IMPACT OF WORKPLACE DEVIAN'T BEHAVIOUR ON INDIVIDUAL PERFORMANCE IN IT SECTOR

M. Sudha Rani, T. Sowdamini

Abstract: This study aims to evaluate the concept of workplace deviant behaviour in IT sector. Many studies were reviewed for this study to understand the concept of workplace deviant behaviour and also to find how workplace deviance is impacting the employee performance in the organization. Questionnaire was developed and distributed to 300 employees in IT sector and 285 responses were collected. Random sampling technique was used to collect the data from different IT employees in Visakhapatnam. The collected data was analysed through descriptive analysis by using ANOVA test to find the hypothesis. Present study proved that the deviant workplace behaviour impacts employee performance. Finding the factors and different types of deviance will definitely help the organizations to control their employee’s behaviour and it is very important to build ethical culture inside the organization which improves the well-being of the organization.

Key Words: Deviant workplace behaviour, typology, individual performance, organization.

I. INTRODUCTION

Workplace deviant behaviour is a serious problem for researchers in manufacturing and service industry and that has to be addressed by researchers. Many studies have been done on deviant behaviour in different sectors. Employees are the most important treasure for an organization. If they work properly then the outcomes will be good and if they are not then it will result in huge loss for the organization. Deviant workplace is defined as “voluntary behaviour that violates significant organization norms and in doing so, threatens the well-being of the organization”. Workplace deviant behaviour may result in huge financial loss and also emotional toll that takes to employees. Negative workplace deviant behaviour should be prevented and foster positive deviance in their employees. In earlier studies the researchers revealed that there are four types of deviant behaviour. Robinson and Bennett, 1995 revealed the typology of deviant behaviour basing on the two dimensions. One is basing on the severity of the outcome such as Minor VS Major and second is depending on the area of the factors impacting i.e. Organizational VS Individual. Present study mainly focuses on the consequences of workplace deviant behaviour. Deviant behaviour leads to low performance of employees in organization. Due to their deviant behaviour they are unable to perform efficiently. Employees having intention to quit usually show less interest to work and they will engage in other deviant behaviours. Abusive supervision, appraisal, lack of motivational factors, organizational culture and justice have impact on the employee workplace behaviour. Some individual factors like stress, adaptability, communication, team work, personality and attitude will have an impact on employee behaviour at workplace.

Deviant behaviours include theft, sabotage, spreading rumours, abusive supervision, favouritism, endangering the employee’s life, vandalism, sexual harassment, gossiping etc., such behaviours lead to financial toll to organization and emotional toll to their employees in order to perform efficiently, the deviant workplace behaviour should be prevented and the factors causing deviant workplace behaviour should be addressed. Positive deviant behaviour is defined as “intentional behaviours that departure from norms of a referent group in honourable ways”. Positive deviant behaviour of employee helps to improve organization well-being. So negative deviance must be converted to positive deviant behaviour by taking necessary measurements. If negative deviant behaviour is not addressed properly then it may result in consequences such as low performance and cost effective

Typology of Workplace Deviant Behaviour


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II. LITERATURE REVIEW

Employees at workplace engage in different type of behaviours. Such behaviours are known as deviant behaviour. Deviant behaviour is a voluntary behaviour by employee which threatens the well-being of organization. The factors causing such behaviour are work life balance, intent to quit, job satisfaction, emotional stability, communication, job design, abusive supervision etc. Sprigg, Jackson and Parker (2000) examined “the consequences of implementing a common form of team working and the effects of interdependence and autonomy in particular interdependence as a moderator of the relationship between autonomy and employee's wellbeing.” Abhas (2011) revealed that “financial factors, working conditions, supervision and advancement opportunities are associated with the overall satisfaction of the banking professionals.” Archana Singh et al. (2011) also evaluated the factors namely pay, job interest, leadership, career growth, working environment, job responsibility etc., influences the employees’ job satisfaction in technology sector. Md. Sahidur Rahman, Rana Karan, Shameema Ferdausy (2013) revealed a negative correlation between the typology of deviant workplace behaviour and job performance. Spector and Fox (2005) reported that deviance has a negative impact on group performance. Abrahamson (2000) found that resistance manifested through employee dysfunctional attitudes and behaviours can be devastating to effective organizational change.

Figure 2: Dissatisfaction of job causes deviant behaviour which impacts individual performance

III. METHODOLOGY

Response Rate: Researchers have given 300 questionnaires to employees in IT Sector.

Research design: Quantitative research was used and survey method was done to collect data.

Research Tools: percentages, frequencies, correlation and ANOVA tests were included in research tools.

Data Collection Method: observation method and interview method were used to collect data.

Sampling Technique: Researchers used the technique of simple random sampling where in employees of different IT companies located in Visakhapatnam.

Sample Design: Primary data was collected through structured questionnaire and interviews from different IT employees in Visakhapatnam and collected data was analysed through SPSS for deriving effective output.

Objectives of the Study:
- To study the concept of employee workplace deviant behaviour in IT sector.
- To examine the factors causing employee workplace deviant behaviour.
- To observe which type of deviant behaviour impacting more on employee at workplace.
- To understand the demographic profile of employee age, gender and working experience impact on their behaviour at workplace.

Hypothesis

H01 Age of an employee impacts the employee workplace behaviour.

H02 Working experience of an employee have an impact the employee workplace behaviour.

H03 Employee gender have an impact the employee workplace behaviour.

