association
0.91 to 1.0 / -0.91 to -0.1	Very Strong
0.71 to 0.90 / -0.70 to -0.90	High
0.41 to 0.70 / -0.41 to -0.70	Moderate
0.21 to 0.40 / -0.21 to -0.41	Small but define relationship
0.01 to 0.20 / -0.01 to -0.20	Slight, almost negligible

3.10 SUMMARY

The examination of the literature on the impact of workplace deviant behaviors on employee performance in Malaysia's hotel industry has revealed what is presented in this chapter. Through the data that will be gathered, this study discovered that there is deviant behavior that occurs in this industry. Thus, this will facilitate the production of our research findings in the future.



CHAPTER 4

RESULT AND DISCUSSION

4.1 INTRODUCTION

Various analyses were carried out in this chapter to look at the data gathered for the study. Demographic analysis, descriptive analysis, reliability analysis, and Pearson correlation analysis were all included in these analyses. A sample of 140 people provided the data for this study. The data were gathered and analysed using IBM SPSS Statistics version 26.

4.2 Demographic Characteristics Of Respondents

The research's foundational investigation included frequency distributions. Questions regarding respondent's gender, race, religion, age group, educational level and income level. Tables and pie chart were used to present the respondent's information.

4.2.1 GENDER

Table 4.1: Number of Respondents by Gender

Gender	Frequency (n)	Percentage (%)
Female	90	64.3
Male	50	35.7
Total	140	100.0

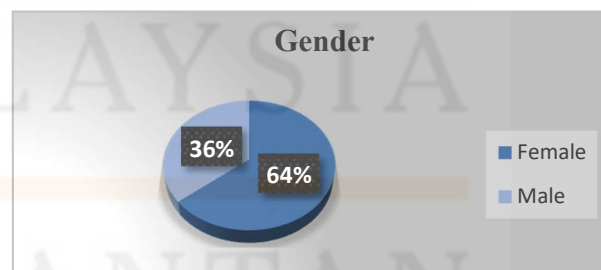


Figure 4.1: Percentage of Respondents by Gender

Table 4.1 and Figure 4.1 reveal the gender of the respondents. Female respondents accounted for 90 respondents of the total, while male respondents accounted for 50. Female respondents made for 64.3% of total 140 respondents, with male accounting for remaining 35.7%.

4.2.2 RACE

Table 4.2: Number of Respondents by Race

Race	Frequency (n)	Percentage (%)
Chinese	11	7.9
Indian	8	5.7
Malay	84	60.0
Other	37	26.4
Total	140	100.0

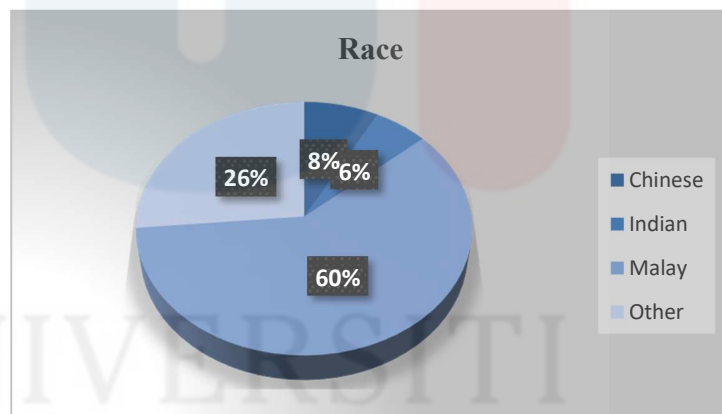


Figure 4.2.: Percentage of Respondents by Race

Table 4.2 and Figure 4.2. indicate the total number of participants by race. The survey received 140 replies, comprising Malay respondents (60), Other race (37), Chinese (11) and Indian respondents (8). Figure 4.2 shows that Malay race had the largest proportion of responses (60.0%), followed by other race (26.4%), Chinese race (7.9%), and Indian had the lowest percent (5.7%).

4.2.3 Religion

Table 4.3: Number of Respondents religion

Religion	Frequency (n)	Percentage (%)
Buddhist	8	5.7
Christian	18	12.9
Islam	106	75.7
Others	8	5.7
Total	140	100.0

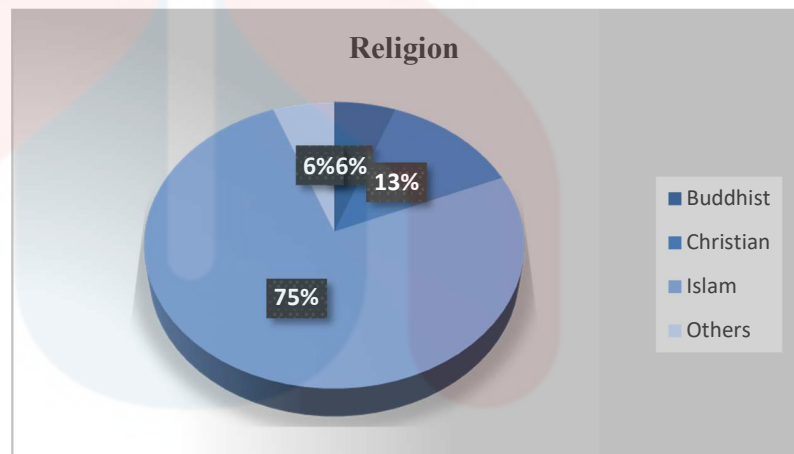


Figure 4.3: Percentage of Respondents Religion

Table 4.3 and Figure 4.3 show the total number of respondents from each religion. Islam is religion made up bulk of responders 75.7% (106), followed by Christian for 12.9% (18 respondents). There were 8 respondents who are Buddhist and others with (5.7%).

