

**FACTORS INFLUENCING WORKPLACE DEVIANCE BEHAVIOR
AMONG GENERATION X AND Y**

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**FACTORS INFLUENCING WORKPLACE DEVIANCE BEHAVIOR AMONG
GENERATION X AND Y**

By

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**A Project Paper submitted to the College of Business in partial fulfillment of the
requirements for the degree Master of Human Resource Management**

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ABSTRACT

Differences in generation (Generation X, Generation Y) remain as one of the major issue arising in current organizations which subsequently resulted to workplace deviance behavior. Differences in characteristics, values, culture, and ethics have great influence on employees to be involve in deviance behaviors. However, the extent to which the differences lead to deviance behaviors has continued to generate concern and demanded justification among researchers. Thus, this study intent to examine the relationship between organizational ethical climate and organizational citizenship behavior with workplace deviance behavior among different generation (Generation Y and X) at the workplace. Organizational ethical climate consists of rules, organizational instrumental, organizational concern, individual concern, independence and individual instrumental. Organizational citizenship behavior comprises of individual and organization. A total number of 278 sets of questionnaires were distributed to employees at a manufacturing company located in Kedah. However, 252 set of questionnaires were collected and only 210 were used for further analysis. The data were analyzed using Pearson Correlation, Regression and T-test to determine the relationship between organizational ethical climate, organizational citizenship behavior and workplace deviance behavior. The findings showed that there is negative significant relationship between organizational ethical climate and workplace deviance behavior. However, findings reveal that there was no significant relationship between organizational citizenship behavior and workplace deviance behavior. An independent t-test revealed that Generation X were likely to be involve in workplace deviance behavior than Generation Y. Results presented were in line with previous research conducted in same area of study where still show there is still room to expand the area of studies. Thus, suggestions for future research were presented at the end of the study.

Keywords: *workplace deviance behavior, organizational ethical climate, organizational citizenship behavior, Generation X, Generation Y*

ABSTRAK

Perbezaan generasi (Generasi X dan Generasi Y) adalah salah satu isu utama yang kekal dalam organisasi yang mengakibatkan penyelewengan tingkah laku di tempat kerja. Perbezaan ciri-ciri, nilai, budaya, etika mempunyai pengaruh yang besar terhadap pekerja untuk melibatkan diri dalam tingkah laku penyelewengan. Walau bagaimanapun, perbezaan membawa kepada penyelewengan tingkah laku terus mencetuskan kebimbangan dan memerlukan justifikasi di kalangan penyelidik. Oleh itu, tujuan kajian ini adalah untuk melihat hubungan di antara iklim etika organisasi dan kelakuan kewarganegaraan organisasi dengan kelakuan penyelewengan di tempat kerja dalam kalangan generasi (Generasi Y dan X) di tempat kerja. Iklim Etika Organisasi terdiri daripada peraturan, peranan organisasi, kebimbangan organisasi, kepentingan individu, kebebasan dan peranan individu. Manakala, kelakuan kewarganegaraan organisasi terdiri daripada individu dan organisasi. Sebanyak 278 set soal selidik telah diedarkan kepada pekerja di sebuah syarikat pembuatan yang terletak di Kedah. Walau bagaimanapun, 252 set soal selidik telah dikumpulkan tetapi hanya 210 digunakan untuk analisis selanjutnya. Data dianalisis menggunakan Ujian Korelasi Pearson, Regresi dan T-ujian untuk menentukan hubungan antara iklim etika organisasi, kelakuan kewarganegaraan organisasi dan kelakuan penyelewengan di tempat kerja. Dapatan kajian menunjukkan terdapat hubungan antara iklim organisasi etika dan tingkah laku penyelewengan di tempat kerja iaitu peraturan, kebimbangan organisasi dan kepentingan individu. Walau bagaimanapun, hasil kajian menunjukkan bahawa tidak terdapat hubungan yang signifikan antara tingkah laku kewarganegaraan organisasi dan kelakuan penyelewengan di tempat kerja. T-ujian menunjukkan bahawa Generasi X lebih kerap terlibat dalam tingkah laku penyelewengan di tempat kerja berbanding Generasi Y. Dapatan kajian ini selari dengan dapatan kajian-kajian sebelum ini yang menunjukkan masih perlu diperluaskan lagi. Justeru itu, cadangan kajian pada masa akan datang telah dinyatakan di akhir kajian.

Kata kunci: *kelakuan penyelewengan di tempat kerja, iklim etika organisasi, kelakuan kewarganegaraan organisasi, generasi x, generasi y*

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LIST OF ABBREVIATION

| ABBREVIATION | DESCRIPTIONS |
|---------------------|--|
| WDB | Workplace Deviance Behavior |
| OEC | Organizational Ethical Climate |
| OCB | Organizational Citizenship Behavior |
| OCBO | Organizational Citizenship Behavior directed to organization |
| OCBI | Organizational Citizenship Behavior directed to individual |
| SPSS | Statistical Package for Social Science |
| KMO | Kaiser-Mayer Olkin |

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CHAPTER 1

INTRODUCTION

1.0 INTRODUCTION

This chapter reviews the literature of workplace deviance behavior (WDB), organizational ethical climate (OEC), organizational citizenship behavior (OCB) and generation differences in organizations. This chapter also discusses the problem statement, research objectives and research questions, significance of the study and scope of the study.

1.1 BACKGROUND OF THE STUDY

Workplace deviance behavior (WDB) is a thoughtful problem to an organization. It affects individual employees that may trigger the effective functioning of the organization. Robinson, Wang and Kiewitz (2014), indicated several effects on deviance behaviors such as employees dissatisfaction and direct them to resign which subsequently reduce their commitment to the organization. Numerous studies have been conducted on workplace deviance behaviors among which are by Kura, Faridahwati and Ajay Chauhan (2013), Faridahwati, Chandrakantan and Hadziroh (2011) and Othman, Khalizani and Shahrina (2012). They presented several factors that causing workplace deviance

behaviors such as formal control (Kura, Faridahwati & Ajay Chauhan, 2013), human resources practices (Faridahwati, Chandrakantan & Hadziroh, 2011) and personality traits (Othman, Khalizani & Shahrina (2012). WDB is inevitable and need to be adequately controlled, otherwise it will affect both organizational and individual performance. This is due to the belief that employees who are involved in WDB may possibly hinder organizational activities, afterwards affect the productivity and quality of performance.

WDB is subjective; as a result, it can occur in many forms. For example, insults, discrimination, lies and rudeness, leaving work without permission, making work slow and not taking care of the workplace are some of the characteristics of deviance behavior (Zorlu & Bastemur, 2014). However, different researches have different views on WDB. A study by Zorlu and Bastemur (2014) defined WDB as the behaviors that harm both the organization and employees by purposely defiance the positive rules in organizations. Similarly Robinson and Bennett (1995) defined WDB as voluntary behavior that violates significant organizational norms threatens the well-being of the organization or its members. Accordingly, Mazni and Bahaman (2013), argued WDB is widespread and brings hurtful consequence to individuals, groups and organizations. In the light of the above, it is imperative for human resource professional in organizations to create and implement the policies and procedures to curb the arising problems.

Apart from the above, generation differences in workplace is another issue arise in the organization either public or private organizations. A study by Notter (2013), found there were differences in generation. This is because generations are born in different time frame with different social, economic, cultural contexts and values. Values that clash with one another such as value in doing work can lead to conflict. Thus, employees who neglect to resolve these conflicts will end up exhibiting deviance behaviors. Conflict comes in many forms and each generation may have different issues. To overcome the conflict, the employers have to identify the factors that can lead to conflict also known as deviance behaviors.

Literatures have emphasized the differences among generations. For instance, a study by Cugin (2012) stated that in Burke's study (2005) for Society for Human Resource Management found that in organizations with 500 or more employees, 58% of human resource management (HRM) professional reported conflict between younger and older workers due to their differences in the perception of work ethics and work life balance requirements. It also found that conflicts between members of different generations exist in the organizations and more than half of organizations were working towards reducing the conflict. Similarly, Becton, Walker and Jones-Farmer (2014) quoted that generation differences exist in some workplace behavior and highlighted that organizations should be alert and take steps as a precaution in combating WDB issues.

