INVESTIGATING FACTORS AFFECTING EMPLOYEE WORKPLACE DEVIANT BEHAVIOR

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ABSTRACT: The purpose of this research is to investigate the impact of factors like personality factors, job factors, organizational factors, job burnout and work engagement on employee workplace deviant behavior. Moreover, this study also contributes to knowledge in the emerging literature on the subject matter of human resource management, organizational behavior and organizational development. The survey was conducted among three sectors of Pakistan, electronic, textile and sports where 170 questionnaires were distributed to the employees of these sectors. Structural Equation Modeling was used to examine the relationship among variables and to test the model, whereas AHP test was used to find the critical factors associated with this study. The personality factors, organizational factors, job burnout and work engagement are essential factors for the firm because these three factors have extremely vital effect on employee workplace deviant behavior. Personality factors like conscientiousness, trait anger and agreeableness were found to have a significant effect on job burnout. Similarly, personality factors like high level of conscientiousness and low level of trait anger enhance the level of work engagement which ultimately lowers the employee workplace deviant behavior. Organizational factors have significant impact on work engagement while job burnout has significant effect on employee work place deviant behavior. Work engagement impacts employee workplace deviant behavior. This study was limited to only three sectors of Pakistan and further sectors can be considered in order to validate this research in future. The time and resources were also remained the big issues during the research. The findings of this study allow the managers to understand the factors underlying employee workplace deviant behaviors and in this way, managers or organizations.

KEYWORDS: Workplace deviant behavior, Effective behaviors of employee, Employee workplace behavior, divergent behavior at workplace.

INTRODUCTION

The workplace is a platform where a variety of different actions are indicated, each with a different impact on the individuals. These behaviors usually fall within the constructs of the standards of the firm. Organizational standards are a selection of ''expected behaviors, languages, concepts and postulations that allow firms to perform at an appropriate pace''(Coccia, 1998). However, when normal workplace behaviors go outside the standards of the organizations, its repercussions are far-reaching and impact all levels of the organization such as its decision-making procedures, efficiency and economical costs (Coccia, 1998).

Researchers have given these behaviors many different titles such as workplace deviance (Bennett and Johnson, 2003), counterproductive behaviors (Mangione and Quinn, 1975) and anti-social behaviors (Giacolone and Greenberg, 1997). Essentially, actions are considered deviant when an ''organization's traditions, guidelines, or inner guidelines are breached by an individual or a team that may endanger the well-being of the organization or its citizens'' (Robinson and Bennett, 1995).

Counterproductive work behavior is "a collection of deliberate behaviors that harm the organization or its members" (O'Boyle Jr., 2010). Chang and Smithikrai (2010) explain counterproductive work behavior as voluntary or purposeful behaviors that functions against the passions of the organization. Gruys and Sackett (2003) regard these actions/behaviors as the ones which are purposeful on the part of a company member considered by the company as opposed to its genuine passions. Counterproductive work behaviors have been described as deviance (Robinson and Bennett, 1995), anti-social activities (Giacalone, Riordan and Rosenfeld, 1997), unruliness (Hunt, 1996), harmful and dangerous activities (Murphy, 1993) and have been shown to be persistent and expensive both to companies and to employees' well-being (Chang and Smithikrai, 2010).

LITERATURE REVIEW

EMPLOYEE WORKPLACE DEVIANT BEHAVIOR

Ansari et al (2013) suggested that for years, research in industrial/organizational mindset has focused on determining relationships between personal features (e.g., behavior, values, abilities, skills, past encounters, and character traits) and suitable workplace behaviors (e.g., inspiration, pro-social actions, and productivity). While it is essential know the aspects that give rise to a successful working relationship between a person and an organization, it is also essential to understand the aspects that may give rise to unwanted actions, such as deviant work behaviors, also referred to as counterproductive work behavior (Monnastes, 2010).

