

Individual Predictors of Workplace Deviance with Mediating Effect of Job Satisfaction

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Abstract

The efficiency of organizations and performance of employees in the workplace in such a competitive global economy and businesses require some factors that enhance the performance and job satisfaction of employees in the workplace. The aim of this study is to investigate the role of job satisfaction in the relationship between individual-related factors and workplace deviance. Preventing or remedy deviance may require some individual change. The managers would therefore be well advised to remedy inequities in the system if they really exist or to clear misperceptions of inequities if this is actually the case.

Keywords: workplace deviance, job satisfaction, agreeableness, conscientiousness

1. Introduction

Deviance in the workplace is considered as one of the vital issues that influence on outcomes and productivity of employees. Accordingly, the efficiency of organization and maximum outcomes of employee's impact individual-related factors that enhance the performance and job satisfaction of employees in a workplace. There are many reasons for workers to be treated inappropriately in the workplace which leads to increase cost and decrease efficiency in workplace, in this study strive to consider individual predictors of deviance. Many organizations recognize the impact of deviance on their outcomes and understand that minimizing workplace deviance is necessary for them to remain competitive in the market.

The relationship between work deviant behavior and personality traits, with job satisfaction, was proposed by (Mount, Ilies, & Johnson, 2006). Whereas, it was highlighted by them that stability does not plan a significant role in specifying work deviant behavior; nor it contribute in substantive variance while accounting for its association with agreeableness and conscientiousness. Therefore, it was suggested by them that further researches do not require considering emotional stability while job satisfaction is involved as a mediating variable. So, the only two linked factors are proposed for research framework: conscientiousness and agreeableness. Individual-related variables are also significant predictors verities of work deviant behavior, reflected by experimental results based on organizational/industrial psychological studies.

2. Workplace Deviance

Workplace deviance behavior is a concept in the study of organizational behavior, according to (Robinson & Greenberg, 1998), WDB is a voluntary manner that violates representative organizational standards and so threatens against organization goals, its member or both. Workplace deviance behavior can start from simple deviance such as backtalk the co-worker or take longer break to serious one like stealing from organization or sexual harassment (R. J. Bennett & S. L. Robinson, 2003). Some researchers like (Robinson & Bennett, 1995) divided the deviance in to two groups. The first one, organizational deviance, is more concerned about direct behavior in organizations which consists of picking up the product or tolls, intentionally damage or disrupt the equipment in the organization, strong reaction to any unpleasant action deviance. The second one, interpersonal deviance, which is related to employee of an organization, comprises of verbal abuse, mobbing and sexual harassment and jeopardizing the colleagues. Generally, organizational researchers divided deviance behavior into four major groups, property deviance, personal aggression, political deviance and production deviance (Robinson & Bennett, 1995).

2.1 Workplace Deviant Behavior and Job Performance

Task performance is performing activities in order to contribute organization's goals and achievements (Borman & Motowidlo, 1997). Job performance represent the positive arbitrary work conduct, it is go beyond than organization task and duty. while workplace deviance behavior negative and optional work (Miles, Borman, Spector, & Fox, 2002). From a researcher's point of view, job performance and deviance contain opposite meaning however job performance shows the organization benefits, deviance represent the organization troubles. Also job performance and workplace deviance are preserved as a separate concept and structure (Kelloway, Loughlin, Barling, & Nault, 2002) and both influence organizational efficiency (Dunlop & Lee, 2004). Also organizational citizenship behavior like job performance indicate member's work related behavior that assist organizations to reach their goals. In contrast, WDB reflect employee's work behavior that make far away employee from organizational goals. Moreover, many theoretical and empirical researches proved that job performance and WDB were negatively correlated. behaviors (Fox & Spector, 1999).

Behavior discipline in organizations underlines on employees' conformity and congruity on the way to organizational objectives. Employees' typical behaviors are likely to be regular and intentional, assistance organizational to attain profitability and proficiency. Job performance has a significant role in impressing organizational profitability and proficiency. Impact of job performance highlighted by many of researchers (Bennett & S. Robinson, 2003; Borman & Motowidlo, 1997; Sackett & DeVore, 2001; Viswesvaran & Ones, 2000).

