

Power Relations, Some Positive Workplace Outcomes , and Non-Managerial Hotel Employees' Responses: Evidence from Nigeria

Bello Kayode Alausa¹ Adarsh Batra²

¹ Graduate School of Business

Assumption University, Thailand

Corresponding author Email: kayodealausa@yahoo.com

² Lecturer, Graduate School of Business

Assumption University, Thailand

Email: abatra@au.edu

Received: 26 October 2020 Revised: 25 November 2020 Accepted : 3 December 2020

Abstract

The paper approaches the management of performance (attitudes and behavior) by exploring power relations among non-managerial employees of selected hotels in Nigeria. The qualitative paradigm is embraced, using in-depth interviews and constructivism to interrogate the perception of lower participants in organizations. Sixty-seven research participants were involved. The study suggests that it is power relations that underlie the employees' five positive workplace outcomes. The paper calls on management in organizations to concentrate more on employees' concerns if organizational goals are to be fully accomplished.

Keywords: uncertainty, exchange, environmental determinism, inclusion, power relations.

Introduction

The study is about power relations in the workplace. It gains insights into the experiences of non-managerial employees of hotels, through a socio-management disposition to the issue of power in organizations. The hotel establishment is considered as a metaphor of business enterprise in which the employees interpret their world as effects of power relations by stimulating positive organizational outcomes in employees' attitudes and behavior.

The study sees power as fundamental to modern conditions of employment interactions and believes that investigating power relations will result in a deeper and more precise understanding of the patterns of behavior in organizations. It is therefore about the management of performance with reference to the hotel industry.

Despite the numerous references to power in the social and management science literature, its theoretical and practical inferences have been unbalanced and inconsistent. Yet, the concept remains prominent in organizational analysis, and more calls are made for its use in giving meaning to organizational life. Limited research is done on workplace relations in hotels. Most studies on hotels concern guest satisfaction and customer loyalty. Also, the few carried out on workplace relations have looked at the master-apprentice relationships, gender differences, managerial control, lifestyle and occupational culture, and the tension between ownership and workers' professionalism. Thus, what largely remained ignored are studies on the employee-employee dyads. Workers imperatives, especially those on the non-managerial cadres, the focus of this work has been neglected.

The Research Purpose

To be theoretically suggestive that it is power relations that improve non-managerial employees' attitudes and behavior and to depart from mainstream tourism and hospitality methodological approach of positivism (quantitative) and stand with scholars who believe in the fidelity of qualitative approaches in scientific studies. It is inductive, looking for evidence(s) as opposed to being deductive or confirmatory.

In doing so, the study's eight (8) research questions were made more declarative, ambiguity eliminated, and rhetorically converted to eight (8) propositions. (Kjeldsen, 2018).

- 1) Power relations patterns are identifiable within the hotel workplace.
- 2) The hotel workplace relations facilitate the connections and affect the status value of occupational categories in the hotel (the waiter, the cook, the bedroom steward, the house cleaner, the concierge, the supervisor & others).
- 3) The hotel workforce needs power relations to gain and hold on to, for the effective performance of their duties
- 4) Power relations regulate and influence employee's willingness to do the job again and feeling valued by their colleagues (job satisfaction).
- 5) Power relations guide the workers' affection for their job, their length of service, and retention within the organization (organizational commitment).
- 6) Power relations govern and dictate organizational based self-esteem among hotel staff in the areas of positive self-assessment, co-team membership learning, and feeling valued by colleagues.
- 7) The hotel workforce involves power relations to engage in volitional and proactive behavior which lead to organizational well-being (Organizational Citizenship Behavior)
- 8) Power relations sway hotel workforce to set and meet their work targets (job performance)

Literature Review

The studies of power relations may be grouped into four major parts: the theoretical analysis of the notion of power, the descriptive studies of power at the societal level, the laboratory studies of power-related interactions and the empirical studies of power relations in real situations. The operational elements were not covered in the first and second sets, the laboratory groups had variables manipulated and the fourth, though few, addressed the problems of power relations by generating data empirically.

Power as a Concept

In looking at power as a concept, Palumbo (1969) sees power as real for anyone in an administrative position; Clegg (2010) power is the foundation of organizations; Singh (2009) power is needed to execute the simplest aspects of organizations and projects; Fehr et al.,(2013) power is that force constantly encountered in organizations; Pfeffer (2013) power facilitates the accomplishment of organizational goals; Magee and Smith (2013) power is that vigorous compelling occurrence in organizations; Vallas and Hill (2012) power is

crucial for organizational analysis; and with interactional and connected attributes (Sturm & Antonakis, 2015). For all the authors, power may not be explained without reference to relationships.