4.2.4 Age Group

Table 4.4: Number of Respondents by Age Group

Age Group	Frequency (n)	Percentage (%)
21 – 30 years old	127	90.7
31 – 40 years old	12	8.6
Below 20 years old	1	0.7
Total	140	100.0

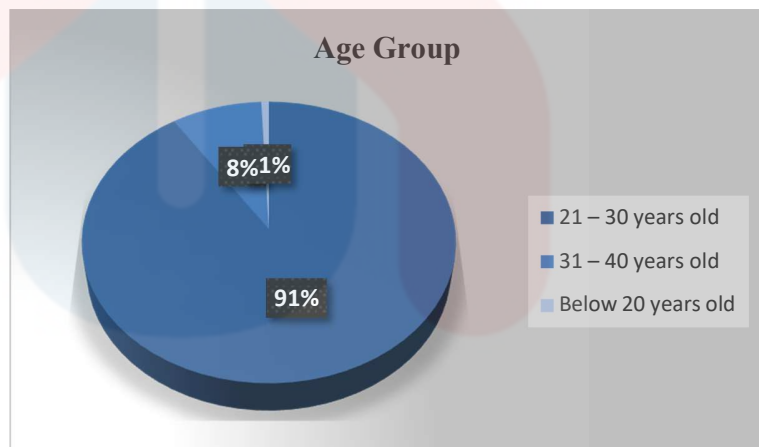


Figure 4.4: Percentage of Respondents by Age Group

The overall participants for age group level were shown in Table 4.4 and Figure 4.4. There were 90.7% (127 respondents) who had age range 21 – 30 yearsold who answered the questionnaires. Followed by age range 31 – 40 years old with 12 respondents (8.6%). The lowest age range is below 20 years old with 1 respondent with 0.7%.

4.2.5 Educational Level

Table 4.5: Number of Respondents by Educational Level

Educational Level	Frequency (n)	Percentage (%)
Degree	92	65.7
Diploma	47	33.6
Doctor of Philosophy	1	0.7
Total	140	100.0

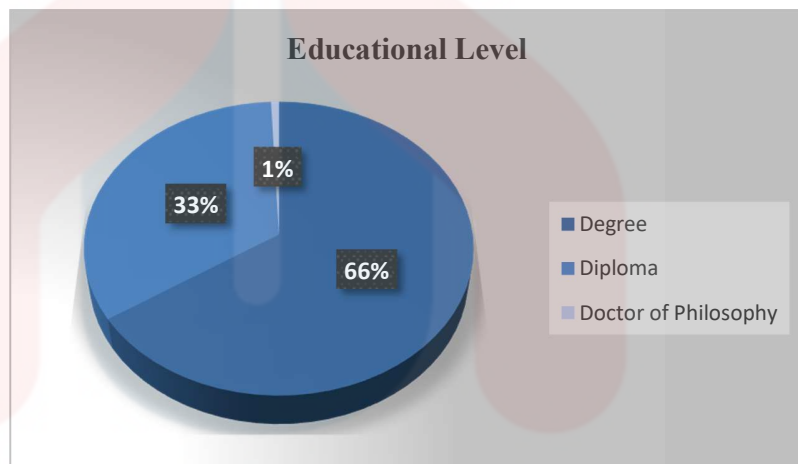


Figure 4.5: Percentage of Respondents by Educational Level

The Table 4.5 and figure 4.5 shows the number and percentage educational level of respondents. The questionnaire was completed by 65.7% (92 respondents) of those with degree education and 33.6% of those with a diploma education (47 respondents). The lowest proportion of respondents were those with a PhD, which is .7% (1 respondents).

4.2.6 Income Level

Table 4.6: Number of Respondents by Income Level

Income Level	Frequency (n)	Percentage (%)
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 4,000	6	4.3
Total	140	100.0

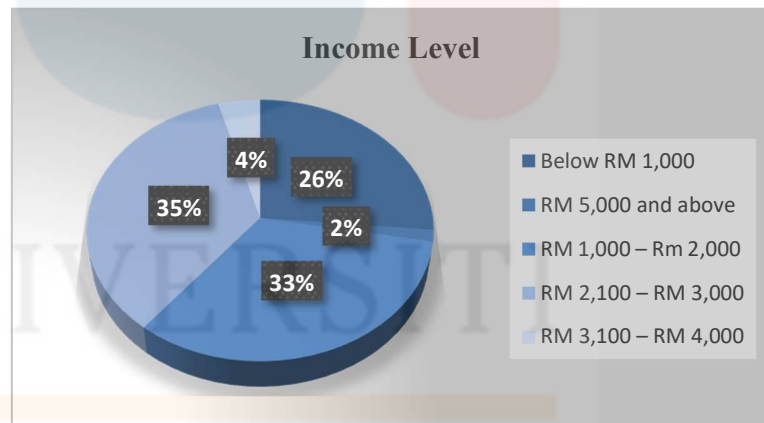


Figure 4.6: Percentage of Respondents by Income Level

The overall respondents for income level were shown in Table 4.6 and Figure 4.6. Their highest ranging income were RM 2,100 – RM 3,000 with 49 respondents (35.0%), accompanied by 32.9% (46 respondents) who seemed to have income levels ranging from RM 1,000 – RM 2,000. There were 37 respondents (26.4%) who had income level below RM 1,000. There are 6 respondents who had

income level from RM 3,100 – RM 4,000 (4.3%) and the lowest income level were 1.4% who had income level RM 5,000 and above (2 respondents).

4.3 Descriptive Analysis

This study estimated the mean and standard deviation for section Band C of the surveys.

4.3.1 Independent Variable and Dependant Variable

Table 4.7: Independent Variables and Dependent Variables

Variables	Frequency (n)	Mean	Standard Deviation
Employee Performance in Malaysia Hotel Industry	140	4.5857	0.52180
Organizational Justice	140	4.1893	0.64865
Organizational Constraints	140	4.3411	0.61764
Trust in Organization	140	3.7143	0.88022
Work Autonomy	140	4.0500	0.79409

The responses obtained are summarised in Table 4.7, along with the means and standard deviations for the independent and dependent variables. Organisational limitations (mean: 4.3411), organisational justice (mean: 4.1893), work autonomy (mean: 4.0500), and trust in the organisation (mean: 3.7143) are the independent variables that are shown with their respective means. The dependent variable, on the other hand, has a mean value of 4.5857. The standard deviation numbers are also not mentioned in the data that is given.

