

ORGANISATIONAL POWER AND JOB COMMITMENT OF EMPLOYEES IN SELECTED HOTELS IN ESAN LAND, EDO STATE, NIGERIA

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ABSTRACT

The study examined organisational power as correlates of job commitment of employees in selected hotels in Ekpoma region of Esan land in Edo State, Nigeria. Three hypotheses were formulated and tested. The study adopted correlational study design. The study covered all the 134 hotel workers in Ekpoma, Edo State. Only five hotels namely: Mind Cast Hotel, Ujoelen 42 workers, Supreme Hotel Ujemen 34 workers, Victorio Hotel Ihumudumu 21 workers, Highfield Hotel, Ihumudumu 19 workers, Chosen Hotel, Ihumudumu 18 workers were selected for the study. The simple random sampling technique was employed to draw 100 hotels in Ekpoma, Edo State. The instrument used for the study was a questionnaire adapted by the researcher and titled: Organizational Power and Performance Questionnaire (OPEPOQ). Data on demographics of respondents were analysed using frequency counts and percentages while the three (3) hypotheses were tested using Pearson Product Moment Correlation (PPMC) statistical technique. The result showed that there is a significant relationship between reward power, coercive power and legitimate power and job commitment of workers in some selected hotels in Ekpoma, Edo State. It is therefore recommended that Hotel organisations in Ekpoma should foster team spirit, oneness and unity among workers by encouraging learning, knowledge sharing and organizational involvement of workers. This can be ensured by making them involved in decision making matters that border on their welfare.

Keywords: Organization Power, Reward Power, Coercive Power, Legitimate Power, Job Commitment.

1. INTRODUCTION

Human factor is of great importance in any field of endeavour; be it business, ministry, industry or a commission. The relevance of humans in any organization or workplace cannot be overemphasized. Besides technological innovations and other artificial intelligence systems used in organizations today, workers are esteemed to be a vital asset in organizations in managing technological innovations for competitive advantage because they possess the necessary skills and experience to control technological equipment for increased productivity. Consequently, the performance of an employee in any organization could directly or indirectly influence the attainment of predetermined goals and objectives of that organization. In achieving predetermined goals and objectives at the workplace, there is need to have committed workers.

Job commitment refers to how attached or dedicated emphasizes are to their work or duties. This invariable is translated to the attainment of the predetermined objectives or goals of an organisation. Kamto (2015) defined commitment as “a force that binds an individual to a course

of action of relevance to one or more targets". The scholar observes that employees are theorized to express this force in three basic forms: affective, normative, and continuance, which reflect emotional ties, perceived obligation, and perceived need to keep performing a duty, till the objective is attained, respectively. Job commitment according to the scholar's opinion can be classified into three major core conditions or dimensions namely: "affective commitment", "continuance commitment" and "normative commitment".

Affective commitment refers to the emotional belongingness of an individual or group of individuals to their job in an organization. Aube and Rousseau (2015) submitted that affective commitment is an emotional attachment of employees to their job and significant involvement with the organization principles and standards. In the context of a hotel, this clearly shows that affective commitment of a worker can be seen as their positive feelings of identification, attachment and involvement with their job in the work organization (the hotel). Such worker is usually emotionally attached and showed strong attachment with the hotel's objectives of satisfying its customers. As noted by the scholars such persons are likely to hold strong feelings of sincerity toward the organization follow and accept company organisational rules cheerfully with the aim of accomplishing the set goals.

Continuance commitment is another dimension or category of job commitment. It describes the cost associated with leaving the organization as perceived by an employee. According to Aube and Rousseau (2015), continuance commitment is the investment of the employees to an organization in terms of time, effort, money resources that they perceive would be lost or deemed worthless if they were to leave the organization. Such investments according to them might include contributions to non-vested pension plans, development of organization specific skills or status, use of organizational benefits such as reduced mortgage rates and so on. To a worker in a hotel, such perceived cost of leaving may be exacerbated by a perceived lack of alternatives to replace or make up for the foregone investments of time, effort and money resources contributed in the attainment of the hotel's objectives.

