

DEVIANT BEHAVIOR AT WORKPLACE

**AZLINA BINTI YASSIN
(801410)**

UNIVERSITI UTARA MALAYSIA

JUNE 2011



OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS
UNIVERSITI UTARA MALAYSIA

Cultivating Perspectives. Building the Future. Sharing Solutions

PERAKUAN KERJA KERTAS PROJEK
(Certification of Project Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

AZLINA BINTI YASSIN (801410)

Calon untuk Ijazah Sarjana

(Candidate for the degree of) **MASTER OF HUMAN RESOURCE MANAGEMENT**

telah mengemukakan kertas projek yang bertajuk

(has presented his/her project paper of the following title)

DEVIANT BEHAVIOR AT WORKPLACE

Seperti yang tercatat di muka surat tajuk dan kulit kertas projek
(as it appears on the title page and front cover of the project paper)

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper).

Nama Penyelia : **MOHMAD AMIN MAD IDRIS**
(Name of Supervisor)

Tandatangan :
(Signature)

Tarikh : **14 JUNE 2011**
(Date)

DECLARATION

I declare that the substance of this project paper has never been submitted for any degree or post graduate programmes and qualifications.

I certify that all the supports and assistance received in preparing this project paper and all the sources abstracted have been acknowledge in this stated project paper.

AZLINA YASSIN

801410

College of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

JUNE 13, 2011

PERMISSION TO USE

In presenting this project paper as partial fulfillment of the requirements for a postgraduate degree from University Utara Malaysia, I agree that the University Utara Malaysia may make it freely available for inspection. I further agree that permission for copying of this project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor, or, in their absence, by the Dean of the College of Business. It is understood that any copying or publication or use of this project paper or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to University Utara Malaysia for any scholarly use which may be made of any material from my project paper.

Request for permission to copy or to make other use of material in this project paper, in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

ABSTRAK

Kajian ini mengkaji hubungan diantara empat pemboleh ubah penyelewengan gelagat dalam industri pengilangan. Objek kajian ini adalah i) Mengkaji hubungan di antara etika kerja dan penyelewengan gelagat ii) Mengkaji hubungan diantara kepuasan kerja dan penyelewengan gelagat. iii) Mengkaji hubungan di antara ciri-ciri kerja dan “deviant behavior” iv) Mengkaji hubungan diantara personaliti dan penyelewengan gelagat dan v) Mengkaji faktor kecenderungan (etika kerja, kepuasan kerja, ciri-ciri kerja dan peribadi) dengan penyelewengan gelagat. Berdasarkan kepada ulasan-ulasan terdahulu, satu model hubungan telah dicadangkan dan dikembangkan untuk mengkaji hubungan antara empat faktor yang mempengaruhi penyelewengan gelagat. Bagi menguji hubungan pembolehubah-pembolehubah di dalam model ini, data daripada 107 perkerja yang terlibat dalam industri pengilangan telah digunakan.. Analisis korelasi dan analisis aneka regrasi telah dijalankan bagi menguji hubungan hipotesis-hipotesis kajian. Analisis kolerasi telah menunjukkan satu hubungan yang signifikan dan negatif terhadap tiga daripada empat pembolehubah terhadap kecenderungan penyelewengan gelagat Keputusan analisis aneka regresi menunjukkan bahawa antara keempat-empat pemboleh ubah faktor kepuasan kerja, adalah faktor utama terhadap *kecendurungan penyelewengan gelaga*. Berdasarkan hasil kajian, kajian dimasa hadapan perlu dilakukan untuk mengkaji bagaimanakan untuk meminimakan kesan-kesan penyelewengan gelagat. Selain daripada itu, had-had batasan terhadap kajian ini dan kajian seterusnya di masa akan datang di dalam bidang ini juga turut dibincangkan.

ABSTRACT

The study investigated the relationship between the 4 variables of workplace deviant behavior in manufacturing industry. The objectives of the study were 1) to investigate the relationship between ethical climate and workplace deviant behavior ii) to investigate the relationship between job satisfaction and workplace deviant behavior iii) To investigate the relationship between job attributes and workplace deviant behavior iii) to investigate the relationship between personal attributes and workplace deviant behavior iv) to investigate the relationship between personal attitudes and workplace deviant behavior v) to examine what is the most influence factor (i.e ethical climate, job satisfaction, job satisfaction and personal factors) on workplace deviant behavior. Based on the literature reviews a model of relationship was proposed and developed to examine the relationships between the four variables and workplace deviant behavior. To test the relationship of the variables in the model, data from 107 employees from manufacturing industry, were used. To test the relationship hypotheses of the study, correlation, and multiple regression analysis were performed. The correlation analysis suggested a significant and negative relationship among 3 of the 4 variables. The correlation results suggests that job satisfaction, ethical climate and self esteem is negatively and significantly associated with workplace deviant behavior. According to the multiple regression analysis among the three variables, job satisfaction is the most influential independent variable on workplace deviant behavior. Based on the finding further research should be carried out to further investigate how organizations can minimize the effect of deviant behavior The limitation of the study and the future research opportunities in this area are also discussed.

ACKNOWLEDGEMENT

In the name of *ALLAH*, Most Gracious and Most Merciful. First and foremost, *Alhamdulillah*, praise to *Allah Subhanahhuwata'alah* for giving me the will and strength in the completion of this project paper.

My utmost gratitude goes to my learned supervisor, Encik Mohmad Amin Mad Idris for his expertise, kindness, and patience in guiding me throughout the production this paper. Honestly, the paper would never come into existence without his continuous encouragement and support. I sincerely believe that he is the one of the most talented lecturers with an array of knowledge which transcends theories and applications. In addition, my gratitude is also extended to Professor Dr. Noor Azizi Bin Ismail, the Dean of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia.

In addition, it would not have been possible for me to complete this tedious and painstaking research without the understanding and sacrifice of my husband, parents and children throughout the entire period of my study.

Finally, my utmost gratitude is for Allah the Almighty for with His blessings for what I have achieved in my life so far. *Alhamdulillah*.

AZLINA YASSIN

TABLE OF CONTENTS

	PAGE
DECLARATION	i
PERMISSION TO USE	ii
ABSTRAK	iii
ABSTRACT	iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	vii

CHAPTER ONE INTRODUCTION

1.1 INTRODUCTION OF THE STUDY	1
1.2 PROBLEM STATEMENT	2
1.3 RESEARCH OBJECTIVES	4
1.4 RESEARCH QUESTION	4
1.5 SCOPE OF THE STUDY	5
1.6 SIGNIFICANCE OF THE STUDY	5
1.7 OUTLINE OF THESIS	5

CHAPTER TWO LITERATURE REVIEW

2.1 INTRODUCTION	7
2.2 WORKPLACE DEVIANT BEHAVIOR	7
2.3 ORGANIZATIONAL ETHICAL CLIMATE AND WORKPLACE DEVIANT	11
2.3.1 Concepts of organizational and ethical climate	
2.3.2 Ethical Climate and Workplace Deviant Behavior	
2.4 JOB ATTRIBUTES AND WORKPLACE DEVIANT	15
2.5 PERSONALITY AND DEVIANT BEHAVIOR	17
2.5.1 Self Esteem	

2.5.2 Self Esteem and Deviant Behavior	
2.6 JOB SATISFACTION	20
2.6.1 Job satisfaction and Workplace Deviant Behavior	21
2.7 SUMMARY	24

CHAPTER THREE RESEARCH METHODOLOGY

3.1 INTRODUCTION	25
3.2 THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT	25
3.1.1 Hypothesis Development	
3.3 RESEARCH FRAMEWORK	25
3.4 HYPOTHESIS DEVELOPMENT	26
3.5 RESEARCH DESIGN	29
3.5 POPULATION AND SAMPLING	30
3.5.1 Population Frame	
3.5.2 Data Collection Method	
3.6 QUESTIONNAIRE DESIGN	31
3.7 MEASUREMENT	32
3.7.1 Deviant Behavior	
3.7.2 Ethical Climate	
3.7.3 Job Satisfaction	
3.7.4 Self Esteem and Personality	
3.7.5 Job Characteristic	
3.7.6 Demographic Information	
3.8 PILOT TEST	38
3.9 DATA ANALYSIS	39
3.9.1 Descriptive Analysis for Major Variables	
3.9.2 Correlation Analysis for Major Variables	
3.9.3 Reliability Testing for Major Variables	
4.0 SUMMARY	41
3.2.1 Sampling and Data Collection Procedure	
3.2.2 Questionnaire Design	

CHAPTER FOUR RESEARCH FINDINGS

4.1 INTRODUCTION	42
4.2 OVERVIEW DATA COLLECTED	42
4.3 PROFILE OF RESPONDENT	43
4.4 GOODNESS OF MEASURE	44
4.4.1 Reliability Test	
4.5 DESCRIPTIVE ANALYSIS	45
4.4.1 Major variables	

4.6 MAJOR FINDINGS	46
4.6.1 Pearson Correlation Coefficient	
4.6.2 Multiple Regressions	
4.7 FINDING SUMMARY	50
4.8 CONCLUSION	50

CHAPTER FIVE DISCUSSION AND CONCLUSION

5.1 INTRODUCTION	52
5.2 DISCUSSION	52
5.2.1 To What Extent Does Ethical Climate Correlate with Workplace Deviant Behavior	
5.2.2 To What Extent Does Job Satisfaction Correlate with Workplace Deviant Behavior	
5.2.3 To What Extent Does Job Attributes Correlate with Workplace Deviant Behavior	
5.2.4 To What Extent Does Self Esteem Correlate with Workplace Deviant Behavior	
5.2 LIMITATIONS OF THE STUDY	56
5.3 DIRECTION FOR FUTURE RESEARCH	56
5.4 CONCLUSION	57
REFERENCES	58
APPENDIX A : QUESTIONAIRE	

TABLES LIST

Table 2.1 Category of Deviant Behavior	8
Table 2.2 Locus of Analysis	12
Table 2.3 Job Characteristic Model	16
Table 2.4 Responses to Job Dissatisfaction	22
Table 3.1 Research Framework	26
Table 3.2 Description of Questionnaires	32
Table 3.3 Distribution of Deviance Behavior	33
Table 3.4 Distribution of Ethical Climate	35
Table 3.5 Distribution of Job Satisfaction	36
Table 3.6 Distribution of Self Esteem	37
Table 3.7 Distribution of Job Characteristic	38
Table 3.8 Reliability Test	40
Table 3.9 Pearson's Indices of Correlation	41
Table 4.1 Survey Responses	42
Table 4.2 Profile of Respondents	43
Table 4.3 Reliability Test on Instruments	45
Table 4.4 Descriptive Analysis for Major Variables	46
Table 4.5 Inter Correlation of the Major Variables	47
Table 4.6 Result of Regression Analysis	49
Table 4.7 Summary of Finding	50

CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION OF THE STUDY

In the contemporary business environment, employees and managers alike are with numerous pressures to perform the corporate expectation. These pressures are often created by highly competitive business environments, which impose continues change and internal redesign or even progressing job responsibilities which create stress full working environment and create positive and negative workplace deviant behavior.

A positive behavior among employees will bring productive result and enhance the work environment in the organization. However, organization have to accept the fact not all employees embrace positive behavior; some may commit negative behavior in the course of employment. Indeed, negative behavior that has gained a growing attention among scholars and practitioner is workplace deviant.

Researchers have given the behaviors many different names including workplace deviant (Bennet an Robinson, 2003) counterproductive behavior (Mangione and Quinn, 1975), employee deviance (Sackett and Devore, 2001), organization misbehavior (Ackyrod and Thompson, 1999) and antisocial behavior (Giancolone and Grenberg, 1997).

In essence, behavior is deemed deviant when an organization's custom, policies or internal regulations are violated by an individual or a group that may jeopardize the well being of the organization or its citizens (Robinson and Bennet, 1995).