Table 4.8: Employee Performance in Malaysia Hotel Industry

Variables	Frequency (n)	Mean	Standard Deviation
Deviant behavior in the workplace will cause employee performance to be affected.	140	4.67	0.515
Deviant behavior will leave a negative impact on employees.	140	4.65	0.599
Increased law enforcement can prevent deviant behavior against employees in the workplace.	140	4.54	0.672
The employees will get an award if their behavior is good and for bad behavior will get an advice and attend training.	140	4.48	0.673

The employee performance in the Malaysian hotel business is the dependent variable, and Table 4.8 shows the mean and standard deviation analyses for this variable. Considered are the elements influencing workplace deviant behaviour and how they affect worker productivity. "Deviant behaviour in the workplace affects employee performance" has the variable with the highest mean value, 4.67. While "Employees receive awards for good behaviour and are advised to attend training for bad behaviour" has the variable with the lowest mean value, with a mean of 4.48, it is the other way around. It is stated that the values for the dependent variable are negative and less than one in terms of the standard deviation. Standard deviation figures cannot be negative because they measure dispersion from the mean, it is crucial to remember that. It is possible that there might be a misinterpretation or error in the information provided.

Table 4.9: Organizational Justice

Variables	Frequency (n)	Mean	Standard Deviation
The evaluation of my performance provides a good indicator of the effort I have put into my work.	140	4.41	0.550
I am able to express my views and feeling about my organization procedures.	140	4.38	0.714
My supervisor treats me with respect.	140	3.83	1.092
My supervisor explanation regarding working procedures are reasonable.	140	4.14	0.824

For the first independent variable, organisational justice, Table 4.9 shows the mean and standard deviation analysis. We explore the factors affecting organisational fairness and how they affect employee attitudes. "The evaluation of the respondent's performance provides a good indicator of the effort they have put into their work" has the variable with the highest mean value, with a mean of 4.41. The variable with the lowest mean value, on the other hand, has a mean of 3.83 and is titled "Respondents think that employees will receive an award for good behaviour and receive advice and training for bad behaviour." Regarding the standard deviation, it is stated that the third item of the independent variable has a value of 1, indicating a good level of dispersion around the mean.

Table 4.10: Organizational Constraints

Variables	Frequency (n)	Mean	Standard Deviation
In order to keep production on schedule, the management asked the workers to take a short break.	140	4.20	1.012
Companies can re-evaluate overtime restrictions to facilitate production or introduce an effective task management system to be more productive during normal working hours.	140	4.39	0.707
Low morale in the organization causes employees to be unmotivated to work as well as resulting in a decline in production.	140	4.52	0.640
The project manager could resolve the situation by assigning a different task with straightforward guidelines or encouraging the employee to attain guidance from a senior member.	140	4.25	0.731

For the independent variable, organisational constraints, Table 4.10 shows the mean and standard deviation analyses. The analysis is concentrated on how organisational limitations affect employee views. The third item has the highest mean value of the organisational constraints elements, at 4.52. This suggests that the respondents agree that low morale within an organisation will result in demotivated workers. On the other hand, the lowest mean for this independent variable is 4.20, which suggests that management allows workers to take breaks when necessary to maintain production schedules. The standard deviation for the first item of independent variable is 1.012 which is good.

Variables	Frequency (n)	Mean	Standard Deviation
Lying in an organization is beneficial.	140	2.87	1.468
It is important for the employee to trust an organization.	140	4.21	0.827
Every hospitality industry treat all jobs equally.	140	3.71	1.354
If we do not trust an organization, we may be less willing to cooperate with them.	140	4.07	1.008

Table 4.11: Trust in Organization

Table 4.11 presents the mean and standard deviation analyses for the first independent variable, trust in organization. The analysis aims to understand the respondents' perceptions regarding the importance of trust in an organization. The highest mean value of 4.21 indicates that the respondents believe it is important for employees to trust their organization. On the other hand, the lowest mean value of 2.87 suggests that the respondents do not perceive any benefits when lies are exposed within the organization. The standard deviation for most of the values in the dataset, collected from 140 respondents, is good, indicating consistency in their responses.

Table 4.12: Work Autonomy

Variables	Frequency (n)	Mean	Standard Deviation
Employment in the hospitality industry give us significant autonomy in decision making.	140	4.04	0.852
This job helps us make us own decisions using our own way of doing job.	140	4.01	0.910
The job in the hospitality industry gives me great opportunities for independence and freedom in how I can do my work.	140	4.10	0.842
This job gives me the opportunity to use my initiative or personal judgment in carrying out the work.	140	4.06	0.812

Table 4.12 presents the mean and standard deviation analyses for the independent variable work autonomy. The analysis aims to understand the respondents' perceptions regarding the level of autonomy they have in their work within the hospitality industry. The third item, with a mean value of 4.10, has the highest mean value among the items. This suggests that the respondents believe that the job in the hospitality industry provides them with a great opportunity for independence and freedom in how they can perform their work. The lowest mean is 4.01 which are the jobs helps them to make their own decisions using their own way of doing the job. The standard deviation for dependent variable is negative which are lowest than 1.

4.4 Reliability Analysis

To assess the reliability of the questionnaires used in the study, a dependability analysis was conducted. Cronbach's Alpha analysis was employed to examine the survey's reliability and internal consistency. The Cronbach's Alpha coefficient, which indicates the scale's reliability, is shown in the table below, based on the guidelines provided by Hair et al. (2007).

Table 4.13: 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 coefficient for the study's independent and dependent variables is shown in Table 4.13. All of the variable coefficients are more than 0.7, which denotes strong internal consistency and reliability. The researcher can conclude that the data is reliable and suitable for further examination based on these findings.