The Action and System Analysis

Weber (1947) and Selznick (1947) recognized as leading the action frame which stresses the understanding of the interpretations organizational actors give to theirs and other involvements in interactions. The systems approach talks about the nature of the interrelatedness of the system, the contributions of each unit to the survival of the whole, and the emphasis placed on stability, goal consensus, integration, and adaptation of the whole (system dynamics). The systems/ action differentiation suggests that action sees organizations as the product of the self-interests of actors while to systems the survival of the whole is paramount. Thus, in action man makes society, while in systems, society makes a man. It is noted that both are different sides of the same coin as no organizational analysis can be complete without engaging elements of both approaches

The Hotel and other Service Organizations

In the study in Australia of some 5-star hotels, Kensbock et al., (2013) found that the work of room attendants was effeminate and of low status. Despite that, the room attendants negotiated boundaries in the performance of their tasks. Sherman's (2003) study of employees in the US luxury hotels reveals that the employees enjoyed some level of freedom in the process of skill acquisition and self-fulfillment which were enabled by the inherent features associated with the provision of service to high-status guests in luxury hotels. In a Nigerian hotel setting, Adebayo and Udegbe (2004) examined the features of the boss-subordinate relationship and found gender played a significant role in the determination of the quality of exchanges.

Alder and Alder (2004) in their study of five Hawaiian luxury hotels and resorts considered power relations from the distinction within the workforce categories, workers' lifestyle, and occupational culture. They illustrated how diversity in class, ethnicity, and nationality combine to allow hotel workers service guests, handle the complexity of their job and followed the rules made by management. Vlasceanu (2011) studied the conflict between hotel owners, managers, and employees in Romania. The owner's concerns were mainly on making a profit while neglecting employees' imperatives and the need to offer quality service.

Moving to other service organizations. Brown, et al., (2010) interrogated the link between power relations and creativity using a British architectural firm. To them, power relations shape the creativity and professional identities of architects through the internalization of the rules of practice. They conclude that in professional organizations, the hierarchies are silent, and the walls of authority are unseen. In the study of a Nigerian hospital, Chukwu (2017) stressed the importance of sharing interpersonal power amongst the various occupational categories as key to the successful evaluation of training and the need to allow cooperation for the effective management of the work environment. Mork, et al., (2010) analyzed how organizational learning in a Norwegian teaching hospital was infused with power. They looked at two procedures which demanded cooperation and collaboration

of the medical and other professionals in execution. They found that the relationship had to be negotiated because of the technology involved which distorted the hitherto master-apprenticeship relations among junior officers and their superiors

Power, Service Organizations and Some workplace Outcomes

Seppala, et al., (2012) are probably the first to link power relations with organizational citizenship behavior in their study of Finnish large restaurant and a welfare organization. They found that openness to change values, work unit identification and a sense of power interact in predicting change-oriented organizational citizenship behavior. The study of power relations in the supervisor-subordinate dyad in elementary school administration in Turkey was prepared by Sagnak (2016). It was found that getting the subordinates involved in decisions on the introduction of innovative practices on their job intrinsically motivated the teachers to engage in extra-role behavior. Thus, like in Seppala, et al., (2012) the elements of power relations moderated OCB. The work of Pittinsky and Shih (2004) debunks the subsisting view that commitment and mobility are inversely related in their study of two internet organizations. Cheasakul and Varma (2016) considered in Thailand how passion and empowerment positively relate to organizational commitment in their study of teachers in a private university.

The Theoretical Foundation.

The study is located generally within the combination of Positive Organizational Studies (POS) and the Critical Management Studies (CMS) and specifically, the theoretical foundation is an exploration of the synthesis of Crozier (1964) stress of uncertainty, Blau (1964) exchange theory, Hickson, et al., (1971) theory of intra-organizational power blended with the notion of inclusion. In POS because it investigates positive outcomes and in CMS because its interests are in non-managerial employees (the marginalized) The study thus addresses power relations as a combination of uncertainty, dependency, and environmental determinism in conjunction with the notion of inclusion to connect in rational manners all the different parts of data.

Methodology

This paper pitches its tent with a qualitative approach to the creation of knowledge. It is approached from an understanding of how the ontological and epistemological differences account for what constitutes research design and methodology. The study supports the stand that the criticism of qualitative techniques as being less 'rigorous' and less 'objective' is not valid. That what matters most is how well the research is conducted, the process of inquisition needs to be intensive and systematic, and the researcher also needs to be unambiguous about the lens in use.

The paper also supports the assertion that the criteria for research evaluation should differ for both paradigms. Whereas, the concepts of pilot testing, reliability, and validity are appropriate for quantitative inquiries, the concept of trustworthiness which speaks to fidelity and being true to the phenomenon, and the level to which the interpretation is adequate to apply to qualitative inquiries. (Noble & Smith, 2015; Torrance, 2017)

It is suggested that the benchmarks of good work cut across paradigms. While the emphasis is on statistical validity in quantitative research, putting up a substantially rich account of the commonalities and differences in the complex phenomenon is the goal of qualitative research. What should be of interest in the research process is the transparency level and the depth of the interrogation of the research purpose. (Torrance, 2017) This work thus underscores the fact that there is no simple or best way to collect research data and conduct analysis, that making every inquiry results distinctive and dependable will to a large extent rely upon the data gathering and analytical abilities of the researcher in terms of style, insights, and skills.