The significance of discretionary actions (counterproductive work behavior and business citizenship behavior) has improved so high. These are because of many factors. Researchers have shown that the social connections among the workers warranty the company wellness. So, developing healthy connections by reducing workplace deviant behaviors and improving the organizational citizenship actions lead to the organizational wellness (Koys, 2001).

JOB BURNOUT

The idea of "Job Burnout" was first presented by Freudennberger in Nineteen seventies. The experts have offered many different explanations for job burnout. Maslach (1982) described burnout as "a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishments that can happen among individuals who do 'individual work' of some kind". As mentioned in Maslach's (1982) meaning, burnout is an emotional problem made up of emotional fatigue, depersonalization and reduced individual success (reduced efficacy) that can happen among people who perform with individuals in some capacity. Emotional exhaustion represents feelings of being psychologically overextended and drained by a person's contact with other people. Depersonalization represents an unfeeling and uncertain reaction toward these people, who are usually the recipients of one's service or care. Reduced efficacy represents a decrease in a person's emotions of proficiency and successful accomplishment in a person's work with people. This meaning of burnout, which is now being used widely in continuous analysis, was not depending on a theoretical model but was produced empirically (Halbesleben and Buckley, 2004).
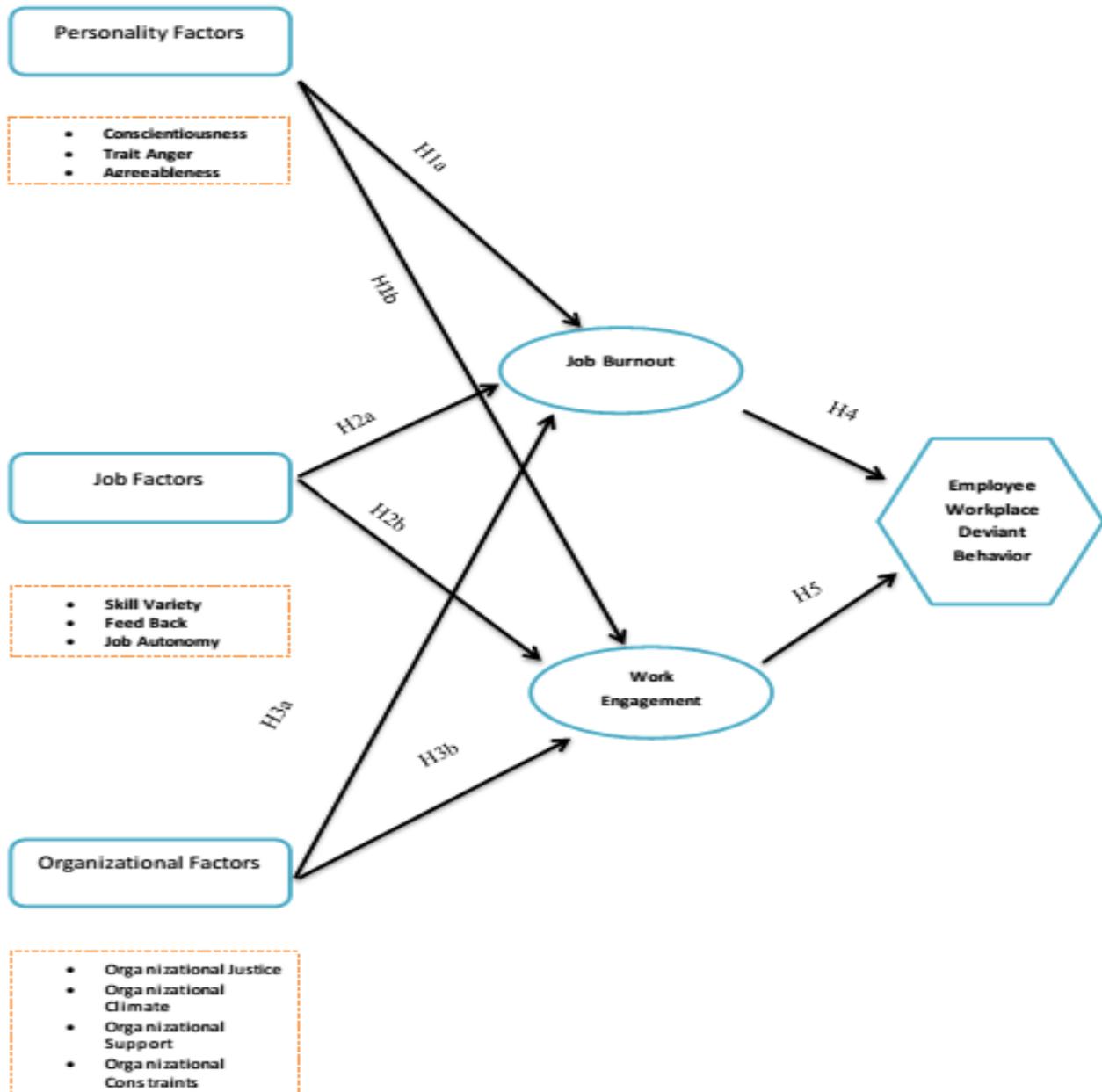
WORK ENGAGEMENT

