

An Analytical Study on Factor Affecting Employee Deviance Behavior at Workplace

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Abstract:

Workplace deviance Behavior is defined as “voluntary behavior that violates significant organizational norms and thus threatens the wellbeing of an organization, its members, or both”. Deviant behavior can be either aimed at Organizational Deviance or at co-workers Deviance. Parameters that results in deviant behavior may be individual, social and interpersonal, and organizational. Individual factors may include both the type of personality and demographic attributes. This paper is an effort to explore the various factors that influences employee deviance behaviour and whether job satisfaction has an impact on employee deviance behavior. In order to conduct the study, a sample of 235 employees from the low and middle level were administered the questionnaire. Responses was recorded on 5 point Likert scale.

Keywords: Deviance Behavior, Workplace, Organizational Norms, Organizational Culture

Workplace deviance Behavior is defined as “voluntary behavior that violates significant organizational norms and thus threatens the wellbeing of an organization, its members, or both”. Deviant behavior can be either aimed at Organizational Deviance or at co-workers Deviance. Employee deviance is receiving lots of attention now a days due the impact it causes to the organization. Employee workplace deviant behaviors generally includes behaviors such as absenteeism, withholding effort at work, sexual harassment, unethical decision making, don't care attitude, loose talks, gossiping etc. The consequences of deviant workplace behavior are critical because they can affect all levels of the organizations and has an adverse effect on decision-making, productivity, and financial costs.

Causes of Work Place Deviance may be due to Organizational related factors like, Organizational climate, Organizational justice, Perceived organizational support and Trust in organizations or may be due to Work-related factors like, Work stress and Powerlessness.

Research Questions:

1. What are the various factors which results in employee deviance behavior?
2. Whether employee satisfaction level has an impact on employee deviance behavior ?

Objective of the Study

The main objective of this study is :

1. To identify the factors effecting employee deviance behavior.
2. To find the impact of employee satisfaction level on employee deviance behavior

Research Design

The research deign has an exploratory as well as a descriptive approach. The project tries to study the factors affecting the organization deviance behavior among the employees. This research tries to study whether the employee dissatisfaction has an impact on employee deviance behavior. Descriptive research consists of analysis of demographic variables.

Data Collection

The study has used both primary and secondary data. Secondary data was gathered from, journals, magazines, industry reports, newspaperarticles and websites. A self-prepared questionnaire having 42 questions used to collect the primary data. The questions are classified into demographic and non-demographic variables.

Number of demographic questions were 7, Number of Employee satisfaction questions were 6 and Number of Employee deviance questions were 26.

Responses was measured with 5 point Likert Scale.

Reliability test was conducted thereafter. Cronbach's alpha for employee deviance behavior was .750, and for employee satisfaction it was 0.863 .

Demographic characteristics of the Respondents		
Variables and categories	N=235	%
Age		
Below 30	134	57
30-50	73	31
Above 50	28	12
Gender		
Male	192	82
Female	43	18
Qualification		
Below SSC	11	5
Below HSC	23	10
Under Graduate	32	13
Graduate	113	48
Post Graduate	56	24
Total Experience		
Less than 5 yrs	131	56

5 to 10 years	71	30
Above 10 years	33	14
Experience in this company		
Less than 2 yrs	122	52
2 – 5 yrs	79	34
Above 5 yrs	34	14
Willingness		
By choice	113	48
By accident	71	30
By compulsion	18	8
Can't Say	33	14

Results: Factor analysis was conducted in order to identify the factors that affect employee deviance behavior online shopping behavior. Factors were identified using the Eigen value criteria that suggests extracting factors with Eigen value greater than 1.0 Principal Component Analysis and Varimax Rotation were considered for obtaining a component matrix. For confirming the adequacy and sphericity of the data set, Kaiser-Meyer-Olkin(KMO) and Bartlett's Test values were also obtained.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.730
Bartlett's Approx. Chi-Square	571.206
Test of df	325
Sphericity Sig.	.000

Kaiser-Meyer-Olkin(KMO) and Bartlett's Test value obtained is .730. Any value above .5 is acceptable. The value obtained is 0.730, which is above 0.5. Hence factor analysis can be done.

