

Impact of Human Resource Practices on Deviant Workplace Behavior A Study on Banking Sector Employees

Dr. Rashid Saeed^{1**}, Mizna^{**2}, Rab Nawaz Lodhi³, Atif Ali Gill²,
Anam Amin², Simra², Amber Iqbal²

¹Assistant Professor, Head of Management Sciences Department, COMSATS Institute of Information Technology Sahiwal, Pakistan

²M.S Scholar, COMSATS Institute of Information Technology Sahiwal, Pakistan

³Lecturer, COMSATS Institute of Information Technology Sahiwal, Pakistan

Received: November 18 2013

Accepted: December 15 2013

ABSTRACT

Voluntary behavior that contravenes significant organizational norms is known as deviant workplace behavior and in doing so threatens the welfare of the organization and its members also. The study tries to find out the impact of human resource (HR) practices on workplace deviance. To achieve this objective, a survey was carried out through questionnaire amongst 150 banking sector employees. Correlation and multiple regression analysis illustrate that all dimensions of HR practices except result-oriented appraisal were found to negatively influence organizational deviance. The suggestions of the study are discussed.

KEY WORDS: Human resource practices, Deviant workplace behavior, Pakistan, organizational behavior

INTRODUCTION

Voluntary behavior that contravenes significant organizational norms is known as deviant workplace behavior and in doing so threatens the welfare of the organization and its members also.[1] Stealing or damaging workplace property, late arrival at work without formal permission, and harassment of others at work etc are all examples of deviant workplace behavior. This topic has slowly but surely got the attention of both practitioners and researchers due to its nature of negativity.

Study and researches highlighting the contributing factors of deviant workplace behavior are gradually increasing. But while reviewing the literature, there are very few studies on the effect that human resource (HR) practices have on deviant workplace behavior, in spite of the fact that there are existing studies on the effect of HR practices on determining employee workplace behavior and attitude such as job performance, organizational commitment and workplace and job satisfaction. [2]-[3]

Banking in fact is primitive as human society, for ever since man came to realize the importance of money as a medium of exchange; the necessity of a controlling or regulating agency or institution was naturally felt. In such unfavorable environment, less earning and poor conditions, they are expected to stick on the standards which people expect from them, and behavior of employees is very important in this regard.

The study tries to find out the impact of human resource (HR) practices on workplace deviance. To achieve this objective, a survey was carried out through questionnaire amongst 150 banking sector employees. Correlation and multiple regression analysis is used to conclude the relationship. As there is scarcity of existing studies on the role of human resource practices on deviant workplace behavior, the objective of this study is to further explore the issue of such negative behavior demonstrate by employees of banking sector.

LITERATURE REVIEW

Deviant workplace behavior brings adverse and negative effects on organization that is why it is more gradually emerging as an essential phenomenon in organizations. For example, when employees engage in such deviant behavior, they fail to do work on time and they have no reasonable excuse of it. Theft of the property of organization also spoils the effectiveness of organization and is considered as deviant behavior.

Job stress at work is reported to be caused by sexual harassment which is another form of deviant behavior and it ultimately leads to poor performance[4]-[5]. Researchers have started paying serious attention on this negative workplace problem. The evidence of this is that there are an increasing number of researches on this phenomenon particularly in the field of organizational behavior and management but their work have been dominated by researches focused on positive behavior of employees.

Generally, the literature on deviant workplace behavior can be categorized into three important themes; one is those that try to conceptualize the phenomenon of deviant workplace behavior itself, those by using

*Corresponding Authors1: Dr. Rashid Saeed, Head of Management Sciences Department, COMSATS Institute of Information Technology Sahiwal, Pakistan. e-mail:rashidsaeed@ciitsahiwal.edu.pk

*Corresponding Authors1: Mizna, M.S Scholar, COMSATS Institute of Information Technology Sahiwal, Pakistan. e-mail: mznmanzoor@yahoo.com

multiple theoretical perspectives seek to give details about the causes of employee's behavior at work, and those that aspire to elucidate the consequences of workplace deviance on organizational effectiveness.

Though, between the three themes, there is a limited literature on the third theme which identifies that there is a need for more work that has to be done on this area. The current study is related to the second theme as it intended to find out the influence of Human resource practice on deviant workplace behavior.