Thus, there is a need for the organizations to recruit, reward, appraise and manage the employees in different ways. It is believed that employees in different generations have different attitudes, needs and wants, values and beliefs. If the organizations fail to distinguish the differences, it can lead to organizational problems. There will be misunderstanding and miscommunication, poor working relationship, reduced employee productivity, poor employee well-being, lower innovation, and fewer organizational citizenship behaviors and these problems are not solved. The foresaid issues can be categorized as workplace deviance behavior which subsequently will affect both employees and organization performance. Thus, in order to expand the research on workplace deviance behaviors and generation differences, this study emphasizes on two factors that may influence employee deviance behaviors which are Organizational Ethical Climate (OEC) and Organizational Citizenship Behavior (OCB).

1.2 PROBLEM STATEMENT

Workplace deviance behavior (WDB) is hurtful to the organizations and employees. It affects individual employees that may trigger the effective functioning of the organization. Robinson, Wang and Kiewitz (2014), indicated several effects on deviance behaviors such as employees dissatisfaction and directed them to resign which subsequently reduce their commitment to the organization. Thus, it has caught the attention of several researchers on exploring WDB issues. WDB had been extensively studied by previous researchers such as Kura, Faridahwati and Ajay Chauhan (2013), Faridahwati, Chandrakantan and Hadziroh (2011) and Othman, Khalizani and Shahrina (2012). Even though studies have given the sources of WDB such as intent to quit, dissatisfaction, company contempt, absenteeism, substance abuse, privilege abuse, theft and theft approval, WDB remains as one of the important issues in the organizations.

According to Muafi (2011) these sources will affect individual performance in a work group. Thus, if the performance of employees is bad, it will also affect the organization performance. In order to reduce the WDB from affecting individual and organizational performance, it is important for organization to be committed in reducing workplace deviance behaviors. Organization needs to identify factors that influence employees who are involved in deviance behaviors. If management failed to reduce deviance behaviors, it will affect the strategic role and consequently hinder organizations achievement of its vision and mission (Muafi, 2011). Differences in generation remain as one of the major issues arising in current organizations which subsequently resulted to workplace deviance

behavior. Differences in characteristics, values, culture, and ethics have great influence on employees to involve in deviance behaviors. However, the extent to which the differences lead to deviance behaviors has continued to generate concern and demanded justification among researchers.

Numerous studies have been conducted on WDB that have been published but very few studies emphasized on how generation differences at the workplace that involved in the deviance behavior such as Kura, Faridahwati and Ajay Chauhan (2013), Faridahwati, Chandrakantan and Hadziroh (2011) and Othman, Khalizani and Shahrina (2012). Thus, this study is the extension on a study conducted by Faridahwati, Chandrakantan and Hadziroh (2011), on wrongful behaviors among manufacturing employees. They found that Malaysian employees engaged in various kinds of deviance behaviors at work. They further emphasized that, studies on workplace deviance behavior specifically in manufacturing industry are still limited and need further research. In the light of this gap, this study will examine the relationship between organizational ethical climate, organizational citizenship behavior and workplace deviance behavior among different generation at the manufacturing industry.

Thus, there is need to explore on the deviance behavior in manufacturing industry. Two important factors are included in order to demonstrate the relationship between the factors and workplace deviance behavior in an organization. Organizational Ethical Climate is one of the factors presented as the factor that leads to deviance behaviors. Organizational Ethical Climate is employee's perceptions towards ethics and how they

perceived their work climate either good or bad (Appelbaum, Deguire & Lay, 2005). Thus, if the work climate is bad to employee and organizations they should avoid and follow the rights ethics or rules. However, it depends on the individual behaviors and attitudes. In addition, Peterson (2002) stated that organizational ethical climate does not directly linked to ethical behavior of the employees but also include deviance behaviors such as tardiness, absenteeism and lack of performance. Thus, these behaviors can be ethical behavior and deviance behavior.

Organizational Citizenship Behaviors is another factor that the study intended to test its influence on workplace deviance behaviors. OCB refer to the willingness of the individual who want to do without any compulsion. Whatever the employees do either towards the other employees or organizations is voluntary. Among them is helping others in finishing their works, replace the other employees when she/he cannot come to work, feel proud of bringing organizational image and able to protect the organization in the face of criticism by others. However, employers should appreciate and appraise the employees due to their good performance and attitudes towards other and organization. Otherwise, employees will feel threatened and have intention to quit or exhibit wrongful behaviors towards the organization.

Conclusively, both organizational ethical climate and organizational citizenship behavior are important to be emphasized among the employees in the organization to minimize the involvement in workplace deviance behavior. However, it still depends on the employees themselves to decide whether to involve or not. There might be other factors that may

influence them to be involved with workplace deviance behavior, but both of the factors are the major concerns to be examined in this study.

1.3 RESEARCH QUESTIONS

In order to determine the relationship between OEC, OCB and WDB, this study intends to answer the following research questions:

1. Is there significant differences among Generation X and Y who are engaged in workplace deviance behavior?
2. Does organizational ethical climate influence workplace deviance behavior?
3. Does organizational citizenship behavior influence workplace deviance behavior?

1.4 RESEARCH OBJECTIVES

The specific objectives of this study, derived from the identified research gap stated below:

1. To determine whether there is any significant difference among Generation X and Y who are engaged in workplace deviance behavior.
2. To examine the influence of organizational ethical climate on workplace deviance behavior.
3. To determine the influence of organizational citizenship behavior on workplace deviance behavior.

1.5 SIGNIFICANCE OF THE STUDY

By conducting this study, it will provide positive outcomes to organization that will help to overcome the deviance behavior among the employees. Besides, it is important to know the perception of different generation towards workplace deviance behavior and provide an understanding to organizational ethical climate and organizational citizenship behavior including the dimensions used. This study will also determine employees understanding of workplace deviance behaviors that arise in the organization.

Apart from the above, this study aims to determine the relationship between organizational ethical climate, organizational citizenship behavior and workplace deviance behavior. The result from this study will help to reveal the critical factors that influence workplace deviance behavior. It will help to increase the information in this field of study. This study will also provide views on how employees perceive towards workplace deviance behavior. Consequently, it can provide useful information on future planning on how to overcome these problems of deviance behavior at the workplace. It will help the organization to prepare and plan the programs and provide ways to minimize the involvement of the employees in workplace deviance behavior. Finally, this study contributes towards deeper understanding of the key factors that influence workplace deviance behavior by determining the relationship between organizational and individual with workplace deviance behavior.

1.6 DEFINITION OF KEY TERMS

In order to increase the clarity of this study, the definitions of each variable used for the purpose of this study are as follow.

Workplace Deviance Behavior

Voluntary behavior that violates significant organizational norms in doing so, threatens the well-being of organization or its members (Robinson and Bennett, 1995).

Organizational Ethical Climate

Shared perceptions of what is ethically correct and how ethical issues should be handled within an organization (Victor and Cullen, 1987).

Organizational Citizenship Behavior

Work behavior that is flexible which not directly or explicitly distinguish by formal reward system, in the aggregate and promotes the effective functioning of the organizations (Organ, 1977).

1.7 ORGANIZATION OF THE STUDY

Chapter 1- Introduction

This chapter consists of the explanation on the concepts of generation differences, organizational ethical climates and workplace deviance behavior. It also consist statement of the problem, research objectives, and research questions, significance of the study and organization of the study.

Chapter 2- Literature Review

Chapter 2 provides the literature with a more detailed explanation on generations at the workplace, organizational ethical climate dimension and workplace deviance behavior. The operational definition with items of the variables, hypotheses and research framework will be included in this study.

Chapter 3- Methodology

The methodology is discussed in detailed explanation in this chapter. Chapter 3 also includes the sampling frame, population, sampling techniques, sample size, unit of analysis, data collection procedures, is instrument and analysis of the data.

Chapter 4- Results and discussion

The results will be presented in Chapter 4. Data will be analyzed using SPSS version 19.0. There are several analyses included such as descriptive analysis, factor analysis, reliability analysis, and correlation, regression and independent t-test.