The last dimension, normative commitment, can be described as employees' feeling of obligation to remain with an organization or keep doing a job. It is characterized by the feeling of not wanting to leave an organization. Simply put, it is a hosteller's sense of belongingness to keep their job in an hotel. Interestingly, Aube and Rousseau (2015) noted that individuals show concern for their organization only when the organization has been able to meet their financial and social needs of belongingness with the organization. They argue that one factor that could affect workers' continuance, affective and normative commitment is the power that characterizes the organisation.

There are two ways of viewing organizational power: a) as a symptom of social influence processes that benefit the organization, and b) a self-serving effect that goes against the organizational goals. For a general manager to move an organization forward, he must strive to balance the viewpoints of all the departments in the organization. Several departments in an organization are unendingly in conflict with each other. This conflict can be ascribed to the fact that one department tries to prioritize its operations over the activities of all other departments; hence, the practice of power in organisations (Olorunleke, 2015).

According to Onyeizugbe and Orogbu (2015), "organizational power are informal, unofficial and sometimes behind the scene efforts to sell ideas, influence an organization, increase power or achieve other target objectives". It represents attempts to influence others using discretionary behaviours to promote personal objectives. It is an activity that permits people in organization to accomplish goals without going through proper channels (Olorunleke, 2015).

Hence, organizational power can be seen to represent devious behaviour of employees towards their work environment only for their self-interests.

Organizational power is the ability that you have to influence the behavior of another stakeholder in your organization (Stowell, 2014). It is measured by the extent that you can use your influence to get that stakeholder to do something that he or she would otherwise prefer not to do. From an organizational behavior perspective, organizational power implies that the other stakeholder is dependent on you (Hassan, 2015). This means that the greater their dependency is on you the more power you will have to influence their actions. Dependency here is not a good or bad function (Halford, 2018). It's just an assessment of the nature of the relationship between you and the other stakeholder.

There are three major dimensions or components of organizational power. These include: Reward Power, Coercive Power and Legitimate Power (Cacciolatti & Lee, 2016). Reward power (is the ability to reward), It involves giving organizational assets of value to others. These are intrinsic and extrinsic resources such as perks, compensation, desirable work assignments, promotions, etc (Kaplan, 2021). The second - Coercive Power (is the ability to punish). It involves inflicting painful outcomes on others for their refusal to conform. This can include withholding intrinsic and extrinsic assets of value and inflicting negative actions on someone such as a suspension or firing (Kesa, Wu & Ko, 2019). The third is legitimate power (comes with the position). It involves the delegated rights that come with being appointed to a management position in an organization. This includes the rights to direct the work of others and to distribute rewards and sanctions as the organization allows (Taştan & Davoudi, 2017).

Aside these three organizational powers - reward power, coercive power and legitimate power, other once recognized in literature include: Expert Power, Referent Power, Referent Power and Informational Power (Hübner, Boissier, Kitio & Ricci, 2020). Expert Power (comes from what you know): It involves the special skills and knowledge you have of your organization, function, industry, processes, etc (Munduate, & Bennebroek-Gravenhorst, 2021). Referent Power (comes from the positive impressions others have of you): it involves others' admiration of certain qualities that you possess and their desire to be associated with you (Koslowsky, Schwarzwald, & Ashuri, 2001). Informational power (comes from the power of your logic and reasoning). It involves providing information that is so powerful that people change based on what you said not who you are. One can survive a political attack in an organization if you know the source of your power and use them effectively (Cacciolatti & Lee, 2016).

Organizational power is an important ingredient of the life of organization, which refers to behaviour in which personal interests are safeguarded rather than organizational interests. It is one important aspect of institutional behaviour since it provides an understanding of the informal processes of conflicts and co-operations in organizations, and their impact on the organizational performance. Many people regard organizational power as something negative (e.g., pursuing self-interests at the expense of others) while some avoid discussions about it especially when they know they are victims of the same practice. According to Olorunleke (2015), it is more common to talk about power when complaining about a loss to a friend than it is in the context of one's own political maneuvering. He added that "when we win on an issue, we call it leadership; when we lose, we call it power".