Four questions made up the organisational justice variable, which evaluated its impact on worker performance. The Cronbach's Alpha coefficient for the questions in this section was 0.802, which indicates exceptional reliability, as shown in Table 4.13. As a result, it was determined that the coefficients for the inquiries in the organisational justice variable were accurate.

Four questions were included to assess the organizational constraints variable and its impact on employee performance. The Cronbach's Alpha value for this variable was found to be 0.794, indicating good reliability, as shown in Table 4.13. Therefore, the coefficients obtained for the queries related to the organizational constraints factor

were considered reliable.

The trust in organization variable, which influenced employee performance, was assessed using four questions. The Cronbach's Alpha value for this variable was found to be 0.721, indicating good reliability, as shown in Table 4.13. Therefore, the coefficients obtained for the queries related to the trust in organization factor were considered reliable.

Similar to this, four questions were used to gauge employee happiness and job autonomy. This variable's Cronbach's Alpha value was 0.947, which indicates very high dependability. In order to evaluate employee performance in the Malaysian hotel business, the coefficients generated for the work autonomy factor queries were also deemed reliable.

All of the variables' Cronbach's Alpha values were greater than 0.7, which indicated that the surveys were quite reliable. This suggests that the questionnaires were appropriate for this study and that the participants understood the questions well.

4.5 Pearson Correlation Analysis

The investigation of the linear relationship between the independent variables (organisational justice, organisational constraint, trust in organisation, and work autonomy) and the dependent variable (employee performance in the Malaysian hotel industry) was greatly aided by Pearson's correlation analysis. Determining whether there were any correlations between these characteristics was the study's major goal. The strength of the links and their statistical significance had to be evaluated by the researchers.

Table 4.14: Strength Interval of Correlation Coefficient

Size of Correlation	Interpretation
0.90 to 1.0 (-0.90 to 1.0)	Very high positive (negative) correlation
0.70 to 0.90 (-0.70 to -0.90)	High positive (negative) correlation
0.50 to 0.70 (-0.50 to -0.70)	Moderate positive (negative) correlation
-0.30 to 0.50 (-0.30 to -0.50)	Low positive (negative) correlation
0.00 to 0.30 (-0.00 to -0.30)	Negligible correlation

Source: Abgunbiade and Ogunyika (2013)

Hypothesis

Organizational Justice

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

Table 4.15: Correlation coefficient for organizational justice and employee performance in Malaysia hotel industry.

		MEAN_I V1	MEAN_D V
MEAN_I V1	Pearson	1	.279**
	Correlation		
	Sig. (2-tailed)		.001
	N	140	140
MEAN_D V	Pearson	.279**	1
	Correlation		
	Sig. (2-tailed)	.001	
	N	140	140

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

Table 4.15 shows the 140 answers, significant value, and Pearson correlation coefficient. The p-value was 0.001, below the threshold of significance of 0.01. Organisational justice and employee performance were shown to be strongly positively correlated in the Malaysian hotel industry, as indicated by the correlation coefficient of 0.279. The hypothesis for goal 1 is therefore accepted.

Organizational Constraints

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

Table 4.16: Correlation coefficient for organizational constraint and employee performance in Malaysia hotel industry.

Correlations

		MEAN_I V2	MEAN_D V
MEAN_I V2	Pearson	1	.581**
	Correlation		
	Sig. (2-tailed)		.000
	N	140	140
MEAN_D V	Pearson	.581**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	140	140

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

The Pearson correlation coefficient, significant value, and total number of answers (140) are shown in Table 4.16. The p-value was 0.000, which was less than the 0.01 level of significance. In Malaysia's hotel business, the correlation value of 0.581 revealed a somewhat good association between organisational fairness and employee performance. As a result, the hypothesis for Goal 2 is accepted.

Trust In Organizational

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

Table 4.17: Correlation coefficient for trust in organizational and employee performance in Malaysia Hotel industry.

Correlations

		MEAN_I V3	MEAN_D V
MEAN_I V3	Pearson	1	.114
	Correlation		
	Sig. (2-tailed)		.178
	N	140	140
MEAN_D V	Pearson	.114	1
	Correlation		
	Sig. (2-tailed)	.178	
	N	140	140

Table 4.17 shows the 140 responses, the significant value, and the Pearson correlation coefficient. The level of significance was 0.01 and the p-value was 0.178. In Malaysia's hotel business, the correlation value of 0.114 revealed a minimal relationship between trust in the organisation and employee performance. As a result, the hypothesis for goal 3 is accepted.

Work Autonomy

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

Table 4.18: Correlation coefficient for work autonomy and employee performance in Malaysia Hotel industry.

Correlations

		MEAN_I V4	MEAN_D V
MEAN_I V4	Pearson Correlation	1	.244**
	Sig. (2-tailed)		.004
	N	140	140
	<hr/>		
MEAN_D V	Pearson Correlation	.244**	1
	Sig. (2-tailed)	.004	
	N	140	140
	<hr/>		

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

Table 4.18 shows the 140 responses, the significant value, and the Pearson correlation coefficient. The p-value was 0.004, below the threshold of significance of 0.01. The correlation value of 0.244 in Malaysia's hotel industry indicated a weak association between job autonomy and worker performance. As a result, the hypothesis for goal 4 is accepted.