Chapter 5- Conclusion and Recommendation

In this final chapter, discussion on the major findings of the study that are related to the problem statement and findings of the previous research will be explained. The conclusions will be drawn and suggestions will be made for future investigation in this field or in other fields.

1.8 CONCLUSION

This chapter has provided the introduction of the study, problem statement, and significance of the study, research questions and research objectives. This chapter also presents definition of variables in this study. Generation differences also are introduced in this chapter as the issues to be considered in this study. Thus, the details of the variables will be discussed in the next chapter.

CHAPTER 2

LITERATURE REVIEW

2.0 INTRODUCTION

The purpose of this chapter is to provide extensive reviews relevant to the variables in this study. The section focuses on generation differences at workplace, organizational ethical climate, organizational citizenship behavior and workplace deviance behavior. Opinions from previous studies have been referred, in order to provide a better understanding of the study. This chapter begins with the review of related literature on the relationship between variables, underpinning theory, research framework and conclusion of the chapter.

2.1 REVIEWS OF RELATED LITERATURES

This sub topic of literature review will explain on generation differences and the variables related to the study which is workplace deviance behavior, organizational ethical climate and organizational citizenship behavior. The relationship between workplace deviance behavior, organizational ethical climate and organizational citizenship behavior are also included.

2.1.1 Generation Differences at Workplace

Study conducted by Becton, Walker and Jones-Farmer (2014), reported that there are three generations that dominate today's workforce which are Baby Boomers, Generation X and Generation Y. Each of these generations has their own characteristics, values and beliefs which can cause intergenerational conflict (Zopiatis, Krambia-Kapardis & Varnavas, 2012). Thus, there is a need to understand their similarities and differences in order to enhance intergenerational conflict and at the same time provide comfort at the workplace.

In Malaysia, baby boomers are the group of people born between 1946-1960 which have more experience and grow with the development of Malaysia. This cohort also has their own core values and beliefs system which might be different from others. Currently, their ages are between 55-64 years old. There are several values and beliefs that have been cited for this group by Lau (2014), which are tolerant, self-sufficient, hardworking and disciplined. While, Generation X can be classified as the cohort of individuals born between 1961 to 1980 where they watched their parents get laid off early in their careers and have grown to expect and embrace change (Lau, 2014). As a result of these experiences, members of this cohort are purported to be independent and less committed to their employing organization and likely to job hop to increase marketability and to see work-life balance as extremely important.

Christina Chin (2014) indicates that Generation Y or Gen-Y are those born between 1977-1997 who are currently between the age of 17-37 years old and they are also the latest generation to enter the workforce. Generation Y can also be called as Generation Me and Millennial. According to the Statistic of Graduates in the Labor Force Malaysia (2011) as cited in Lau (2014), there are 3.30 million Gen Y between the age of 20-34 who are in today workforce. Gen Y remains the highest numbers of population of the Malaysian workforce. Having such a huge workforce in the organization can raise numerous challenges not only within themselves but to the readiness of the Baby Boomers to accept the new style and new way of Gen Y. The challenges affect them and they have to change and adapt to the differences in order to overcome the arising problems.

Evidence suggests that there are differences across generations. For example, Becton, Walker and Jones-Farmer (2014) found that generation differences exist in some workplace behaviors but popular generational stereotypes are not always consistent with workplace behaviors. This is due to the individuals' involvement in workplace deviance behavior because of several factors such as depression, conflict, work overload and miscommunication with co-workers rather than different characteristics only. According to Gesell (2010), various groups of employees in the organization with difference in attitude may influence recruiting, building teams, dealing with change, motivation, managing, maintaining and increasing productivity.

Thus, it makes leadership more complex because these differences will create a lot of problems. Other studies have also highlighted important points in these problems such as anxiety and depression (Twenge & Campbell, 2008). While Becton, Walker and Jones-Farmer (2014) indicated job mobility behaviors, compliance with rules and policies and willingness to work overtimes as the problems arising in the organization among generations. In the organizations, majority of the younger workers are likely to compete and believe they can do anything to meet the requirement. However, work-related demands, loss of work related resources and insufficiency of resources may lead to work stress among generations (Twenge & Campbell, 2008). It will lead to burn out which can affect job performance and organizational effectiveness.

However, if the employees are able to understand the differences among generations and able to overcome the problems it will help them to adapt the way the various generations work with others and create more cohesive team environment (Gesell, 2010). This is because understanding the differences will help to keep the employees motivated and they will remain productive in the organization. Employees will feel more valuable and appreciated by the organization even when there are differences among them in the way they perform their work. In an effort to promote cohesive team environment in the organizations, several issues must be address such as the way generations collaborates with others, dealing with changes, organization and accountability and productivity and decision making (HR Magazine, 2009). Thus, to be successful in overcoming the issue among generation and promote cohesive team environment, those issues should be emphasized.

2.1.2 Workplace Deviance Behavior

Workplace Deviance Behavior definition has been extensively defined by organizational researchers. According to Robinson and Bennett (1995), workplace deviance behavior is voluntary behavior that violates organizational norms and threatens the well-being of organization or its members. Studies by Sunday, (2013); Kura, Faridahwati and Chauhan, (2013); Othman, Khalizani and Shahrina, (2012 are among examples of the studies that have use the definition of workplace deviance behavior by (Robinson and Bennett, 1995). There are many synonym words of workplace deviance behavior such as wrongful behavior, organizational behavior, antisocial behavior, dysfunctional behavior and counterproductive behavior (Faridahwati, Chandrakantan & Hadziroh, 2011).

Workplace deviance behavior can be divided into two dimensions which are directed towards organization and individual (Othman, Khalizani & Shahrina, 2012). In the same vein, Robinson and Bennett (1995) identified two dimension of workplace deviance which is interpersonal versus organization. They stated that organizational deviance involves group behaviors between individual and organization while interpersonal deviance is the behavior presents between individuals in the workplace. Theft, sabotage and putting little effort on work can be categorized under organizational deviance while making fun of others, playing mean pranks, acting rudely and arguing were into interpersonal deviance.

According to Berry, Ones and Sackett (2007), an early attempt of group of deviance behaviors categories by Hollinger and Clark (1986) has developed two categories of framework for the interrelationship of deviant behaviors before Robinson and Bennett (1995). Hollinger and Clark (1986) had also categorized the dimensions on property and production deviance. They defined property deviance as organization-targeted act and misuse of employers' properties while production deviance involves disrupting the norms of how work should be done. However, Robinson and Bennett (1995), had failed to categorize interpersonal deviance but they came out with two dimensions which are political and personal deviance.

Robinson and Bennet (1995) stated that there are four types of workplace deviance which are production deviance, political deviance, property deviance and personal aggression. Production and property deviance are directed to organization while political and personal aggression is directed towards individual. Each of the deviance is define by Muafi (2011) as in Table 2.1.

Table 2.1
Types of Workplace Deviance Behavior

| Types | Definition |
|--------------|--|
| Production | Employees disrupt the quality and quantity standard while producing goods and services. Usually it quite costly for an organization because organization loss of control over production cost and standard which negatively affects the organization negatively. Production deviance includes wastage of resources and working slowly and not meeting the target set up by the organization. |
| Political | Political deviance is favoritism towards friends, family members and preferred customers. These behaviors can leads to dissatisfaction, poor service quality and unfairness perception among the employees. |
| Property | Taking or selling company properties without permission. Employees may involve in this deviance when they sell the properties at low rates to an individual and inflating the cost for personal gains. |
| Personal | Personal violence engaged with aggressive behaviors. It may harms an organization's image and create a serious problem for aimed individuals. Threats of physical harm and promotions denials can be categorized under personal violence. |

Source: Muafi, (2011)

Workplace deviance behavior has received attention from industrial and organizational psychologists over the past decade (Muafi, 2011). Muafi (2011) claimed that deviance behavior is universal and predicted that most members in the organization are involved in misbehavior related and unrelated to their jobs. Organizational misbehavior can be defined as actions in the workplace that violates rules and standard of the organization (Omar et al., 2011). Researchers such as Kura, Faridahwati and Ajay Chauhan (2013), Othman, Khalizani and Shahrina (2012) and Faridahwati, Chandrakantan and Hadziroh (2011) also have their own perception towards workplace deviance behavior such as being cautious and intentional desire to cause harm to the organization and voluntary misbehaviors that violated organizational norm and threatens entire organizations. Thus, workplace deviance behavior should be addressed among employees because of it caned harm the entire organizations.

