

**ORGANISATIONAL FORMAL CONTROLS, GROUP NORMS
AND WORKPLACE DEVIANCE: THE MODERATING ROLE
OF SELF-REGULATORY EFFICACY**

KABIRU MAITAMA KURA

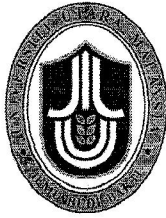
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**ORGANISATIONAL FORMAL CONTROLS, GROUP NORMS AND
WORKPLACE DEVIANCE: THE MODERATING ROLE OF SELF-
REGULATORY EFFICACY**

By

KABIRU MAITAMA KURA

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Kolej Perniagaan
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ABSTRACT

Drawing upon self-efficacy theory, organisational control theory, and social learning theory, this study examined the role of self-regulatory efficacy in buffering the effects of organizational formal control and perceived workgroup norms on deviant workplace behaviour. A total of 265 academics from universities located in the northwest geopolitical zone of Nigeria participated in the study. Results supported the hypothesized direct effects of organizational formal control and perceived workgroup norms on deviant workplace behaviour. In addition, self-regulatory efficacy moderated these relationships. Specifically, there was a stronger negative relationship between perceived behavioural control and interpersonal deviance for individuals with high as opposed to low levels of self-regulatory efficacy. Similar result regarding the moderating effect of self-regulatory efficacy on the relationship between perceived behavioural control and organisational deviance was found. Furthermore, the findings indicated a weaker positive relationship between perceived descriptive norms and interpersonal deviance for individuals with high as opposed to low levels of self-regulatory efficacy. Similarly, results indicated that the relationship between perceived descriptive norm and organisational deviance was less positive for individuals with high self-regulatory efficacy as opposed to low levels of self-regulatory efficacy. Finally, the relationship between perceived injunctive norms and organisational deviance was weaker for individuals with high self-regulatory efficacy than it was for individuals with low self-regulatory efficacy. In general, these findings supported the view that self-regulatory efficacy can override predispositions of individuals to engage in deviant workplace behaviour. Theoretical, methodological and practical implications are discussed.

Keywords: workplace deviance, formal controls, workgroup norms, self-regulatory efficacy, Nigerian universities

ABSTRAK

Berbekalkan teori keberkesanan sendiri, teori kawalan organisasi, dan teori pembelajaran sosial, kajian ini mengkaji peranan keberkesanan kawal selia sendiri dalam menampan kesan kawalan formal organisasi dan norma kumpulan kerja tertanggung terhadap tingkah laku devian di tempat kerja. Seramai 265 ahli akademik dari universiti yang terletak di zon geopolitik barat laut Nigeria mengambil bahagian dalam kajian ini. Keputusan menyokong hipotesis mengenai kesan langsung kawalan formal organisasi dan norma kumpulan kerja tertanggung terhadap tingkah laku devian di tempat kerja. Keberkesanan kawal selia sendiri turut menyederhana hubungan ini. Secara khusus, terdapat hubungan negatif yang kuat antara kawalan tingkah laku tertanggung dan devian antarperorangan bagi individu yang mempunyai tahap keberkesanan kawal selia sendiri yang tinggi berbanding dengan individu yang mempunyai tahap keberkesanan kawal selia sendiri yang rendah. Hasil yang sama mengenai kesan penyederhana keberkesanan kawal selia terhadap hubungan antara kawalan tingkah laku tertanggung dan devian organisasi dijumpai. Tambahan pula, hasil kajian menunjukkan hubungan positif yang lemah antara norma deskriptif tertanggung dan devian antarperorangan bagi individu yang mempunyai tahap keberkesanan kawal selia sendiri yang tinggi berbanding dengan individu yang mempunyai tahap keberkesanan kawal selia sendiri yang rendah. Keputusan juga menunjukkan bahawa hubungan antara norma deskriptif tertanggung dan devian organisasi adalah kurang positif bagi individu yang mempunyai tahap keberkesanan kawal selia sendiri yang tinggi berbanding dengan individu yang mempunyai tahap keberkesanan kawal selia sendiri yang rendah. Akhir sekali, hubungan antara norma injuksi tertanggung dan devian organisasi adalah lemah bagi individu yang mempunyai tahap keberkesanan kawal selia sendiri yang tinggi berbanding dengan individu yang mempunyai tahap keberkesanan kawal selia sendiri yang rendah. Secara umum, penemuan ini menyokong pandangan bahawa keberkesanan kawal selia sendiri boleh mengatasi kecenderungan individu untuk melibatkan diri dalam tingkah laku devian di tempat kerja. Implikasi teori, metodologi dan praktikal dibincangkan.