2.2 Theorizing Workplace Deviance

In order to specify the relationship between workplace deviant and job satisfaction, (Mount et al., 2006) uses Social Exchange theory developed by Blau, (1986). It is assumed by Social Exchange theory that employees perceiving they are subjected to undesirable behavior, are more likely to experience sense of dissatisfaction. While employees are not satisfied with their employers, to reciprocate this situation, they may commit destructive behavior, consistent with reciprocation norms. Retaliating against any undesirable condition in organization, both theories indicate that employees engage in negative behaviors.

Based on social exchange theory, employees and their employer are involved in forming an interdependent relationship, whereby one party's behavior influences the other (Blau, 1964). Research suggests that Agreeableness and Conscientiousness differentially influence exchange behavior and benefit different exchange partners like supervisors or even organizations, which supports target-similarity models of social exchange (Lavelle et al., 2007).

2.3 Individual Related Factors

In the past three decades, there has been an upsurge of interest in models of basic personality, that is, theories specifying— as completely and yet parsimoniously as possible – the basic dimensions of individual differences. Since the late 1980s, most research has focused on the five-factor-model (McCrae & Costa, 1999), but more recent studies across different languages have implied a common six-factor structure (Lee & Ashton, 2008). In this study will strived to research on the most relevant individual related factors on workplace deviance in this regards agreeableness and conscientiousness selected based on previous literature.

Agreeableness relates to numerous beneficial life outcomes and positively relates to employees achievement (Poropat, 2009). Agreeableness have vital impact in the efficiency of employees that influence the interaction with colleagues and co-worker. (Judge, Livingston, & Hurst, 2012). In their review of agreeableness and various life outcomes Jensen-Campbell et al. (2010) concluded that “agreeableness may be the path to enduring interpersonal relationships, happiness, success, and well-being”

Conscientiousness is consider as one of the importance personality trait that chosen in this research as one of individual predictors of workplace deviance. Some other researcher also consider conscientiousness as one of variable to have impact to job efficiency (Farhadi, Fatimah, Nasir, & WS, 2012). Their result highlighted the negative relationship between conscientiousness and workplace deviant behavior. The similar research also shown negative relationship between conscientiousness and counterproductive work behavior (Bowling & Eschleman, 2010)

2.3.1 Agreeableness

One of the Big Five trait, agreeableness, is related to various advantageous life outcomes; it is positively related to successive academic accomplishments (Poropat, 2009). Agreeableness, at work, is lucrative for those professions entailing remarkable interpersonal interactions, along with assisting others (Barrick, Mount, & Judge, 2001; Mount, Barrick, & Stewart, 1998); therefore, it is inversely associated with income and richness (Judge, Livingston, & Hurst, 2012). Teamwork players, at workplace, are considered as even-tempered, likable, and collaborative (Hogan, 2007).

Importance of agreeableness is highlighted in social studies (Jensen- Campbell, Knack, & Gomez, 2010); several researches have established a connection between low-level agreeableness, and aggression, psychopathy, crime, and perilous sexual behavior (Decuyper, Pauw, Fruyt, Bolle, & Clerco, 2009; Hoyle, Fejfar, & Miller, 2000). In a study conducted by (Jensen-Campbell et al., 2010), agreeableness in children, was found to be associated with efficient school accomplishment, harmonious interpersonal relations, lower depression level, victimization, bullying, and more healthful eating habit (Jensen-Campbell, Knack, & Gomez, 2010). In the review study on agreeableness and disparate life outcomes, conducted by Jensen-Campbell et al. (2010), it is summarized that agreeableness may be the path to enduring interpersonal relationships, happiness, success, and well-being.

2.3.2 Conscientiousness

One of the most consistently important, broadly measured constructs in taxonomies of personality is conscientiousness. The measurement of conscientiousness has a long history in lexical models of personality (Goldberg, 1990), which are based on the premise that common adjectival descriptors in various languages indicate a correspondence with the general importance of the descriptor across cultures (Saucier & Simonds,

2006). According to Barrick & Mount, (1991) conscientiousness has been meta analytically determined to be the most valid personality trait in the prediction of broadly measured job performance. Conscientious persons are diligent, perseverant, and hard working, even when no one else is watching (Barrick & Mount, 1996).