In many organizations, power is a taboo subject, which makes it difficult for individuals to deal with this crucially important aspect of organizational reality. Leaders must skillfully use organizational power to acquire and retain power and to accomplish major goals. Therefore, it

would be a mistake to pretend that power does not exist or to fantasize that a leader can be effective without appropriate (and ethical) use of power. As Pericles wrote over 2500 years ago, "Just because you do not take an interest in power doesn't mean power won't take an interest in you." Unfortunately, one of the major problems identified in this study is 'bad political behavior' or maneuvering results in negative employee performance due to conflict, hatred, rancor that emanates from unfriendly work environment (Ugwu, Ndugbu, Okoroji, & Kalu, 2014). This explains that organisational power could influence workers' job performance

2. THEORETICAL/EMPIRICAL REVIEW

This study is anchored on Max Weber's Theory of Bureaucratic Management which was propounded in 1947 by a German sociologist, Karl Emil Maximilian who is also known as "Max Weber." Max Weber formulated the theory in 1947 and named it "Theory of Social and Economic Organization." However, the theory is now popularly known as Weber's "Theory of Bureaucracy."

The main focus of the theory is the influence of structures and organizational characteristics on effectiveness of managers in an organisation. According to the theory, an organization should be divided into hierarchies with established strong lines of authority and control. The scholar, Max Weber felt that organization should develop comprehensive and detailed standards for operating procedures to perform preplanned tasks. He felt that the western civilization was changing from "Wertrational" (oriented thinking) to "Zweckational" (technocratic thinking) (McNamra, 2010 & Olum, 2004). In other words, civilization was changing to seek technical result at the cost of humanistic contents. As a result, workers in the organisation should respect the right of the managers to direct activities dictated by the organizational rules and regulations (McNamra, 2010).

Three well-established theories of classical management are: Taylor's Theory of Scientific Management, Fayol's Administrative Theory and Weber's Theory of Bureaucracy. These theories were developed in early twentieth century. However, Weber's Theory of Bureaucracy is still being practiced in various organisations (Horner, 1997; Cole, 2004; Olum, 2004). This is why written rules, ideal bureaucracy, paper work, punish and reward system, workers and managers' training are part of almost all the organization of the world. It shows that this theory has a big role to play in the history of management theories (Pindur, Rogers, and Kim, 1995; Horner, 1997). The tenets of Weber's Theory of Bureaucracy are anchored on eight (8) principles of bureaucratic management.

Studies on organizational behaviour have been investigated in recent times (Kasemsap, 2020; Uchendu, Anijaobi-Idem and Nkama, 2013; Olowodunoye and Adetula, 2015; Islam and Afroz, 2015). Olowodunoye and Adetula (2015) examined the role of self-esteem and organizational justice on organizational citizenship behaviour of civil servants in Ondo State, Nigeria. Three hundred and twelve participants (160 males and 152 females) between the age range of 20 and 60 years, with a mean age (39.48) and S.D. (8.98) responded to Self-esteem Scale, Perception of Organizational Justice Scale and Organizational Behaviour Scale. The result showed that both self-esteem and perception of organizational justice had significant relationships with organizational citizenship behaviour. The result also revealed that self-esteem and perception of organizational justice had significant independent influence on organizational citizenship behaviour, but had no significant joint influence

Islam and Afroz (2015) determined factor affecting organizational citizenship behaviour of corporate sector in Bangladesh. The study was aimed at developing a theoretical model on OCB by employing sophisticated multivariate technique - Varimax Rotated Factor Analytical

Technique. The study determined that the constituent dimensions of OCB include: organizational loyalty, altruism, civic virtue, sportsmanship, courtesy, conscientiousness, organizational compliance, problem concern, individual initiatives and self-development.