For example, according to Henle et. Al (2005), nearly 95 percent of all companies report some deviance related experience within their respective organizations. This line of argument is supported by Harper (1990) as cited in Robinson and Bennet (1995), who estimate that 33 to 75 percent of employees have engaged in at least one form of deviant behavior such as theft, computer fraud, embezzlement, vandalism, sabotage and absenteeism.

In Malaysian, the phenomenon of workplace deviant behavior has been given a great deal of attention. This is evident from the frequency of reports in news paper and other public media concerning cases involving dishonesty, poor work attitudes (New Strait Times, 2005), fraudulence (Utusan Malaysia, 2011) and others. Besides that, a review from Malaysian Industrial Relation Department from year 2000-2010 indicates that the presence of a variety of deviant behavior among Malaysian employees (Malaysian Current Law Journal, 2000 -2010). In the manufacturing sectors in Malaysia should be highly concerned with the work deviance. Although the number of cases in Malaysia is not alarming, this does not mean that employee misbehavior would tarnish the image of the particular organization, many incidences of deviance go unreported.

1.2 PROBLEM STATEMENT

In Malaysia, workplace deviant issue has become main concern to the employers and the organization. Workplace deviant such as sexual harassment, fraud, sabotage and

absenteeism have been frequently reported in newspapers and other media. Although the number of cases is still under controllable, this does not mean that employees acts of deviant are declining. Being one of the largest sectors of the Malaysian Economy (Ninth Plan 2006-2010, 2006), the manufacturing sector should be highly concerned with work deviant.

Past studies have examined various antecedents of employee deviant behavior. Empirical research categorized these variables under personal, organizational and environmental factors. Personal variables encompasses individual differences, attitudes and personality traits (Bolin and Heatherly, 2001; Colbert et al., 2004; Douglas and Martika, 2001; Relin, 1984; Vardi and Werner, 1996).

Organizational variable include perceived support, organizational justice, leadership style, psychological contract violation, organization climate and organizational politics (Colbert et al, 2004; Giacalone and Greeberg, 1997; Lau Au and Ho, 2003; Vigoda, 2002). Work related variables include work stresser and job attributes (Chen and Spector, 1991; Fox et al, 2001; Ganster and Shaubrouk, 1991; Lau et al, 2003)

Environmental factors comprised of culture, ethical infrastructure, organizational constraints and environmental uncertainty (Allen et al, 2005; Carmeli, 2005; Greeberg, 2002; Spector and Fox, 2001; Vardi, 2001). Therefore, in comparison with past local researches, this study aims to extend the array of predictors of workplace deviant behavior. Specifically, the effect of organizational variables (ethical climate), work related variables (job attributes and job satisfaction), and personal variables (self esteem) on workplace deviant behavior will be studied.

1.3 RESEARCH OBJECTIVE

Objectives of this research are :

- i) To investigate the relationship between ethical climate and workplace deviant behavior;
- ii) To investigate the relationship between job satisfaction and workplace deviant behavior;
- iii) To investigate the relationship between job attributes and workplace deviant behavior;
- iv) To investigate the relationship between personal attitudes and workplace deviant behavior; and
- v) To examine what is the most influence factors (i.e ethical climate, job satisfaction and personal factors) on a workplace deviant behavior.

1.4 RESEARCH QUESTIONS

In order to understand the cause, impact an solutions of these issues, this research study intend to answer the following questions :

- i) What is the relationship between ethical climate and workplace deviant behavior.
- ii) What is the relationship between job satisfaction and workplace deviant behavior.
- iii) What is the relationship between job attributes and workplace deviant behavior.
- iv) What is the relationship between personal attitudes and workplace deviant behavior.
- v) What is the most influence factors (i.e ethical climate, job characteristic, job satisfaction and personal factors)on a workplace deviant behavior.

1.5 SCOPE OF STUDY

The data for this study was obtained from employees working in manufacturers or warehousing in Malaysia. This study was investigates workplace deviant behavior among employees in Padiberas Nasional Berhad . This study was conducted to 200 employees by using self administered questionnaires.

1.6 SIGNIFICANCE OF THE STUDY

This study will help academicians, researchers, decision makers and the society in general in ways to plan for their acts at the same time contributes to the sphere knowledge. The information obtained from this study also will be able to help employers to strategize their workplace policy based on studied variables in order to reduce the occurrences of work place deviant. If employers are concerned with continued breaches of morals and are looking for ways to reduce their occurrences, this research can provide insight on one possible way to influence workers abilities to perceive the moral components in business situations.

1.7 OUTLINE OF THESIS

In chapter one, the background of the study discusses to understand the purpose of the study. A brief review of the literature on workplace deviant behavior is discussed with the understanding of deviant behavior is related to ethical climate, job characteristic, job satisfaction and self esteem.

The second chapter consists of literature reviews on workplace deviant behavior, variables related to the study, theories relating to workplace deviant behavior, theoretical framework of study and hypothesis development.

The third chapter focuses on the methodology use in the study with regard to the sample, research instrument, data collection procedures and the type of analysis employed. The conceptualization and operationalisation of the concept and methodological issues are further elucidated in detail. Research approach, research strategy and research design to sampling measurement and data analysis are discussed in detail.

The fourth chapter covers the result of the study that covers data collection, data recording, data presentation and data analysis. This chapter is devoted to the analysis, discussion and interpretation of the empirical findings that result in answering the research problem and test the hypothesis, and presentation of the hypotheses results to answer research questions.

Finally, chapter five presents a general discussions in line with the objectives of the proposed study and the conclusion. Evaluation, revision and interpretation of the empirical findings are also discussed in this section. Implication for practitioners and policy makers and for future research are provided on the basis of the findings as well as the limitations of the present research.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter is aimed at reviewing the related literatures about the research problem as a foundation for developing a theoretical framework to be tested in this research. This chapter will provide a review of related literature on the present study, previous empirical findings and the theoretical framework for this research.

2.2 WORKPLACE DEVIANT BEHAVIOUR

Employees who has spent much time in an organizations realizes that people often behave in ways that violate established norms and that threaten the organization, its members or both. The workplace is a forum where a variety of different behaviors are expressed. Workplace is an opportunity for the expression of various forms of behavior that effect individual, organization and society. Hence, the study of workplace deviant behavior is discussed in this study by using a well-known typology generally, with examples of each as table 2.1.

Table 2.1 : Category of Deviant Behavior

Category	Examples
Production	Leaving early Intentionally working slowly Wasting Resources
Property	Sabotage Lying about hours worked Stealing from the organization
Political	Showing favoritism Gossiping and spreading rumors Blaming coworkers
Personal aggression	Sexual harassment Verbal abuse Stealing from coworkers

Source : Robinson and Bennet, (1995)

According to Robinson and Bennet (1995) typology of workplace deviant varies along two dimensions, minor versus serious and interpersonal versus organization. They then labeled the four quadrants formed by these dimensions production deviance, property deviance, political deviance and personal aggression.

Property deviant refers to incidences where employee violates the organizational norms by acquiring or damaging the organization's tangible asset. Production deviance refers to employee behavior that violates organization norms with regard to the quality and quantity of work to be accomplished. Personal deviant behavior categorized as political deviance and personal aggression. Political deviant refers to behavior that causes other individuals a political disadvantages. Personal aggression reflects acts of hostility toward other individuals.

Workplace Deviant Behavior is important due to its social and economic impact to the organization (Robinson&Bennet,1995; Brown & Trevino,2006; Diefendorff &Mehta,2007). The consequences of workplace deviant behavior can range from its non monetary effect to financial impact. For example, workplace deviant behavior such as discussing confidential matters with unauthorized personnel within the organization as well as with those outside the organization, Raelin, 1994) and poor organizational performance due to sabotage (Harris & Ogbonna, 2002) may tarnish a company's reputation in terms of damaged morale or bad publicity (Griffin & O'Leary-Kelly, 2004). Additionally, employee theft has caused millions of dollar to 27 united States retail companies survey in 2004 (Diefendorff & Mehta, 2007, Vardi & Weitz, 2004).

According to Henle et al. (2005), nearly 95 % of all companies report some deviant related experience within their respective organization. This line of argument is supported by Harper (1990) as cited in Robinson and Bennet (1995), who estimate that 33 to 75 of employees have engaged in at least one form of deviant behavior such as theft, computer fraud, embezzlement, vandalism, sabotage and absenteeism. Added to these, researcher such as Aquino, Galperin & Bennet (2004), Bolin & Heartherly (2001), Giacalone et al (1997), Sackett & Devore (2001) and Vardi & Weitz (2004) indicate that workplace deviant behavior can range in terms of severity from minor to serious offence.

O'Leary Kelly et al (1996) developed a model of workplace aggressive behavior that is based on the social learning perspective, which suggests that aggressive behavior learned in the same way as other types of behavior through direct experience and observation of others (Bandura, 1973). Specifically, they suggested that both individual and environmental factors act as antecedents to employee aggression. That is, individual

employees enter an organizations with a given predisposition to aggression based on their previous life experience. Organization environment also contributes to deviance behavior within an organization.

A study by Robinson et al (1996) suggested that the presence of deviance behavior model through social learning perspective is associated with a greater degree of individual deviant behavior. Further this finding suggests that deviant behavior within organization may be socially contagious; if one employee engages in such behavior, others may follow. As such, it may be possible, and necessary to 'nip the bud' aggressive action; that is; to stop deviant behavior before spread to others. Through their study, an employee's tenure in the organization, the homogeneity of the workgroup member increases the likelihood that modeled behavior will be enacted.

Robinson & Bennet (1995) identified two primary types of workplace deviant. Interpersonal Deviant is targeted at members of the organization and includes behavior such as saying something hurtful of acting rudely to a coworker. Organizational Deviant is directed at the organization and includes such actions as stealing and withholding effort. The distinction between these two types of deviance is important because they may have different antecedents (Giacalone, Riordan & Rosenfeld, 1997).

2.3 ORGANIZATIONAL ETHICAL CLIMATE AND WORKPLACE DEVIANT

2.3.1 Concepts of organizational climate and ethical climate

a) Ethical Climate

Ethical climate is one of the prime factors shaping intra organizational relationships and employee attitudes, thereby also having considerable impact on the organizational. Understanding the relationship among the organizational ethical climate and employee attitudes and behaviors is therefore an important research area. The first typology of ethical climate was presented by Cullen & Victor (1988). They develop a theoretical basis according to which the ethical climate is a category of the organizational climate and, as so, captures the perception of the employees about practices and procedures of ethical content adopted by the company.

Victor and Cullen (1988) also propose a typology of ethical climates established upon three bases of moral judgment, namely egoism, benevolence and principled with two major dimensions and each climate with three positions as shown in table 2.2.

Table 2.2 : Locus of Analysis

LOCUS OF ANALYSIS			
	INDIVIDUAL	LOCAL	COSMOPOLITAN
EGOISM	SELF INTEREST	COMPANY PROFIT	EFFICIENCY
BENEVOLENCE	FRIENDSHIP	TEAM INTEREST	SOCIAL RESPONSIBILITY
PRINCIPLE	PERSONAL MORALITY	COMPANY RULES AND PROCEDURES	LAWS AND PROFESSIONAL CODES

Source : Victor & Cullen, (1987)

- i. Egoism refers to a behavioral tendency that is essentially self interested in seeking pleasure, and escaping pain,
- ii. Benevolence (utilitarianism) is associated with concerns to satisfy the interests of as many people as possible;
- iii. Principled climates (deontology) relate to internalization of universal standards and beliefs by the members of an organization.

Based on Dickson et al. (2001); Fritzsche, (2000); Malloy and Agarwal, (2003); Peterson (2002) and Vaicys et al. (1996), the Ethical Climate Questionnaire (ECQ) has been broadly used in previous researches to investigate types of ethical climate in the company.