Kahn (1990) first put forward the idea of "personal engagement". He defined individual participation as "harnessing of organization members' selves to their work roles; in engagement, people employ and assert themselves physically, cognitively, and emotionally during role performance". But to Kahn (1990), individual disengagement is relevant to uncoupling of selves from work roles; in disengagement, people take out and protect themselves actually, cognitively, or psychologically during role performance (Saks, 2006).

PERSONALITY FACTORS

Personal variations such as personality create up the core of much business research, because there are powerful relationships among these variations and company results such as job performance, desire of turnover and job satisfaction. Among these character features, which effect employees' actions, are conscientiousness, trait anger and agreeableness which have been believed by many researchers?

RESEARCH MODEL

HYPOTHESES

H1a: Personality factors are negatively related to employees' job burnout.
H1b: Personality factors are positively related to employees' work engagement

H2a: Job Factors are negatively related to employees' job burnout.
H2b: Job factors are positively related to employees' work engagement

H3a: Organizational factors are negatively related to employees' job burnout.
H3b: Organizational factors are positively related to employees' work engagement.

H4: Job burnout is positively related to employees' workplace deviant behavior.
H5: Work engagement is negatively related to employees' workplace deviant behavior.

RESEARCH DESIGN

The research was conducted on employees of manufacturing sector of Pakistan. Three sectors were taken i.e. textile, electronics and sports. In this study, the analysis on quantitative approach was planned in order to test the hypotheses as well as to increase reliability of data and discussion. A questionnaire was designed based on likert scale so that respondents may respond according to the questions which are given in the questionnaire

A questionnaire comprised of two parts. First part represents the demographics which include gender, age, qualification and job experience type questions. Second part is the main body of questionnaire consisted of likert scale questions which included statements related to respondent's attitude in which respondents were asked to specify their level of agreement on a five point likert scale i.e. 1-strongly disagree, 2- disagree, 3-neutral, 4-agree and 5-strongly agree.

SAMPLING TECHNIQUE AND SIZE

There are two types of sampling techniques which are probability sampling technique and non-probability sampling technique. As all the employees of three sectors are the population of research study, simple random sampling technique is being used. Five major cities were selected for data collection e.g. Faisalabad, Lahore, Sialkot, Karachi and Multan. These cities were selected to get the maximum response from defined population.

The study has done in three major industrial sectors and five cities are selected for data collection. So, the following table shows the distribution of 170 questionnaires in each city by using the simple random sampling technique for data collection.

Self-administered structured close ended questionnaire was designed for data collection. It consisted of questions having predefined parameters to answers. The questionnaire comprise of bipolar questions, multiple choices and five point likert scales. Data was collected by handing over the printed questionnaires to the respondents in each city.