Igbinomwanhia and Akinmayowa (2014) investigated the determinants of citizenship behaviour in Nigerian organisations as well as the demographic variables that mediate the level at which it is manifested. The study adopted the survey research design. Employees from both public and private organisations were involved in the study. The questionnaire was used to elicit data on the variables in the study. Moon, Van Dyne and Wrobel (2004) 24-item OCB scale was used to measure OCB, while the determinants of OCB, beginning from job satisfaction was measured using the Andrew and Whitley *Job Satisfaction Scale* (1976). Data was analysed using both descriptive and inferential statistics. The study revealed that citizenship behaviour in Nigerian organisations is predicted by the personality of individual employees; the employees' degree of affective commitment; the employees' perception of organisational justice; the employees' spirituality; and whether the employee belongs in the public or private sector. The study also found that none of the demographic factors investigated had any mediating effect on the determinants of OCB in Nigerian organization.

Rizal, Idrus and Mintarti (2014) examined the effect of compensation on motivation, organizational commitment and employee performance at a local revenue management in Kendari City, Indonesia. Population covered employees who work at a Local Apparatus Work Unit (LAWU) at Local Revenue Management in Kendari who were as many as 1,394 employees. Study samples are 126 employees selected by random sampling method with proportional technique. Primary data were obtained directly from respondents those employees in Local Revenue (PAD) Kendari through questionnaires that distributed and completed by respondent. Addition of secondary data also obtained from Local Revenue Management in Kendari or related institutions and relevant to research needs. Data was analyzed by Structural Equation Model (SEM) using AMOS 16 software. Results indicated that compensation has significant effect on motivation and workers' commitment, but does not have significant effect on employee performance.

Ajie, Soyemi and Omotunde (2015) explored the relationship between personnel motivation and organizational commitment in academic libraries in Lagos State. A survey research design was used. The population consisted of 224 personnel in academic libraries in Lagos State. Using total enumeration all 224 library personnel participated in the study. For data collection a questionnaire was used. A response rate of 81% was obtained. Data was analyzed using descriptive statistics, correlation and linear regression analysis. Result showed that motivation does not have any significant relationship with organizational commitment of library personnel ($r = 0.09$; $p > 0.05$).

Every employee has an expectation of what he/she would like to be provided with to effectively carry out an office assignment within a work environment (Opperman, 2002). These expectations usually include but are not limited to: suitable furniture, proper office ventilation, good lighting, less noisy office, provision of office equipment like computers, stationeries, staff relaxation centre and safety gadgets for technical or mechanical jobs among others. Aside these, the nature of relationship between employees and other staff, their superiors could also directly or indirectly influence workers' actions and inactions on matters involving their duties at work.

Consequently, when a worker in a hotel for instance, enjoys good interpersonal relations with co-workers at work, it is expected that such a worker would have a strong desire to come to work and perform assigned duties diligently. However, contrary is the case with some hotel

workers in Ekpoma that portray a lot of negative work behaviour such as lateness, absenteeism, lack of zeal in carrying out assigned tasks and sneaking out of work (during work hours) to run private businesses. These unwholesome attitudes to work among hotel workers seem to suggest that most of them are dissatisfied with the general behaviour that characterize their work environment.

Scholars have attempted to investigate various issues on organizational power and workers in Nigeria (see Uchendu, Anijaobi-Idem & Nkama, 2013; Igbinomwanhia and Akinmayowa, 2014; Olowodunoye & Adetula, 2015). Uchendu, Anijaobi-Idem and Nkama (2013) examined the relationship that exists between organisational behaviour and teachers' work performance in secondary schools in Cross River State, Nigeria and found significant relationship between organizational behaviour in terms of motivation, communication, decision-making and teachers' work performance. Olowodunoye and Adetula (2015) examined the role of self-esteem and organizational justice on organizational citizenship behaviour of civil servants in Ondo State. They found revealed that self-esteem and perception of organizational justice had significant independent influence on organizational citizenship behaviour, but had no significant joint influence. Igbinomwanhia and Akinmayowa (2014) investigated the determinants of organizational citizenship behaviour (OCB) in selected private and public Nigerian organisations. They found that demographic factors had any mediating effect on the determinants of OCB in Nigerian organization.

From the foregoing, recent studies on organisational behaviour has been conducted in Rivers and Ondo State. However, no study to the best of the researchers' knowledge has been conducted to investigate the impact of organisational power on organisational commitment of workers in selected Hotels in Ekpoma, Edo State. Hence, a knowledge gap exists. It is against this backdrop that this study is undertaken to examine influence of oragnisational power on job commitment of employees in selected hotels in Ekpoma Edo State.