There are previous study by Elci& Alpan (2009) to examine the effect of perceived organizational ethical climate on work satisfaction. The objective of the study is to determine the impacts of nine types of ethical climate types on employee job satisfaction, i.e. social responsibility, company rules and procedures, laws and

professional codes, company profit, team interest, self-interest, personal morality, friendship and efficiency. The study was conducted in Turkey involving telecommunication firms' employees, using ethical climate typology (Victor & Cullen, 1988; Schwepker, 2001). The findings revealed that there is existence on nine types of ethical climate. Social responsibility, law and professional codes and team interest appears to positively impacts on job satisfaction.

b) Organizational Ethical Climate

According to Victor and Cullen (1988), the ethical climate in an organization refer to shared perceptions of what ethically correct behavior is and how ethical issue should be handled. An ethical climate refers to the stable, psychologically meaning full perceptions members of organization and organization subunits (Schneider, 1975). Ethical climate is important because it is believed that varying dimensions of ethical climate may be associated with very different types of ethical behavior (Cullen, Victor and Stephens, 1989; Wimbush and Shepard, 1994).

2.3.2 Ethical Climate and Workplace Deviant

A study done by Henle, Giacalone and Jurkiewicz (2005) showed that employees higher in idealism will be less likely than those lower in idealism to engage in workplace deviant directed at both the organization and individuals within it. Individuals high in idealism are more concerned with the welfare of others, and in particular, maximizing positive outcomes for all impacted by decision or behavior. As shown in this study, employees differ in their decision to participate in workplace deviant depending on their personal

ethical ideology. Correlation analyses indicated that idealism was negatively related to both organizational and interpersonal deviance.

In other study by Meral and. Lutfak (2009) suggested that while some of the nine ethical climate types may influence some work satisfaction positively, some may exert negative effect and yet some are not even related to satisfaction. Based on those finding, manager may influence work satisfaction by ensuring that the organization has a law and professional codes ethical climate.

Moreover, in a separate study done by Barnett and Vaicys (2000) in a American Marketing Association toward 1000 participants showed that the strength of the ethical judgment behavior intentions relationship varied depending on the individual's perception of ethical climate. The result are particularly interesting as they pertain to the individual dimension, especially the utilitarian climate of social responsibility. The social responsibility climate not only encourage a consideration of the effect of an action's consequence to others, but direct this concern outside the organization such as stakeholders, society and the community.

A study by Rosenblatt and Lhinchisky (2009) towards 1016 teachers from 35 schools affiliated with a large technology high school network in Israel shows that teachers' perception of caring climate was related to the value of caring and teachers who perceive their school climate as focused on either caring or formal ethics are more likely to attend work than to be absent. These study is focused on the relationship between voluntary absence of high school teacher and aspect of organizational ethical climate (caring and

formal). Victor and Cullen (1988) have suggested that different types of climate have different organizational effects.

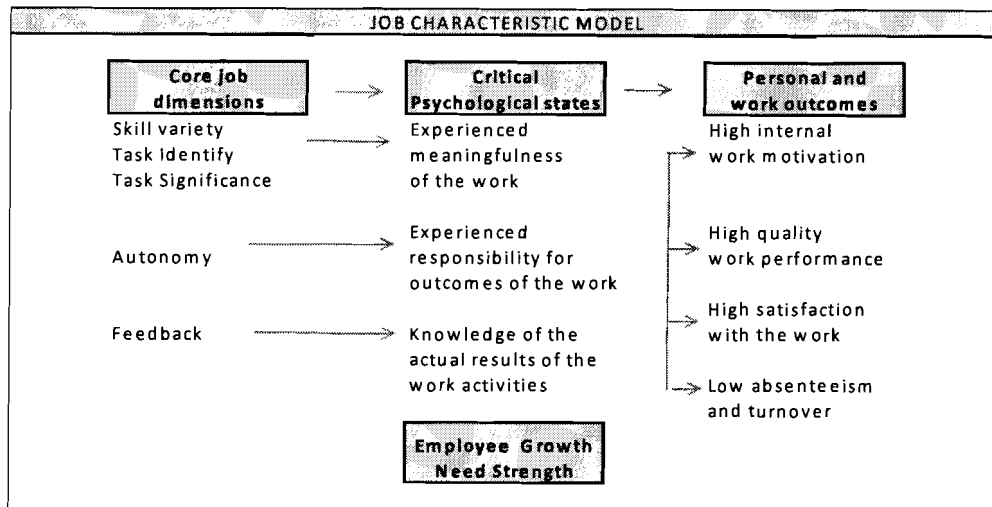
This view also supported by Wimbush and Shepard (1994) and Shepard et al (1994) who have suggested that there is a close link between the behavior of employees and the climate of the organization. The authors also underlined the fact that an ethical may be related not only to the ethical behavior of employees, but also to dysfunctional and counterproductive behavior.

2.4 JOB ATTRIBUTES AND WORPLACE DEVIANCE

Researcher reported in the management literature determine that work content and work context are two critical job characteristics that could explain the relationship between work status and job satisfaction (Conway and Briner, 2002; Krausz, 2000; Sinclair, Martin and Michel, 1999).

The Job Characterisc Model developed by J. Richard Hackman and Greg Oldham (1975), has been the dominant approach for explaining the relationship among job design, job attitudes and job performance (Abbott, Boyd & Miles, 2006; Fox & Feldman, 1988; Parker & Wall, 1998; Torraco, 2005). This model investigate the link between job characteristics and important outcomes (e.g employees job satisfaction, job performance, absenteeism).

Table 2.3 : Job Characteristic Model.



Source : J.R. Hackman and G.R. Oldman, (1980)

The first three dimension – skill variety, task identity and task significance combine to create meaningful work. That is, if these three characteristic exist in a job, the model predict that the incumbent will view the job as being important, valuable and worthwhile. The jobs with high autonomy give job incumbents a feeling of personal responsibility for the result and that, if a job provides feedback, employees will know how effectively they are performing. The more these three psychological states are present, the greater will be employees motivation, performance and satisfaction and the lower absenteeism and likelihood of leaving the organization.

A study done by Renn and Vanderberg (1995) towards 90 policy processing and customer service employees of a major Southeastern insurance company. The critical issues to conduct this research about the significance contribution to the job characteristic model's ability to explain basic process or are the critical psychological states (CPS) an unnecessary component of the job characteristics model to maximize work outcomes.

The findings did not support the requirement that all three CPS need to be experienced to maximize the explanation of work outcomes.

Nuhrita Juhdi and Ahmad Zohdi (2010) indicated that the overall teaching role attributes gave significant positive influence to all the three work outcomes. The teachers perceived that the higher level of their attributes (in term of skill variety, autonomy, task importance, level of feedback and task identity) in their pedagogical, managerial, technical and subject design aspects, they experience higher degree of work outcomes. As a result indicated that the influence of the teachers teaching role attributes on their work outcomes was further enhanced by the sense of meaningfulness which served as the mediating variables. The mediating variables was commonly under represented in studies that employed the Job Characteristic Model proposed by Hackman and Oldham.

Mark G. Wilson et al (1999) developed empirical study that work characteristic will influence psychological work adjustment factors that ultimately affect employee health and well being. This study an important first step to understanding how organizational actions impact employees. The importance of the interpersonal aspects of work and emphasize how much they influence the nature of work and the employment relationship. The social domain of work is probably the most intriguing and least understood of the construct studied and yet has a major influence on the efficiency and effectiveness of the organization.

2.5 PERSONALITY VS DEVIANT BEHAVIOR

Based on Gordon Allport, personality is the dynamic organization within the individual of those psychological systems that determine his unique adjustment to his environment.

Personality defined as the sum total of ways in which an individual reacts to and interacts with others.

The most important reasons managers need to know how to measure personality through personality tests in hiring decisions, best fit employee and to manage people in the organization. The Myers Briggs type Indicator is the most widely used personality assessment instrument in the world. It's a 100 question personality test that ask people how they usually feel or act in particular situation.

Consensus is emerging that The Big Five Personality Model (often termed the Big Five) can be used to describe the most salient aspects of personality (Goldberg, 1990). It is personality assessment model that taps five basic dimension :-

- a) Extraversion , A personality dimension describing someone who is sociable, gregarious and assertive
- b) Agreeableness, A personality dimension that describes someone who is good natured, cooperative and trusting
- c) Conscientiousness, A personality dimension that describes someone who is responsible, dependable, persistent and organized
- d) Emotional Stability, A personality dimension that characterizes someone as calm, self confident, secure versus nervous, depressed and insecure.

Mount, Harter, Witt and Barrick (2004) on their research focused the joint relationship of personality and perceptions of the work situation with deviant behavior. Using four samples of employees and multiple organizations of the core construct, the authors found

support for the hypothesis that positive perceptions of the work situation are negatively related to workplace deviance. In addition, consistent with hypothesis, the personality traits of conscientiousness, emotional stability and agreeableness moderated this relationship. The relationship between perception of the developmental environment and organizational deviance was stronger for employees low in conscientiousness or emotional stability, and the relationship between perceived organizational support and interpersonal deviance was stronger for employees low in agreeableness.

2.5.1 Self Esteem

Self esteem refers to the extent to which people like, respect and are satisfied with them (Shane and Glinow, 2010). It is defined as the degree of liking or disliking themselves and the degree to which they think they are worthy or unworthy as a person.

2.5.2 Self Esteem and Deviant Behavior

In studying self esteem and deviant behavior relations, self consistency theory (Korman, 1970,1976) suggest that in order to maintain cognitive consistency between attitudes and behavior, individuals engage in actions consistent with their overall view of themselves. Korman (1970) stated that individual will be motivated to perform on a task or job in a manner which is consistent with their self image. In other words, self esteem consistency theory predicts that individuals with high self esteem tend to outperform individuals with low self esteem. Behavioral Plasticity Theory suggests that individuals with low levels of self esteem are more reactive to contextual variables: as such the relation between stressor and outcomes is hypothesized to be stronger for those low in self esteem.

Contingent self esteem exist when one's sense of self worth becomes tied to success in a particular domain and promotes preoccupation with validating one's abilities and performance in the domain (Crocker & Wolf, 2001;Deci &Ryan, 1995). Its developed when important others (individual or groups) accept/value an individual only when that individual achieves certain criteria. As a result, the criteria become internalized standards by which the individual judges his or her worth.

A study by Ferry etc el (2009) suggested that self consistency and behavioral plasticity theory prediction hold only for individuals with low levels of workplace contingent self esteem. When self esteem is contingent upon demonstrating workplace competence, engaging in deviance represents an irrational act that threatens one's self esteem. L. Ferry etc el (2009) also suggested that when workplace contingent self esteem is low, global self esteem relates to deviant behaviors. This suggests that managers have two potential options to reduce deviant behavior; increase global self esteem or increase workplace contingent self esteem.

Employee with high negative emotion and anger was found to be positively and significantly related to workplace deviant behavior (Fox & Spector, 1999).

2.6 JOB SATISFACTION

Job satisfaction is including the attitudes of the employees and the job characteristic (Blum and Naylor, 1968). This statement consistent with other views by Schultz (1970), Wexley and Yukl (1975), McCormick and Ilgen (1985), and Arifin (1985) which mentioned that job satisfaction refers to the employee's attitudes towards his job. Locke (1976) described job satisfaction as a positive emotion or pleasure of working. Spector

(1997) defined job satisfaction as the level of what kind of employees like (satisfaction) or dislike (dissatisfaction) their works.

Research shows that the major job satisfaction facets(work itself, pay, advancement, promotion, supervision, coworkers), enjoying the work is almost always the one most strongly correlated with high levels of overall job satisfaction. Job satisfaction also not just about job condition but personality also plays a role towards their performance.