2.1.3 Organizational Ethical Climate

Studies on ethical climate were extensively done by Victor and Cullen (1987). They introduced the concept of ethical climate in 1987. Organizational Ethical Climate (OEC) was defined as shared perceptions of what is ethically right and how ethical issues should be held within an organization (Victor & Cullen, 1987). They also stated that OEC may influence organizational employees or members moral conduct. Victor and Cullen (1988) also affirmed that OEC is how the employees perceived whether right or wrong to act in the organizations. On the other hand, Kim (2011) defines OEC as individual view about common perception of organizational policies, practices and procedures with moral

concerns. It is about how the employees in the organization view the climate that influences their behavior and moral towards others. Thus, it is their attitudes and the ways they behave and act in the organization that influence the policies, procedures and practices.

Beside policies, procedures and practices, organizational ethical climate may be varying within an organization due to difference in individuals, work group, beliefs, culture and values. In the organizations, employees' behaviors are directed by the organizations policies, procedures, and code of ethics. Thus, they are inclined to hold common perceptions of ethical climate (Shin, 2012). Employees' ethics are determined by ethical value and behaviors which influence organizational ethical climate. Therefore, employees are more likely to be affected by their organizational climate rather than work group climate because they are guided with respect to what is right and what is wrong, acceptable or unacceptable of group norms. Study conducted by Tseng and Fan (2011) indicated that ethic being the critical rule in the personal and group practices. Everyone knows that they should behave decently not only because of the rules set up by the organizations but they need to consider their reputation, trustworthiness and long term relationship towards other (Tseng & Fan, 2011). Besides, ethic has become an issue in the organization because it affects employees' moral concern and behaviors.

Apart from ethic, there are several dimension of organizational ethical climate by Victor and Cullen (1988) they includes caring, law and code, rules, instrumental and independence. Rules and law and code dimension were the most dimensions that reveal

the principle of ethical climate (Shin, 2012). Table 2.2 show the definition of each dimension of organizational ethical climate.

Table 2.2
Organizational Ethical Climate Dimensions and Definitions

| Dimensions | Definition |
|-------------------|---|
| Caring | Concern of others which means individual have a genuine concern on others well-being rather than their inside and outside the organization. It is like to giving others the best as they can do. |
| Law and Code | The ethical code conduct set up by the organization which individual have to consider either decision made violate the rules or procedures set up. Usually, employees are expected to follow the entire legal and professional standard set up by the organization. |
| Rules | Regulations and principle that is expected to be followed by all employees' in the organization. Employees are expected to accept the rules determined by the organization |
| Instrumental | It is about employees or individual decision to assist the organization's interest or their own interest |
| Independence | Employees or individual are directed by their own personal belief |

Source: Victor and Cullen, (1988) and Borhani et al. (2014)

In the light of the above, it can be summarize that when employees are concern towards one another in the organization, they will believe that the organizational procedures and policies are concern for the members and people outside the organizations. It will determine their actions, attitudes and behavior towards others in the organization. However, the employers also need to play their roles in maintaining good behavior among the employees and cohesive team environment. Conclusively, employees' ethical behavior might be influence by the ethical environment of the organizations and it is important to promote positive ethical climate to ensure the employees are able to perform their jobs.

2.1.4 Organizational Citizenship Behavior

The world is anticipating to great performance organization, which would give high commitment and fulfillment to their workers and would likewise value of perfection and adequacy. This could be accomplished by creating organizational citizenship behavior (OCB). Organizational citizenship behavior was first introduced by Organ (1977) and his colleague that describes work behavior as flexible which not are directly or explicitly distinguish by formal reward system, in the aggregate and promotes the effective functioning of the organizations (Broucek, 2014). OCB alludes to anything that workers choose to do, regularly and without compulsion, which frequently lies outside of their detailed contractual commitments. In other word, it is optional. OCB may not generally be specifically and formally perceived or compensated by the organization, through pay

augmentations or advancements but OCB may be reflected by the perception of employers, co-workers and public towards the employees (Broucek, 2014).

In addition, Norman et al (2010) stated that OCB as optional behaviors that are presented by an individual and not formally recognized by the organizational system that generally facilitate the effective and efficient functioning of the organization to which the individual belong. Spector and Fox (2002), view OCB as behaviors that intent to help people inside and outside the organization. Those behaviors were not related to job requirement and also not been rewarded or punished by the organizations. Then, Organ (1977) later defined OCB more in terms of behavior that enables the maintenance and enhancement of the social and psychological context that supports task performance.

Even though OCB not related to job requirement, it increases the task performance because it creates good behavior and relationship between the employees inside or outside the organization. These also will help the organization portray a good image because of the organization engagement of the employees that have high level of OCB. Smith, Organ and Near (1983), categorized OCB into two; altruistic and generalized behaviors. Altruistic behaviors were tending to help another individual. It includes helping organization members with their works and task, take the responsibility when co-workers are away from the office and reschedule the job to enable employees to take holiday (Norman et al, 2010). They also stated that generalized behaviors are the behaviors that support practices, procedures and policies of the organizations. These

behaviors include being on time at work, present a good image of the organization and the willingness to defend organizational image if others criticize their organization.

While, Lee and Allen (2002) stated that OCB focused on organizational (OCBO) and individual (OCBI) where OCBO focused on the behaviors that are directed toward profiting the organization. Staying late to finish a project in order to help the organization as the example of OCBO. Individually focused behaviors are those directed toward helping a specific individual. An example would be filling in for a coworker while he or she was away from the office. Otherwise, Davila de Leon and Finkelstein (2011), define OCBI as behavior directed to individual towards people or individual inside the organization which help in matter of related and unrelated to the jobs while OCBO is the behaviors that focus on organization only such to improve the effective functions of the organizations.

2.2 RELATIONSHIP BETWEEN VARIABLES

In this section, the relationship between workplace deviance behavior and organizational ethical climate and relationship between workplace deviance behavior and organizational citizenship behavior will be discussed. These relationships are reviews from past research which were conducted in this field of study with different result and views. The formulation of hypotheses also will be stated.

2.2.1 Relationship between organizational ethical climate and workplace deviance behavior

Peterson (2002), conducted a study on workplace deviance behavior and organizational ethical climate among business professionals and he found that factors which influence workplace deviance behaviors that happen in many organization depended on the types of deviance behaviors the employees or individuals involved. The factors that influence workplace deviance behaviors are different. It depends on the production, political, property and personal deviance. Peterson (2002) also affirmed that organizational ethical climate is one of the organizational factors that is directed to workplace deviance behavior. Thus, ethical climate of an organization might be projecting to workplace deviance behavior and ethical behaviors because employees' actions might be influenced by the environment of the organizations. However, it depend on how the organizations address the importance of ethic in the organization which will direct the employees to follow all the regulations set up.

On the other hand, workplace deviance behavior is the behaviors that violate the organizational norms or other norms that influence the employees to involve in unwarranted behavior that will affect organizational performance. Therefore, it can be one of the reasons that workplace deviance behavior may be expected from the organizational ethical climate (Peterson, 2002). Peterson (2002) reveals that organizations with low concern on employees that neglect rules and laws of organization are likely to engaged in workplace deviance behavior. While a study conducted by Applebaum, Deguire and Lay (2005) revealed that organizations need to move forward and take actions by implementing strong, positive ethical cultures to make the employees able to handle when they face ethical dilemma. Besides, positive cultural environment have to be maintained in order to overcome the problems of deviance behavior. Based on the above findings, the following hypothesis is proposed:

H1: There is negative significant relationship between organizational ethical climate and workplace deviance behavior

2.2.2 Relationship between organizational citizenship behavior and workplace deviance behavior

A study conducted by Ariani (2013) indicated that there is negative relationship between organizational citizenship behavior (OCB) and counterproductive work behavior (CWB). Previously this study has indicated that there are several terms have same towards workplace deviance behavior (WDB) among these is CWB. Researches such as Dalal, (2005); Kelloway et al., (2002); Sackett, (2006), also found moderate relationship between OCB and WDB. WDB is opposed to OCB due to the high value have on OCB then it will be lower level of WDB. However, its depends on employees' behaviors, because OCB is not directed towards organizational policies and procedure. It is more directed towards voluntary behaviors that individual act in order to help people inside or outside the organizations.