Research Hypotheses

The following research hypotheses were tested in the study:

1. There is no significant relationship between reward power and job commitment of workers in some selected hotels in Ekpoma, Edo State.
2. There is no significant relationship between coercive power and job commitment of workers in some selected hotels in Ekpoma, Edo State.
3. There is no significant relationship between legitimate power and job commitment of workers in some selected hotels in Ekpoma, Edo State.

3. METHOD

This study adopts correlational study design. The study covers all the 134 hotel workers in Ekpoma, Edo State. This covers administrative, executive and technical class officers, secretarial class officers, clerical/junior technical and sub-clerical/sub-technical class officers including workers of the miscellaneous class e.g. drivers, messengers, security guards, gardeners in hotels in Ekpoma, Edo State. The simple random sampling technique was employed to draw 100 hotels in Ekpoma, Edo State.

The instrument used for the study was a questionnaire adapted by the researcher and titled: Organizational Power and Performance Questionnaire (OPEPOQ). The instrument was divided into three parts of section A, B and C. Section A deals with personal profile of the respondents

which contained data such as age, sex, marital status, educational qualification, and years of experience of the respondents. Section B was used to collect information on organisational power among workers in Hotels in Edo State. The items in this section were adapted from the work of Olowookere and Adejuwon (2015) in their work titled “Development and Validation of Organizational Power (OPS) for the Nigerian Context” identified 12 items on organizational power. The dimensions of organizational power scale covered in the scale are: reward power, coercive power and legitimate power. The items were rated on a five point scale: Strongly Agree = 5, Agree = 4, Neither Agree nor disagree = 3, Disagree = 2 and Strongly Disagree = 1. In the course of adaptation, the five point scales were reduced to a four point scale: Strongly Agree = 4, Agree = 3, Disagree = 2 and Strongly Disagree = 1 (with the removal of the neutral stem of Neither Agree nor disagree = 3).

Section C of the questionnaire (OBOCOQ) was adapted from the Organisational Commitment Scale (OCS) of Meyer and Allen (1997) which was revised by Jaros (2007) due to measurement issues of reliability and criterion validity. The scale will cover three sub-scales namely: normative, affective and continuance commitment. The reliability alphas (α) of the sub-scales will be: normative ($\alpha = 0.74$), affective ($\alpha = 0.76$) and continuance commitment ($\alpha = 0.79$). The overall reliability alpha (α) of the job characteristics will be 0.756. All the 24-items will be rated on a seven point likert scale, namely 1=very disagree, 2=disagree, 3= slightly disagree, 4=moderate, 5= slightly agree, 6= agree, 7= very agree. In the course of adaptation, the response scales will be changed to a four point likert scale type of Strongly Agree - 4, Agree - 3, Disagree - 2 and Strongly Disagree - 1. Hence, this gives an average likert mean score of 2.50 per item as against 4.00 mean score seven point response rating in the original version. Also, selected items were slightly modified to reflect work related behaviour of worker within the organisation. For instance; item one on affective commitment reads “*I would be very happy to spend the rest of my career with this organization*”. This was slightly modified to read “*I would be very happy to spend the rest of my career on my current job*”. Similar word substitutions were used to reflect general work organization.

The test-retest reliability method was used to determine the reliability of the instrument. This procedure was carried out by administering copies of the instrument to 20 workers outside the study sample, within the study area. Their responses in the first and second test were correlated using the Pearson’s Product Moment Correlation technique. The result of the reliability coefficient produced an r-value of 0.74 for interpersonal relationship, 0.76 for dutifulness, 0.89 for organizational involvement while 0.72 for organizational commitment, 0.75 for continual affective and 0.79 for normative commitment. The r-coefficient of 0.70 and higher clearly shows that the instrument is reliable. The researcher personally administered the questionnaire to workers in selected hotels in Ekpoma, Edo State. The three (3) hypotheses were tested using Pearson Product Moment Correlation (PPMC) statistical technique. The Statistical Package for Social Sciences (IBM SPSS® version 23) was employed in analyzing data. The hypotheses were tested at 0.05 level of significance.