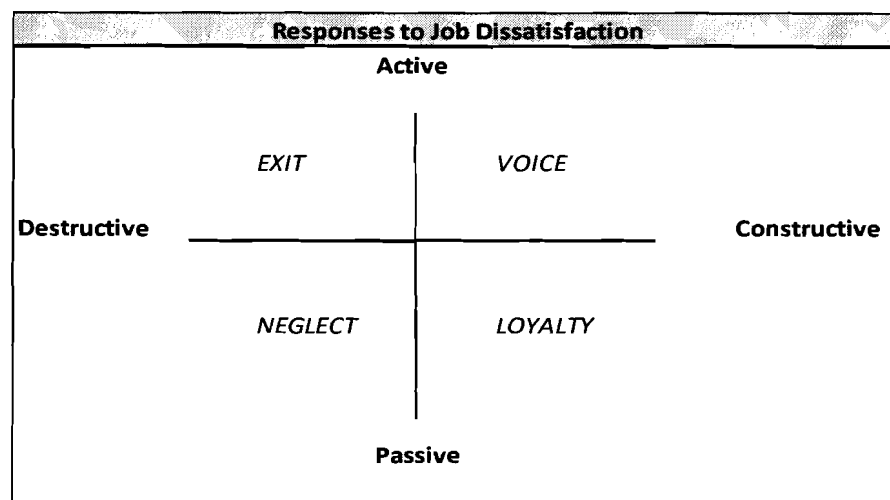
Edward, Bell and Decuir (2008) study about the relationship between job satisfaction and task and contextual performance. Specifically, it assessed this relationship for overall as well as facets of job satisfaction. Four hundred and forty four employees in manufacturing plant completed measures of job satisfaction and their supervisors completed measures of task and contextual job performance. Results indicate that the relationships between overall job satisfaction and task and contextual performance were the same. However, when the facets of job satisfaction were considered, different relationship emerged.

There was a stronger relationship between satisfaction with supervision and contextual performance compared to task performance. In contrast, there was a stronger relationship between satisfaction with work and task performance compared to contextual performance. Results indicated the importance of considering different facets with job satisfaction and job performance relationship, as well as the importance of matching predictors and criteria in terms of their levels of specifically.

2.6.1 JOB SATISFACTION AND DEVIANT BEHAVIOR

They are consequences when employees like jobs and when they dislike their jobs. Table 2.2 illustrate the theoretical model – the exit-voice-loyalty –neglect framework.

Table 2.5 : Responses to Job Dissatisfaction



Source : Robinson Judge, (1980)

The responses are defined as follows:

Exit :- The exit response involves directing behavior toward leaving the organization., including looking for a new position as well as resigning

Voice :- The voice response involves actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity.

Loyalty :- The loyalty response involves passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of

external criticism and trusting the organization and its management to “do the right thing”

Neglect :- The neglect response involves passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort and increased error rate

According to Brunetto and Farr-Wharton (2002), job satisfaction is multidimensional, consisting constructs such as service conditions, wages stage, the work, the nature and level of supervision, procedures of performance appraisal, relationships with co-workers and opportunities for advancement. Furthermore, job satisfaction can contribute to psychological well being at work and outside the work (Robbins, Peterson, Tedrick, & Carpenter, 2003).

Reisel, Probst, Chia, Malolos and Konig (2010) examines the effects of job insecurity on three outcomes; job attitudes (satisfaction), work behavior (organizational citizenship behavior and deviant behavior) and negative emotion. Based on their research show that job insecurity is negatively related to job satisfaction and that job insecurity has both direct and indirect effects on work behaviors and emotion. The researcher address these result in the context of growing pressures on business to improve efficiencies through human capital reductions bearing in mind the tradeoffs that businesses must anticipate as employees respond to job insecurity in ways that are counterproductive to organizational purpose.

Research by Allen and Griffeth (2001), Allen et al (2003) and Chiu and Francesco (2003) shows that job satisfaction is a strong predictor of turnover intentions. Elangovan's 92001

extensive research shows that job satisfaction predicts both commitment and turnover intentions, and commitment predicts only turnover intentions. According to Hellman (1997), increasing dissatisfaction in employees results in a higher chance of considering other employment opportunities. Scombe and Smith (1997) found that the factors given by employees as reasons for leaving were centered on issues known to affect job satisfaction such as ineffective supervisory relationships and poor opportunities for professional development, rather than external environment of which managers would justifiably feel unable to control.

2.7 SUMMARY

The second chapter of the study has reviewed the relevant literature of Workplace Deviant Behavior to build an in-depth understanding for the theoretical implication of the concept of Workplace Deviant Behavior, which is considered as one of the greatest concerns of the modern business to sustain their workforce. This chapter has also reviewed the literature of Workplace Deviant Behavior from various researches setting to review and understand the ongoing research in the field of Workplace Deviant Behavior with relation to employee's behavior in the organization.

This chapter also helps to develop the understanding of the subject area and the issues relevant to Workplace Deviant Behavior and its relationship with personality, attitude, job satisfaction and job attributes.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The main purpose of this research is to examine the perceived level of workplace deviance behavior and its relationship with ethical climate variables, job attribute variable, job satisfaction variable and self esteem variables. This chapter contains the following sections relating to methodology: (i) theoretical framework and hypotheses development, (ii) research design, (iii) instrumentation, (iv) reliability testing (v) analysis of data, and vi) chapter summary.

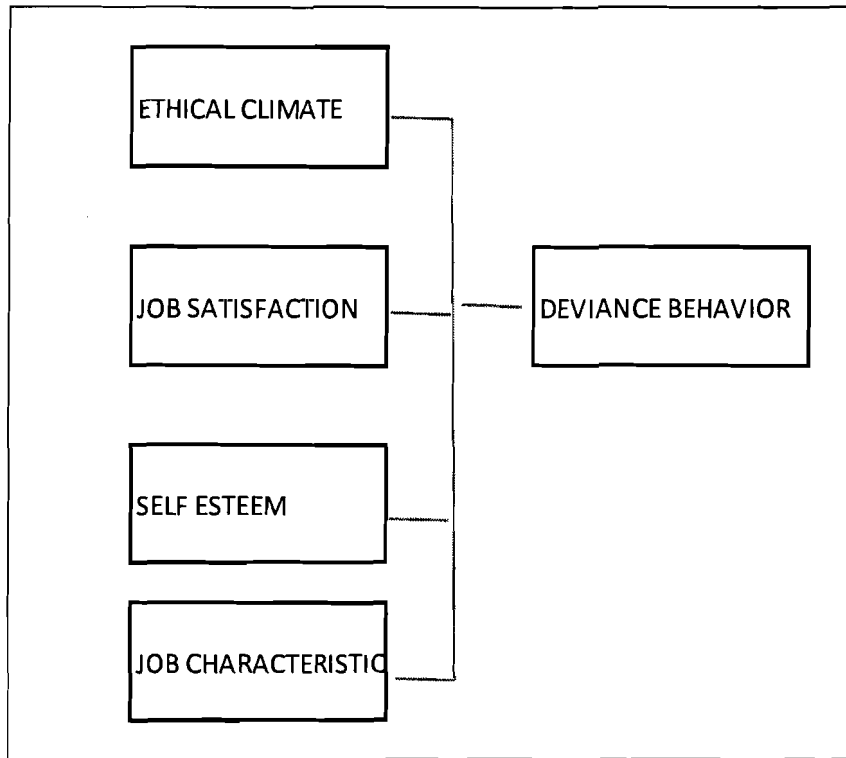
3.2 THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

After careful consideration of the research questions and objectives of this study, and review of relevant literature in chapter two, the theoretical framework and research model is developed, and hypotheses are formulated to identify and test the relationship between the various variables identified. Based on the literature review presented earlier, certain investigative relationships among the study variables are accomplished.

3.3 RESEARCH FRAMEWORK

Based on the above literature, the present study will be guided by the following research framework as illustrated in table 3.1.

Table 3.1 Research Framework



3.4 HYPOTHESIS DEVELOPMENT

The five factors constituted as variable , which is an independent variable, and which is associated to one dependent variable Workplace Deviance Behavior.

3.4.1 Hypothesis I

Wimbush & Shepard (1994&1997) discussed the relationship between ethical behavior and ethical climate. The ethical climate of an organization is influenced by the perception of the organization policies and practice. Appelbaum and Roy Girard (2007) indicated that a toxic organizational culture will negatively affect employees attitude, that in turn, lead to poor work performance, high absenteeism, increase turnover and provide room for employees to act deviant at workplace. Carmeli (2005) empirically demonstrated that

organizational culture had a significant and negative relationship with absenteeism and withdrawal intentions. Raelin (1984) and Spector and Fox (2002) argued that the organization's environment should lead to behavior through the mediating process of perceptions and emotion. The employees perceptions of the environment will induce an individual's emotional reaction, either positive or negative. The forms of emotions produce action tendencies and intention to act (Miles et.al.2002).

Hence based on the above theoretical argument and past studies, the following hypothesis is developed.

H1 : *There is a negative relationship between Ethical Climate and workplace deviant behavior.*

3.3.2 Hypothesis 2

Past researchers have found that motivating job characteristic can influence employee behavior displays of organizational behavior. The job characteristic have a stronger link with organizational behavior towards their motivation to works, performance as well as negative and positive behavior. Job Characteristic may effect organizational behavior through employees perception (e.g felt responsibility and perceived task importance regarding the motivating potential inherent in job characteristic (Farh, Podsakof & Organ, 1990; Organ et al, 2006).

Employees who feel that their tasks are significant are more likely to understand the importance of their work environment and to value the mutually dependant relationships

among employees. Thus, enhanced meaning in the job would enable an employee to consider the needs, problems and perspective of other organization member from the organization perspective. Hence based on the above the theoretical arguments and past studies, the following hypothesis is developed.

H4 : There is a negative relationship between Job Characteristic and Workplace Deviant Behavior.

3.3.3 Hypothesis 3

There are several workplace contributors that causes people bored with their job such as salary, workload, co-workers and supervisors which in turn results in negative behaviours such as absenteeism (Davis, 1992). This is indicators that their productivity has decreased due to job dissatisfaction. This creates negative impact on employees behavior. Hence based on the past studies, the following hypothesis is developed.

H2: There is a negative relationship between job satisfaction and workplace deviant behavior

3.3.4 Hypothesis 4

Previous study by K. Mount, A.Witt, K.Harter and R. Barrick (2004) found that employees who had positive perceptions of the work situation are less likely to exhibit deviant behavior. In addition, employees who are conscientious and agreeable are less likely to exhibit deviant behavior. Finally. Personality moderates the situational

perceptions –deviance relationship such that negative perceptions of the work situation are more strongly related to deviance when either conscientiousness, emotional stability, or agreeableness is low. This demonstrates that personality moderates the relationship between situational perceptions and deviant behavior. Hence based on the above theoretical arguments and past studies, the following hypothesis is offered :

H3 : There is a negative relationship between self esteem and deviant behavior.

Next, a discussion on how the research was actually carried out is presented.

3.4 RESEARCH DESIGN

This study is a survey study. For the purpose of this study, a survey study is conducted to find out the relationship between independent variables (Ethical Climate, Job Satisfaction, Job Characteristic and Personality) and Workplace Deviant Behavior through questionnaire. Related secondary data is collected and analysed from literature and previous research to verify the hypothesis. The survey study is conducted through questionnaire because questionnaire is an efficient data collection mechanism (Saskaran, 2000) since the researcher knows what is required and how to measure the variables.

3.5 POPULATION AND SAMPLING

Population refers to the entire group of people, events or things of interest that the researcher wishes to investigate. The population frame is a listing of all elements in the population from which the sample is drawn.

3.5.1 Population Frame

This study is conducted at Padiberas Nasional's complexes and warehouses in Peninsular Malaysia. Currently, there are about 400 employees work in 32 complexes and 20 warehouses in Peninsular Malaysia. Out of this number , a total of 200 employees were selected randomly using simple random sampling to represent the employees at Padiberas Nasional's complexes and warehouses in Peninsular Malaysia.