WDB and OCB are not inversely related to one another (Spector & Fox, 2010). Spector and Fox (2010) findings is in line with Ariani (2013) who found that OCB has negative relationship with WDB. They indicated that threaten and helpful behaviors are complex than the ideas that one problem raise can be reduce from increasing the good value. Consequently, they suggested that organization should be aware and be more concern in designing to raise OCB and reduce WDB. This is because when we push the employees to engage more in OCB, the probability for them to involve in WDB is high. This is because unnecessary demand required from the organization might influence employees to engage more in WDB rather that OCB.

Norman et al. (2010), also reveal that OCB has a negative relationship with WDB. In their studies, the researchers examine the relationship with psychological capital, organizational identity on OCB and WDB. They concluded that those who have high psychological capital tend to have OCB and less involvement in WDB. Dunlop and Lee (2004), also indicated that OCB was negatively correlated with WDB. OCB seem not to be a significant predictor that will influence employees to involve in WDB. Based on the above argument provided by various researchers, it was suggested that numerous study need to investigate the relationship between OCB and WDB. This is due to the importance where employees tend to have high OCB but still involve in WDB. However, it need to have more details which include all the possible factors inside the organization. Thus, the formulation of the hypotheses is being proposed:

H2: There is negative relationship between organizational citizenship behavior and workplace deviance behavior.

2.3 UNDERPINNING THEORY AND MODEL

Theories are formulated to explain, predict, and understand phenomena and, in many cases, to challenge and extend existing knowledge within the limits of critical bounding assumptions. Theory also used to support the research framework that consists of dependent and independent variables. Dependent variable is workplace deviance behavior while the independent variables are organizational ethical climate and organizational citizenship behavior. The theory and model selected are Attribution theory and MARS Model of Individual Behavior and Results. Attribution theory show and support the relationship between organizational ethical climate and workplace deviance behavior, while MARS Model of Individual Behavior and Result to support the relationship between organizational citizenship behavior and workplace deviance behavior.

2.3.1 Attribution Theory

Attribution theory is the internal and external explanation of what is happening behind our own and other people's behavior and mostly considered as part of psychology, deals with why and what that people try to understand the events, judge and act on them (Fatemi & Asghari, 2012). Mcshane and Glinow, (2010) state that attribution involves the process of deciding whether an observed behavior or event is caused mainly by the person (internal factor) or by the environment (external factor). Internal factor includes person's ability and motivation whereas external factor include lack of resource and people surrounding the environment.

Usually people rely on three attribution rules namely consistency, distinctiveness and consensus which help to determine someone's behavior mainly has an internal or external attribution. Consistency involve on how many time the person act on the same way in the past, distinctiveness is the person's action in other setting that react in the same way and consensus is how often the people action in similar situation. As in this study, it can be conclude that, organizational ethical climate which involve several dimension (rule, caring, law and code, instrumental, independence) as include the internal and external factors which lead the employees to be involve in workplace deviance behavior.

2.3.2 MARS Model of Individual Behavior and Result

MARS model of individual behavior and result is the illustration of motivation, ability, role perceptions and situational factor that influence the behavior of the people with the outcome of performance. All the factors as the influences on individual voluntary behavior and performance inside and outside the organization and the explanation as follows:

Table 2.3
MARS Factors

| Types | Definition |
|--------------------|--|
| Motivation | The forces within a person that affects the direction, intensity and persistence of voluntary behavior |
| Ability | The natural aptitudes and learned capabilities required to successfully complete a task |
| Role Perception | The extent to which people understand the job duties assigned to or expected of them |
| Situational Factor | The relatively enduring patterns of thoughts, emotions, and behaviors that characterized a person, along with psychological processes behind those characteristics |

Source: McShane and Glinow, (2010)

Thus, it shows that, when the employees were directed by those factors (motivation, ability, role perception, situational factor), they will volunteer to involve in organizational citizenship behavior (OCB) which can minimize the deviance behaviors. Motivation, ability, role perception and situational factors have their own uniqueness in determining either the employees may practice and involve OCB.

As the conclusion, both theory and model presented to show and support between independent and dependent variables in this study. The theory and model proposed support the relationship of each variable as proposed in the hypothesis. Thus, it can increase the clarity of the relationship and enhance the readers understanding regarding this study.

2.4 RESEARCH FRAMEWORK

The research framework was developed based on the review of the literature. The framework explains the relationship between independent and dependent variable.

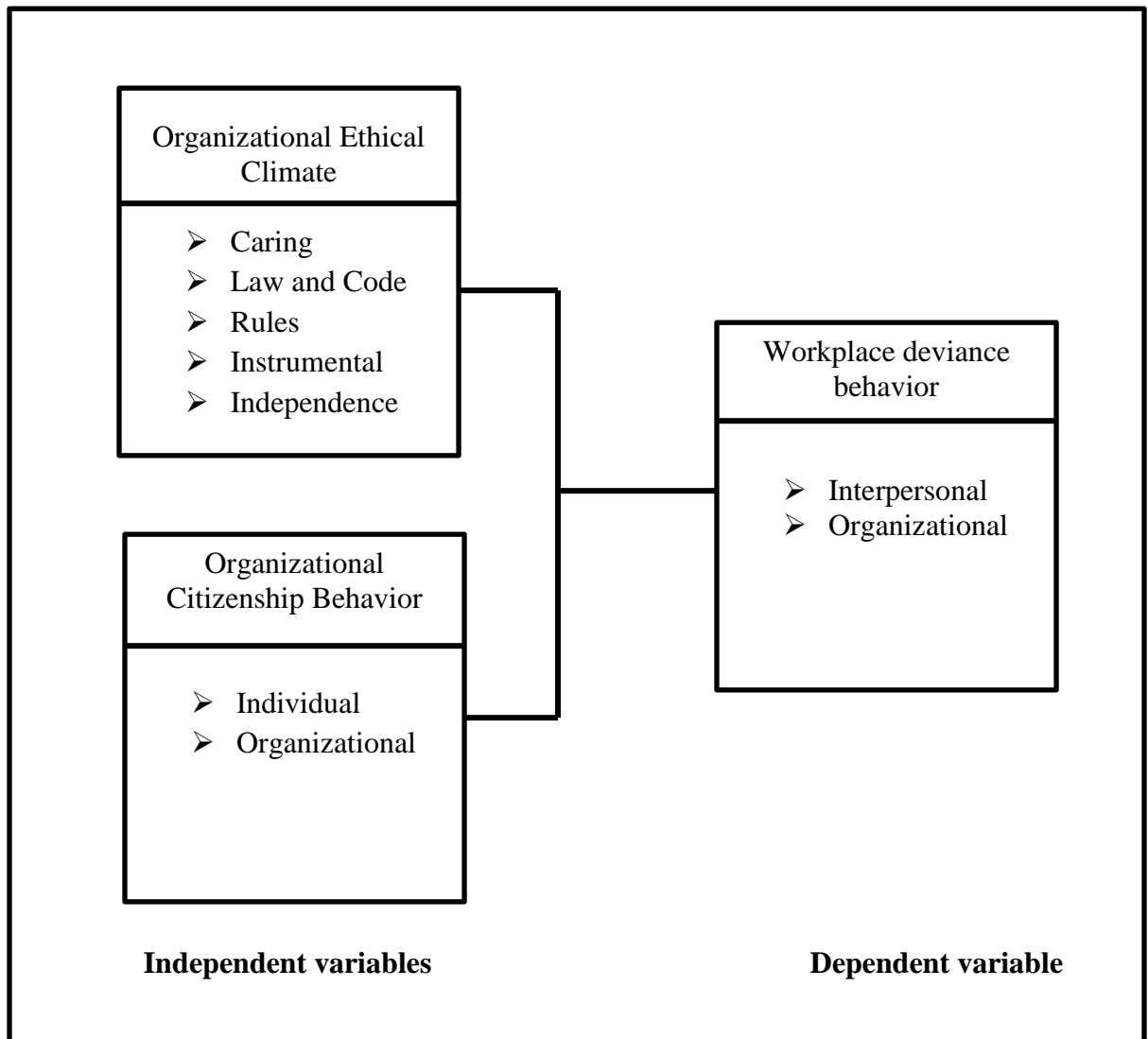


Figure 2.1 Research Framework

Based on the research framework, the dependent variable is workplace deviance behaviors which comprised two dimension; interpersonal and organizational deviance. While, the independent variables comprised of organizational ethical climate and organizational citizenship behavior. Organizational ethical climate consist five dimensions which include caring, law and code, rules, instrumental and independence. While, organizational citizenship behavior dimension are individual and organizational that may influence workplace deviance behavior.