These facets of conscientiousness comprise a plethora of desirable characteristics in persons. Persons low in broadly measured conscientiousness are unlikely to perform their jobs well and more likely to engage in maladaptive and narrowly measured behaviors like organizational deviance because they are low in diligence and perseverance and perhaps even hold disdain for hard work (Saucier & Simonds, 2006).

2.4 Individual Related Factors and Workplace Deviance

According to some researches agreeableness and conscientiousness have impact to deviance behavior due to highly agreeable and/or highly conscientious individuals are have more commitment to the organization (Cropanzano & Mitchell, 2005). As explained earlier, the differential relationships of Agreeableness and Conscientiousness with interpersonal deviance and organizational deviance can be understood based on social exchange theory. As social exchange research suggests organizational commitment is a primary exchange variable (Blau, 1968).

Workplace deviance as one of the biggest organizational issue if outbreak in workplace become costly to organizations and also individuals (Bennett & S. Robinson, 2003). Based on Bennett and Robinson (2003) deviant behavior, is reflect of individual personality. Specifically, personality can influence the belief components associated with the attitude towards a given negative behavior. Prior research has consistently shown that high levels of Conscientiousness and Agreeableness may lower individuals' propensity to engage in workplace deviance (Bowling & Eschleman, 2010; Oh, Charlier, Mount, & Berry, 2014). Recently one research conduct from (Guay et al., 2015) between 113 employees from South Korean about workplace deviance the result shown the agreeableness and conscientiousness are negatively related to organizational deviance and their result shown the personality trait predicting workplace deviance.

2.4.1 Conscientiousness and Workplace Deviant Behavior

Conscientiousness consider one of the most important personality to predict deviance. Its described by traits such as trust worthiness, competence, achievement striving, responsibility, self-discipline, dutifulness and efficiency. Employees with high levels of Conscientiousness have more responsibility, hardworking, more careful, high respect to rules, dedicated to their employer, and avoid acting on impulse. Although low levels of conscientiousness among employees lead to not respect the rules and strive to cheat in organization to promote, not responsible about colleagues and organization, self-focused, argumentative, and manipulative, which all align with engaging in workplace deviance (Oh et al., 2014).

There is some research which shown the negative relationship between conscientiousness and absenteeism (Judge, Scott, & Ilies, 2006). In other research highlighted the Conscientiousness plays an important and central role in determining performance levels at work (Vardi & Weitz, 2003). Oh et al.(2014) consider conscientiousness as one of the vital personality trait to predict workplace deviance in organization.

2.4.2 Agreeableness and Workplace Deviant Behavior

Agreeable individuals are described as pleasant, tolerant, helpful, trusting, forgiving, considerate, and they tend to be cooperative (Bowling, 2010). Study on agreeableness shown the employees who have high agreeableness have less aggression in workplace (Graziano & Eisenberg, 1997). This research in line with , Mount et al. (2006) which found that agreeableness had a direct negative relationship with deviance behaviors and job satisfaction partially mediated the relationship between agreeableness and workplace deviance. In addition, three meta-analytic results have shown agreeableness trait is negatively related to some negative behavior in organizations (Berry et al., 2007; Dalal, 2005). Those who are highly agreeable tend to be courteous, considerate, flexible, trusting, good-natured, cooperative, helpful, forgiving, tolerant, team players, and rarely cause relational conflict (Costa Jr & McCrae, 2013).

2.5 Demographic Variables and Workplace Deviant Behavior

Based on previous study some of demographics variable and deviance behavior, have not been consistent. Some study found differences in demography of deviant among employees, whereas in other research could not find any differences. One study focuses that gender were more strong predictors of deviance (Hershcovis et al., 2007). Gender and age were found to be related to workplace deviant behavior. A meta-analysis done to review antecedent of deviant behavior in organization found that age, sex and marital status were all valid predictors of different deviant behavior and consider age as the most importance predictor of deviant (Lau & Sholihin, 2005). Based on study of (Farhadi et al., 2012) there is some difference in workplace deviant behavior regarding the different gender and level of age level in organization among employees. Their results also shown that personality traits predicted workplace deviant behavior. Particularly there were negative relationships between agreeableness and conscientiousness and workplace deviance. Although the findings of them present the differences of levels of age on employee's deviance, it was unable to find differences in WDB between subjects

with different gender. It was suggested for future research are more focused on demographic variable as well (Farhadi, et al., 2012).