4. RESULT

Hypothesis One: There is no significant relationship between reward power and job commitment of workers in some selected hotels in Ekpoma, Edo State

Table 1: Correlation Analysis on the Relationship between Reward Power and job Commitment of Workers in Some Selected Hotels in Ekpoma, Edo State

Variables	n	$\bar{X}$	S.D	Pearson r-coefficient	p-value	Remarks
Reward power	100	2.86	.934	.862*	0.000	Null hypothesis rejected ($p < 0.05$)
Job commitment		2.67	.912			

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

Note: Pearson r- coefficient $\pm 0.00 - 0.39$ = Weak relationship

Pearson r- coefficient $\pm 0.40 - 0.69$ = Moderate relationship

Pearson r- coefficient $\pm 0.70 - 1.00$ = Strong relationship

Data in Table 1 showed that the mean ($\bar{X}$) and standard score (S.D) of the respondents (N=100) were 2.86 and 0.934 for reward power and 2.67 and 0.912 for job commitment of workers respectively. The Pearson correlation coefficient of 0.862 was statistically significant ($p < 0.05$). Therefore, the null Hypothesis was rejected while the alternate hypothesis was accepted. This indicated that there was a significant relationship between reward power and job commitment of workers in some selected hotels in Ekpoma, Edo State.

Hypothesis Two: There is no significant relationship between coercive power and job commitment of workers in some selected hotels in Ekpoma, Edo State

Table 2: Correlation Analysis on Relationship between Coercive Power and Job Commitment of Workers in some Selected Hotels in Ekpoma, Edo State

Variables	n	$\bar{X}$	S.D	Pearson r-coefficient	p-value	Remarks
Coercive power	100	2.81	.967	.861*	0.000	Null hypothesis rejected ($p < 0.05$)
Job Commitment		2.67	.912			

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

Note: Pearson r- coefficient $\pm 0.00 - 0.39$ = Weak relationship

Pearson r- coefficient $\pm 0.40 - 0.69$ = Moderate relationship

Pearson r- coefficient $\pm 0.70 - 1.00$ = Strong relationship

Data in Table 2 showed that the mean ($\bar{X}$) and standard score (S.D) of the respondents (N=100) were 2.81 and 0.967 for coercive power and 2.67 and 0.912 for commitment job of workers respectively. The Pearson correlation coefficient of 0.861 was statistically significant ($p < 0.05$). Therefore, the null Hypothesis was rejected while the alternate hypothesis was accepted. This indicated that there was a relationship between coercive power and job commitment of workers in some selected hotels in Ekpoma, Edo State.

Hypothesis Three: There is no significant relationship between legitimate power and job commitment of workers in some selected hotels in Ekpoma, Edo State.

Table 3: Correlation Analysis on Legitimate Power and Job Commitment of Workers in some Selected Hotels in Ekpoma, Edo State

Variables	n	$\bar{X}$	S.D	Pearson r-coefficient	p-value	Remarks
Legitimate power	100	2.82	.963	.867*	0.000	Null hypothesis rejected ($p < 0.05$)
Job Commitment		2.67	.912			

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

Note: Pearson r- coefficient $\pm 0.00 - 0.39$ = Weak relationship

Pearson r- coefficient $\pm 0.40 - 0.69$ = Moderate relationship

Pearson r- coefficient $\pm 0.70 - 1.00$ = Strong relationship

Data in Table 3 showed that the mean ($\bar{X}$) and standard score (S.D) of the respondents (N=100) were 2.82 and 0.963 for legitimate power and 2.67 and 0.912 for job commitment of workers respectively. The Pearson correlation coefficient of 0.867 was statistically significant ($p < 0.05$). Therefore, the null Hypothesis was rejected while the alternate hypothesis was accepted. This indicated that there was a significant relationship between legitimate power and job commitment of workers in some selected hotels in Ekpoma, Edo State.