Researches point out an increasing number of practical investigations to answer the question that what are the reasons behind employee's workplace deviance. Generally, literatures appear to specify that individual aspects e.g. demographic characteristics are less important as compared to organizational factors and situational factors in predicting workplace deviant behavior, [6]-[7] but it has been found that different personality traits e.g. conscientiousness and agreeableness have significantly predict workplace deviant behavior. [8]

Different organizational factors have been investigated that supposed to influence deviant workplace behavior. To name a few, these factors include organizational control [9], organizational justice [10][11] and organizational climate [5][6]. Generally, these studies seems to point out that lack of justice reflect unfavorable work environment and maybe influence employees to engage in deviant workplace behavior. The present research makes an effort to extend the prior literature on the impact of organizational factor on deviant workplace behavior. One of the most vital organizational factor that supposed to have capability in determining employee behavior and attitude at work is human resource (HR) practices. [12][13] Number of researchers [14][15] agrees that managing the pool of human resource is called Hr practices. Moreover to make sure that resources are used for the accomplishment of organizational goals.

Arthur made an attempt to find the relationship between Hr practices and deviant workplace behavior [16]. Data is used of 300 U.S work establishments from a nationally representative survey. Empirical evidences have been found by Arthur supporting the fact that organizations that follow Hr systems illustrated by less team autonomy and better use of internal labor markets are linked with less reported interpersonal deviant behavior.

Although his work is contributory because his study is able to give some insight into the effect of human resource practices on deviant workplace behavior but its study emphasize on particular form of deviant workplace behavior only and it was analyzed at organizational level. It is very unfortunate that there is a limited focus, because employees are supposed to engage in such negative behavior and researches should be done in this regard that why they engage in such kind of deviant behavior at work. [1]-[9]

Another study conducted in which data is collected from manufacturing employees. In this study it is found that there is negative relationship exists between different HR practices and deviant behavior at work [17]. More studies at individual level is necessary as individuals engage in negative behavior within the organization and it is very important to recognize that how such deviant behavior is shaped by Hr practices.

But as discussed earlier, there are very few studies on the effect of human resource management (HRM) practices on deviant workplace behavior. It is very surprising that such important aspect is neglected because one of the most important asset of the organization are human resources and decide the competitiveness of the organization to a great extent as they are extremely rare, matchless, extraordinary and precious resources [18]. So for the completion and success of work performance and eventually the objectives and goals of the organization, managing human resource is very important.

As stated above that till now Arthur [16] and one of the studies try to find out the linkage between deviant workplace behavior and HR practices. However Arthur pays attention on particular form of deviant workplace behavior that is interpersonal deviance. Another dimension of deviant workplace behavior that is organization deviance empirically verified by Robinson and Bennett did not considered by Arthur.

The level of impact of Human resource practices on different deviant workplace behavior is suspect because of limited focus on it. Due to limited researches done on the effect of Human resource management practices on workplace deviant behavior, the general researches on job performance give theoretical possibility in hypothesizing the impact of HR practices on deviant behavior at work.

As literature on negative work outcome e.g. employee turnover and absenteeism is illustrated, it can be possible that there is a linkage between human resource practices and deviant behavior at work. Generally, the findings appears to specify that more favorable outcomes can be resulted as an effect of more favorable human resource practices.

Prior researches have revealed that poor work performance can be caused by unfavorable work environment. The linkage between Human resource practices and workplace deviant behavior is possible when one refer to social exchange theory which emphasize that relationships are developed around values of reciprocity [19] in which favors are returned accordingly; bad contribution results in bad favor while good favor is given in return for bad contribution.

So, on the basis of prior researches, hypothesis can be made that when an organization practice desirable HR activities, employees will exhibit positive behavior in return. But if desirable Hr activities are not practiced, employees will engage in unfavorable or negative behavior i.e. deviant behavior. Empirical supports have generally been provided by the researches that have used social exchange theory to enlighten negative work outcomes. [20][21]

RESEARCH METHODOLOGY

This study is conducted is to explore that there exist a relationship between Hr practices and deviant workplace behavior. To accomplish the research objective stated earlier, a survey was carried out amongst banking sector employees of various occupational levels in banks of Pakistan. Questionnaires were given to employees in order to test the relationship. Convenience sampling is used in this study.