Five Nigerian hotels were involved. The sampling procedure for the five case studies has been purposive; hotels that are presumed to be information-rich and that fit being of standard (Suri, 2011). Choices made were diverse enough to benefit from the advantages attached to multi-site investigations (Thomas, 2011)

The research participants' selection was purposive and snowballing, in which most participants were drawn from referrals from colleagues, HRM, etc. (Al-Shorman et al. 2017). In all, 67 participants were involved in the in-depth interviews covering all the operations department. All interviews were conducted online, in English and video & audio recorded and lasted over three months, late April to early July 2020. Documentary evidence dealt with paper works on staff conditions of service etc.

Data Collection and Interpretation

The process of interrogating the data produced from 67 in-depth interviewees from the five hotels led to the development of eight themes for the identification of the convergence and divergence of participants' experiences. The themes are around the eight propositions and stayed tied to the primary data sources as follows: Power Relations Patterns, Occupational Skills, Gaining and Holding on to Power, Job Satisfaction, Organizational Commitment; Organizational-Based Self-Esteem, Organizational Citizenship behavior, and Job Performance. The selection, development, and interpretation of the themes are the responsibility of the researcher.

In the analysis process, preferences for approaches occurred by isolating and articulating some of the features that were found attractive. Data analysis was iterative, identifying themes, categories, and patterns of meanings. NVivo qualitative analysis software was deployed for transparency in transcription, linking documents, codes, text recovery, indexing, storing, and generally sorting out the large sets of data. (Maher et al., 2018) The centrality of the transcription exercise in qualitative research manifested (Silverman, 2017) Underlying the analysis is the understanding that the construct of the images and perception of individual employees are contextual, leading to the emergence of eight themes.

The Findings

The employees realize and accept the fact that a high degree of role interdependence exists in the hotel workplace, which subsequently calls for many coordinating efforts from employees. The focus on guests creates suitable arrangements throughout the hotel; the need to ensure that every guest leaves the hotel satisfied and wanting to return is at the center of the matter. Power relations patterns are understood through task performance, rules of

engagement, relationship with colleagues, organization structure, the role of the supervisor, and the position of the trade union.

All the participants brilliantly spoke about the rules of engagement in their hotels. One way a participant captures the situation is very interesting,

“I may not know all the rules off-head (meaning off-hand) but I know a few. One of them is that you must respect everybody: not only the guests but also the staff including your colleagues and seniors” [Receptionist, Male, Age Group 26-35].

This rule underscores the importance of mutual and reciprocal respect in the hospitality business. Other rules of engagement bother on; never argue with the guest, not making unfulfillable promises, showing concern for what interests the guests in general terms and not engaging in deep conversation with guests and colleagues while on duty. Some others include dealing with lost and found items of the guest, leaving immediately the hotel’s premises after closing for the day and knowing the way to discover what items are missing in a room on the guest’s checkout. The research participants affirm that the rules are usually inapplicable in absolute terms because their jobs are inherently largely unpredictable. Therefore, power relations exist as of the nature of their tasks.

All participants have an idea of what constitutes the structure of the organization of their hotels. They all understand that the hotel as a complex organization comprises distinct groups of dynamically autonomous and at the same time interdependent departments or sections. Consequently, hotels have both competitive and cooperative operating environment facilitated by the high level of departmental interdependence (Mukolwe et al., 2015) Hotel operational realities though cooperative, faces some challenges when it comes to departmental or sectional interface. A research participant who works in the kitchen talks of the relationship, during the service period, of the waiter and the cook as that of mutual understanding. While the waiter’s priority is fast and efficient service, the goal for a cook/chef is good quality food and drinks. It is therefore apparent that each technological process of getting work done throws upon the incumbent of that job some priorities. Thus, in the light of this study’s theoretical foundation concerning Crozier (1964), a challenge exists in sectional goal differentiation, where time and quality of service are scarce resources for the waiter and cook respectively. The situation recognized by the cook as benign, and described as:

“We understand ourselves and let everything pass until after service period is over when the issues are open-heartedly discussed”. [Cook, Male, Age Group 26-35].

In terms of organizational realities, that type of situation has led to compromise and the recognition of each other’s (waiter & cook) nature of duty and importance in the production system. It may also suggest the existence of balanced power relations.

Supervisors were found to have high responsibility without commensurate command. Nonetheless, most of the research participants believe in their supervisors, seeing them as individuals who are well acquainted and have imbibed largely the hotel’s policies, procedures, norms, and practices, which has inculcated in them the concern for organizational wellbeing.

The study found that the trade union for hotel workers at the non-managerial level, exist in only one of the five hotels and was becoming ineffective in improving staff welfare. A worried official had this to say:

“We have a union in this hotel. Even, I am the chairperson. But the truth must be told, we are not strong at all.” [F&B Supervisor, Male, Age Group 36-45]

The workers believe the union cannot do any tangible thing for members; meetings recorded poor attendance, union’s role reduced to having nominal representations at staff Disciplinary Committee Meetings, where most of the decisions taken do not favor the staff, and at staff Canteen Committees, which handles non-managerial staff meals. In general, respondents see union officials as self-serving.