To achieve the research objective, a cross-sectional survey of employees in selected Complexes and warehouses in Central Region was carried out. The data collection phase one started in second week of April and completed on Mei 2011.

3.5.2 Data Collection method

The population of this study comprises operation workers of the manufacturing industries. This study is conducted at Padiberas Nasional Bhd (Bernas) Paddy Complexes and Rice Warehouses at Peninsular Malaysia. A listing of staff categories under job position level are used as the population frame. Therefore by adopting a random sampling method provided by (Sekaran, 2002, p. 295), 200 workers should be the desirable sample for this study. Therefore 200 questionnaires were self-administrated to 32's Bernas complexes and 20's Bernas warehouses in Peninsular Malaysia. BERNAS have 1500 workers over Malaysia and 600 workers are located at operation site. Data collection process lasted around four weeks, from the first week of April 2011 to the end of April 2011. A total of 100 questionnaire found completed, were returned resulting in an overall 30 percent response rate.

Before pursuing the actual survey, a pilot study was conducted. BERNAS warehouses workers at Bandar Sultan Sulaiman, Pelabuhan Klang was involved in this pilot study. In this pilot study, 40 set of questionnaire were distributed to the respondents and 25 of them returned the questionnaire analysis.

3.6 QUESTIONNAIRE DESIGN

As mentioned earlier, data were collected via questionnaires. This survey questionnaire is developed in Bahasa Malaysia due to the majority of the respondents are Malays and from the low level ranking. To allow ease to respondents an introductory letter was attached with the questionnaire. The letter introduced the researcher and the purpose of research and also ensures the anonymity of the respondent's personal information will be treated as completely private and confidential. The survey questionnaires is composed of 7 section. Table 3.2 summarize the description of questionnaires section :-

Table 3.2 : Description of Questionnaires

Questionnaire Section	Description
SECTION A	This section contain 19 questions on measuring of deviance behavior. The contains of questions indicates how frequent the occurrence of deviant behavior observed by the respondents.
SECTION B	This section contain 19 questions on measuring of ethical climate. The contains of questions indicates how much the degree of agreement and disagreement that the respondents on the ethical climate in the organization.
SECTION C	This section contain 18 question on Job Satisfaction. The contains of questions indicate how much the degree of agreement and disagreement that the respondents satisfied with their job.
SECTION D	This section contains 10 question on personal self esteem. The contains of question indicate how much degree of agreement and disagreement that the respondents perceived in their self esteem.
SECTION E	This section contains 16 question on job attribute. The contains of question indicate how important that the respondents perceived on the job attributes in their current job.
SECTION F	This section contains of respondent's demographic profile such as age, gender, education, length of service, education background and job position.

3.7 MEASUREMENT

3.7.1 Deviant Behavior

Employee Deviance was measured by Robinson and Bennet (2000) Interpersonal and Organizational deviance Scale. . All 19 items is measure with a 5 point Likert Scale. The distribution of deviance behavior are illustrated in table 3.3

Table 3.3 Distribution of Deviance Behavior

No	Items
1	Made Fun of someone at work
2	Said something hurtful to someone at work
3	Made an enthnic, religious or racial remark at work
4	Cursed at someone at work
5	Played a mean pranked on someone at work
6	Acted rudely toward someone at work
7	Publicly embarrassed someone at work
8	Taken propoerty from work without permission
9	Spent to much time fantasizing or daydreaming instead of work
10	Falsified a receipt to get reimbursed for more money than you spent on business expenses
11	Taken an additional or longer break than is acceptable at your workplace
12	Littered your work environment
13	Neglected to follow your boss's intructions
14	Intentionally worked slower than you could have worked.
15	Come in late to work without permission
16	Discussed confidential company information with unauthorized person
17	Used an illegal drug or consumed alcohol on the job
18	Put little effort into your work
19	Dragged out work in order to get overtime

3.7.2 Ethical Climate

A work climate is defined as perceptions that ‘are psychologically meaningful molar descriptions that people can agree characterize a system’s practices and procedures’ (Scheinder, 1975). Following to Scheider, 1983 organizational members must perceive the existence of normative patterns in the organization with a measurable degree of consensus, where is members are asked to report not on their own behavior and values, rather, on the practice and procedures that they perceive to exist in the organizations. The study by Victor and Cullen, 1987 demonstrates that organizations have distinct types of ethical climate within organization by position, tenure and workgroup membership. Five empirically derived dimension of ethical climate are described; law and code, caring, instrumentalism, independence and rules. Analyses of variance reveal significant

differences in ethical climates both across and within firms. Following Scheinder's (1983), 'climate approach' to research, the Ethical Climate Questionnaire (ECQ) was developed to tap respondents perceptions of how the members of their respective organizations typically make decisions concerning various 'events, practices and procedures' requiring ethical criteria (Victor and Cullen, 1987).

To analyse of ethical climate, respondents will rate each item on a 5 point Likert Scale ranged from 1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree..

The distribution of ethical climate item was distributed as table 3.3

Table 3.3 Distribution of Ethical Climate

	Item
1	In this company people expected to stricly follow legal or professional standards
2	Everyone is expected to stick by company rules and procedures
3	It is very important to follow the company's rules and procedures here.
4	In this company the law or ethical code of their profession is the major consideration.
5	In this company, the first consideration is wheather a decision violates any law.
6	People are expected to comply with the law and professional standards over and above all other considerations.
7	Successful people in this company go by the book.
8	People in this company strictly obey the company policies.
9	In this company each person is expected above all to work efficiently.
10	What is best for everyone in the company is the major consideration here.
11	The most important concern is the good for all people in the company as a whole.
12	Our major concern is always what is best for the other person.
13	Is this company people look out for each others good
14	In this company people are mostly out of themselves.
15	In this company people protect their own interests above all else
16	There is no room for one's own personal morals or ethics in this company
17	The major responsibility of the people in this company is to control costs.
18	In this company people are guided by their own personal ethics
19	The most concern in this company is each person's own sense of right or wrong.

3.7.3 Job Satisfaction

Job satisfaction is an evaluative judgment about the degree of pleasure an employee derives from his or her job that consists of both affective and cognitive components (Hulin & Judge, 2003). Job satisfaction was measured using index of job satisfaction developed by Brayfield & Rothe (1951). Sheng & Yu (2008) was developed Employee Satisfaction Model with an aim of simplicity, diagnostic and comparability that can explore the casual relationship of employee satisfaction. In this section, 18 point Likert type scale instrument was used to measure participants satisfaction with their job. Item responses measured the degree to which individual agreed or disagreed with each statement.

Response ranged from 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. The distribution of job satisfaction item was distributed as table 3.4.

Table 3.4 Distribution of Job Satisfaction

	JOB SATISFACTION
1	My job is usually interesting enough to keep me from getting bored
2	Most days I am enthusiastic about my work
3	I feel my job is more interesting than others I could get
4	I find real enjoyment in my work
5	I feel that happier in my work than most other people
6	I feel fairly well satisfied with my present job.
7	I am satisfied with my job for the time being.
8	I like my job better than the average worker does.
9	My job is like a hobby to me.
10	It seems that my friends are more interested in their jobs
11	My Job has a fair promotion policy
12	I enjoy my work more than my leisure time
13	Most of the time I have to force myself to go to work.
14	I consider my job rather unpleasant
15	I am disappointed that I took this job.
16	My job is pretty interesting
17	Each day of work seems like it will never end
18	I am adequately paid for the job I do.

3.7.4 Self Esteem and Personality

Self Esteem as a self evaluation that individual make with regard to themselves. Self esteem expresses an attitude of approval or disapproval of self, it is a personal evaluation reflecting what people think of themselves as individuals; it indicates the extent to which individuals believe themselves to be capable, reflecting a personal judgment of worthiness (Jon &.Donald et al,1989). Self esteem was measured by using Rosenberg Self Esteem Scale (Rosenberg, 1989). The 10 item scale includes 5 positively worded items and 5 negatively worded items. Respondent are asked to answer each question on a 5 point Likert scale ranged from 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly disagree. The distribution of self esteem item was distributed as table 3.6

Table 3.5 Distribution of Self Esteem

	SELF ESTEEM
1	I feel that I have a number of good qualities
2	I feel that I'm a person of worth, at least on an equal plane with others
3	I am able to do things as well as most other people
4	I take a positive attitude towards myself
5	On the whole I am satisfied with myself
6	All in all, I am inclined to feel that I'm a failure
7	At times I think I am not good at all
8	I feel I do not have much to be proud of
9	I certainly feel useless at times
10	I wish I could havemore respect for myself

3.7.5 Job Characteristic

Job characteristics as a work related factors or attributes that include the nature of the work itself and corresponding skills, autonomy, challenges, work environment, salary, benefits, job security feedback, interpersonal relationships, knowledge learned and development opportunities (Chien, 2009).

Job characteristic was measured based on Boswell, Roehling, Le Phine and Moynihan (2003) to rate the importance of factors that may influence job/employer choice decisions. Respondent were asked to rate the importance of 18 job characteristic that are important to their current job. Items responses ranged from 1=important, 2= least important, 3=neutral, 4= important, 5= very important. The distribution of Job Characteristic item was distributed as table 3.6.

Table 3.6 : Distribution of Job Characteristic

	JOB CHARACTERISTIC
1	Advancement opportunities
2	Benefits
3	Company culture
4	Company's reputation
5	Co workers
6	Freedom/ability to work independently
7	Hours of works and or work schedule
8	Industry
9	Level of job security
10	Location of job
11	Monetary compensation
12	Nature of work
13	Size of company
14	Supervisor
15	Training Provided
16	Vacation time
17	Wor/life balance
18	Working condition

3.8 DATA ANALYSIS

The method used to analyse data suggest that this study is a quantitative study. The study uses various statistical tests using Statistical Package for Social Science (SPSS) Version 17.

The data analysis included the following:

- i) The establishment of Cronbach's Alpha for the relevant scales
- ii) Demographic Profile Respondent
- iii) The frequency distribution for several of the measures
- iv) Measures of Central Tendency and Dispersion
- v) Pearson Correlation Matrix Hypothesis testing
- vi) Multiple Regression Analysis

The reliability of scales is first analysed using Cronbach's Alpha since Cronbach's scale is best used for multipoint scaled items.

3.8.1 Descriptive Analyses

Descriptive analyses include frequencies, mean, and standard deviations, which are computed for all variables to obtain a general profile of the distribution of responses. In particular, frequencies, mean, and standard deviations are calculated to identify the characteristics of the sample for the study. By calculating mean and standard deviation of each facet of job satisfaction and intention to leave, objective 1 (one) of this study would be achieved.

3.8.2 Correlation Analysis

For this study, Pearson correlation analysis is used to inspect whether job satisfaction and intention to leave have significant relationship to each other. The scale suggested by Hair et al., (2003) is used to describe the intensity of relationships between the dependent and the independent variables of the study as shown in Table 4.2. This analysis is used to test the relationship between facets of job satisfaction and intent to leave. By testing hypotheses one through six, using correlation analysis would help to achieve the objective number 2 (two) of this study.

Table 3.8 *Pearson's r Indices of Correlation*

Pearson's r	Indication
Between ± 0.80 to ± 1.00	High correlation
Between ± 0.60 to ± 0.79	Moderately high correlation
Between ± 0.40 to ± 0.59	Moderate correlation
Between ± 0.20 to ± 0.39	Low correlation
Between ± 0.01 to ± 0.19	Negligible correlation

Finally, multiple regression analysis was conducted to examine which among the 5 dimensions in independent variables is the most important dimension in explaining deviant behavior.