Framework Analysis

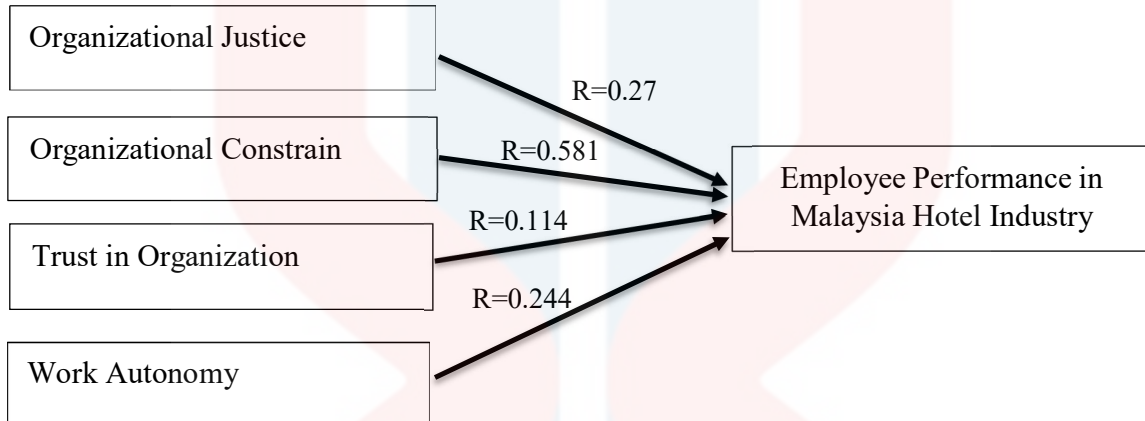


Figure 4.7: Correlation between organizational justice, organizational constraint, trust in organization, and employee performance in Malaysia hotel industry.

In respect to the dependent variable, employee performance in the Malaysian hotel business, Figure 4.7 shows the data values for the key independent components. The findings show a strong correlation between four independent variables—organizational fairness, organisational constraint, organisational trust, and work autonomy—and the dependent variable. The Malaysian hotel business has the highest Pearson correlation value of 0.581 between organisational constraint and employee performance. This suggests a strong positive correlation, indicating that as organizational constraint increases, employee performance tends to increase as well. The Pearson correlation values for the remaining factors are as follows: organizational justice with a correlation value of 0.279, work autonomy with a correlation value of 0.244, and trust in the organization with a correlation value of 0.114. These correlation values indicate positive but weaker associations between these factors and employee performance. Based on these findings, it can be concluded that the four independent factors, namely organizational justice, organizational constraint, trust in the organization, and work autonomy, are significantly associated with employee performance in the Malaysia hotel industry. These factors play a role in influencing and shaping employee performance outcomes.

4.5 Summary

The study yielded positive results as all the hypotheses were accepted. The correlation coefficients for the independent variables showed different values: 0.802 for organizational justice, 0.794 for organizational constraints, 0.721 for trust in the organization, and 0.947 for work autonomy. These correlation findings give support for the hypotheses about how the independent variables and dependent variable relate to one another. The research shows a strong correlation between organisational justice, organisational limits, organisational trust, and job autonomy and employee performance in hotels. This shows that these elements are quite important in affecting how well employees perform in the hotel business..

CHAPTER 5 CONCLUSION

5.1 Introduction

This chapter includes the findings and a discussion of the relationship between employee performance in the Malaysian hotel industry and organisational fairness, organisational boundaries, organisational trust, and work autonomy. This chapter also discussed the study's limitations and provided a wealth of advice for next investigators.

The second portion includes recommendations for the Malaysian hotel sector, specifically for the hotel organisation. The study is summarised in the final section of this chapters

.Recapitulation of the Findings

In this chapter, the main study findings are distilled. The previous chapter had previously mentioned the study's goal. The findings are outlined here in accordance with the objectives of the study.

5.2.1 Discussion on objective 1

Table 5.1: Discussion on objective 1 (Organization Justice)

Research Objective 1	To identify the relationship between organizational justice and employee performance in Malaysia Hotel industry.
Research Question1	Is there any relationship between organizational justice and employee performance in Malaysia Hotel industry?
Hypothesis 1	There is positive relationship between organizational justice and employees' performances in Malaysia hotel industry.

The study's initial goal, as stated in Chapter 1, was to investigate the connection between organisational justice and worker performance in the Malaysian hotel sector. This goal is backed up by the information and analysis in Chapter 4, which also shows a strong link between organisational fairness and worker productivity. The results are consistent with the research hypothesis (H1) and with earlier studies that have demonstrated the influence of organisational justice on individual behaviour in the workplace (Collquit, 2013). The findings show that most of the respondents, particularly those who were asked about deviant behaviour, concur that organisational justice affects their performance in the Malaysian hotel business. This shows that, as stated by Priesemuth (2013), employees are more prone to engage in undesirable behaviours when they believe that decisions made within the organisation result in unfair outcomes. These findings add to the body of literature already in existence that emphasises the significance of organisational justice in influencing employee performance and behaviour. Organisations in the Malaysian hotel sector can aim to create a fair and equitable workplace by acknowledging the influence of organisational justice on employee outcomes. This could improve employee performance and lower unproductive behaviours. Overall, as stated in the study's first aim, the information gathered

and examined in Chapter 4 supports the association between organisational fairness and worker performance. The results support the idea that how employees feel about justice and fairness in the workplace has a significant impact on their behaviour and performance.



5.2.2 Discussion on objective 2

Table 5.2: Discussion on objective 2 (Organization Constraints)

Research Objective 2	To identify the relationship between organizational constraints and employee performance in Malaysia Hotel industry.
Research Question 2	Is there any relationship between organizational constraints and employee performance in Malaysia Hotel industry?
Hypothesis 2	There is positive relationship between organizational constraints and employees' performances in Malaysia hotel industry.

The second objective of the study is to ascertain the relationship between organisational constraints and worker performance in the Malaysian hotel industry. According to the data analysis results in Chapter 4, there is a positive correlation between organisational constraints and employee performance. The H2 is reflected in the outcome of the relationship between the independent and dependent variables. The majority of respondents think that organisational constraints could cause employees to act in a way that is inconsistent with their performance. According to Kim and Miao (2015), situational restrictions such as poor training, heavy workloads, unsocial work hours, and job overload exist in the hotel business.

5.2.3 Discussion on objective 3

Table 5.3: Discussion on objective 3 (Trust in organization)

Research Objective 3	To identify the relationship between trust in organization and employee performance in Malaysia Hotel Industry.
Research Question3	Is there any relationship between trust in organization and employee performance in Malaysia Hotel industry?
Hypothesis 3	There is positive relationship between trust in organization and employees' performances in Malaysiahotel industry.