5. DISCUSSION

The result in hypothesis one shows that there was a significant relationship between reward power and job commitment of workers in some selected hotels in Ekpoma, Edo State. The result is in line with that of Uchendu, Anijaobi-Idem and Nkama (2013) who a significant relationship between reward power in terms of motivation, communication, decision-making and worker job commitment. The result corroborate that of Olowodunoye and Adetula (2015) who found that self-esteem and perception of organizational reward system had significant independent influence on job commitment of workers. The result corroborate that of Islam and Afroz (2015) who revealed that organizational loyalty, altruism, civic virtue, sportsmanship, courtesy, conscientiousness, organizational compliance, problem concern, individual initiatives and self-development. The result is in line with that of Kasemsap (2020) who stated that dimensions of organizational justice, job satisfaction, and organizational commitment have moderated the positive effects on organizational citizenship behaviour.

The result in hypothesis two shows that there was a significant relationship between coercive power and job commitment of workers in some selected hotels in Ekpoma, Edo State. The result is in line with that of Igbinomwanhia and Akinmayowa (2014) who found that none of the demographic factors investigated had any mediating effect on the determinants of OCB in Nigerian organization. The result corroborate that of Rizal, Idrus and Mintarti (2014) who indicated that compensation has significant effect on motivation and workers' commitment, but does not have significant effect on employee performance..

The result in hypothesis three shows that there was a significant relationship between legitimate power and job commitment of workers in some selected hotels in Ekpoma, Edo State. The result also agrees with that of Ajie, Soyemi and Omotunde (2015) who revealed that motivation does not have any significant relationship with organizational commitment of library personnel.

The result in hypotheses one showed there is a significant effect of discrimination behaviours on performance of male and female employees in the banking sector. The result corroborates with that of Dilrukshi and Ranasinghe (2021) who found positive relationships between the hiring gender discrimination, the promotion gender discrimination, and the wage gender discrimination with occupational stress, as well as a negative relationship between occupational stress and employee performance.

The result in hypothesis two showed there is a significant effect of unequal representation on performance of male and female employees in the banking sector. The result agrees with that of Babaita (2019) examined who revealed that socio-cultural norms over employment decision were all positive, except gender discrimination, which reveals that women received less opportunity than their male counterparts. This invariably has negative effect on the employment decision in the selected banks. In the same vein the result further supported that of Daniel, Gbervbie, Osibanjo, Adeniji and Oludayo (2020) who found that managerial roles based on gender discrimination against women in government universities in Lagos State have affected employee job performance negatively. The result supported that of Iyiola (2019) who found that young ladies were employed on temporary basis and are laid off when they cannot meet their targets

The result in hypothesis three showed that there is a significant effect of glass ceiling on performance of male and female employees in the banking sector. The result is in line with that of Eketu (2019) who found a strong in generating sex appeal, coquetry, flattery, and pandering to male egoism. The result is also in line with that of Zahid (2020) who found that gender discrimination decreases satisfaction & motivation and commitment & enthusiasm level of employees, and increases the stress level in the employees.

6. CONCLUSION

Human factor is of great importance in any field of endeavour; be it business, ministry, industry or a commission. The relevance of humans in any organization or workplace cannot be overemphasized. Based on findings, it is concluded that reward power, coercive power and legitimate power has influence on job commitment of workers in some selected businesses in Ekpoma, Edo State. This clearly suggests that appropriate use of power can promote interest, zeal and enthusiasm of worker in an organization while the abuse of the same could stir dissatisfaction and adversely demoralize workers.

7. RECOMMENDATIONS

Based on the findings, the following recommendations have been made:

- 1) Hotel organisations in Ekpoma should foster team spirit, oneness and unity among workers by encouraging learning, knowledge sharing and organizational involvement of workers. This can be ensured by making them involved in decision making matters that border on their welfare.
- 2) Staff of Hotel organisations in Edo State should be encouraged to contribute to organizational matters such as planning. This way they own the policy outcome as this drives their motivation and commitment towards the achievement of the goals and objectives of their work place;
- 3) Management and employees in hotels should have good interpersonal relationship with workers so as to identify the needs of employees and provide or create a peaceful environment, prevent division and conflict between management and employees.

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