The inherence of the need for flexibility makes hotel work interesting from the lens of power relations. In terms of strategic contingency, the reception is central to hotel operations. It is the beginning point of a continual circle, making it also the port of departure. In the selected hotels, and very likely for most standard hotels in Nigeria, the Food and Beverage Division has the largest number of staff amounting to about 40% of the total. It is therefore a mainstream activity in hotel operations and the existence of hospitality business uncertainty, guest satisfaction. Most of the staff in F&B, unlike those in other sections, belong to some sub-categories of occupations, the cooks, the waiter, the bartender, and so on. Among the sub-categories, a lot of power interplay exists as attested to by the research participants. The stance of Crozier (1964) confirms that as long as the requirement of action creates situations of uncertainty, the individuals who have to face the uncertainty have power over those affected by the results.

Those who ordinarily are satisfied with their current occupational status include chefs/cooks, bartenders, banquet/function men, and laundrymen. These groups of men and women could be termed skilled or semi-skilled and thus consider themselves as holders of some technical expertise. However, when it comes to considering status elevation, all respondents believe they could do with an uplift to the next level. It is, therefore, not out of place to use status in explaining workplace behavior in the hotel situation as status has assisted in forming workers’ experiences at work and their reactions to it.

Individual qualities of employees were found to facilitate their gaining and holding on to power. Such attributes include honesty, friendliness, hard work, dedication, and punctuality. The majority of the research participants noted that such personal qualities assist the individual in being acceptable among their colleagues and superiors and invariably increase their influence within the organization. The findings thus suggest that the staff in control of such scarce and essential qualities is likely to improve the quality of quest service

Organizational practices have also been found to promote intra and interdepartmental support, trust in colleagues and recognizing outstanding performance. In terms of promoting intra and interdepartmental collaboration in addition to teamwork, a research participant puts it this way;

“We are all aware that we can’t do anything by ourselves. Our management has a slogan that says ‘Never Work Alone’. This makes everyone know that we are all important” [Barman, Male, Age Group 26-35].

For this researcher, it further suggests that power relations, in the hotel workplace is a shared responsibility, as of necessity.

The majority of the research participants attest to how organizational recognition can confer on them some influence. A participant who benefited from such policy puts it thus:

“About four or five months ago before the pandemic, our general manager wrote a letter of commendation to our department on our performance. We also have annually, during the end of year party; we recognize the best staff in each department and that in the overall. Fortunately, I won the overall best staff award and that of the department.”[Receptionist, Male, Age Group 26-35].

All the aforementioned are suggestive that organizational capabilities are essential means to achieve and uphold power. Similarly, in the tradition of social exchange theory, employees reciprocate favorably, the organizational capabilities.

Employees’ access to vital information, especially those concerning internal vacancies is also recognized as a source of gaining and holding on to power. Similarly, important to the employees are training and educational advancement, especially off- the- job training because of the certificate it attracts. A participant spoke glowingly of the importance of training in the hotel workplace as follows:

“I needed training when I joined the industry fourteen years ago. I started as a waiter without any clues regarding customer relations. The only dishes I knew were the meals I used to eat. At first, I started learning and studying the menu, and through this, I have to know a variety of dishes, how to serve the dishes and drinks. After some years, I started attending professional training, service training, and customer relationship. After fourteen years in the industry, I can say clearly that I am a professional” [F&B Supervisor, Male, Age Group 36-45]

The study submits that training/education reinforces hotel employees’ self-confidence, which is directed towards skills and other decision-making abilities, which aims at promoting the quality of guest service delivery.

Training is thus, seen by non-managerial employees as scarce and critical for their progress in the hotels, and as power organizes around the problems of training and education of hotel employees, it conforms to the strategic contingency principles of the hotel workplace being in tune with its external environment.

The study limits its conceptualization of job satisfaction to three basic ones; employees feeling valued (Moorman, 1993), having respect for each other (Mumford, 1991) and willingness to do the job again (Cranny et al., 1992) and found that majority of the research participants stressed that, despite the relatively low pay, they were satisfied with their job, though the situation will be better with pay rises.

All respondents answered in the affirmative that their feelings of happiness with their job have some connections with the control they have on the aspects of their work and their sense of inclusion within the workplace. The findings point to the theoretical possibility that hotel non-managerial employees’ contentment with their job, is linkable to their psychological fulfillment and/or rewards in monetary terms. This overall is suggestive that feeling valued enhances job satisfaction in the hotel workplace.

The findings appear similar to those on status standing, as most of the respondents though mentioned being satisfied with their job, would prefer movement to the front office. Those who stood solidly on their willingness to do the same job again include the cooks, the barmen, and the laundrymen. They are the employees really satisfied with their job, as they tend to rely on their ability to use in creative ways, their skills within the hotel, and even outside when the demand arises.

The findings suggest that the 'professionals' have a sense of uniqueness and by extension that of inclusion that drives their urge to want to do the job again. The sense of inclusion appears not to be a spur for the majority of the non-managerial employees concerning wanting to do the job again.