2.5 CONCLUSION

The concept of workplace deviance behavior, definitions and theories were presented. Also include in this chapter are the factors that influence workplace deviance behavior which include organizational ethical climate and organizational citizenship behavior. Hypotheses were formulated in this chapter. Underpinning theory showed to support the research framework in this chapter. Chapter 3 will explained the methodology used to conduct this study.

CHAPTER 3

METHODOLOGY

3.0 INTRODUCTION

This study aims to determine the relationship between Organizational Ethical Climate (OEC), Organizational Citizenship Behavior (OCB) and Workplace Deviance Behavior (WDB) among generations in the workplace. There are five dimensions in OEC which include caring, law and code, rules, instrumental and independence and two dimensions of OCB which are individual (OCBI) and organization (OCBO). While WDB has two dimensions which are interpersonal deviance and organizational deviance.

This chapter will cover the method used in the process of conducting the research. It includes the research design consists of the sources of data, unit of analysis, population frame, sample and sampling technique. Besides, it also provides validation of instrument, data collection and administration, data analysis technique and end conclusion of the chapter.

3.1 RESEARCH DESIGN

The objective of research design is to plan and structure the investigation to obtain answers to research questions. It is important for a good research design planning in order to gather the types of information relevant to the research. It also identifies the relationship between variables and as a blueprint for outlining all of the procedures from the hypotheses to the analysis of data. For the purpose of this study, a descriptive study will be implemented to assist the information of each variable. According to Sekaran and Bougie (2012), descriptive study is undertaken to ascertain and describe the characteristics of the variables of interest in a situation.

The objective of descriptive study is to offer the researcher a profile or describe relevant aspects of the phenomena of interest from an individual, organization and industry-oriented. It is suitable method for this study because the methods used are structured data collection method and proper statistical data analysis procedure. In order to get the valued data, quantitative method was implemented. There are a few motivations in choosing for this type of research. Firstly, it will provide a clear answer on what respondents' state, all the information or items analyzed were tested by using pilot test study to ensure the validity and reliability, information collected in forms of numbers and related items. Thus, by using quantitative study help the researchers to analyze the results correctly and foresee the future results.

The data in this study were collected in two different sources which are primary and secondary sources. Primary data refers to first-hand information obtained by the researchers on the variables of interest for the specific purpose of the study (Sekaran & Bougie, 2012). Salkind (2009), indicated that secondary data as data taken from the real research with several changes from the original phrase. This study obtained the primary data from the individual by distributing the questionnaire among them and for the secondary data; the review of related studies will be conducted. Furthermore, secondary data are from books, paper cutting, academic magazine and other relevant materials related to the study.

3.2 POPULATION AND SAMPLE

This study was conducted at one of the manufacturing companies located in Kedah. This study selects employees from all management levels which are from three different generations. Population refers to a group of potential respondents who answer the questionnaires which has been used by the researcher to analyze the outcome of this study. Unit of analysis is the vital part where the researcher has to identify the 'what' and the 'who' to be analyzed in the study. It is a major entity that will analyze the study. There are several unit of analysis such as individuals, groups, artifacts which include book, photos and newspapers. In this study, individual is the unit of analysis, example the employees of the company.

Sample size is one of the most important parameters in performing a research. It helps to show the cause of the sample size towards sample distribution. This sample size is used to estimate the amount of participants for the data collection at the organization. In order to determine the relationship between workplace deviance behaviors among generation at workplace, convenient sampling technique were utilized in this study. The total number of employees in the company is 1000 employees including top, middle and lower level of employees with reference to Krejcie and Morgan (1970) table, the sample size needed for this population is 278 employees.

3.3 MEASUREMENT

A self-administered questionnaire has been used as the instrument in this research. The type of question used in this research is close-ended and each question has a set of alternative answers. The respondents need to choose and select the answer. The questionnaires were adopted from past researches. The questionnaire consists of four sections which were section A, B, C and D. Section A consists of 19 questions on workplace deviance behavior, Section B includes 26 questions of organizational ethical climate, Section C comprised of 16 questions of organizational citizenship behavior and Section D consists of 8 question on demographic background. The sample of questionnaire is shown in Appendix 1.

The workplace deviance behavior items were developed by Bennet and Robinson (2000), organizational ethical climate items from Victor and Cullen (1988) and organizational citizenship behavior items by Lee and Allen (2002) were used in this study. The original items were in English version, it was further translated to enhance respondents' understanding and their responses on all of the items. Each variable was translated into *Bahasa Malaysia* by using back to back translation as proposed by Brislin (1970) and McGorry (2000). Back to back translation is done with the help of several experts in order to ensure the responses are similar to other groups that used similar items. The following sub-section provides details explanation of the variables and items selected for this study.

3.3.1 Workplace Deviance Behavior

Workplace Deviance Behavior comprise of two dimensions namely interpersonal and organizational deviance. Previous studies conducted by Faridahwati, Chandrakantan and Hadziroh (2011); Omar et al (2011); Othman, Khalizani and Shahrina (2012) indicated that the reliability value of the measurement are between 0.74-0.94, 0.86 and 0.921 respectively. Thus, this 19 items questionnaire is adopted to measure the involvement of the employees in workplace deviance behavior. The range of responses was from 1 to 5. Table 3.1 show the items, operational definition of the variable and their dimensions.

Table 3.1

Operational Definition and Items of Workplace Deviance Behavior Dimensions

| Dimensions | Operational Definitions | Items |
|-------------------------|---|---|
| Interpersonal deviance | Individual negative behaviors toward someone at workplace | <ol style="list-style-type: none"> 1. Made fun of someone at work 2. Said something hurtful to someone at work 3. Made an ethnic, religious or racial remark at work 4. Cursed someone at work 5. Played a mean prank on someone at work 6. Acted rudely toward someone at work 7. Publicly embarrassed someone at work |
| Organizational deviance | Negative behaviors occur among individuals in entire organization | <ol style="list-style-type: none"> 1. Taken property from work without permission 2. Spent too much time fantasizing or daydreaming instead of working 3. Falsified a receipt to get reimbursed for more money than you spent on business expenses 4. Taken an additional or longer break than is acceptable at workplace 5. Come in late to work without permission 6. Littered your work environment 7. Neglected to follow your boss' instructions 8. Intentionally worked slower than you could have worked 9. Discussed confidential company information with an authorized person 10. Used and illegal drug or consumed alcohol on the job 11. Put little effort into your work 12. Dragged out work in order to get overtime |

Source: Bennett and Robinson, (2000)

3.3.2 Organizational Ethical Climate

There are five dimensions of Organizational Ethical Climate developed by Victor and Cullen (1988), namely caring, law and code, rules, instrumental and independence. Victor and Cullen's Ethical Climate Questionnaire (ECQ) were extensively used by past researchers such as Borhani et al (2014) with cronbach's alpha value 0.7, Parboteeah et al. (2010) cronbach's alpha value 0.6 and Tseng and Fan (2011) cronbach's alpha value 0.6. All of the cronbach's alpha values are reliable and acceptable to be tested. In this study, the 26 items were used to measure organizational ethical climate in the company. It determine whether ethical climate influence the employees involvement in the workplace deviance behavior. The range of responses used is 5-point likert's scale, 1 to 5. Table 3.2 show the items and operational definition of the variable and their dimensions.

