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Dynamics of Deviant Workplace Behaviour: A Literature Review

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Abstract:

The present paper is an attempt to understand the various dynamics of deviant work place behaviour. This is a more relevant topic considering the dynamics of organisational structure, expectations and work-life balance. In this direction, the methodology used is purely secondary sources and this will give a direction for the further future research. Through reviews, the various variables identified are: a voluntary behaviour occurring due to job stress, work load, job autonomy, dissatisfaction negative effect on individual performance, work family conflict, organisational injustice, and abusive behaviour. It may cause strong rumour, taking excessive break, gossiping, physical assault, threatening. At the same time when there are non-implementations of HR practices, it leads to the generation of toxic culture in organisation and vanguards the apocalyptic wellbeing of the company.

Keywords: Employee, Deviant behaviour, work place, Organisation

1. An Overview

Anyone who has spent more time in an organization realizes that people often behave in ways that violate the organizational norms. A behaviour which is shown or exhibited voluntarily or any intolerant behaviour; that violates the significant norms and rules of the organization, at the same time threatens the well-being of the organization. The well-being of an organization (Robinson & Bennett, 1995) pertains to three aspects- financial/economical, psychological and sociological. Firstly, financial aspect paves more of employees leaving the organization leading to decreasing of productivity, effectiveness and performance. Theft, organizational stress, misbehaviour, physical pain refers to psychological perspective. Decreased reputation, reduced employee morale adds up to what is called sociological aspect. Negative emotions give rise to deviant workplace behaviour's. Evidence suggests that people who are more negative minded than positivity indulges more in deviance. Few or not in large organizations do practice deviant workplace behaviour especially toxic organizations. Increase in rudeness, back stabbing, abusive supervision, disregard towards others are some of the common examples which can be looked upon.

1.1. Objective of the Study

- ✓ To understand the various dynamics of deviant workplace behaviour.
- ✓ To undertake the empirical research on the basis of variables identified through review of literature.

2. Research Methodology

The present study is based on the secondary data. For this purpose, various journal referred and also information also collected from various websites. In this regard various libraries visited in the capital city of Bhubaneswar.

3. Review of Literature

The reviews of literature have been undertaken on the basis of five factors. They are Job satisfaction and performance, Organisational injustice and abusive supervision, work place bullying and counterproductive behaviour, HR practices and organisational culture & leadership and change.

3.1. On The Basis of Job Satisfaction and Performance,

➤ Sarla Nirankari and Neena Seth, (2015) –Deviant workplace behaviour is a voluntary behaviour exhibited or shown which violates the organizational norms and standards. The article depicts about a unifying framework for understanding work place deviance that incorporates constraints, conflict, justice-perceptions, control, emotional-responses, mental stress and affective dispositions as antecedents of distinct categories of behaviour responses.

➤ Farah Mardiana Radzali, Aminah Ahmad, Zoharah Omar, (2013) – Job Stress and Work-load, also the non-job related factors like family to work conflict; if tend to rise or increase very well gives rise to an intolerant behaviour called as deviant workplace behaviour.

➤ Mazni Alias, Roziah Mohd Rasdi & Bahaman Abu Samah, (2013) – A theoretical framework was formed where job satisfaction is the mediating variable between the incumbent determinants of deviant workplace behaviour in Malaysian public sector organizations. The determinants are work related factors like work-stress, job autonomy, individual related (emotional intelligence, agreeableness) and organization related (organizational justice, culture) which proposes deviant work place behaviour to be prevalent in operational support function.

➤ Akikibofori Jacob Sunday (2013) –The article focuses on the causes and consequence of deviant workplace behaviour of full time operational employee in servicing company. A sample size of 101 operational staff was taken in Nigeria and where the results show that intent to quit, dissatisfaction and companies' contempt have positive effect on deviant workplace behaviour. Dissatisfaction has positive effect on intent to quit. Deviant workplace behaviour has negative effect on individual performance.

➤ F. Omar, F.W. Halim, A.Z. Zainah, H. Farhadi, R. Nasir and R. Khairudin, (2011) –Antecedents like job-stress and job-satisfaction were used as independent variables to modulate the dependent variable i.e. deviant workplace behaviour. This study which is a non-experimental research yielded results like, job stress is positively related to deviant workplace behaviour and job satisfaction is negatively related to deviant workplace behaviour. Dwelling further the more job satisfaction, the less is involvement in the deviant workplace behaviour which makes it to negative, whereas in case of job-stress; the more stress, the more involvement in deviant workplace behaviour giving it a positive sign.