Unlike job satisfaction, which is about employees' emotional attachment to the job, organizational commitment concerns the employees' deep affection for the organization or her agents (managers). The make-up of organizational commitment is numerous and for this study, three issues; affection for the organization (Meyer & Allen, 1991), the length of stay in the organization (Porter et al., 1974), and the need to continue membership of the organization are the concerns (Malik et al., 2015). The majority of the participants confirmed their commitment. The reasons adduced for the high level of commitment ranges from the enabling working environment created by their various hotel management. Others include the collaborative efforts they enjoy from their colleagues and superiors, happily taking up unplanned extra duties, the opportunity given for personal growth in training and education, and most importantly, the opportunity afforded them by their organizations to contribute to quality quest service.

Labor turnover though recognized globally as one of the banes of the tourism industry, particularly in hotels (Alder & Alder, 2004), the situation in Nigeria is not the same. This may be a result of the unemployment level, which has grown and made more severe with the global lockdown adverse effects on the industry

Organizational-based self-esteem, a dispositional variable, like job satisfaction and organizational commitment is restricted to, employees' positive self-assessment (Gardner & Pierce, 2015) and their ability to learn from each other (Pierce et al., 2016). For the majority of employees', feeling of organizational -based self-esteem evinced in them a sense of competence and pride. The results conform to the findings of Lin, et al., (2018) in the study of employees in restaurant operations in the US, in which the restaurant employees had a sense of self-confidence due to the successful performance of tasks.

Unlike job satisfaction, organizational commitment, and organizational-based self-esteem, which are traits and dispositional variables, organizational citizenship behavior is an action variable. The behavior that could have resulted in those traits. In general, OCB refers to that voluntary action not seemingly recognized by the official recompense system, but one that facilitates the organizational goal achievement (Callea et al., 2016). Most of the respondents affirm that their involvement in the volitional roles had their ability to engage discretionary powers in carrying out their duties. This conforms to the findings in the work of Seppala et al., (2012) in which power mediated OCB. A large number of respondents also noted that a sense of inclusion motivated them to partake in extra roles for the satisfaction of the guests. It also confirms that the non-managerial employees' engagement in OCB was intrinsically motivational, a social exchange elucidation, and a sort of informal contract between the employees and the organization. However, most of the respondents noted that guests' reactions to their OCB activities attracted equitable tips. This brings to the forefront the issue of employees' motives involved in OCB activities. (Takeuchi, et al., 2014) The attraction of tips may also be responsible for the performance of OCB activities.

Resembling OCB as a behavioral concept is job performance. Unlike OCB, which accounts for extra-role behavior, job performance concerns the extra role, and in-role

activities. (Callea et al., 2016; Mathew & Kenan, 2019) As with the other workplace constructs in this study, job performance is a dependent variable.

The majority of the research participants are aware of what to do on the resumption of duty, the checklist in respect of the various sections facilitates their preparedness for the shift. For the cooks it is looking at the Chef's board for dishes to be prepared, for waiters, it involves checking the record books to know the bookings for the day, and for the receptionist, it is to know the number of guests in the house, those expected to arrive and those expected to leave. The bedroom stewards most of the time have some particular number of rooms to be made-up for a day's job. For all the respondents, timing and the availability of work tools are essential for setting work targets. A participant crisply puts it as:

"It has to do with personal training, how to manage workload and scheduling of one's task" [Receptionist, Female, Age Group 36-35].

The findings are unswerving with the work of Malik and Syed (2018) in which organizational practices influence job performance. Besides, all the participants are of the view that having control over some aspects of their job and a sense of inclusion, mainly represented by teamwork facilitated their job performance.

Discussion

The study submits that gaining power enhances the employee's skills and proficiency, improves his/her image within the organization, and generally assist the employee to convert the prospects of their skills to reality. Specifically, recognizing organizational capability displays as crucial means to realize and sustain power and in the light of social exchange theory, it spurs employees to respond positively. Training and educational development is seen as uncommon and dire for the progress of employees in the Nigerian hotel workplace, in compliance with the dictates of its external environment. (Strategic contingencies).

The study provides enough evidence to suggest that the elements of power relations influence the job satisfaction and organizational commitment levels of non-managerial employees in the Nigerian hotel workplace. The study confirms that mutual respect prevalent in their various organizations is central to the engagement of non-managerial employees' organizational based self-esteem. The study also suggests that the employees' extra-role behavior was motivated innately due to the intrinsic features of power relations. The findings embrace the need to consider motives as a strong resource for organizational citizenship behavior to flourish. The study demonstrated that the elements of power relations underlie the job performance of non-managerial employees. Training, emoluments, availability of work tools, effective communication skills, and empowerment have been shown to influence the performance of the employees in terms of setting and meeting work targets.

Conclusion

This study sees the hotel worker as a service provider and locating hotel operations within the concepts of rules, occupational status standing, organizational structure, duties, teamwork, and the five positive organizational outcomes investigated. The study also brings

to the fore the need to explore interactions between lower participants in the hotel workplace to genuinely satisfy the guest.

Implicit in the study, is the argument that organizational concern for people, especially junior employees who carry out the bulk of the work responsible for guest satisfaction, is compatible and should not be in conflict with the overall concern for profit. Both managerial imperatives and workers' concerns are complementary, inseparable, and indeed well suited. The two elements are fundamental constituents of a healthy organization. Thus, the study argues that a successful hotel workplace should create a balance between embracing the attributes of a good economic unit and one that is also a strong social unit.

