

## WITHDRAWAL BEHAVIOUR: ANNALS OF CONCEPTUAL REVIEW FOR HOTELS IN PORTHARCOURT, RIVERS STATE

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### Abstract

When employees are satisfied with their work conditions, leadership, and feel they have a life outside of their work, it makes them to feel motivated and happy while on the job. Having a good work-life balance, fair salary, and job security give the employee a sense of belongings to think less of quitting from the job. Employees with withdrawal behaviour are likely to reduce their effort at work which result in increased work pressure on the serving workers and decreased in job confidence. Caring and managing employees effectively is essential in minimizing withdrawal behaviour in the organizations. The researcher focus is on the challenges of withdrawal behaviour in hotels in Port Harcourt, Rivers State. An improved work environment could be translated into healthier habits that may help workers achieve organizational goals. Employers who take proactive steps to ensure their employees are happy and healthy both inside and outside of work, this satisfaction tends to lead to better performance at work as well as decrease in withdrawal behaviour. The more engaged an employee is to an organization, the greater the possibility of diminished absenteeism and other withdrawal behaviors like turnover intention. The researcher disclosed that job insecurity, employee engagement, presenteeism, and absenteeism have significant effect on employee withdrawal behaviour in hotels in Port Harcourt, Rivers State. The owners of hotels should collaborate with the workers to minimize withdrawal behaviour by making workers happy with favorable remuneration, training, and improved work conditions.

**Keywords:** Withdrawal behaviour, absenteeism, job insecurity, employee engagement, leadership

### Introduction

Productive work environment is very crucial to organizational success. Organizations suffer thoroughly when employees abandon their work for the cause of poor leadership and unfavorable work conditions. When workers are absent from work, it hinders efficiency or goals. Carpenter and Berry (2014) emphasized that consistent termination of employees may lead to withdrawal behaviour of employees, absenteeism, and a loss of workplace productivity. Withdrawal behaviours are potentially tremendous for an enterprise and hotels. In competitive markets, organizations appear to be sustainable when they maintain economic equilibrium (Gosselin et al., 2013). Withdrawal behaviour denotes the boldness of employees to stay in the job but decide to be less participative (Kaplan et al., 2009). Employees with withdrawal behaviour are likely to reduce their effort at work which result in increased work pressure on the serving workers and decreased in job confidence. Similarly, withdrawal behaviour is employee's decision to leave his current employment. Strategic managers have an obligation to reduce the effects of withdrawal behaviours by ensuring that workers have adequate pay, promotion, training, organizational justice, and job satisfaction (Tsai & Cheng, 2012). Withdrawal behaviour signifies a negative phenomenon that contributes to losses for companies. Javed et al. (2014) claimed that when workers are satisfied or happy with their jobs, the rate of withdrawal behaviour in the company

decreases, and if employees' demands are not given urgent attention, they express dissatisfaction and withdrawal behaviour increases. Caring and managing employees effectively is essential in minimizing withdrawal behaviour in the organizations. However, withdrawal behaviours also disturb employees and families due to diminishing financial resources (Zhao et al., 2014). Several organizations have neglected the factors that contributed to withdrawal behaviour of employees. Therefore, this study examines the challenges of withdrawal behaviour in hotels in Port Harcourt, Rivers State.

## **Literature Review**

### **Withdrawal behaviour**

Withdrawal behaviour entails actions which employee take when he becomes physically or psychologically disconnected from the organization (Eder & Eisenberger, 2008). Indeed, Fugate et al. (2012) regarded withdrawal behaviour as psychological neglect and physical exit of workers from the organization. Withdrawal behaviour of employees denotes actions that lead to keeping away mentally from the work environment. Zimmerman et al. (2012) described withdrawal behaviour as employee tardiness, absenteeism, and turnover intention. Accordingly, withdrawal behaviour signifies physical disappearance of workers from work environment, substantial removal, and quitting from job. The symptoms of withdrawal behaviour are absenteeism, tardiness, lateness, turnover intention, and presenteeism ((Frick et al., 2013). These employee attitudes are not in the best interest of the organization. Employees who work in hotels are rational, they have high desires for economic survival and may want to remain with the organization if the company provides support and enhance the quality of work life of workers. Withdrawal behaviour is counterproductive behaviors such as playing while on duty, leaving duty post for personal conversation, absence, lateness, and intention to quit which constitute a significant expense for many organizations (Lobene & 13 Meade, 2013). The motive of an organized workforce or managers is to increased reliance on intellectual resources, employee retention, minimize organization costs, multiply profits, and productivity. Biron and Bamberger (2012) acknowledged that businesses leaders need productive workers in hotels or related firms for competitive advantage in a global economy. Wang and Yi (2012) recognized some factors as the challenges of employees withdrawal behaviour which are absenteeism, job insecurity, presenteeism, turnover intention, leadership, and employee engagement.