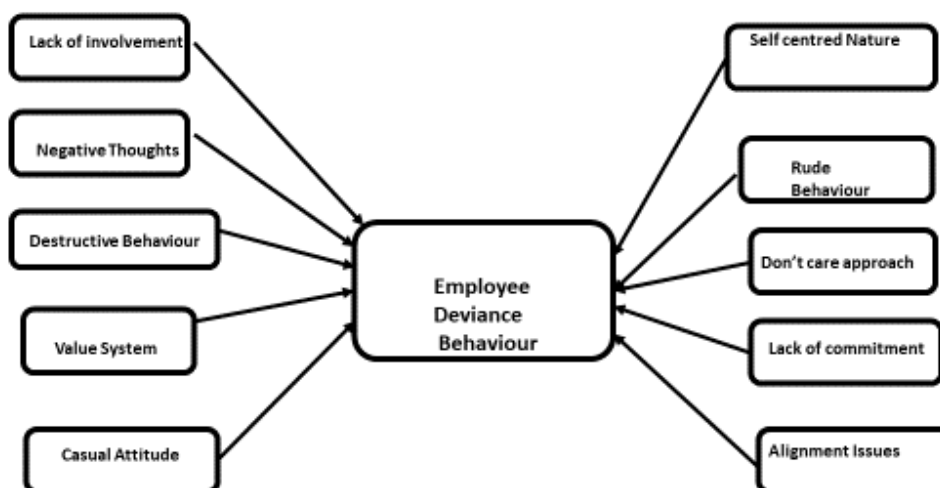
26 items got converged into 10 factors and the total variance explained is 84.028 %. This percentage is a very strong. It means the 26 items under study was able to explain 84.028% and still there are other components which contributes to employee deviance behaviour. Remaining 15.972 % includes the other components, which may be the scope of further study.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.731	18.197	18.197	4.731	18.197	18.197	3.545	13.634	13.634
2	3.264	12.556	30.753	3.264	12.556	30.753	2.517	9.681	23.315
3	3.065	11.787	42.540	3.065	11.787	42.540	2.245	8.636	31.951
4	2.159	8.302	50.842	2.159	8.302	50.842	2.181	8.390	40.340
5	1.791	6.888	57.730	1.791	6.888	57.730	2.175	8.366	48.706
6	1.722	6.622	64.352	1.722	6.622	64.352	2.127	8.182	56.888

7	1.592	6.125	70.477	1.592	6.125	70.477	2.061	7.927	64.815
8	1.269	4.883	75.359	1.269	4.883	75.359	1.795	6.905	71.720
9	1.143	4.395	79.754	1.143	4.395	79.754	1.715	6.595	78.315
10	1.111	4.273	84.028	1.111	4.273	84.028	1.485	5.713	84.028
11	.971	3.733	87.761						
12	.653	2.512	90.273						
13	.519	1.994	92.267						
14	.426	1.639	93.907						
15	.344	1.321	95.228						
16	.327	1.258	96.486						
17	.238	.916	97.402						
18	.194	.748	98.150						
19	.156	.600	98.749						
20	.117	.450	99.199						
21	.101	.389	99.588						
22	.066	.252	99.840						
23	.026	.100	99.939						
24	.010	.039	99.979						
25	.005	.020	99.998						
26	.000	.002	100.000						

Extraction Method: Principal Component Analysis.



Research Question:

Whether Employee Satisfaction level has an impact on employee deviance behavior ?

In order to study the second part of this research, linear regression analysis is used.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.224 ^a	.050	.015	.18724

a. Predictors: (Constant), VAR00003

The value of r square obtained is very less and is 0.050. Which means employee satisfaction level does not have that much significant impact on employee deviance behavior.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.050	1	.050	1.432	.242 ^b
	Residual	.947	27	.035		
	Total	.997	28			

a. Dependent Variable: VAR00001

b. Predictors: (Constant), VAR00003

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.675	.247		18.918	.000
	VAR00003	-.078	.065	-.224	-1.197	.242

a. Dependent Variable: VAR00001

Beta value is negative and the significance level is more than .05. Value obtained here is 0.242, which is above 0.05. So this study concludes that employee satisfaction level does not influence employee deviance behavior.

CONCLUSION

Factors emerged out this research were already mentioned in the derived model. Ultimately employee deviance behavior, much depends upon, on individual's own perception, approach, attitude and behavior. Further analysis of the data, shown that, employee satisfaction level does not influence the employee deviance behavior at workplace.

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