Theoretical Framework:

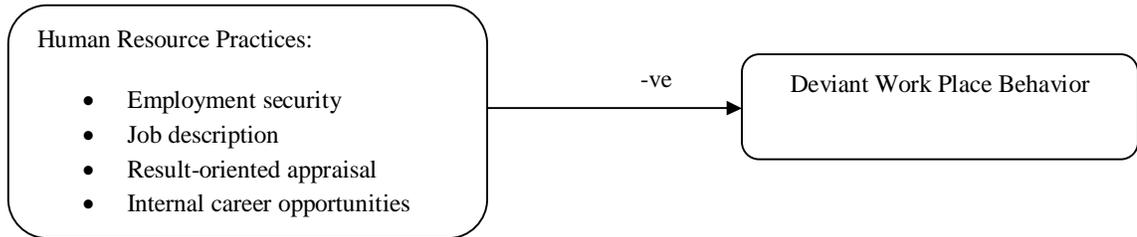


Fig 1:

Fig 1: shows that Different HR practices negatively correlates with Deviant Workplace behavior.

Hypothesis:

- H1: Employment security of employees negatively correlates with deviant workplace behavior
- H2: Job description negatively correlates with deviant workplace behavior
- H3: There is a negative relationship between internal career opportunities and Deviant work place behavior
- H4: There is a negative relationship between Result-oriented appraisal and Deviant work place behavior

Measures:

Workplace Deviance Questionnaire was used to measure deviant workplace behavior which is developed by Bennett and Robinson[1]. In previous studies (e.g.[4][5]), this 17-item instrument has been extensively used and reliabilities ranging from .74 to .94 have been reported. Organizational deviance and interpersonal deviance are two categories of deviant workplace behavior. Norm- violating behavior for colleagues and co workers usually falls in interpersonal deviance while a contradictory normative behavior intended specifically at the organization is organizational deviance[6].

Seven items out of 17 measured interpersonal deviance while organizational deviance was measured using the remaining 10 items. Respondents were asked to measure that during the job that how frequently they see any of their colleagues who made fun of other workmates while at work, steal property from workplace without any permission, late arrival at work without consent and in order to get overtime, they dragged the work.

Deviant workplace behavior items were measured on five-point scale ranging from ‘5’ all the time to ‘1’ never. An instrument consists of 23 items were used to measure the Hr practices[8]. Five point likert scale ranging from ‘5’ strongly agree to ‘1’ strongly disagree is used to measure all items of Hr practices. Four HR practices were used that are Job description, internal career opportunities, Result-oriented appraisal, and employment security. Reliabilities of this instrument were reported as ranging from .64 to .80[22].

Means and correlation:

Table 1 indicates the correlation and means of the variables. Based on the results, the high mean value indicated that human resource management practices are well applied in their banks. As we hypothesize, employees were infrequently reported to engage in deviant behavior in the surveyed banks. All dimension which we consider of HR practices show negative significant correlation with deviant workplace behavior, although the strength of relationship is quite weak[11]. As per our expectations, negative correlations are indicated as a result between deviant workplace behavior and Hr practices.

Table 1: Means and correlation

	Mean	1	2	3	4	5
1 JD	3.62					
2 ES	3.22	.435**				
3 ROA	3.52	.449**	.341**			
4 ICA	3.35	.451**	.391**	.354**		
5 DWB	2.20	-.223**	-.153**	-.101*	-.127*	

ES=Employment security; JD=Job description; ROA=Result-oriented appraisal; ICO=Internal career opportunities

** p< .01

* p< .05

Internal Reliability:

Internal reliability of the measures was calculated through cronbach's alphas. In general, less than .60 reliabilities are considered poor, those above .70 are Ok and above .80 are good[23]. In the present study, the cronbach's alphas obtained for the variables were .81 for workplace deviance, .85 for job description, .79 for appraisal, .68 for employment security and .61 for internal career opportunities.

Multiple Regressions:

To determine what part of the variation in the dependent variable that is deviant workplace behavior is explained by the independent variable that is Hr practices; multiple regression analysis is used[24].

Table 1: Regression Analysis:

Independent variables	Dependent variable Deviant workplace behavior
Job description	-.133*
Employment security	-.141*
Result-oriented appraisal	-.010
Internal career opportunities	-.125
F value	9.582**
R ²	.101
Adjusted R ²	.090

** p< .01

* p< .05

When the results of regression analysis are obtained as shown in Table 2, 10.1% of variation in deviant workplace behavior is explained significantly by the human resources practices dimensions. Amongst the four human resource practice dimensions, employment security ($\beta = -.141$, $p < .05$), job description ($\beta = -.133$, $p < .05$) and internal career opportunities ($\beta = -.125$, $p < .05$). On the other hand, result oriented appraisal did not significantly influence deviant workplace behavior. The results of regression analysis also show that employment security is proved to be a stronger predictor of deviant workplace behavior as the value of beta is significantly high.