### **Challenges of Withdrawal Behaviour**

#### **Absenteeism**

Absenteeism is when the employee refuses to come to work because of illness or respond to family problem (Mossey & Marcenes, 2015). Employees also exhibit absenteeism through unauthorized reasons such as tiredness or taking additional days off without prior approval from a manager or supervisor (Raina & Roebuck, 2014). Absenteeism refers to when a worker temporary abandons job for few days. Deliberate turnover and absenteeism are expensive to businesses and the shortfall could harmfully affect an organizations' attractiveness. Company managers have to formulate plans to handle absenteeism such as professional appointments, medical leave, vacation time, and employee departures to ensure the obligatory assets are accessible for enterprise sustainability (Fugate et al., 2012). Employers need workers who report to work on time and may perform job tasks without restrictions. Withdrawal behaviour like absenteeism is a disruptive phenomenon, which increases the stress or

workload of the employees in hotels who report to work at a particular time. Woods et al. (2012) stated that employee absence is associated with a variety of predictors together with personality attitudes such as age, commitment, satisfaction, and gender. Vishnupriya et al. (2012) studied employee absence in textile businesses and planned to improve employee behaviors in an effort to reduce absenteeism. Vishnupriya et al. (2012) argued that absenteeism was the most hazardous threat to an organization because of decreased productivity. However, Strom et al. (2014) asserted that sickness absenteeism and ineffective leadership of the employees are significant dynamic for profit loss and withdrawal behaviour. Employees may be absent from work for uncontrollable reasons such as sickness and ancestral deaths. Similarly, extensiveness of illness and chronic disease could be the primary reason for employee absenteeism in companies (Knies et al., 2012). Workers who suffer from major chronic diseases are more probable to exhibit increased absenteeism. Indeed, management of organizations has to take a proactive action in minimizing excessive absenteeism to improve work conditions and offer incentives to employees. The intentional absent of employee abuses time that contributes to hatred and low staff morale (Minor et al., 2014). Seventy-two percent of employees interviewed revealed that most workers missed work because of illness (Vishnupriya et al., 2012). Stress from internal and external influences may also unpleasantly affect the performance of salary earners. Staff who are absent for mental health add stress to their coworkers.

### **Turnover Intention**

Turnover intention is the decision of employee to leave a present place of employment or job (Kalliath & Kalliath, 2012). Turnover intention entails a conscious and calculated desire to leave the company within the immediate future (Tuzun & Kalemci, 2012). Employee turnover is the final part of a progression in the withdrawal decision process. Turnover intention signifies the willingness of employees to quit the company. Employee turnover creates the costs of separation, vacancy, replacement, and opportunity for recruitment (Bryant & 20 Allen, 2013). Apparently, Gosh et al. (2013) divided turnover intention into two forms such as involuntary and voluntary turnover intention. Involuntary turnover symbolizes the termination of employees by the employer while voluntary turnover arises when employees give notice to resign or leave (Gosh et al., 2013). Voluntary turnover frequently results in departure of employees from his company for opposing organizations. Bryant and Allen (2013) unveiled three categories of predictors to turnover as the withdrawal progression, critical job outlooks, and the work atmosphere. Additionally, the predictors with the most resilient relationships to employee turnover are turnover intentions and job search. Bryant and Allen (2013) pronounced that most employees who quit their employment sharply, first go through psychological withdrawal. For example, the workers may (a) consider the decision of resigning, (b) search for options, (c) weigh possible options against their current job, (d) develop plans to resign, or (e) intend to resign as soon as a viable option is presented. There are three main components in the turnover intention process namely thoughts of quitting a job, the plan to have alternative job, and the intention to resign (Rahman & Nas, 2013).

Management and job satisfaction could also influence employee's intention to leave. Employee turnover may be dysfunctional or functional. It is dysfunctional when top performers or employees who are the brain box quit the organization. Functional is when employers terminate low performing employees. Elmore (2012) noted that there is a mutual relationship between sickness absenteeism and employee

turnover rates. Organizations with high employee turnover associated with sickness absenteeism have a reduction in productivity (Llies et al., 2012). Factors that may reduce turnover intention include training and education opportunities, employee compensations, job enhancement, financial gain, and work-life balance (Miles et al., 2011). Indeed, it is important for business owner to engage more actively in the retention of existing employees to remain viable and circumvent the disadvantages of turnover.

### **Leadership**

The leadership styles of an organization determine the withdrawal behaviour of employees. If the leadership style is either supportive or transformational leadership, employees are likely to exercise satisfaction, motivated, and depart from withdrawal behaviour. Basit et al. (2017) described supportive leadership as a kind of leadership that gives attention to the needs of the employees. It motivates employees and promotes staff welfare. The leader primary aim is to ensure that subordinates are satisfied and willing to enhance productivity. In addition, transformational leadership is the progression through which leaders and followers assist each other in progressing to a higher level of ethics and motivation (Bass & Riggio, 2006). In transformational leadership, managers or employers have an agreement with employees in which the employer participates in the employee's development. When the salary earner engages in the mission of the organization, a potential decrease in the incidence of withdrawal behaviour happens. Both supportive leadership and transformational leadership value follower input which could lead to a reduction in withdrawal behaviors through improved employer-employee engagement. However, Pauliene (2012) declared that passive avoidant and laissez-faire leadership increased the rate of absenteeism and withdrawal behaviour. Passive avoidant leaders abandon responsibility to such an extent that they do not meet the employee's needs (Frooman et al., 2012). The passive avoidant leaders do not provide strategy or inspire employees to struggle for corporate business and communicate a vision. A passive avoidant leader, enables the employees to have total discretion of individual behavior, they create a mistake, and the employer neglects the employee with no direction. Moreover, laissez-faire leaders neglect to follow up demands for assistance and avoid speaking truthful views. Effective communication may candidly relate to employee socio-psychological wellbeing thereby decreasing absenteeism. Dasgupta et al. (2012) narrated that employee satisfaction with employer communication increased the commitment of employees and decreased absenteeism.