Table 3.2

Operational Definition and Items of Organizational Ethical Climate Dimensions

| Dimensions | Operational Definitions | Items |
|-------------------|--|---|
| Caring | Concerns on others welfare inside and outside of the organization that might be affected by their ethical decision | <ol style="list-style-type: none"> 1. What is best for everyone in the company is the majored consider here 2. The most important concern is the good of all the people in the company as a whole 3. Our major concern is always what is best for the other person 4. In this company, people look out for each other's good 5. In this company, it is expected that you will always do what is right for the customers and public 6. The most efficient way is always the right way in this company 7. In this company, each person is expected above all to work efficiently |
| Law and code | Law and professional standard that need to be considered instead other matters | <ol style="list-style-type: none"> 1. People are expected to comply with the law and professional standards over and above other considerations 2. In this company, the law and ethical code of their profession is the major consideration 3. In this company, people are expected to strictly follow legal or professional standards 4. In this company, the first consideration is whether a decision violated any law |
| Rules | Rules and procedures that organization expected to follow | <ol style="list-style-type: none"> 1. It is very important to follow the company's rules and procedures here |

| Dimensions | Operational Definitions | Items |
|--------------|---|--|
| Instrumental | Sense of belief that decision made will be benefit to organization and personal | <ol style="list-style-type: none"> 2. Everyone is expected to stick by company rules and procedures 3. Successful people in this company go by the book 4. People in this company strictly obey the company policies 1. In this company, people protect their own interest above all 2. In this company, people are mostly out for themselves 3. There is no room for one's own personal moral or ethics in this company 4. People are expected to do anything to further the company's interest, regardless of the consequences 5. People here are concerned with the company's interests to the exclusion of all else 6. Work is considered substandard only when it hurts the company's interests 7. The major responsibility of people in this company is to control costs |
| Independence | Moral belief that directed individual's action | <ol style="list-style-type: none"> 1. In this company, people are expected to follow their own personal moral and belief 2. Each person in this company decides for themselves what is right and what is wrong 3. The most important concern in this company is each person's own sense of right and wrong 4. In this company, people are guided by their own personal ethics |

Source: Victor and Cullen, (1988)

3.3.3 Organizational Citizenship behavior

There are 16 items to measure organizational citizenship behavior among the employee. It can be divided into dimensions which are individual (OCBI) and organizational (OCBO). The items selected were developed by Lee and Allen (2002). Previous studies have used these items questionnaires with recorded high value of reliability. The studies conducted by Dunlop and Lee (2004), Suresh and Venkatammal (2010) and Jehad, Farzana and Mohmad Adnan (2011) indicated a cronbach's alpha values between 0.77, 0.88 and 0.87 for OCBO and 0.83, 0.83 and 0.79 for OCBI respectively. The scales used are from 1 to 5. Table 3.3 exhibit the items and operational definition of the variable and their dimensions.

Table 3.3

Operational Definition and Items of Organizational Citizenship Behavior Dimensions

| Dimensions | Operational Definitions | Items |
|-------------------|--|---|
| Individual | Behaviors that directed towards individual which are not critical as task and duties | <ol style="list-style-type: none"> 1. Help others who have been absent 2. Willingly give your time to help others who have work-related problems 3. Adjust your work schedule to accommodate other employees' request for time off 4. Go out of the way to make newer employees feel welcome in the work group 5. Show genuine concern and courtesy toward coworkers, even under the most trying business or personal situation 6. Assist others in their duties 7. Share personal property with other to help their work |
| Organizational | Behaviors that directed to organizations that not critical as tasks and duties | <ol style="list-style-type: none"> 1. Attend functions that are required but that help the organizational image 2. Keep up with development in the organization 3. Defend the organization when other employees criticize it 4. Show pride when representing the organization in public 5. Offer ideas to improve the functioning of the organization 6. Express loyalty towards the organization 7. Take action to protect the organization from potential problems 8. Demonstrate concern about the image of the organization |

Source: Lee and Allen, (2002)

3.4 VALIDATION OF INSTRUMENT AND PILOT STUDY

The validation process is to ensure the content the researcher used as the instrument were applicable and relevant to the research especially when analyzing the results. The questionnaire were adopted from past researches such on Workplace Deviance Behavior (Bennet & Robinson, 2000), Organizational Ethical Climate (Victor & Cullen, 1988) and Organizational Citizenship Behavior (Lee & Allen, 2002) to ensure that the wordings are suitable and understandable. A pilot test was conducted to determine the validity and reliability of the instrument. A total of 100 questionnaires were distributed among employees at one of the manufacturing company located in Jitra, Kedah on 15-17 September 2014. Questionnaires were distributed by Human Resource Executive from the company. Thus, the respondents were given two days to answer the survey. However, the returned questionnaires were 84 (84%) and only 79 (79%) can be used for further analysis. Reliability test was conducted to determine the validity of the instrument. The result of the reliability is indicated in Table 3.4

Table 3.4
Reliability Results of Pilot Study

| Variables | Number of Items | Cronbach Alpha |
|--|------------------------|-----------------------|
| DEPENDENT VARIABLE | | |
| Workplace Deviance Behavior | 19 | 0.93 |
| Interpersonal Deviance | 7 | 0.90 |
| Organizational Deviance | 12 | 0.89 |
| INDEPENDENT VARIABLES | | |
| Organizational Ethical Climate | 26 | 0.93 |
| Caring | 7 | 0.82 |
| Law and Code | 4 | 0.83 |
| Rules | 4 | 0.82 |
| Instrumental | 7 | 0.88 |
| Independence | 4 | 0.83 |
| Organizational Citizenship Behavior | 16 | 0.92 |
| Individual | 7 | 0.88 |
| Organizational | 9 | 0.93 |

Reliability analysis was conducted on the variable to determine the internal consistency of the items. Cronbach's alpha for each dimension was between 0.8 to 0.9 and indicated its reliability. This is supported by Nunnally (1978) who said that cronbach's alpha which e more than 0.7 is reliable. During the pilot test, the respondents were asked to provide the comments on the questions. However, the researcher received positive feedback that all questions were understandable. Thus, all the items used remained unchanged for the actual data collection. The other reasons of maintaining the existing items for actual data collection because of the similarity of the background of the respondents which is among manufacturing employees especially the production levels and level of their education.

3.5 DATA COLLECTION AND ADMINISTRATION

The survey is conducted to determine the factors that influence workplace deviance behavior among generation at the workplace in manufacturing industry. Before the study was conducted, contacts were made to the human resource department of the company to obtain approval. Upon approved, the questionnaires were distributed with the assistance from the executive of the human resource company on 1st October 2014. Respondents were given one week to return the questionnaire to human resource executive. Then, the human resources executive contacted the researcher to give the feedback of the questionnaires. Thus, the total number and percentage returned is further discussed in the next chapter.

3.6 DATA ANALYSIS TECHNIQUE

The plan for data analysis explains the techniques used to analyze the data obtained from the questionnaires. After the data were collected, they were entered into SPSS version 19.0 for further analysis. Factor analysis was conducted to determine the validity of the measures ensuring that only valid measures will be included for further analysis. Then, reliability analysis is conducted for this actual data collection to ensure the reliability and all the measure acceptable to continue analysis. After removing and deleted several items in actual data, correlation and regression analysis are conducted. Correlation and regression were carried out to determine the relationship between dependent (workplace deviance behavior) and independent variables (organizational ethical climate and organizational citizenship behavior).

3.7 CONCLUSION

This chapter emphasizes on the method used in the process of conducting this study. There are several important elements that have been highlight such as design of study, measurement, validation of instrument, data collection procedure and result of pilot study. Next chapter will be discuss on the results of the study.

CHAPTER 4

DATA ANALYSIS AND FINDINGS

4.0 INTRODUCTION

This chapter presents the findings of the data collected. Data collected consist of demographic background of the respondents, independent and dependent variables. Independent variables are organizational ethical climate and organizational citizenship behavior while the dependent variable is workplace deviance behavior. The data were analyzed using analysis methods such as frequency, correlation analysis, multiple regressions and t-test. The results of the data were explained in the next section.