Finding the relationship between organisational trust and employee performance in the Malaysian hotel industry is the third aim of this study. The results of the data analysis in Chapter 4 indicate that organisational trust and employee performance are positively correlated in the Malaysian hotel industry. It shows that H3 denotes the relationship between the independent and dependent variables. The foundation of the trust dynamic is an integrated social attachment exchange approach, according to which a worker's level of trust in his or her employer is based on previous encounters with that company and the expectation that future interactions would be fruitful.

interactions will be like those in the past. If the worker experiences negative interactions with his or her organization then adverse future relations will be expected, leading to low levels of organizational trust, the workers lack of organizational trust influences their engagement in deviant behavior's (Thau & Bennet, 2007). Organizational trust was found to be negatively correlated with workplace deviance according to Marasi (2016).

5.2.4 Discussion on objective 4

Table 5.4: Discussion on objective 4 (Work Autonomy)

Research Objective 4	To identify the relationship between work autonomy and employee performance in Malaysia Hotel Industry.
Research question4	Is there any relationship between work autonomy and employee performance in Malaysia Hotel industry?
Hypothesis 4	There is positive relationship between work autonomy and employees' performances in Malaysia hotelindustry.

The study's fourth objective is to ascertain how employee performance in Malaysian hotels is related to job autonomy. The information acquired and the conclusions in Chapter 4 indicate that there is a strong correlation between job autonomy and employee performance in the Malaysian hotel industry. Four research goals have now been accomplished. The result of the relationship between the independent and dependent variables is shown by H4. The majority of respondents agree that the independent variable is important. According to study, employees' ethical behaviour is significantly influenced by the ethical climate within the workplace. Described as the common understandings of what constitutes ethical behaviour and how ethical dilemmas should be handled in organisations. According to Wimbush and Shepard (1994), a number of unproductive behaviours, including tardiness and absenteeism, may be related to the ethical environment of the workplace.

5.1 Limitations

There are a number of limitations in the study that the researcher acknowledges and that should be taken into account. First off, only those who usually work in hotels in Malaysia were included in the study's sample, which was somewhat tiny. The findings' ability to be applied to a larger population may be constrained by the small sample size.

Secondly, the study only focused on respondents from four selected countries in Malaysia, using an online questionnaire distributed through Google Forms. While this approach allowed for convenient data collection within a short period, it may introduce bias and limit the representation of diverse perspectives. Future studies could consider expanding the sample to include a wider range of participants from different regions or countries to enhance the generalizability of the findings.

Another limitation is that the study solely relied on the measurement of deviant behaviors as proposed by Abgunbiade and Ogunyika (2013). This narrow focus on a single measure may limit the understanding of deviant behaviors and their impact on employee performance in the Malaysia hotel industry. Future research could incorporate multiple measures or explore alternative conceptualizations of deviant behaviors to gain a more comprehensive understanding.

To address these limitations, future studies should aim to increase the sample size and conduct more extensive research on deviant behaviors and their relationship with employee performance in the Malaysia hotel industry. By incorporating a larger and more diverse sample, researchers can obtain more robust and representative results. Additionally, utilizing a range of measurement approaches and considering alternative conceptualizations of deviant behaviors can provide a richer understanding of the phenomenon.

Overall, the limitations identified in this study provide opportunities for future researchers to build upon the existing findings and contribute to a more comprehensive understanding of the relationship between deviant behaviors and employee performance in the Malaysia hotel industry.

5.2 Recommendations

This study suggests that there is more research on the relationship between employees and the organization of some hotel in Malaysia. The results obtained after taking the answers from 140 respondents are different from each person. As a result, each organization treats their employees differently, and some hotels provide high-ranking employees' extra special care.

In addition, this study also emphasizes on four things which are organizational justice, organizational constraints, trust in organization and work autonomy. Nevertheless, in addition to those four aspects, this study might overlook other important factors. The other aspects may have an impact on employees working in this hospitality industry in Malaysia. Therefore, future researcher can provide some additional factors or elements to help them get an accurate result in their research.

The target population of this study may be determined using a sample of just 140 respondents from this study. According to Roscoe Rules of Thumb, if the number of respondents reaches from 30 to 500, a higher number of respondents can be used to analyze work life in this hotel field. As a result, researchers will be able to enhance the validity and trustworthiness of their research.

Finally, researcher's approach to distributing the questionnaire was constrained by the necessity of going to a hotel. To collect the data, they only used internet tools like Google Forms. Compared to face-to-face communication, this method is simpler and faster. So, it can be easier for the next respondent to make a same study about employee performance in Malaysia hotel industry.

5.3 Summary

In order to investigate the link between four independent factors (organisational justice, organisational constraints, faith in the organisation, and work autonomy) and the dependent variable of employee performance in the Malaysian hotel industry, this study used a framework created by Alias (2018). According to the results, these four independent variables have an effect on how well employees perform in the hotel sector.

In summary, the research objectives of this study have been successfully addressed, and the participants who were hotel employees actively engaged in the research process. The online platform used for data collection was convenient for the participants, and they willingly provided their responses, hoping that the study would help them navigate their current situations and provide insights to improve their circumstances.

It is important to note that the sample size of this study was relatively small, limited to hotel employees from selected hotels in Kota Bharu, Kelantan, Kota Kinabalu, Sabah, Kuantan, Pahang, and Georgetown, Pulau Pinang, with a total of 140 respondents. Furthermore, there is limited existing data or research specifically focusing on deviant behaviors and their impact on employee performance in the Malaysia hotel industry. Future studies should aim to address these limitations by expanding the sample size, conducting more extensive research on deviant behaviors, and seeking additional relevant literature in order to obtain more comprehensive and refined study results.

Despite these drawbacks, this research has shed important light on how the independent variables and employee performance are related in the Malaysian hotel business. The results can help researchers understand and improve employee performance in Malaysia's hotel business and establish the groundwork for further research in this field.