### **Presenteeism**

Garlicky et al. (2012) considered presenteeism as a process where employees go to work with illness or injury and performed below ultimate levels. Cooper (2013) insisted that presenteeism is when workers are physically present in the organization but functionally absent. Consequently, presenteeism refers to when an employee engages in non-work-related activities such as private business within the work period. The ability of employers to increase employee's productivity and decrease losses because of absenteeism and presenteeism represents a crucial economic advantage for organizations (Scuffham et al., 2013). Presenteeism is similar to absenteeism, employee disengagement, and withdrawal behaviour which result in low productivity adversely affecting organizational sustainability (Cooper, 2013). Presenteeism may occur when there is worldwide economic depression and economic crisis, where organizational leaders reduced human capital and restructured their operations in an attempt to accomplish organizational objectives with fewer assets (Lu et al., 2013).

## **Employee Engagement**

Fearon et al. (2013) explained employee engagement as a positive work-related mental state reflecting a sincere feeling to invest efforts towards the attainment of organizational objectives. Malik (2013) stipulated that employee engagement is the psychologically and physically present of the workers performing their assignments according to mandatory necessities. Indeed, employee engagement entails the active involvement of the workers in completing organizational tasks. The engagement of employee connotes participation of employees towards the attainment of long-term organizational goals. Team work and job satisfaction necessitate engagement of the employees in any field of the institution. Banihani et al. (2013) illustrated that engagement in the workplace comprises employee commitment, work engagement, employee engagement, and job engagement. Wood et al. (2012) stated that engaged employees demonstrate a strong work ethic with a desire to fulfill the terms of the employment contract. Employee engagement symbolizes work assignment with individual experience of work and the process employees utilize to present themselves during the performance of duties. When workers in hotels are adequately engaged, they are likely to respond to organizational goals and minimized withdrawal intention. The more engaged an employee is to an organization, the greater the possibility of diminished absenteeism and other withdrawal behaviors, such as turnover intention (Vujicic et al., 2014). Numerous companies have suffered low profitability, shortage of customers, and employee turnover because of disengagement of their workers. Increasing the engagement of employees may improve their work productivity (Malik, 2013). In the hotel business, the behaviour of employees and their relationship with co-workers, customers, have an enormous influence on the quality of services, withdrawal behaviour, as well as the wellbeing of individual staff members (Carpenter & Berry, 2014). Furthermore, Brown and Reilly (2013) claimed that positive work engagement is associated with high organizational commitment, diminished absenteeism, job gratification, favorable business, profit margins, decreased withdrawal behaviour, and improved consumer satisfaction.

## **Job Insecurity**

Otto et al. (2014) conceived job insecurity as the general anxiety regarding the future existence of employment. Job insecurity is the fear employees have over the duration of their employment. When workers are nervous that their names may be on the next termination list, they begin to develop withdrawal intention. Job insecurity is an increasing trajectory owing to increased global competition. An employee's insight of job insecurity emanates from when he is disengaged, removed from particular job roles, and assignment of responsibilities or tasks that are less desirable (Kang et al., 2012). Besides, Murphy et al. (2013) investigated the effects of job insecurity on five organizationally significant outcomes such as health, job satisfaction, organizational commitment, turnover intention, and performance. This authority discovered that employees professed job insecurity as a stressful discrepancy. The discrepancies between what workers expect in an organization, and what their employers offer usually result in employee disengagement and reduction of job performance. Nevertheless, job insecurity could also motivate employees to work harder because employees may perceive high performance as a protection against job termination.

## Conclusion

Organizations that implement supportive and transactional leadership styles are likely to have retention of employees with low withdrawal behaviour. Positive work engagement is associated with high organizational commitment, diminished absenteeism, job gratification, favorable business, profit margins, decreased withdrawal behaviour, and improved consumer satisfaction. This study examines the challenges of withdrawal behaviour in hotels in Port Harcourt, Rivers State. When the management of hotels provide employees with reasonable salary, training and development, good condition of service, favourable company policy and administration, the workers may exhibit satisfaction and distant themselves from withdrawal behaviour. The researcher concluded that job insecurity, employee engagement, laissez-faire leadership, presenteeism, and absenteeism have significant effect on employee withdrawal behaviour in hotels in Port Harcourt, Rivers State. Hotels should apply best practices approach in addressing employee withdrawal behavior by making their workers happy with favorable remuneration and training.

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