3.8.9 Realibility Testing

Reliability of measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the "goodness" of a measure

(Sekaran, 2005). Furthermore, the reliability of measure will indicate the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument. To measure the reliability of the instruments used, Cronbach's alpha is employed. According to Sekaran (2005), if the Cronbach's alpha is less than 0.6, this means that the instrument used has a low reliability (and thus opens for some errors). If the alpha value is within 0.7, the instrument is acceptable for further analysis. The internal consistency reliability

3.9 SUMMARY

This chapter has described the development of the research model for this study. The research methodology and the research design have been explained following, the hypothesis generation. Different statistical tests, such as, descriptive (mean and standard deviations), Pearson correlation, and multiple regression analysis are used to examine the relationship hypothesized. The finding of the data analysis will be discussed in the next chapter.

CHAPTER FOUR

FINDINGS

4.1 INTRODUCTION

This chapter outlines the result of data analysis obtained from data collected from respondents. The main purpose of this study is to study the relationship between Deviant Behavior as dependent variables and Ethical Climate, Job Satisfaction, Job Attributes and Self Esteem as Independent variables. This study aims to answer the research questions as well a to achieve the research objectives highlighted in Chapter One. In addition, this study intends to verify the hypothesis made in Chapter 2. This chapter is divided into eight parts which includes; overview of data collected, profile of respondents, goodness of measure, descriptive analysis, major findings, summary of findings and conclusion.

4.2 OVERVIEW DATA COLLECTED

A total of 200 sets of questionnaires were distributed to respondents, only 130 were returned. 23 questionnaires were not used for data analysis purposes as the researcher found that the respondents not follow the questionnaires instruction and the answer not consistent. Hence the usable questionnaires for this research were 107.

Table 4,1 Survey Responses

	Total	Percentage
Questionnaires distributed	200	
Collected questionnaires	130	65%
Usable questionnaires	107	54%
Discarded questionnaires	23	12%
Uncollected questionnaires	70	35%

4.3 PROFILE OF RESPONDENT

The profile of 107 respondent consisting Padiberas Nasional's Operation Staff at Paddy Complex and Rice Warehouses in Peninsular Malaysia who participated in the study is summarised in table 4.2.

Table 4.2 : Profile of Respondents

	Demographic	Categories	Frequency	Percentage
P1	Gender	Male	74	69%
		Female	33	31%
P2	Marital Status	Single	41	38%
		Married	66	62%
P3	Age	Below 25	10	9%
		26-35	29	27%
		36-45	48	45%
		46-50	13	12%
		Above 51	7	7%
P4	Qualification	SRP/SPM	90	84%
		DIPLOMA/DEGREE	14	13%
		MASTER ABOVE	3	3%
P5	Job Category	Non Executives	91	85%
		Executive	13	12%
		Manager above	3	3%
P6	YOS	below 2	32	30%
		3-5	16	15%
		6-10	2	2%
		11-20	34	32%
		above 20	23	21%
P7	Annual Income	Below 12,000	32	30%
		12001-24,000	27	25%
		24001-36,000	41	38%
		36,001-48,000	3	3%
		Above 48,000	4	4%

The study indicates that 69% of the respondents are male while the remaining of 31% with 33 respondent is female. Majority of the respondents are 36-45 of age with a steady

percentage of 45%, 27% of the respondents fall between the age of 26-35 years old, whereby 12% are in the range of 46-50 years old. 62% of the respondents are married, followed by 38% are single (includes single parents). In term of education level, 84% only have SPM or SRP certification, 13% are diploma and degree holder and followed by master or above qualification at 3%.

Most of the respondents are non executives (technician/clerk/operator position) with the steady percentage at 85%, executive at 12% followed by managerial level at 3%. Basically the highest annual income is 38% that referring to RRM24,0001-36,000 annual income, followed by 30% for below RM12,000 annual income and 25% have annual income between RM12,001-RM24,000 per year. Typically for length of services, the most highest percentage is refer to 11 – 20 year of employment by the percentage of 32% and below 2 years of employment show the percentage of 30%. 21% and 15% are goes to above 20 years of employment as well as 3-5 years of employment.

4.4 GOODNESS OF MEASURE

4.4.1 Reliability Test

This study uses Cronbach Alpha to test the reliability of the instrument used. The Cronbach Alpha values of each variable are illustrated in Table 4.3.

Table 4.3: Reliability Test on Instruments

Variables	No of Items	Items Dropped	Cronbach's Alpha
<i>Dependent Variables</i>			
Deviance Behavior	19	0	0.671
<i>Independent Variables (IV)</i>			
Ethical Climate	19	0	0.744
Job Attributes	18	0	0.739
Job Satisfaction	20	0	0.876
Self Esteem	10	0	0.826

The above Table shows the Cronbach Alpha values for both dependent and independent variables which are considered high. According to Sekaran (1992), reliabilities with less than 0.60 are deemed poor while those in the range of 0.70, is acceptable and those above 0.80 is considered as good. In the present study reliability analyses were run on five main measures i.e deviant behavior, job attributes, job satisfaction and self esteem. Table 4.3 highlight the reliability coefficients of the measure. As can be seen from table, the measure are all reliable given the high value of Cronbach's alpha, which allow for further data analysis.

4.5 DESCRIPTIVE ANALYSIS

Descriptive analysis which includes the mean and standard deviation for the independent and dependent variables are attained and recorded in Table 4.4.

4.5.1 Major Variables

All variables are evaluated based on a 5 point scale. The results show that the means of workplace deviance behavior (mean=3.14), ethical climate (mean=3.57), job attributes (mean=3.86), job satisfaction (mean=3.72) and self esteem (mean=4.07).

Table 4.4 : Descriptive Analysis for Major Variables

	Mean	Std. Deviation	N
WDB	3.14	.373	107
ETHICAL	3.57	.291	107
ATTRIBUTES	3.86	.313	107
SATISFACTION	3.72	.394	107
ESTEEM	4.07	.432	107

4.6 MAJOR FINDINGS

The results of Pearson Correlation Analysis are presented in the following section.

4.6.1 Pearson Correlation Coefficient

A correlation test is conducted to determine the relationship between workplace deviance behavior as dependent variables and Ethical Climate, Job Attributes, Job Satisfaction and Self Esteem as Independent Variables. The correlation matrix between workplace deviance behavior and ethical climate, job attributes, job satisfaction and self esteem is exhibited in Table 4.5 below. The finding from the analysis is then compared against the hypotheses developed in this study.

Table 4.5 Inter correlation of the Major Variables

	WDB	Ethical Climate	Job Attributes	Job Satisfaction	Self Esteem
WDB	1	-.122	-.050	-.321**	-.258**
Ethical Climate		1	.380**	.097	-.012
Job Attributes			1	.295**	.101
Job Satisfaction				1	.442**
Self Esteem					1

** Correlation is significant at $p < 0.01$, two tailed.

H1 : *There is a negative relationship between ethical climate and workplace deviant behavior.*

The relationship between ethical climate is tested against workplace deviant behavior. The results indicate that there is a negative relationship between two variables ($r = -.122$, $n = 107$, $p < 0.01$). The relationship between two variables is significant. Therefore hypothesis 1 is accepted. The result means that employees lower in ethical climate were more likely to commit in deviant behavior.

H2: *There is a negative relationship between Job Satisfaction and workplace deviant*

The relationship between job satisfaction and workplace deviant behavior is tested. The result shows that there is a negative relationship between two variables ($r = -.321$, $n = 107$, $P < 0.01$). The relationship between two variables is significant. Therefore hypothesis 2 is accepted. The results means that employees lower in job satisfaction were more likely to commit in deviant behavior.

H3 : There is a negative relationship between Self Esteem and Workplace Deviant Behavior

The relationship between self esteem and workplace deviant behavior is tested. The result shows that there is a negative relationship between two variables ($r = -.258, n = 107, P < 0.01$). The relationship between two variables is significant. Therefore hypothesis 3 is accepted. The results means that employees lower in self esteem were more likely to commit in deviant behavior.

H4 : There is a negative relationship between Job Characteristic and Workplace Deviant Behavior.

The relationship between job characteristic and workplace deviance behavior is tested. The results shows no significant relationship between the two variables ($r = 0.050, n = 107, P < 0.01$). The results shows that job characteristic not influence employee behavior in the organization. The hypothesis H4 is not accepted.

4.6.2 Multiple Regressions

Multiple Regression analysis is conducted to identify which among the independent variables that explained the dependent variables . The result is illustrated in table 4.6

Table 4.6: Results of Regression Analysis pertaining Ethical Climate, Job Characteristic, Job Satisfaction and Self Esteem on Workplace Deviance Behavior

Variables	Coefficient	Sig
Ethical Climate	-.134	.182
Job Attributes	.096	.356
Job Satisfaction	-.270	.013
Self Esteem	-.150	.148
F Value	4.051	
R Square	.137	
Adjusted R Square	.103	

**P<.05, **<.01*

The result indicates that only 13.7% of the variance (R square) in workplace deviance behavior is significantly explained by ethical climate, job attributes, job satisfaction and self esteem. The remaining percentages of the variance are being affecting by other factor that has not been studied in this research. The results show that ethical climate, job satisfaction and self esteem are significantly have negative relationship with workplace deviance behavior. The coefficient value for ethical climate ($\beta=-.134$), Job Satisfaction ($\beta=-.270$) and Self Esteem($\beta=-.150$). According the beta value among the three variables, job satisfaction is the most influential independent variable on workplace deviance behavior with significant 0.013.

4.7 FINDING SUMMARY

The summary of the analysis is exhibited in Table 4.7 below

Table 4.7: Summary of Findings

	Hypothesis	Result
H1	<i>There is a negative relationship between Ethical Climate and workplace deviance behavior</i>	Accepted
H2	<i>There is a negative relationship between Job Satisfaction and workplace deviance</i>	Accepted
H3	<i>There is a negative relationship between Self Esteem and Workplace Deviance Behavior</i>	Accepted
H4	<i>There is a negative relationship between Job Characteristic and Workplace Deviance Behavior.</i>	Not Accepted

4.8 CONCLUSION

From the above findings, correlation analysis concludes that job satisfaction, ethical climate and self esteem are significant and negatively correlated with workplace deviance behavior. The result from multiple regression analysis indicated that the most

contributing factor towards workplace deviance behavior is Job Satisfaction. In the next chapter, a discussion on the findings presented here will be offered.

CHAPTER FIVE

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1 INTRODUCTION

This chapter discusses the findings of this study based on the research questions developed as well literature reviews mentioned in chapter two, In this chapter, the finding of the study are further discussed and recommendations for future research are offered.

5.2 DISCUSSION

The purpose of this study is determine whether there is any relationship between ethical climate, job satisfaction, job attributes and self esteem towards workplace deviant behavior. Having measured the four independent variables had allowed us to understand the relationship between independent variables toward workplace deviant behavior.

5.2.1 To What Extent Does Ethical Climate Correlate with Workplace Deviant Behavior

The result of this study indicates a negative relationship between ethical climate and workplace deviant behavior, validating the study conducted by Victor and Cullen (1987, 1988) combined the two dimensions of moral reasoning (ethical criteria and locus of analysis) to form a typology of theoretically possible ethical climate types.

Tim and Cheryl, 2000 found a significant relationship between individual ethical judgment and behavioral intentions to be strengthened, as the organization implicitly or explicitly encourages employees to rely more strongly upon their personal interests when making ethical decisions. There were relatively strong negative correlation between the

egoistic climate of self interest and the other three ethical climates (Egoism, Utilitarian and Deontology).

This suggests that companies that have egoistic climates are not likely to have high levels of the other ethical climate characteristic but the characteristics of the utilitarian and empirical studies have shown that individual judgments about the morality of an action are strongly about the morality of an action are strongly correlated with intentions to engage in the action (Bass et al, 1999). Organizational factors are likely to moderate this relationship (Trevino, 1986)

Continued research on the ethical climate and its relationship to behavior will yield both theoretical and practical implication. On the theoretical side further research will provide additional empirical evidence concerning the existence and a description of different dimension of ethical climate. Additional research will also further substantiate the relationship between climate and behavior found in other studies(Fredickson, 1972;White and Lippit,1968) while giving insight into the specific relationship between ethical climate and ethical behavior.

