“Causes and Consequences of Deviant Workplace Behavior”

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INTRODUCTION

• (Robinson & Bennett, 1995) defines deviant workplace behavior as "Behavior which intentionally violates the workplace norms and ethics and is harmful for the organization is deviant in nature”

• (Barrie E. Litzky, 2006) stated that 60 percent of all employees engage in theft: 30 percent when presented with an opportunity to steal and 30 percent when they have found a way to steal after actively searching for an opportunity.
TOPOLOGY OF DEVIANT BEHAVIOR

**Organizational**
- Production Deviance
  - Leaving early
  - Taking excessive breaks
  - Intentionally working slow
  - Wasting resources
- Property Deviance
  - Sabotaging equipment
  - Accepting kickbacks
  - Lying about hours worked
  - Stealing from company

**Minor**
- Political Deviance
  - Showing favoritism
  - Gossiping about co-workers
  - Blaming co-workers
  - Competing nonbeneficially

**Serious**
- Personal Aggression
  - Sexual harassment
  - Verbal abuse
  - Stealing from co-workers
  - Endangering co-workers

**Interpersonal**
• This study will help to contribute to knowledge in the emerging literature of organizational behavior, especially negative workplace behavior and also help in investigating the causes and consequences of an intentional desire to cause harm to your workplace.

• Deviant Behavior is a matter of serious concern but most of these factors had neglected in the past, therefore, this study gives a direction to explore in detail the reason and implications of negative work behavior.
<table>
<thead>
<tr>
<th>Author</th>
<th>Year</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metin Piskin</td>
<td>2014</td>
<td>withdrawal and sabotage in organizations is the result of hopelessness and helplessness of the employees</td>
</tr>
<tr>
<td>Peterson</td>
<td>2002</td>
<td>The study suggest that an organization with a high concern for the employees is less likely to experience incidences of employees working on personal matters during company time</td>
</tr>
<tr>
<td>Clark</td>
<td>1982</td>
<td>If an employee is involved in deviant acts against the organization, that involvement may be largely deterred by the perception that fellow workers would not approve of his or her deviant behavior.</td>
</tr>
</tbody>
</table>
## Findings

<table>
<thead>
<tr>
<th>Author</th>
<th>Year</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Barrie E. Litzk</td>
<td>2006</td>
<td>Compensation, social pressure, negative and untrusting outlook, clarity about job performance, unfairness and violating the trust of organization employees are the six triggers of CWB and strategies have been discussed in the paper to control and reduce such deviance of the employees</td>
</tr>
<tr>
<td>Muafi</td>
<td>2011</td>
<td>He identified the causes and consequences of negative work behaviour. The study showed that dissatisfaction, intent to quit and company contempt has direct relation with deviance which have a negative effect on individual work performance</td>
</tr>
</tbody>
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METHODOLOGY

• A mixture of qualitative and quantitative analysis

• Sample size of 100 employees working in the banking sector of Lahore, Pakistan

• Questionnaire & Indepth Interviews
  • Questionnaire adapted from (Robinson & Bennett, 1995).

• There were total of 30 items 5-6 items of each variable.
QUITATITATIVE ANALYSIS
HYPOTHESES

• H1: There is positive and significant relationship between employee hostility and deviant workplace behavior.

• H2: There is positive and significant relationship between Job Stress and deviant workplace behavior.

• H3: Higher the Job Satisfaction lower will be deviant workplace behavior.
• H4: There is positive and significant relationship between deviant workplace behavior and Intention to quit.

• H5: There is positive and significant relationship between deviant workplace behavior and production deviance.

• H6: There is positive and significant relationship between deviant workplace behavior and property deviance.
Table 1: Regression results for separate independent variables

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Significance level</th>
<th>Beta Value</th>
<th>R2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee hostility</td>
<td>0.025</td>
<td>0.129</td>
<td>0.101</td>
</tr>
<tr>
<td>Property Deviance</td>
<td>0.019</td>
<td>0.014</td>
<td>0.000</td>
</tr>
<tr>
<td>Intention to quit</td>
<td>0.031</td>
<td>0.013</td>
<td>0.146</td>
</tr>
<tr>
<td>Production deviance</td>
<td>0.012</td>
<td>0.082</td>
<td>0.123</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.029</td>
<td>-0.356</td>
<td>0.106</td>
</tr>
<tr>
<td>Job stress</td>
<td>0.017</td>
<td>0.010</td>
<td>0.112</td>
</tr>
</tbody>
</table>

Source: Author’s Calculations
<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee hostility</td>
<td>0.81</td>
</tr>
<tr>
<td>Property Deviance</td>
<td>0.69</td>
</tr>
<tr>
<td>Intention to quit</td>
<td>0.73</td>
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<tr>
<td>Production deviance</td>
<td>0.74</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.83</td>
</tr>
<tr>
<td>Job stress</td>
<td>0.80</td>
</tr>
<tr>
<td>Output value for all independent variables</td>
<td>0.767</td>
</tr>
</tbody>
</table>

*Source: Author’s calculations*
QUALITATIVE ANALYSIS
Interviews were taken
• 5 senior managers
• Three of them were males
• two were females (age between 35-45)
• The purpose behind these interviews were to find out the deviance at work place from the perspectives of senior management and their managers
• “In start, I would get so frustrated at being ridiculed by my boss in front of my coworkers, but now I am like well “Okay”. It’s part of job and I should not be get sentimental on the other people actions. I do not react to such situations anymore as I need this job for my family and I will take anything for this job on my own self.”
"I got this job after many hardships and struggles, and I know that it’s useless to argue with my seniors even though there are times when I want to quit job but worse situation of job market hold me back from taking any such kind of decision. So I prefer to do my work without interfering in others and talking much to coworkers. Because at the end of day we all want to save our own self."
Conclusion

Deviant Behavior is a matter of serious concern.

The results show that all the variables have a positive and significant relationship with organizational deviance except higher job satisfaction it has inverse but significant relationship with organizational deviance.
Thankyou!!