Kata kunci: devian di tempat kerja, kawalan formal, norma kumpulan kerja, keberkesanan kawal selia sendiri, universiti Nigeria

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LIST OF ABBREVIATIONS

AMOS	Analysis of Moment Structures
ASUU	Academic Staff Union of Universities
AVE	Average Variance Extracted
CLEEN	Centre for Law Enforcement Education
CMV	Common Method Variance
CWB	Counterproductive Work Behaviour
EFCC	Economic and Financial Crimes Commission
f ²	Effect Size
GoF	Goodness-of-Fit
ICPC	Independent Corrupt Practices Commission
IDB	Interpersonal Deviance
MBA	Master of Business Administration
OCB	Organisational Citizenship Behaviour
OCT	Organizational Control Theory
ODB	Organizational Deviance
OYAGSB	Othman Yeop Abdullah Graduate School of Business
PAF	Principal Axis Factoring
PBC	Perceived Behaviour Control
PBUH	Peace Be Upon Him
PCO	Perceived Outcome Control
PDN	Perceived Descriptive Norms
PhD	Doctor of Philosophy

PIN	Perceived Injunctive Norms
PLS	Partial Least Squares
Q2	Construct Crossvalidated Redundancy
R2	R-squared values
SEM	Structural Equation Modelling
SET	Self Efficacy Theory
SMEs	Subject Matter Experts
SPSS	Statistical Package for the Social Sciences
SRE	Self Regulatory Efficacy
SWT	<i>Subhanahu Wa Ta'ala</i>
USA	United States of America
VIF	Variance Inflated Factor
WDB	Workplace Deviant Behaviour
ρ_c	Composite Reliability

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Deviant workplace behaviours (DWB) has been defined as a “voluntary behaviour that violates significant organisational norms and in so threatens the well-being of an organisation, its members, or both” (Robinson & Bennett, 1995, p. 556). These behaviours may include coming in to work late or leaving early without permission, intentionally failing to comply with instructions, lying or deceit and theft in the workplace, among others (Bennett & Robinson, 2000; Fox, Spector, & Miles, 2001; Greenberg, 1990; Grover, 1993). Researchers have conceptualized and labelled such behaviours in different ways such as counterproductive behaviour (Mangione & Quinn, 1975), bad behaviour in organizations (Griffin & Lopez, 2005), anti-citizenship behaviour (Gholipour, Saeidinejad, & Zehtabi, 2009; Kickul, Neuman, Parker, & Finkl, 2001), aggressive behaviour (Bettencourt, Talley, Benjamin, & Valentine, 2006), antisocial behaviour (Giacalone & Greenberg, 1997), retaliation in the workplace (Skarlicki & Folger, 1997), cyberloafing (Lim, 2002) and dysfunctional behaviour (Griffin, O'Leary-Kelly, & Collins, 1998a), among others.

Deviant workplace behaviour is a prevalent and costly phenomenon for organizations (Robinson, 2008). Studies have shown that DWBs not only cost organizations substantial amount of money annually, but they have negative and psychological consequences for employees as well (Aquino, Galperin, & Bennett, 2004; Berry, Carpenter, & Barratt, 2012; Lawrence & Robinson, 2007). For

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