It is hoped that it has been illustrated through the study that bureaucratic systems persist as a result of two opposite yet convergent pressures. In other words, groups or units stick together in power relations by mutual dependence. Power is thus illustrated as a relational concept since an individual or group within an organization cannot have power in isolation; it has to be about some other person or collectivity.

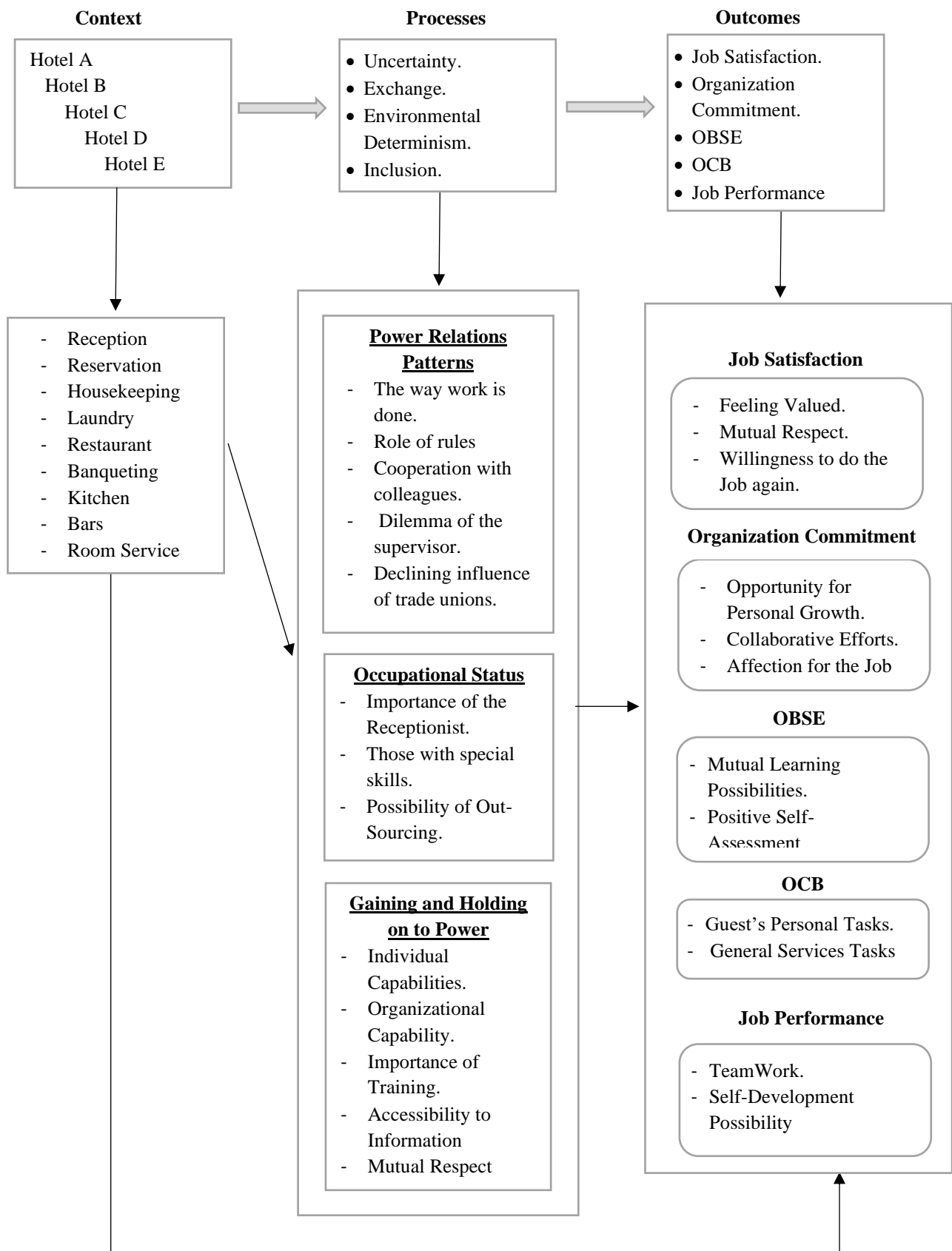
What the study has done is to have treated power relations as a composite concept whose constituent elements logically connect uncertainty, exchange, environmental determinism, and the feeling of inclusion; and as the underlying factor in hotel non-managerial employees' job satisfaction, organizational commitment, organizational-based self-esteem, organizational citizenship behavior, and job performance. It is thus about inciting and developing new insights into the workplace attitudes and behaviors of lower participants in the hotel workplace.

The researcher emphasizes that the purpose of this research is illumination rather than verification, a purpose, which renders the writings as an explorative model for the analysis of power relations in organizations, especially in hotels.

Towards theory development, the study proposes a model of organizational analysis using power relations as a 'context', 'processes', and 'outcomes'. The context speaks to the circumstances, conditions, and factors in the organization(s) chosen; the process addresses the work procedures and tasks undertaken within the theoretical foundation, while the outcomes are those workplace constructs, which power relations underlie. Two of the three parameters could vary, only the processes (engaged in the analysis) are constant and may also produce varied results depending on the context(s) and the organizational outcomes being investigated. The suggestive model is presented below.