DISCUSSION

The current research aspires to explore the relationship between deviant workplace behavior and HR practices. The reason behind it was that there is little knowledge of whether HR practices play a part in determining employees' deviant behavior at work. The current study has presented practical support for such relationship based on multiple regression analysis run.

As per our expectation, HRM practices were found to be negatively related to deviant workplace behavior. Such findings and results are consistent with the common literature on deviant workplace behavior that dispute that deviant workplace behavior is a reaction to unfavorable work environment[9][5][6][10][11]. In the circumstance of the present study, when employees observe that the organization is not applying or practicing HR practices constructively, they have a propensity to engage in deviant workplace behavior. As a result of it, the findings are consistent with prior study that verified the impact of HRM system on interpersonal deviance at the organization level[16].

Particularly, the current study explored that internal career opportunities, job description and employment security are significant predictors of deviant workplace behavior. The findings specify that when employees have clearly defined duties and have up-to-date job description, there is less chance of employees to engage in deviant workplace behaviors for the reason that they familiar with that what to do and how to do so. It was reported that when the role of employees are not clear at work, they would experience stress and may engage in deviant workplace behavior[12].

While stress at work has been found to be an originator to deviant workplace behavior but still more researches require to be conducted to verify its effect. Moreover, the findings propose that the chance of employees engaging in deviant workplace behavior may also be increased by lack of internal career opportunities.

It point out that employees tend to be stressed and frustrated when they feel that they are intentionally stopped from moving up their career ladder in the organization[25]. It has been explored that frustration results in deviant workplace behavior[26], as a way to strike back[21].Unexpectedly, employment security was found to be the strongest predictor of deviant workplace behavior in the current study. Employment security is an important component of quality of life for many employees[13]. When employees consider that their job is secure and protected, they will be more dedicated and provoked to work[1] and less expected to engage in workplace deviant behavior

On the contrary, those who believe that their job is not secure would have a tendency to be angry and frustrated[14]. To expel anger, they may turn away their negative emotions toward other colleagues. Regardless of the reasonable part of emotional reactions to job insecurity, more researches should be carried out to confirm it.

In Pakistan deviant behavior is not new, it has been witnessed numerous times[27]. So this study provides fact that deviant behavior can be minimize through the use of HR practices, and there should be application of HR practices, it will be helpful for any organization.

Generally, even though the hypothesized explanation for the relationship between deviant behavior and Hr practices is likely, more studies is required to validate it. Moreover, taking into consideration the emotional procedure such as frustration or anger possibly will help recognize the whole relationship well and hence expand the existing literature on deviant behavior.

The conclusion of the current study recommends that managers have to make definite that HR practices are put into practice in such a way that they would not answer in unintentional, unwanted behavioral consequences at work. For example, Attitude surveys could be used to measure to what level the HR practices are supposed to be reasonable and favorable. Other factors, such as contextual, individual and job-related, that possibly will contribute to deviant workplace behavior should be considered by future researchers.

.It is important to emphasize that the current results should be deduce by considering the limitations of the study. Generalizability is one of the limitations of the present study. As the participants of the present study were from banking sector, the results may not be generalized to a much broader population in other organizational contexts.

Additionally, because this study is correlational in nature, it is difficult to determine the causal relationship between variable. However, regardless of these limitations, the current study has been able to present preliminary understanding on the issue of deviant workplace behavior and the determining role of HR practices.

Acknowledgment

The authors declare that they have no conflicts of interest in this research.