H04 Job dissatisfaction has positive relation with deviant behaviour.

H05 Deviant behaviour has negative relation with deviant behaviour.

IV. RESULTS AND INTERPRETATION

Responses given by employees:

The respondents are collected and analysed using percentages earlier. Below table represents the characteristics of employees at workplace and those are explained clearly.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Characteristics</th>
<th>Category</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Age</td>
<td>Below 25 years</td>
<td>154</td>
<td>53.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>25-30 years</td>
<td>126</td>
<td>44.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Above 30 years</td>
<td>06</td>
<td>2.0</td>
</tr>
<tr>
<td>2.</td>
<td>Gender</td>
<td>Male</td>
<td>193</td>
<td>67.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Female</td>
<td>93</td>
<td>32.5</td>
</tr>
<tr>
<td>3.</td>
<td>Work Experience in present company</td>
<td>00-02 years</td>
<td>145</td>
<td>50.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>02-05 years</td>
<td>129</td>
<td>45.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Above 05 years</td>
<td>12</td>
<td>4.1</td>
</tr>
</tbody>
</table>

Table: 1 Frequencies and percentages of demographic factors

Age:

From the above table it is observed that out of 285 respondents, 53.8% of respondents are from the age group of below 25 years and 44% of the respondents are from the age...
group of 25 to 30 years and 2% are from age group of above 30 years.

Gender:

From the above table, it is observed that out of 285 respondents, 67.4% of the respondents are male and 32.5% of respondents are female. There is a significant difference in the gender at workplace.

Work Experience in Present Organization:

From the above table it is observed that out of 285 respondents, 50.6% of the respondents are having below 2 years of work experience and 45.1% of the respondents are having 2 to 5 years of work experience and 4.1% of the respondents are having above 5 years of work experience.

<table>
<thead>
<tr>
<th>Intervariable relationship</th>
<th>Estimat (unstandarized)</th>
<th>Estim (standarize)</th>
<th>CR</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>D B</td>
<td>JD</td>
<td>0.358</td>
<td>0.342</td>
<td>2.416</td>
</tr>
<tr>
<td>IP D</td>
<td>B</td>
<td>0.250</td>
<td>0.193</td>
<td>2.254</td>
</tr>
<tr>
<td>IP</td>
<td>JD</td>
<td>0.586</td>
<td>0.588</td>
<td>3.894</td>
</tr>
</tbody>
</table>

Table 2: Path co-efficient (standardized and unstandardized regression)

ANNOVA on workplace deviant behaviour impacting individual performance in organization.

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>age</td>
<td>Between Groups</td>
<td>880.787</td>
<td>4</td>
<td>220.197</td>
<td>52.594</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>1172.287</td>
<td>280</td>
<td>4.187</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>2053.074</td>
<td>284</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Between Groups</td>
<td>885.052</td>
<td>4</td>
<td>221.263</td>
<td>103.529</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>600.611</td>
<td>280</td>
<td>2.145</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1485.663</td>
<td>284</td>
<td></td>
<td></td>
</tr>
<tr>
<td>gender</td>
<td>Between Groups</td>
<td>.043</td>
<td>4</td>
<td>.011</td>
<td>.051</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>59.199</td>
<td>280</td>
<td>.211</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>59.242</td>
<td>284</td>
<td></td>
<td></td>
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</table>

Table 3: Demographic factors significant values

An ANOVA test was conducted to find the different opinions of employees working in the company differences in the age, gender and working experience on the deviant behaviour in the organization. The result shows that there is no significant difference in the opinion of gender group (F=.051, p=.995) there is a significant different in the opinion of age group (F=52.594, p=.000) and work experience (F=103.151, p=.000) at 5% level of significance.

V. FINDINGS AND CONCLUSIONS

Demographic factors of age, working experience impact the behaviour of the employee at workplace whereas gender does not have any impact on behaviour of employee at workplace. It is clearly proved that the employee having deviant behaviour at workplace performance is low.

1. H01 is supported, it is proved that there is difference in the opinions of different age group people. Employees between 21 to 15 years are having more deviance compared to other age groups.
2. H02 is supported, it is proved that employees having more experience having less deviance at workplace.
3. H03 is not supported as it is proved there is no significant difference in the opinions of different genders.
4. H04 is supported, job dissatisfaction has a positive impact on deviant behaviour which means if there is job dissatisfaction then deviant behaviour is observed.
5. H05 is supported, deviant behaviour has a negative relation with individual performance. If there is deviant behaviour then there is low performance of employee. More deviant behaviour and less individual performance is observed.
6. There is negative relation between job dissatisfaction and individual performance. If there is dissatisfaction then performance is low and if there is no dissatisfaction then the employee performance is high.

VI. RECOMMENDATIONS

- Evaluating the impact deviant workplace behaviour of employee on IT sector can be done in different sectors as well as the factors causing deviant workplace can be found.
- By finding the factors causing deviant workplace behaviour and the measures that should be taken to prevent huge loss to the organization.
- Ethical lectures, training programmes should be conducted in order to prevent such deviant behaviours at workplace.
- Employee retention can be controlled by identifying such deviant causing factors.

REFERENCES:


AUTHORS PROFILE

M. Sudha Rani received engineering degree in computer science and technology from Jawaharlal Nehru technology university, Kakinada, 2014 and master’s degree of MBA from Andhra university, 2016 and currently doing research in GITAM deemed to be University, Visakhapatnam.

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