Figure 1

Model for Analysis.



Source: Developed for this Study, 2020

The model suggests that it is power relations that produced patterns identified in the features of the work, the status differentiation within the workplace, and other individual and corporate elements that facilitated the workplace outcomes investigated. The processes may render different results in different contexts and workplace outcomes, nonetheless it is adequate for organizational analysis as illustrated.

Recommendations

Organizational leaders should pay attention to the realities of their environment, particularly with the effect of Covid-19 slowdown in the global economy. The marketing function, especially internal marketing, and sales generation deserve more attention in profit-oriented organizations, particularly in hotels. Internal marketing, as the industry is people-oriented while employees remain one of the treasurable possessions of hotels. In line with the thoughts on strategic contingencies, the sales function concerned with generating more business for the enterprise becomes critical to the hotel operating environment in the current Covid 19 situation, and may remain for a long time to come.

This study submits that training is applied proactively to enhance the ability and performance of hotel employees. The prominence of the need for quality service makes training and retraining a necessary target for hotel management companies. Doing so addresses the values, the needs, and the expectations of guests. The social and technical skills acquired from training equip employees in adequately interpreting the demands of the guest to deliver their services beyond the expectations of the guest.

In general, hotel management companies should produce data concerning the bases and usages of elements of employment in the industry. Advocated is also the buttressing of support apparatus of the human resource function in justification for the fundamental position of labor in the hospitality industry. To be addressed are the welfare of employees' in the industry. Management would do well to deal with the perennial low wages, promotion opportunities, compensations, and pension demands of employees, mostly those that are non-managerial.

References

- Adebayo, D. O., & Udegbe, I. B. (2004). Gender in the Boss-Subordinate Relationship: A Nigerian study. *Journal of Organizational Behavior*, VOL 25(4), 11.
- Al-Shorman, A., Ababneh, A., Rawashdih, A., Makhadmeh, A., Alsaad, S., & Jamhawi, M. (2017). Travel and Hospitality in Late Antiquity: A Case Study from Umm el-Jimal in Eastern Jordan. *East Jordan Near Eastern Archeology*, 80(1), 22-28.
- Alder, P. A., & Alder, P. (2004). *Paradise Laborers: Hotel Work in the Global Economy*. Cornell University Press.
- Blau, P. M. (1964). *Exchange and Power in Social Life*. John Wiley.
- Brown, A. D., Kornberger, M., Clegg, S. R., & Carter, C. (2010). 'Invisible walls' and 'Silent Hierarchies': A case study of power relations in an architectural firm. *Human Relations*, 63(4), 24.
- Callea, A., Urbini, F., & Chirumbolo, A. (2016). The mediating role of organizational identification in the relationship between qualitative job insecurity, OCB and job performance. *Journal of Management*, 35. (6.), 735-746.
- Cheasakul, U., & Varma, P. (2016). The influence of passion and empowerment on

- organizational citizenship behavior of teachers mediated by organizational commitment. *Contaduria Administracion*, 61(1), 18.
- Chukwu, G. M. (2017). Giving 'Power to the people' in a Nigerian Hospital: From evaluation over to evaluation with stakeholders. *Action Research*, 1, 15.
- Clegg, S. R. (2010). The state, power and agency: Missing in action in institutional theory? *Journal of Management Inquiry*, 19, 4-13.
- Cranny, C. J., Smith, P. C., & Shore, E. F. (1992). *Job Satisfaction*. Lexicon Books.
- Crozier, M. (1964). *The Bureaucratic Phenomenon*. Tavistock.
- Fehr, E., Herz, H., & Wilkening, T. (2012). The Lure of Authority: Motivation and incentive effects of power. *American Economic Review*, 103(1), 34.
- Gardner, D. G., & Pierce, J. L. (2015.). Organizational -based self-esteem in work teams. *Group Processes & Integrated Relations*, X, 1-15.
- Hickson, D. J., Hinings, C. R., Lee, C. A., Schneck, R. E., & Pennings, J. M. (1971). A strategic Contingencies' Theory of Intraorganizational Power. *Administrative Science Quarterly*, 16(2 (June)), 216-229.
- Kensbock, S., Gayle, J., Bailey, J., & Patiar, A. (2013). 'The lowest rung': Women room attendant's perception of five star hotels operational hierarchies. *International Journal of Hospitality Management*, 35, 360-368.
- Kjeldsen, J., E. (2018). "The Rhetoric of Sound, the Sound of Arguments. Three Propositions, Three Questions, and an Afterthought for the Study of Sonic and Multimodal Argumentation". *Argumentation and Advocacy*, 54(4), 364-371.
- Lin, N., Jang, J., & Roberts, K. R. (2018). Are employees with higher organizational -based self-esteem less likely to quit? A moderated mediation model. *International Journal of Hospitality Management*, 73, 116-124.
- Magee, J. C., & Smith, P. K. (2013). The social distance theory of power. *Personality and Social Psychology Review*, 17(1), 28.
- Maher, C., Hadfield, M., Hutchings, M., & de Eyto, A. (2018). Ensuring Rigor in Qualitative Data Analysis: A Design Approach to Coding Combining NVivo with Traditional Material Methods. *International Journal of Qualitative Methods*, 17, 1-13.
- Malik, M. S., & Syed, Z. A. (2018.). Role of organizational practices on employee performance: The mediating role of organization based self-esteem. *Pakistan Journal of Social Sciences*, 38. (2.), 575-583.
- Malik, S., Riaz, N., & Nazir, S. (2015). Personal Spirituality and Work Attitudes among Doctors. *Journal of Behavioral Sciences*, 25. (1), 136-149.
- Mathew, T. P., & Kannan, R. (2019). Effects of Human Resources Management Practices on Job Performance of Employees in Luxury Hotels in Cochin. *Global Journal of Research Analysis*, 8(3), 16-19.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1. (1.), 66-89.
- Moorman, R. H. (1993). The influence of cognitive and affective based job satisfaction measures in the relationship between satisfaction and organizational citizenship behavior. *Human Relations*, 46, 759-776.
- Mork, B. E., Hoholm, T., Ellington, G., Edwin, B., & Aanestad, M. (2010). Challenging expertise: On power relations within and across community of practice in medical