➤ Muafi, (2011) –Negative deviant workplace behaviour steals the limelight in the article. A behaviour that intends to damage, disrupt, subvert the organization's normal operations by creating unfavourable publicity, embarrassment, and delay in production, destruction of working relationship. Five variables i.e. intent to quit, dissatisfaction, company contempt, deviant workplace behaviour, individual performance have been used at manufacturing firm SIER, Indonesia. All the results, hypothesis from the above variables are positive effect except for the deviant workplace behaviour has a negative effect to individual performance of operational staff.

3.2. On the Basis of Organisational Injustice and Abusive Supervision

➤ Aminah Ahmad, Zoharah Omar, (2013) –Work family conflict (non-job factor) seems to steal the limelight which can trigger deviant workplace behaviour. This article highlights a mediation model in which abusive supervision is the antecedent of deviant workplace behaviour and work family conflict is the mediator variable. The Mediation Model is based on Reactance Theory and the conservation of resources theory (Cor, Hobfall, 1989) as well as empirical literature. Lucidly, the model postulates that abused supervised employees tend to experience work family conflict which arises due to incompatible work and family demands. To fulfil their family roles and demands, employees immerse in deviance behaviour.

➤ Misbah Nasir and Ambreen Bashir (2012) –Job satisfaction and Organizational justice are the two independent variables which are used on the dependent variable –deviant workplace behaviour. More the job satisfaction less is the deviant workplace behaviour. Organizational Injustice is positively related to deviant workplace behaviour. More organizational injustice more is the involvement in deviant workplace behaviour. These were tested on a public sector organization where indiscipline, less satisfaction in job and a lot of organizational injustice were prevailing. But private organizations perform better with good strict laws, policy of hire and fire, more rewards to the employee who perform.

➤ Jennifer L. Kisamore, I.M. Jawahar, Eric W. Ligouri, Tagonei L. Mharapara, Thomas H. Stone, (2010) – Moderating effects of social competencies like political skill, self-monitoring and emotional intelligence on the workplace conflict abusive behaviour relationship is being investigated. Political skill and high self-motivation leads to abusive behaviour, when experienced with high levels of interpersonal workplace conflict. Social competencies and emotional intelligence is negatively related self-reported level of engagement in abusive work place.

➤ Pablo Zoghbi Manrique De Lara and Domingo Verano Tacoronte, (2007)- Structural modelling equation gives rise to perceived normative conflict. Perceived normative conflict is the mediating variable which balances the relationship between with workplace deviance. Underlying principle is perceptions of procedural justice affect the degree of perceived normative conflict to which employees are reciprocated. Procedural justice on perceived normative conflict suggests and gives the required actions to promote procedural justice.

3.3. On the Basis of Work Place Bullying and Counterproductive Behaviour

➤ Claudia Elena Tuclea, Diana Maria Vranceanu and Alina Filip (2015) -Dimensions of deviant workplace behaviour was tested and conducted in a small, medium sized enterprise in Bucharest. Spreading rumours, taking excessive breaks, gossiping are the symptoms seen by the employees exhibiting deviant workplace behaviour. The level of expression of each form of behaviour was evaluated at the employee's level and managers of SME in Bucharest.

➤ Steven H Appelbaum, Gary Semerjian, Krishan Mohan (2012) –Workplace bullying known as an aggressor exhibiting repeated and prolonged mistreatment and hostile behaviour towards, unwelcomed by a victim in an organization. Causes and consequences of this type of deviance gives rise to psychological and health risks to the victim as well as to the well-being of the organization. Work environment is the major contributor of the behaviour. This article focusses on leadership style to combat workplace bullying, where ethical leadership turns out to be the supreme one to eradicate the menace.

➤ Steven H. Appelbaum, Gary Semerjian and Krishan Mohan (2012)- Workplace bullying is said as to be the highest form of physical assault or non-verbal; which are threatening, intimidating, humiliating, and work-sabotage, interference with production, and

exploitation of a vulnerability-physical, social or psychological. Nearly 1.7 million Americans and 11 percent of British workers experienced bullying at work. Ethical and transformational leadership single headedly serves the tool to control the menace i.e. Workplace bullying.