DISCUSSION & FINDINGS

Employee workplace deviant behavior (EWDB) in the organizations has become an important issue upon which managers must have to pay attention. This factor is not only responsible for destroying the organizations but it also spoils employees of organizations. Every year, several cases related to employee's deviant behavior are occurring out of which some are exposed while others are hidden or suppressed by the management of the organizations. Many employees leave or switch their organizations due to unjust behaviors of organizations or their managers. So, there is a need of taking this issue seriously.

The current study has done in order to investigate factors affecting employee workplace deviant behavior in Pakistani scenario. Thus, the ultimate purpose was to create the conceptual framework in which these factors affecting employee workplace deviant behavior. Most of the previous studies have investigated only one factor or dimension of employee workplace deviant behavior especially in case of Pakistan. This study is unique in a way that it carries all the factors i.e. personality factors, job factors, organizational factors, job burnout and work engagement which are affecting employee workplace deviant behavior.

The respective dimensions of each factor have taken and were measured by using various measuring tools. The study suggests that personality factors have significant effect on job burnout and work engagement, while the organizational factors have significant effect on work engagement. Personality factors like conscientiousness, trait anger and agreeableness were found to have a significant effect on job burnout hence supporting the views of Ansari et al, (2013). Similarly, same views were also presented by Mazni Alias et al, (2013) personality factors especially the low conscientiousness and agreeableness increases job burnout. These personality factors as suggested by the Ansariet al, (2013) that high level of conscientiousness and low level of trait anger enhance the level of work engagement which ultimately lowers the employee workplace deviant behavior. Mazni Alias et al, (2013) argued that people, who are high in agreeableness, show less deviant behaviors. Organizational factors (like organizational justice & organizational constraints) have significant impact on work engagement, hence supported the previous studies of Ansari, et al, (2013). This perspective was also highlighted by the work of Vonai Chirasha and Mildred Mahapa (2012) who proposed that organizational factors (like organizational climate & support) are the factors which enable the employees to be engaged more in their work which in turn reduce the deviant behaviors. Job burnout has significant effect on employee work place deviant behavior and hence, supported the hypotheses given by Ansari et al, (2013). Work stress/job burnout as stated by Vonai Chirasha and Mildred Mahapa (2012), affect the behaviors of employees and is the basic reason of developing frustration, intolerance, anger and irritation which in turn lead numerous kinds of misconducts. Current study also revealed that work engagement impacts employee workplace deviant behavior. This finding was backed by the work of Ansariet al, (2013). Employees showing workplace deviant will become

mentally and physically ill, but work engagement as described by Crabtree (2005) would feel employees that their work positively affects their psychological and physical well-being.

CONCLUSION

The objective of this research is to investigate the factors affecting employee workplace deviant behavior. There are five dimensions of employee workplace deviant behavior (personality factors, job factors, organizational factors, job burnout and work engagement). On the basis of this, eight hypotheses were developed that relate each of the employee workplace deviant behavior dimensions. The results showed that personality factors, organizational factors, job burnout and work engagement are essential factors for the firm because these three factors have extremely vital effect on employee workplace deviant behavior. In sector comparison, results of three sectors are slightly different so, the three sectors are having same consideration. In all the sectors, personality factors of employees are the main cause of job burnout or work engagement i.e. if the personality factors increased, job burnout will decrease and work engagement will increase and vice versa. Similarly, job burnout and work engagement have been discovered, are the main factors which are responsible for increasing and decreasing the employee workplace deviant behavior among the employees of the organizations.

LIMITATIONS

One of the limitations for this research is the level of the understanding of the participants and their seriousness towards the questionnaire filling pattern. This study was limited to only three sectors and further sectors can be considered in order to get the good results. The time and resources were also remained the big issues during the research

RECOMMENDATIONS

For further study, it is recommended that compare the two different sectors like Banks, hospitals or insurance because the level of employee workplace deviant behavior is also there. Or can compare the service sector with the manufacturing.

Furthermore data collection technique should be redesigned. Another option is the cross-cultural analysis within the one country like among large cities and small cities or rural vs. urban etc.

Identify more dimensions of employee workplace deviant behavior. Moreover, this work can be under further research on the basis of demographics

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