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Appendix A

THE INFLUENCE OF WORKPLACE DEVIANT BEHAVIOR TOWARDS EMPLOYEE PERFORMANCE IN MALAYSIA HOTEL INDUSTRY

Assalamualaikum dan Salam Sejahtera.

Dear respondents,

We are students from the Faculty of Hospitality, Tourism and Wellness, Universiti Malaysia Kelantan (UMK). Currently, we are pursuing a bachelor's degree program in Entrepreneurship (Hospitality). As a requirement for our Final Year Project, we are surveying 'The Influence of Workplace Deviant Behavior Towards Employee Performance in Malaysia Hotel Industry'. Therefore, we appreciate that you can take 5 to 10 minutes of your precious time to answer this survey. Your responses will be kept in strict confidentiality. Thank you for your time and cooperation. Your opinion is very valuable for this research. Thank you for your cooperation.

SECTION A: DEMOGRAPHIC PROFILE

INSTRUCTION: Please tick (✓) in the information that is related to yourself. Each question should have **ONE** answer only. All of the responses are confidential.

Informed Consent

By participating in this survey, I agree that:

1. I am 18 years old and above.
2. I authorize the review of records, analysis and use of the data arising from this research.
3. I understand the nature and scope of the research being undertaken.
4. I have read and understood all the terms and conditions of my participation in the research.
5. I voluntarily agree to participate in this research and follow the study procedures.

6. I may at any time choose to withdraw from this research without giving any reason.

1. Gender:

Male

Female

2. Race:

Malay

Chinese

Indian

Others (Please Specify)

3. Religion:

Islam

Christian

Buddha

Others

4. Age Group:

 Below 20 Years Old 21 – 30 Years Old 31 – 40 Years Old 41 – 50 Years Old Above 50 Years Old

5. Education Level:

 Diploma Degree Master Doctor of Philosophy

6. Income Level:

 RM 1000 – RM 2000 RM 2100 – RM 3000 RM 3100 – RM 4000

RM 4100 – RM 5000

BAHAGIAN B: EMPLOYEE PERFORMANCE IN MALAYSIA HOTEL INDUSTRY

Instruction: Please read each item carefully and answer the following question. Kindly tick (✓) according to the following scale that describes:

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
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DV: EMPLOYEE PERFORMANCE IN MALAYSIA HOTEL INDUSTRY						
NO	STATEMENT	1	2	3	4	5
1.	Deviant behavior in the workplace will cause employee performance to be affected.					
2.	Deviant behavior will leave a negative impact on employees.					
3.	Increased law enforcement can prevent deviant behavior against employees in the workplace.					
4.	The employees will get an award if their behavior is good and for bad behavior will get an advice and attend training.					

SECTION C: FACTORS THAT AFFECT DEVIANT WORKPLACE BEHAVIOR ON EMPLOYEE PERFORMANCE IN MALAYSIA HOTEL INDUSTRY

Instruction: Please read each item carefully and answer the following question. Kindly tick (✓) according to the following scale that describes:

IV 1: ORGANIZATIONAL JUSTICE /						
NO	STATEMENT	1	2	3	4	5
1.	The evaluation of my performance provides a good indicator of the effort I have put into my work.					
2.	I am able to express my views and feeling about my organization procedures.					
3.	My supervisor treats me with respect..					
4.	My supervisor explanation regarding working procedures are reasonable.					

IV 2: ORGANIZATIONAL CONSTRAINTS						
NO	STATEMENT	1	2	3	4	5
1.	In order to keep production on schedule, the management asked the workers to take a short break.					
2.	Companies can re-evaluate overtime restrictions to facilitate production or introduce an effective task management system to be more productive during normal working hours.					
3.	Low morale in the organization causes employees to be unmotivated to work as well as resulting in a decline in production.					
4.	The project manager could resolve the situation by assigning a different task with straightforward guidelines or encouraging the employee to attain guidance from a senior member.					

IV 3: TRUST IN ORGANIZATION						
NO	STATEMENT	1	2	3	4	5
1.	Lying in an organization is beneficial.					
2.	It is important for the employee to trust an organization.					
3.	Every hospitality industry treats all jobs equally.					
4.	If we do not trust an organization, do we still want to cooperate with that organization.					

IV 4: WORK AUTONOMY						
NO	STATEMENT	1	2	3	4	5
1.	Employment in the hospitality industry give us significant autonomy in decision making.					
2.	This job helps us make our own decisions using our own way of doing job.					
3.	The job in the hospitality industry gives me great opportunities for independence and freedom in how I can do my work.					
4.	This job gives me the opportunity to use my initiative or personal judgment in carrying out the work.					

Appendix B

PENGARUH TINGKAH LAKU DEVIAN DI TEMPAT KERJA TERHADAP PRESTASI PEKERJA DALAM INDUSTRI PERHOTELAN MALAYSIA

Assalamualaikum and Salam Sejahtera.

Responden yang dihormati,

Kami merupakan pelajar dari Fakulti Hospitaliti, Pelancongan dan Kesejahteraan Universiti Malaysia Kelantan (UMK). Pada masa ini, kami sedang mengikuti program Ijazah Sarjana Muda dalam bidang Keusahawanan (Hospitaliti). Sebagai keperluan untuk Projek Tahun Akhir kami, kami sedang meninjau 'Pengaruh Tingkah Laku Devian di Tempat Kerja Terhadap Prestasi Pekerja Dalam Industri Perhotelan Malaysia. Oleh itu, kami menghargai sekiranya anda boleh meluangkan 5 hingga 10 minit masa berharga anda untuk menjawab tinjauan ini. Jawapan anda akan disimpan dalam kerahsiaan yang ketat. Terima kasih atas masa dan kerjasama anda. Pendapat anda amat berharga untuk kajian ini. Terima kasih atas kerjasama anda.