5.2.2 To what extent Does Job Satisfaction Correlate with Workplace Deviant Behavior

People are the most important asset of any organization..Previous researcher have found that satisfied employees (e.g having a pleasurable feeling resulting from job experience) are more likely to contribute their knowledge (Janz & Prasarnphanich, 2003) , improve their job performance (Judge et al,2001) , be creative and cooperate with others because satisfaction is inner force that drives employees behavior. Dissatisfied employees in

contrast often hold what they know , unwilling to share knowledge or uncooperative with others. H.H. Sheng & C.W.Yu, 2008 through Employee Satisfaction Index Model believes employee satisfaction affects employee behavior (e.g increases productivity and organizational commitment, lower absenteeism and turnover). Satisfied workers tend to engage in organizational citizenship behavior. Work stressor can cause emotional disturbance such as job dissatisfaction, anxiety and depression (Jex & Behr, 1991, Spector et.al, 2000). For example psychological distress at work due to low pay, low status of boring jobs lead to dissatisfaction (Lau, Au & Ho, 2003). Lim (1996) found a significant positive relationship between job insecurity and job dissatisfaction. Job dissatisfaction was found to have a significant positive correlation with heavy alcohol drinking and negative consequences of heavy alcohol drinking (Grunberg, Moore & Greenberg, 1998) and theft (Hollinger, 1983). Bolin and Heather (2001) confirmed the significant and positive relationship between dissatisfaction at work and workplace deviant behavior.

5.2.3 To what Extent Does Job Characteristic/Attributes Correlate with Workplace Deviant Behavior

The result of this study found no significant relationship between job attributes and workplace deviant behavior. The Job Characteristic Model (JCM) proposed by Hackman and Oldman (1976) has been the dominant approach for explaining the relationship among job design, job attitudes and job performance (Abbot, Boyd & Miles, 2006; Fox & Feldman, 1988; Parker & Wall, 1988; Torraco, 2005). Job characteristics can be defined as work related factors or attributes that include the nature of work itself and corresponding skills, autonomy, challenges, work environment, salary, benefit , job

security, feedback, interpersonal relationship, knowledge learned and developmental opportunities (Seashore & Taber, 1978). Chen and Chiu, 2009 using Hackman and Oldman's (1975) scale showed that job characteristic of task identity, task significance and autonomy all had a positive influence on employee behavior.

5.2.4 To what extent Does Self Esteem Correlate with Workplace Deviant Behavior

Employee with high self esteem perceive themselves as important, meaningful, effectual and worthwhile within their organization. The result of this study indicates negative relationship between self esteem and workplace deviance behavior. The basic hypothesis guiding most of this work suggests that the way individuals react to life experiences varies as a function of their level of self esteem, or the extent to which they perceive themselves as competent, need satisfying individuals (Korman, 1976). Hypothesis by Korman, 1976 regarding self esteem is that individuals will develop attitudes and behave in ways that will maintain their level of self esteem. According to this theory, in work organization, individuals with high self esteem will develop and maintain favorable work attitudes, such as job satisfaction and will behave productively perform at a high level because such attitudes and behavior are consistent with the attitude that they are competent individuals. Individuals with low self esteem on the other, will develop and maintain unfavorable work attitudes and unproductive work behaviors that are consistent with the attitude that they are people of low competence.

Cognitive Consistency Theory assumes that people are motivated to achieved outcomes that are consistent with their self concept (Korman, 1976). This model suggest that employee with high self esteem who perceive themselves as organizationally valuable

and meaningful will attempt to engage in behavior valued in the organization. Need Theory (Maslow, 1943) and Self Enhancement Theory (Dipboye, 1977), employees are motivated to engage in behaviors that demonstrate and enhance their organizational worth. To the extent that these behaviors demonstrate personal competence and make an organizational contribution, employees will derive intrinsic satisfaction, coupled with a reinforcement to their self esteem.

5.2 LIMITATION OF REASERCH

This study has some limitation such as in context of time constraints. That's why, this study only concentrate on the small population of BERNAS employees. The researcher only have about 2 and ½ month to complete the study. More time needed to give more proper result. Besides that, that study involving cost because this data of this study were gather through printed questionnaire.

Lack of cooperation and feedback from the respondents. About 200 set of questionnaires were distributed were distributed but only 120 returned.

5.3 DIRECTION FOR FUTURE RESEARCH

This study has found that job satisfaction is the most significant predictor for work place deviant behavior. These finding suggest that the accessibility of the job satisfaction attitude which can be measured, may moderate the relations between job satisfaction and work behaviors. S.H.Shu and Y.C. Wong, 2003 have suggest strategic map to determine factors in job satisfaction that contributes to the employee satisfaction level and the performance level. Managers then can priorities areas of improvement based on the result

presented in the strategic map. Some organization spent more on focusing on customer benefit without thought of employee satisfaction .

Continued research on deviant behavior and its relationship with organization behavior will yield both theoretical and practical implications. On the theoretical side further research will provide additional empirical evidence concerning the existence and description of different dimensions of deviant behavior. Additional research will also further substantiate the relationship deviant behavior and its dimensions in other studies.(e.g Frederickson, 1972; White and Lippit, 1968), while giving insight into the specific relationship between deviant behavior and its dimensions. An understanding of the deviant behavior construct and its impact on employees and organizations can also be gained.

Further research should be carried out to further investigate how organizations can minimize the effect of deviant behavior as well their origins, and study how organizations can foster their organizational ethical climate.

5.4 CONCLUSION

This research is aimed to describe the relationship between deviant behavior with related variables (job attributes and job satisfaction), and personal variables (self esteem on workplace deviant behavior. Researcher also provided an explication of some of the major implication for future research and potential prescriptive applications of the research. As we discussed, evidence currently suggest that, among other variables, job satisfaction influenced greatly to deviant behavior. With continued empirical research on these and other variables that are related to the nature antecedents and consequences of

deviant behavior in organizational workgroups will be achieved. Therefore, if job satisfaction is one of the factors considered to measure deviant behavior within the organization, the company should concentrate on developing the members behavior and attitudes through team self evaluation, creating resources for working with emotions, creating affirmative environment and proactive problem solving.

In order to minimize deviant behavior within the workplace, employer must adapt to a specific organizational culture that is influence their employee behavior. The ethical core values that are shared by the entire organization include both organizational values and norms and are defined by a clear articulation of corporate strategies, philosophy or mission (Sinclair, 1993).

REFERENCES

- Alpkan, A. (2009). The impact of perceived organizational ethical climate on work satisfaction. *Journal of Business Ethic* , 297-311.
- Appelbaum, S. H. (2006). Dignosis and remedies for deviant workplace behaviors. *The Journal of American Academy of Business* , 9,14-20.
- Appelbaum, S. H., & Deguire, K. J. (2005). The relationship of ethical climate to deviant workplace behavior. *Corporate Gorvernance* , 5,43-55.
- Bennet, R. J. (1998). Perceived powerlessness as a cause of employee functional workplace behavior. *Journal of Applied Psychology* , 221-239.
- Bennet, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology* , 349-356.
- Bennet, R., & Amyz, D. M. (2010). An Investigation into tje effect of work family conflict and job satisfaction. *journal of Personal Selling & Sales Management* , 239-251.
- Birchall, D. D. (1976). Perceived job attributes, job attitudes and the behaviour of blue collar workers. *The Journal of Management Studies* , 191-195.
- Chien, C. C. (n.d.). The mediating role of job involvement in the relationship between job characteristics and organizational citizenship behavior.
- Despande, S. P. (1996). The impact of ethical climate; Types on facets of Job Satisfaction: An empirical investigation. *Journal of Business Ethic* , 655-660.
- Dietz, J., & Robinson, S. L. (2003). The impact of community violence and an organization' procedural. Justice climat on workplace aggression. *Academy of Management Journal* .
- Edward, B. (2008). Relationship between facets of job satisfaction and task and contextual performance. *Applied Psychology* , 57(3) 441-465.
- Elci, M.& Alpkan,L (2009). The impact of perceived organizational ethical climate on work satisfaction. *Journal of Business Ethic*, 297-311
- Fusun Bulutlar, E. U. (2009). The effects on ethical climates on bullying behavior in the workplace. *Journal of Business Ethics* , 273-295.
- Griffin, R., & O.Learyy Kelly& Collin, J. (1998). Dysfunctional works behavior in organizations. *Trend in organizational behavior* , 65-82.

Harter, J. K., & Mount, M. K. (2004). Interactive effects of personality and perceptions of the work situation on workplace deviance. *Journal of Applied Psychology* , 599-609.

Harter, J. K., Barrick, M. R., & Witt, L. A. (2004). interactive effects of personality and perceptions of the work situations on workplace deviance. *Journal of Applied Psychology* , 599-609.

Ilies, R. & (2004). An experience sampling measure of job satisfaction and its relationship with affectivity, mood of work, job beliefs and general job satisfaction. *Journal of Work and Organizational Psychology* , 367-389.

Ilies, R., Scott, B. A., & Judge, T. A. (2006). Hostility, Job Attitudes and Workplace Deviance; Test of Multilevel Model. *Journal of Applied Psychology* , Vol.91, 126-138.

James, J. J., Klein, G., & Galup, S. D. (2008). The impacts of job characteristics on is employee satisfaction; A comparison between permanent and temporary employees. *Journal of Computer Information System* , 58-65.

Judge, T. A., Bono, E. J., & Thoresen, C. J. (2003). The core self evaluations scale; Development of a measure. *Journal of Personnel Psychology* , 303-331.

Kaler, J. (2000). Reason to be ethical. *Journal of Business Ethic* , 161-173.

Koh, H. C. (2001). the link between organizational ethics and job satisfaction: A study of managers in Singapore. *Journal of Business Ethic* , 309-324.

Mehta, K., & Diefendoff, J. M. (2007). The relations of Motivational traits with workplace deviance. *journal of applied psychology* , 967-977.

Polivy, J. & (1991). Development and Validation of a scale for measuring state self esteem. *Journal of Personality and Social Psychology* , 895-910.

Raelin, J. A. (1984). The profesional as the executice Aide Camp. *Academy of Management Executive* , 171-182.

Rahim, & Nasarudin. (2008). Trust in organizational and workplace deviant behavior. May August 2008.

Rehman, M. S., & Waheed, A. (2011). An empirical study of impact of job satisfaction on job performance in the public sector organization. *Journal of Contemporay Research in Business* , vo 2, No 9.

Robinson, S. B. (1995). A typology a deviant workplace behaviors; A multidimensional scaling study. *Academy of Management Journal* , 38,557-572.

Rosenblatt, Z. D. (2002). School ethical climate and parental involvement. *Journal of Education Administration* , 40(4), 349-367.

Schneider, B. (1975). Organizational Climates. *Personnel Psychology* , 447-479.

Schneider, B. B. (1968). Individual differences and organizational climate. The research plan and questionnaire development. *Personnel Psychology* , 323-333.

Schwepker, C. H. (2001). Ethical climate's relationship to job satisfaction, organization commitment and turnover intention in the salesforce. *Journal of Business Research* , 39-52.

Sekaran. (2003). Research methods for business; A skill building approach ,. New York : John Wiley & Sons .

Thomas, L. T., & Randy, K. C. (2003). Income, Money, Ethic, Pay Satisfaction, Commitment and Unethical Behavior. *Journal of Business Ethics* , 13-30.

Victor, B. (1988). The organizational bases of ethical climate. *Administrative Science* , 101-125.

Victor, B., & Cullen, J. (1987). A theory and measure of ethical climate in organization. *Research in Corporate Social Performance and Policy* , 9,51-71.