- innovation. *Management Learning*, 41(5), 18.
- Mukolwe, E., Korir, J., Buyeke, E., Wafula, M., & Musyoki, J. (2015). Effects of interpersonal conflict on organizational performance in selected hotels in Kisii Town, Kenya. *African Journal of Hospitality, Tourism and Leisure*, 4(1), 1-15.
- Mumford, E. (1991). Job satisfaction: a method of analysis. *Personnel Review*, 20(3), 11-19.
- Noble, H., & Smith, J. (2015). Issues of Validity and Reliability in Qualitative Research. *Evidence Based Nursing*, 18(2).
- Palumbo, J. D. (1969). Power and role specificity in Organizational Theory. *Public Admin Review*, May/June, 236-248.
- Pfeffer, J. (2013). Power, capriciousness and consequences. *Harvard Business Review*, 1(4), 1.
- Pierce, J. L., Gardner, D. G., & Crowley, C. (2016). Organizational-based self-esteem and well-being: Empirical examination of a spillover effect. *European Journal of Work and Organizational Psychology*, 25(2), 181-199.
- Pittinsky, T. L., & Shih, M. J. (2004). Knowledge Nomads: Organizational Commitment and Worker Mobility in Positive Perspective. *American Behavioral Scientists*, 46(6 Feb), 791-807.
- Porter, L. M., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59. (5.), 603-609.
- Sagnak, M. (2016). Participant leadership and change-oriented organizational citizenship: The mediating effect of intrinsic motivation. *Eurasian Journal of Educational Research*, 62, 181-194.
- Selznick, P. (1948). Foundation of the Theory of Organizations. *American Sociological Review*, 63, 25-35.
- Seppala, T., Lipponen, J., Bardi, A., & Backman, P.-. (2012). change- oriented organizational citizenship behavior: An interactive product of openness to change values, work unit identification, and sense of power. *Journal of Occupational and Organizational Psychology*, 85(1), 21.
- Sherman, R. E. (2003). *Class acts: Producing and consuming luxury service in hotels* (Publication Number 3121693) University of California, Berkeley]. ProQuest Information and Learning Company. Ann Arbor. US.
- Silverman, D. (2017). How was it for you? The Interview Society and the irresistible rise of the (poorly analyzed) interview. *Qualitative Research*, 17(2), 144-158.
- Singh, A. (2009). Organizational power in perspective. *Leadership and Management in Engineering*, Oct, 165-176.
- Sturm, R. A., & Antonakis, R. A. (2015). Interpersonal Power. *Journal of Management*, 4(1), 136-163.
- Suri, H. (2011). Purposive sampling in qualitative research synthesis. *Qualitative Research Journal*, 11(2), 63-75.
- Takeuchi, R., Bolino, M. C., & Lin, C. C. (2014). Too many motives? The interactive effects of multi motives on organizational citizenship behavior. *Journal of Applied Psychology*, Sept, 1-10.
- Thomas, G. (2011). A Typology for the Case Study in Social Science following a Review of

- Definitions, Discourse, and Structure. *Qualitative Inquiry*, 17(6), 511-521.
- Torrance, H. (2017). Experimenting with Qualitative Inquiry. *Qualitative Inquiry*, 23(1), 69-76.
- Vallas, P. S., & Hill, A. (2012). Conceptualizing power in organizations. In D. Courpasson, D. Golsorkhi, & J. J. Sallaz (Eds.), *Rethinking Power in Organizations, Institutions and Markets* (1st ed., Vol. 34, pp. 316). Emerald Books.
- Vlasceanu, M. N. (2011). Hotel staff interrelations. *Economy Transdisciplinarity Cognition*, XIV(1), 241-247.
- Weber, M. (1947). *The Theory of Social and Economic Organizations*. Free Press.