BIBLIOGRAPHY

1. R. J. Bennett, and S. L. Robinson, "Development of a measure of workplace deviance," *Journal of Applied Psychology*, vol. 85, no. 3, pp. 340-360, 2000.
2. Bjorkman, C. F. Fey and I., "The effect of human resource management practices on MNC subsidiary performance in Russia," *journal of International Business Studies*, vol. 32, no. 1, pp. 59-76, 2001.
3. Anantharaman, A. K. Paul and R. N., "Impact of people management practices on organizational performance:Analysis of causal model," *International Journal of Human Resource Management*, vol. 17, no. 7, pp. 1246-1266, 2003.
4. C. R. Willness, P. Steel, and K. Lee., "A meta-analysis of the antecedents and consequences of workplace sexual harassment," *Personnel Psychology*, vol. 60, no. 1, pp. 127-162, 2007.[4]
5. L. F. Fitzgerald, F. Drasgow, C. L. Hulin, M. J. Gelfand, and V. J., "Antecedents and consequences of sexual harassment in organizations:A test of an integrated model," *Journal of Applied Psychology*, vol. 82, no. 4, pp. 578-589, 1997. [5]
6. Lefkowitz, N. Andreoli and J., "Individual and organizational antecedents of misconduct in organizations," *Journal of Business Ethics*, vol. 85, pp. 309-332, 2009.
7. Freidrich, G. M. Lucas and J., "Individual differences in workplace deviance and integrity as predictors of academic dishonesty," *Ethics and Behavior*, vol. 15, no. 1, pp. 15-35, 2005.
8. M. Mount, R. Ilies, and E. Johnson, "Relationship of personality traits and counterproductive work behaviors: The mediating effects of job satisfaction," *Personnel Psychology*, vol. 59, pp. 591-622, 2006.
9. Clark, R. C. Hollinger and J. P., "Formal and informal social controls of employee deviance," *Sociological Quarterly*, vol. 23, pp. 333-343, 1982.
10. Verano-Tacoronte, P. Z. de Lara and D., "Investigating the effects of procedural justice on workplace deviance. Do employees' perceptions of conflicting guidance call the tune?," *International Journal of Manpower*, vol. 28, no. 8, pp. 715-729, 2007.

11. S. Fox, P. E. Spector, and D. Miles, "Counterproductive work behavior(CWB) in response to work stressors and organizational justice: Some mediator and moderator tests for autonomy and emotions," *Journal of Vocational Behavior*, vol. 59, pp. 291-309, 2001. [11]
12. J. B. Arthur, "Effects of human resource systems on manufacturing performance and turnover," *Academy of Management Journal*, vol. 37, pp. 670-687, 1994.
13. M. A. Huselid, "The impact of human resource management practices on turnover, productivity and corporate financial performance," *Academy of Management Journal*, vol. 38, no. 3, pp. 635-672, 1995.
14. Jackson, R. S. Schuler and S. E., "Linking competitive strategies with human resource management practices," *The Academy of Management Executive*, vol. 1, no. 3, pp. 207-219, 1987.
15. Snell, P. M. Wright and S. A., "Toward an integrative view of strategic human resource management," *Human Resource Management Review*, vol. 1, no. 3, pp. 203-225, 1991.
16. J. B. Arthur, "Do HR system characteristics affect the frequency of interpersonal deviance in organizations? The role of team autonomy and internal labor market practices," *Industrial Relations*, vol. 50, no. 1, pp. 30-56, 2011.
17. Faridahwati Mohd. Shamsudin, Chandrakantan Subramaniam, and Hadziroh Ibrahim, "Investigating the Influence of Human Resource Practices on Deviant Behavior at Work," *International Journal of Trade, Economics and Finance*, vol. 2, no. 6, pp. 514-519, 2011. [17]
18. G. Bohlander, S. Snell, and A. Sherman, *Managing Human Resources* 12 edition, Australia : South-Western College Publishing, 2001.
19. A. Gouldner, "The norm of reciprocity: A preliminary statement," *American Sociological Review*, vol. 25, no. 2, pp. 161-178, 1960.
20. J. Greenberg, "Employee theft as a reaction to underpayment inequity:The hidden cost of pay cuts," *Journal of Applied Psychology*, vol. 75, pp. 561-568, 1990.
21. Folger, D. P. Skarlicki and R., "Retaliation in the workplace: The rules of distributive, procedural, and interactional justice," *Journal of Applied Psychology*, vol. 82, pp. 416-425, 1997.
22. Doty, J. E. Delery and D. H., "Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions," *The Academy of Management Journal*, vol. 39, no. 4, pp. 802-835, 1996.
23. J. C. Nunnally, *Psychometric Theory* 2nd ed, New york: McGraw-Hill, 1978.
24. D. Cramer, *Advanced Quantitative Data Analysis*, Buckingham: Open University Press.
25. Y. Inandi, "The barriers to career advancement of female teachers in Turkey and their levels of burnout," *Social Behavior and Personality*, vol. 37, no. 8, pp. 1143-1152, 2009.
26. S. Fox, and P. E. Spector, "A model of work frustration-aggression," *Journal of Organizational Behavior*, vol. 20, pp. 915-931, 1999.
27. "Tolerating In tolerance," 2010. [Online]. Available: <http://x.dawn.com/2010/09/14/economic-progress-and-bait-aid/>. [Accessed 30 November 2013].