Vitell, S. J. (2008). The role of ethics institutionalization in influencing organizational commitment, job satisfaction and Esprit de corps. *Journal of Business Ethics* , 81;343-353.

Wild, Wild, R., & Birchall, D. (1973). Means and ends in job restructuring. *Personnel review* , 2 (4) 18-24.

Wimbush, J. C., & Shepard, J. M. (1994). Toward an understanding of ethical climate: Its relationship to ethical behavior and supervisory influence. *Journal of Business Ethics* , 637-647.

Yu, C. W., & Sheng, H. H. (2008). The development and empirical validation of the Employee Satisfaction Index model. *Total quality management* , 353-366.

SOALAN SELIDIK PERLAKUAN DI TEMPAT KERJA

BAHAGIAN A

ARAHAN: Fikirkan tentang kerja anda semasa menjawab soalan ini. Sila bulatkan angka yang paling sesuai yang menggambarkan kekerapan rakan sekerja anda melakukan perkara-perkara di bawah, berdasarkan skala yang diberikan.

		Tidak Pernah	Jarang	Kadang- kadang	Sangat kerap	Selalu
1.	Mempermainkan seseorang di tempat kerja.	1	2	3	4	5
2.	Mengucapkan sesuatu yang menyakitkan orang lain di tempat kerja.	1	2	3	4	5
3.	Membuat kenyataan yang menghina bangsa atau agama seseorang di tempat kerja.	1	2	3	4	5
4.	Mengeji atau mencaci seseorang di tempat kerja.	1	2	3	4	5
5.	Mengenakan tipu helah yang kotor terhadap seseorang di tempat kerja.	1	2	3	4	5
6.	Berkelakuan kasar dan tidak sopan terhadap seseorang di tempat kerja.	1	2	3	4	5
7.	Memalukan seseorang di hadapan khalayak ramai di tempat kerja.	1	2	3	4	5
8.	Mengambil sebarang harta kepunyaan majikan tanpa kebenaran.	1	2	3	4	5
9.	Menghabiskan lebih banyak masa termenung dan mengelamun daripada bekerja.	1	2	3	4	5
10.	Memalsukan resit bagi mendapat tuntutan lebih daripada jumlah perbelanjaan sebenar.	1	2	3	4	5
11.	Mengambil masa rehat yang panjang atau lebih daripada yang dibenarkan di tempat kerja.	1	2	3	4	5
12.	Membuat kotor di sekitar tempat kerja.	1	2	3	4	5
13.	Tidak mematuhi arahan ketua.	1	2	3	4	5
14.	Sengaja melambat-lambatkan kerja yang sepatutnya dilakukan.	1	2	3	4	5
15.	Datang lewat ke tempat kerja tanpa kebenaran.	1	2	3	4	5
16.	Berbincang maklumat rahsia syarikat dengan orang luar.	1	2	3	4	5
17.	Mengambil dadah atau meminum arak di tempat kerja.	1	2	3	4	5
18.	Tidak bersungguh-sungguh semasa kerja.	1	2	3	4	5
19.	Menyeret kerja bagi mendapatkan kerja lebih masa.	1	2	3	4	5

BAHAGIAN B

ARAHAN: Soalan di bawah adalah mengenai iklim etika di tempat kerja. Sila jawab berdasarkan keadaan di syarikat anda, bukan apa yang anda mahu keadaannya sebegitu. Pilih yang terbaik bagi menggambarkan iklim di tempat kerja anda, berdasarkan skala berikut.

	Amat Tidak Setuju	Tidak Setuju	Neutral	Setuju	Amat Setuju
1. Di syarikat ini, setiap orang diharap mematuhi piawaian professional dan undang-undang.	1	2	3	4	5
2. Setiap orang dijangka mematuhi pada peraturan dan prosedur syarikat.	1	2	3	4	5
3. Adalah amat penting untuk mematuhi peraturan dan prosedur syarikat di sini.	1	2	3	4	5
4. Syarikat ini mengambil berat tentang undang-undang dan kod etika profesional.	1	2	3	4	5
5. Pertimbangan pertama di syarikat ini adalah sama ada sesuatu keputusan bertentangan dengan undang-undang.	1	2	3	4	5
6. Pekerja diharap mematuhi undang-undang dan piawaian professional melebihi pertimbangan lain.	1	2	3	4	5
7. Orang yang berjaya di syarikat ini ialah orang yang betul-betul patuh dengan peraturan.	1	2	3	4	5
8. Pekerja di syarikat ini betul-betul patuh dengan polisi syarikat.	1	2	3	4	5
9. Setiap pekerja di syarikat ini diharap untuk bekerja dengan lebih efisien.	1	2	3	4	5
10. Apa yang terbaik untuk setiap orang adalah pertimbangan utama syarikat ini.	1	2	3	4	5
11. Hal yang paling penting di syarikat ini adalah yang berkaitan dengan kebaikan semua orang.	1	2	3	4	5
12. Apa yang kami utamakan adalah yang berkaitan tentang apa yang terbaik untuk orang lain.	1	2	3	4	5
13. Di syarikat ini, setiap orang saling jaga-menjaga kebajikan orang lain.	1	2	3	4	5
14. Di syarikat ini, setiap orang menjaga hal masing-masing.	1	2	3	4	5
15. Di syarikat ini, orang lebih menjaga kepentingan mereka sendiri melebihi perkara lain.	1	2	3	4	5
16. Tiada ruang untuk orang menggunakan moral atau etika peribadi mereka sendiri di syarikat ini.	1	2	3	4	5
17. Tanggungjawab utama semua orang di syarikat ini adalah untuk mengawal kos.	1	2	3	4	5
18. Di syarikat ini, setiap orang dibimbing oleh etika peribadi masing-masing.	1	2	3	4	5
19. Perkara paling penting di syarikat ini adalah setiap orang mempunyai kesedaran sendiri tentang apa yang betul atau salah.	1	2	3	4	5

BAHAGIAN C

ARAHAN: Bahagian ini adalah berkenaan dengan sifat kerja yang penting yang kepada anda dalam kerja anda sekarang. Pilih yang terbaik bagi menggambarkan ciri-ciri kerja anda, berdasarkan skala di bawah.

	Tidak Penting	Kurang Penting	Neutral	Penting	Amat Penting
1. Peluang kemajuan	1	2	3	4	5
2. Kebajikan	1	2	3	4	5
3. Budaya syarikat	1	2	3	4	5
4. Reputasi syarikat	1	2	3	4	5
5. Rakan sekerja	1	2	3	4	5
6. Peluang untuk bekerja secara bebas	1	2	3	4	5
7. Waktu kerja dan / atau jadual bekerja	1	2	3	4	5
8. Industri	1	2	3	4	5
9. Tahap jaminan pekerjaan	1	2	3	4	5
10. Lokasi tempat kerja	1	2	3	4	5
11. Pembayaran tunai	1	2	3	4	5
12. Sifat kerja (e.g. mencabar, menarik)	1	2	3	4	5
13. Saiz syarikat	1	2	3	4	5
14. Penyelia/Ketua	1	2	3	4	5
15. Latihan yang disediakan	1	2	3	4	5
16. Masa bercuti	1	2	3	4	5
17. Pertimbangan antara kerja/kehidupan	1	2	3	4	5
18. Keadaan kerja	1	2	3	4	5

BAHAGIAN D

ARAHAN: Fikirkan kerja anda sekarang semasa menjawab soalan di bawah ini. Pilih yang terbaik bagi menggambarkan kenyataan anda berdasarkan skala di bawah.

	Amat Tidak Setuju	Tidak Setuju	Neutral	Setuju	Amat Setuju
1. Kerja saya selalunya cukup menarik sehingga ia tidak menjadikan saya tidak bosan.	1	2	3	4	5
2. Selalunya saya bersemangat tentang kerja saya.	1	2	3	4	5
3. Saya rasa kerja saya lebih menarik berbanding kerja lain.	1	2	3	4	5
4. Saya mendapat keseronokan sebenar dalam kerja saya.	1	2	3	4	5
5. Saya rasa saya lebih gembira dalam kerja saya berbanding kebanyakan orang lain.	1	2	3	4	5
6. Saya hampir berpuas hati dengan kerja saya sekarang.	1	2	3	4	5
7. Saya berpuas hati dengan kerja saya buat masa ini.	1	2	3	4	5
8. Jika dibandingkan dengan kebanyakan pekerja lain, saya sukakan kerja saya.	1	2	3	4	5
9. Kerja saya adalah seperti hobi bagi saya.	1	2	3	4	5
10. Nampaknya kawan-kawan saya lebih berminat dengan kerja mereka.	1	2	3	4	5
11. Kerja saya ada polisi kenaikan pangkat yang adil.	1	2	3	4	5
12. Saya seronok sewaktu bekerja daripada masa lapang saya.	1	2	3	4	5
13. Saya sering kali perlu memaksa diri saya untuk pergi kerja.	1	2	3	4	5
14. Saya anggap kerja saya tidak menggembirakan.	1	2	3	4	5
15. Saya kecewa mengambil kerja ini.	1	2	3	4	5
16. Kerja saya amat menarik.	1	2	3	4	5
17. Setiap hari kerja saya nampak tidak akan berakhir.	1	2	3	4	5
18. Saya dibayar secukupnya dengan kerja yang saya lakukan.	1	2	3	4	5
19. Saya sering bosan dengan kerja saya.	1	2	3	4	5
20. Saya memang tidak sukakan kerja saya.	1	2	3	4	5

BAHAGIAN E

ARAHAN: Untuk setiap kenyataan di bawah, pilih nombor yang pada pandangan anda menggambarkan diri anda yang paling tepat berdasarkan skala di bawah.

	Amat Tidak Bersetuju	Tidak Bersetuju	Neutral	Setuju	Amat Setuju
1. Saya rasa saya ada beberapa kualiti yang baik.	1	2	3	4	5
2. Saya rasa saya seorang yang berharga, sekurang-kurangnya sama seperti orang lain.	1	2	3	4	5
3. Saya boleh melakukan tugas sama baik seperti orang lain.	1	2	3	4	5
4. Saya mengambil sikap positif tentang diri saya.	1	2	3	4	5
5. Secara keseluruhan saya berpuas hati dengan diri saya sendiri.	1	2	3	4	5
6. Saya selalu rasa yang saya ini seorang yang gagal.	1	2	3	4	5
7. Kadang kala saya rasa saya bukanlah orang yang baik.	1	2	3	4	5
8. Saya rasa saya tidak mempunyai sesuatu yang boleh dibanggakan.	1	2	3	4	5
9. Adakalanya saya rasa diri saya tidak berguna langsung.	1	2	3	4	5
10. Saya harap saya boleh menghormati diri saya sendiri.	1	2	3	4	5

BAHAGIAN F

ARAHAN: Soalan di bawah adalah berkenaan dengan maklumat peribadi anda. Sila jawab dengan mengisi di tempat kosong atau tandakan (☒) pada mana-mana kotak yang berkenaan.

1. Jantina anda? ☐ Lelaki ☐ Perempuan
2. Status perkahwinan anda? ☐ Bujang ☐ Kahwin
3. Berapa umur anda? _____ tahun
4. Apakah tahap pengajian anda yang paling tinggi?
☐ Sekolah rendah
☐ Sekolah menengah
☐ Diploma
☐ Ijazah
☐ Ijazah Lanjutan
☐ Lain-lain, sila nyatakan, _____
5. Nama jawatan anda? _____
8. Sudah berapa lama anda bekerja di sini? Lebih kurang _____ tahun
9. Berapakah gaji tahunan anda (in RM)?
☐ Kurang dari 12,000
☐ 12,000 – 24,000
☐ 24,001 – 36,000
☐ 36,001 – 48,000
☐ 48,001 – 60,000
☐ Lebih dari 60,000

TERIMA KASIH KERANA MENYIAPKAN SOAL SELIDIK INI