BAHAGIAN A: LATAR BELAKANG DEMOGRAFI

ARAHAN: Sila tandakan (✓) sekiranya maklumat berikut bertepatan dengan diri anda. Setiap soalan hanya mempunyai **SATU** jawapan sahaja. Semua maklum balas adalah sulit.

Persetujuan Termaklum

Dengan menyertai tinjauan ini, saya bersetuju bahawa:

- 1. Saya berumur 18 tahun ke atas.*
- 2. Saya membenarkan penyemakan rekod, analisis dan penggunaan data dari penyelidikan ini.*
- 3. Saya memahami tujuan dan skop penyelidikan yang sedang dijalankan.*
- 4. Saya telah membaca dan memahami semua terma dan syarat penyertaan saya dalam penyelidikan ini.*
- 5. Saya secara sukarela bersetuju untuk mengambil bahagian dalam penyelidikan ini dan mengikuti prosedur kajian.*
- 6. Saya boleh memilih untuk menarik diri dari penyelidikan ini pada bila-bila masa tanpa memberikan alasan.*

1. Jantina:

Lelaki

Perempuan

2. Bangsa:

Melayu

Cina

India

Lain-lain (Sila Nyatakan)

3. Agama:

Islam

Kristian

Buddha

Lain-lain

4. Kumpulan Umur:

Bawah 20 Tahun

21 – 30 Tahun

31 – 40 Tahun

41 – 50 Tahun

Umur 50 Tahun Ke Atas

5. Tahap Pendidikan:

Diploma

Ijazah Sarjana Muda

Ijazah Sarjana

Doktor Falsafah

6. Peringkat Pendapatan:

RM 1000 – RM 2000

RM 2100 – RM 3000

RM 3100 – RM 4000

RM 4100 – RM 5000

BAHAGIAN B: PRESTASI PEKERJA DALAM INDUSTRI PERHOTELAN MALAYSIA

Arahan: Sila abaca setiap item dengan teliti dan jawab soalan – soalan berikut. Sila tanda (✓) mengikut skala berikut yang menerangkan:

Sangat Tidak Setuju (1)	Tidak Setuju (2)	Neutral (3)	Setuju (4)	Sangat Setuju (5)
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PRESTASI PEKERJA DALAM INDUSTRI PERHOTELAN MALAYSIA						
NO	KENYATAAN	1	2	3	4	5
1.	<i>Tingkah laku devian di tempat kerja akan menyebabkan prestasi pekerja terjejas.</i>					
2.	<i>Tingkah laku devian akan meninggalkan kesan negatif kepada pekerja.</i>					
3.	<i>Peningkatan penguatkuasaan undang-undang boleh menghalang tingkah laku devian terhadap pekerja di tempat kerja.</i>					
4.	<i>Pekerja akan mendapat anugerah jika tingkah laku mereka baik dan untuk tingkah laku buruk akan mendapat nasihat dan menghadiri latihan.</i>					



BAHAGIAN C: FAKTOR-FAKTOR YANG MEMPENGARUHI TINGKAH LAKU DEVIAN TEMPAT KERJA TERHADAP PRESTASI PEKERJA DALAM INDUSTRI PERHOTELAN MALAYSIA

Arahan: Sila baca setiap item dengan teliti dan jawab soalan – soalan berikut. Sila tanda (✓) mengikut skala berikut yang menerangkan:

KEADILAN ORGANISASI						
NO	KENYATAAN	1	2	3	4	5
1.	<i>Penilaian prestasi saya memberikan petunjuk yang baik terhadap usaha yang telah saya lakukan dalam kerja saya.</i>					
2.	<i>Saya dapat menyatakan pandangan dan perasaan saya tentang prosedur organisasi saya.</i>					
3.	<i>Penyelia saya melayan saya dengan hormat.</i>					
4.	<i>Penjelasan penyelia saya berkenaan prosedur kerja adalah munasabah.</i>					

KEKANGAN ORGANISASI						
NO	KENYATAAN	1	2	3	4	5
1.	<i>Untuk memastikan pengeluaran mengikut jadual yang ditetapkan, pihak pengurusan meminta pekerja untuk berehat dalam masa yang singkat.</i>					
2.	<i>Syarikat boleh menilai semula sekatan lebih masa memudahkan pengeluaran ataupun memperkenalkan sistem pengurusan tugas yang efektif agar lebih produktif semasa waktu kerja biasa.</i>					
3.	<i>Semangat yang rendah dalam organisasi menyebabkan pekerja tidak bersemangat untuk bekerja sekaligus mengakibatkan kemerosotan dalam pengeluaran.</i>					
4.	<i>Seorang pekerja mungkin percaya bahawa mereka boleh menyelesaikan tugas sendiri, tetapi mereka mengambil masa hampir dua kali lebih lama daripada sepasang bekerja bersama.</i>					

KEPERCAYAAN DALAM ORGANISASI						
NO	KENYATAAN	1	2	3	4	5
1.	<i>Berbohong dalam organisasi mendatangkan manfaat.</i>					
2.	<i>Adalah penting bagi pekerja untuk mempercayai sesebuah organisasi.</i>					
3.	<i>Setiap industri hospitaliti melayan semua pekerjaan secara sama rata.</i>					
4.	<i>Jika kita tidak mempercayai sesebuah organisasi, adakah kita masih mahu bekerjasama dengan organisasi tersebut.</i>					

AUTONOMI KERJA						
NO	KENYATAAN	1	2	3	4	5
1.	<i>Pekerjaan dalam industri hospitaliti memberi kami autonomi yang ketara dalam membuat keputusan.</i>					
2.	<i>Kerja ini membantu kita membuat keputusan sendiri menggunakan cara kita sendiri melakukan kerja.</i>					
3.	<i>Pekerjaan dalam industri perhotelan memberi saya peluang besar untuk berdikari dan kebebasan dalam cara saya melakukan kerja saya.</i>					
4.	<i>Pekerjaan ini memberi peluang kepada saya untuk menggunakan inisiatif atau pertimbangan peribadi saya dalam menjalankan kerja.</i>					