2.6 Job Satisfaction and Workplace Deviance

Job satisfaction can decrease the dysfunctional behavior in organization, It is proven that some employees even do not like their work environment and sometimes react on it. Forecasting the exact react of employees seems impossible, but most of the time this react is unpleasant for the organization, one employee might quit the job, another might be dysfunctional in the workplace (Hackman & Oldham, 1976). Schwarzwald, Koslowsky, and Shalit (1992) found when employees' expectation to promoted ignored by organization that leads to increase absenteeism in workplace. Followed by Yperen, Hagedoorn, and Geurts (1996) described that employees who encounter unfairness in the organization become displeased worker, that absenteeism among displeased worker is higher than normal workers.

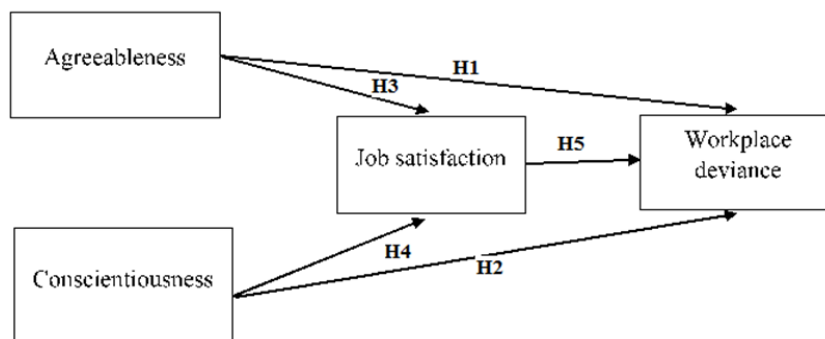
Kulas, McInnerney, DeMuth, and Jadwinski (2007) perceived that the relationship between organizational deviance and job satisfaction depends on each other. He found that lack of job satisfaction is one of the main motivations for an employee to dysfunction or steal at workplace. Enhancing the job satisfaction is one of the best solution for managers who want to monitor the employees in workplace, to prevent job dissatisfaction and dysfunctional and deviance in organization (Shah, Rehman, Akhtar, Zafar, & Riaz, 2012). According to Valentine, Fleischman, and Godkin (2015) while ethical values were negatively related to perceptions of workplace deviance and positively related to job satisfaction. In other word job satisfaction in organizations can prevent some specific behaviors, like substance, stealing at work, tardiness and disproportionate socializing.

2.7 Job Satisfaction as Mediators

In Job satisfaction is demonstrated by the current study as a mediation variable among standard variable and the three potential groups of predictors. Spector and Jex (1998) indicated that job satisfaction is considered as an orientation that employees have concern their entire job as well as entire various aspects of it. Job satisfaction yields from perception of employees on their jobs and from the level of this perception that is perfectly located among the employee and his organization. From the employee's job satisfaction of public service point of view, (Wright & Davis, 2003) stated that it is important for public service organizations to have sufficient look into their job characteristics and work environment which effect on job satisfaction of employees.

Based on (Chandler, 2008) stated that lower inner well-being and dissatisfaction of employees is result of undesirable workplace environment. One of highlighted factors that may increases the trend of employees' deviant behavior is negative emotions which is resulted from reflex based on experiences of employees at their workplace and this could be distinguished as both reaction to situation and a reflex of character. Previous scholars have recognized employees with suchlike negative feelings probably have more engagement different deviant behavior and they reprise against their organization. Negative emotions can clarify other reasons of deviant behavior of employees which occurs as revenge specifically if the organization underpays portion of employees (Greenberg, 1990). So, this is a social-exchange relationship form and the cause of inclination of employees to deviant behavior can be better figure out by implying this theory. Therefore, job satisfaction combined as an intermediary of correlation among individual-related factors, such as agreeableness and conscientiousness.

2.8 Conceptual Framework



2.9 Conclusion

We began by reviewing the relevant studies about individual predictors of deviant behavior. Our research shown some evidences available in understanding the factors that have impact behavior on deviance, specifically in

predicting support personnel deviant behavior. We explored the two key element from individual predictors, agreeableness and conscientiousness and job satisfaction as the mediating variable. In this research provides a predictive framework, whereby the scholars and practitioners could examine the explanatory power of the framework to further explain support personnel engagement in deviant behavior.

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