➤ Ricky Griffin and Yvette P. Lopez (2005) –Behaviour is shown that deviates the significant norms and rules of the organization, at the same time threaten the well-being of the organization. The well-being projects to three basic aspects i.e. financial/economy, sociological and psychological. Firstly, financial aspects pave more of employees leaving the organizations, decrease productivity, effectiveness and performance. Theft, organizational-stress, misbehaviour, physical pain refers to psychological perspective. Decreased reputations reduced employee morale and add up to what is sociological aspect.

3.4. On the Basis of HR Practices and Organisational culture

➤ F. Mohd Shamsudin, Chandrakantan Subramanian, Hadziroh Ibrahim(2011) - A relationship between HR practices and deviant workplace behaviour was sought among 372 manufacturing employees in the northern region of Malaysia. Certain HR Practices like job description, employment security, and result oriented appraisal were negatively affected to workplace deviance. Findings take on only at organizational level –when the employees perceive that the organization is not implementing HR practices, and then they perceive or indulge in deviant workplace behavior by making fun of someone, cursing someone, taking excessive breaks.

➤ Steven H. Appelbaum and David Roy Girard (2007)- Article highlights about the definitions of toxic leaders, toxic managers, toxic culture and toxic organization, their effect on the organizational performance, employees. Toxic organizations have situational based solutions. They are largely ineffective as well as destructive to its employees. A leader is toxic who is driven by self-interest, has apparent lack of concern and negatively affects the organizational climate. Toxic managers are said as to be the subset of toxic leaders. They create a negative work by inculcating through destroying morale, impairing solution, disrespectful to the staff. Toxic culture ruins the organizational performance and its assets. Toxins can be renewed by recognizing the wrong behaviour and modifying them with suitable correct actions.

➤ Steven H. Appelbaum, Giulio David Iaconi and Albert Matousek (2007) –Deviant workplace behaviour is an intolerant behaviour that violates the organizational norms and threatens the well-being of a company in mainly three aspects- financially, economically and psychologically. Positive deviance is defined as intentional behaviour's that depart from the norms of a referent group in anhonourable way. (Spreitzer & Sonenshein, 2003) Negative Deviance mostly absenteeism, withdrawal, withholding effort and behaviour's give rise to corporate inequality. Psychological empowerment is found to be a key enabler of positive deviance.

➤ Steven Appelbaum and Barbara Shapiro (2006) -Some people are very much engrossed in their work that it seems as job satisfaction is on cards. People who are more satisfied with the job, less is their involvement in deviant workplace behaviour. The other reason is some of the organizations which are toxic in nature may keep its employees indulge in deviant workplace behaviour. Realigning an organization's norms, attitudes, and social values is necessary for the survival of that organization in the face of deviant employees. Deviance as the name suggests, is dangerous for organization to lose its imperative status if proper remedies are not taken.

3.5. On the Basis of Leadership and Change

➤ Sajeet Pradhan (2013) – A link between the type of leadership used to prevent and eradicate deviant workplace behaviour was created. Two types of leadership mainly transformational and transactional were taken to curb the deviance in the workplace environment. Transformational leaders focus on more ethical aspect, more of completing the task with dignity and discipline. Transactional leaders are different as they have to achieve the target by any how means without adhering to norms of the organization.

➤ Akinlolu Ayodeji Agboola and Rafiu Oyesola Salacious, (2011) -Deviant workplace behaviour and resistance to change are the two key aspects which the ongoing paper focuses and draws a distinguishing line between them. Four basic aspects like strategy, technology, structure and employees were used as change catalysts. Change is the new underlined theme of managing deviant workplace behaviour and incorporating these changes with the human resources policy. As deviant workplace behaviour is from known to unknown, resistance to change categorizes an individual's discomfort in an organization with aid of modifications which are disadvantages to them.

4. Concluding Note

We can say that deviant workplace behaviour cannot be fully eradicated but at the same time can be controlled with suitable measures being taken. Organizations have to be extremely careful in making their employees to indulge in good programs which will refrain them from such detrimental situations. But some organizations which deliberately makes the employee delve into deviance are termed as toxic organizations. Good and bad aspects of deviant workplace behaviour have to be seen in order to cater to the future needs of the company. Through the present review the various dynamics related to deviant work place behaviour identified are – it is a voluntary behaviour, due to job stress and work load, job autonomy, dissatisfaction, negative effect on individual performance, due to work family conflict, due to organisational injustice, due to abusive behaviour, it may cause strong rumour, taking excessive break, gossiping, physical assault , threatening , it is due to non implementation of HR practices, it may be due to toxic culture in organisation and it leads to threatening the wellbeing of the company.

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