4.1 SURVEY RESPONSES

A total number of 278 set of questionnaires were distributed to one of the manufacturing company located in Kedah among the management and support staff. According to Human Resource Executive of the company, most of the questionnaires were responded by support staff in the production section of company. The total returned questionnaires were 252 sets (90.65%) but only 210 (83.33%) were used for further analysis and 42 sets (16.67%) were not included because they were not properly filled.

4.2 DEMOGRAPHIC RESULTS

The demographic background of the respondents in this section include gender, age, marital status, status of occupation, tenure period in the organization, highest academic qualification, religion and salary. Each of the attributes is presented in Table 4.1.

Table 4.1
Results of Respondents' Demographic Background

| Demographic | Characteristic | Frequency | Percentage (%) |
|---|-----------------------|------------------|-----------------------|
| Gender | Male | 202 | 96.2 |
| | Female | 8 | 3.8 |
| Age | 19-34 Years | 173 | 82.4 |
| | 35-54 Years | 37 | 17.6 |
| Marital Status | Married | 124 | 59.0 |
| | Single | 86 | 41.0 |
| Employment Status | Permanent | 198 | 94.3 |
| | Contract | 12 | 5.7 |
| Duration serve in the organization | 1-3 Years | 62 | 29.5 |
| | 4-6 Years | 75 | 35.7 |
| | 7-10 Years | 52 | 24.8 |
| | >10 Years | 21 | 10.0 |
| Highest Academic Qualification | SPM | 107 | 51.0 |
| | STPM | 7 | 3.3 |
| | Certificate | 57 | 27.1 |
| | Diploma | 26 | 12.4 |
| | Bachelor Degree | 6 | 2.9 |
| | Master | 2 | 1.0 |
| | Phd | 5 | 2.4 |
| Religion | Islam | 206 | 98.1 |
| | Hindu | 3 | 1.4 |
| | Buddha | 1 | 0.5 |
| Salary | ≥RM1500 | 164 | 78.1 |
| | RM1501-RM3000 | 27 | 12.9 |
| | RM3001-RM3000 | 9 | 4.3 |
| | RM4501-RM6000 | 4 | 1.9 |
| | RM6001 and above | 6 | 2.9 |

Table 4.1 showed respondents' demographic background. Result indicated that most of the respondents, 202 (96.25%) in this study were male while female comprised of only 8 (3.8%). With respect to age, there were 173 (82.45%) respondents between 19-34 years old that recorded higher number than the age below of 35-54 years old which were 37 (17.6%). This indicated that most of the respondents were Generation Y (19-34 years) rather than Generation X (35-54 years) and 124 (59%) they were married while only 86 (41%) respondents were single. Majority of the respondents 198 (94.3%) were permanent employees and only 12 (5.7%) was on contract. The result also displayed that most of them worked in the company between 1-10 years 189 (90%) and only 21 (10%) of them worked more than 10 years. More than 107 (50%) of the respondents have the highest academic qualification of at least SPM while 5 (27%) of them have certificate as the highest academic qualification. These two academic qualifications recorded high number percentages as compared to STPM, Diploma, Bachelor Degree, Master and Phd. Besides, most of the respondents were Islam 206 (98.1%), and 164 (78.1%) received salary which are less or equal RM1500 while only 4 respondents received between RM4501-RM6000 as monthly salary.

4.3 FACTOR ANALYSIS

In order to ensure the validity of the test conducted for the study and indicating relationship between the variables, exploratory factor analysis was carried out before further analysis. Items which have cross loading and low value were excluded for correlation, multiple regression and independent t-test analysis. The following section explains the factor analysis result of the variables.

4.3.1 Workplace Deviance Behavior

Factor analysis was initially conducted on 19 items. However, nine items (3,6,7,8,9,10,11,16,17) were removed due to cross loading. Thus, only 10 items were carried on for further analysis. All the factor loading value of workplace deviance behavior was 0.6 and above which exceeded the acceptable limit of 0.4, and the Kaiser-Meyer-Olkin measure verified sampling adequacy for the analysis which were $KMO = 0.899$. Two factor of eigenvalues over Kaiser's criterion of 1 and explained 70.44% of the total variance. It can be seen in the scree plot that retaining two factor of workplace deviance behavior in Appendix 2a. Thus, these two factors were retained for further analysis. The items that clustered on the same factors suggest that Factor 1 represented Organizational Deviance and Factor 2 represented interpersonal deviance. The items and total variance for each factor were shown in Table 4.2.

Table 4.2

Factor Analysis Result of Workplace Deviance Behavior

| Rotated Component Matrix | | |
|---------------------------------|-----------------|-----------------|
| Factor Loading | | |
| | Factor 1 | Factor 2 |
| Org deviance 1 | .687 | |
| Org deviance 2 | .761 | |
| Org deviance 3 | .765 | |
| Org deviance 4 | .813 | |
| Org deviance 5 | .709 | |
| Org deviance 6 | .734 | |
| Inter deviance 1 | | .754 |
| Inter deviance 2 | | .830 |
| Inter deviance 3 | | .829 |
| Inter deviance 4 | | .792 |
| Eigen Value | 5.35 | 1.70 |
| Variance (100%) | 53.48 | 16.97 |
| Cumulative Variance | 53.48 | 70.44 |
| Kaiser-Mayer Olkin (KMO) | 0.89 | |

4.3.2 Organizational Ethical Climate

Factor analysis was initially conducted on 26 items. However, 6 items (4,6,8,10,23,25) were removed due to cross loading. Thus, only 20 items remained for further analysis. All the factor loading value of workplace deviance behavior was above 0.6 which exceeded the acceptable limit of 0.4 and the Kaiser-Meyer Olkin measured verified sampling adequacy for the analysis, $KMO = 0.871$. Six factors of eigenvalues over Kaiser's criterion of 1 and explained 66.24% of the total variance. It can be seen in scree plot that appear six factor of organizational ethical climate in Appendix 2b. However, the factors have changed from five to six factors due to different views of the respondents. Thus, these new six factors were included for further analysis. The items that clustered on the new factors as suggested namely Factor 1 represents Rules, Factor 2 represents Organizational Instrumental, Factor 3 represents Organizational Concern, Factor 4 represents Individual Concern, Factor 5 represents Independence and Factor 6 represents Individual Instrumental as depicted in Table 4.3.

Table 4.3
Factor Analysis Result of Organizational Ethical Climate

| Rotated Component Matrix | | | | | | |
|---------------------------------|-----------------------|---------------|---------------|---------------|---------------|---------------|
| | Factor Loading | | | | | |
| | Factor | Factor | Factor | Factor | Factor | Factor |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| Rules 1 | .732 | | | | | |
| Rules 2 | .757 | | | | | |
| Rules 3 | .741 | | | | | |
| Rules 4 | .752 | | | | | |
| Rules 5 | .663 | | | | | |
| Rules 6 | .675 | | | | | |
| Org instrumental 1 | | .655 | | | | |
| Org instrumental 2 | | .704 | | | | |
| Org instrumental 3 | | .705 | | | | |
| Org instrumental 4 | | .743 | | | | |
| Org concern 1 | | | .616 | | | |
| Org concern 2 | | | .779 | | | |
| Individual concern 1 | | | | .833 | | |
| Individual concern 2 | | | | .802 | | |
| Individual concern 3 | | | | .643 | | |
| Independence 1 | | | | | .742 | |
| Independence 2 | | | | | .748 | |
| Indi instrumental 1 | | | | | | .743 |
| Indi instrumental 2 | | | | | | .826 |
| Indi instrumental 3 | | | | | | .725 |
| Eigen Value | 8.1 | 4.1 | 1.8 | 1.2 | 1.1 | 1.0 |
| Variance (100%) | 31 | 15.71 | 6.74 | 4.75 | 4.12 | 3.84 |
| Cumulative Variance | 31 | 46.7 | 53.45 | 58.12 | 62.39 | 66.24 |
| Kaiser-Mayer Olkin (KMO) | 0.871 | | | | | |

4.3.3 Organizational Citizenship Behavior

Factor analysis was initially conducted on 16 items. However, three items (1,8,9) were removed due to cross loading. Thus, only 13 items remained for further analysis. All the factor loading value of organizational citizenship behavior was above 0.7 which exceeded the acceptable limit of 0.4 and the Kaiser-Meyer-Olkin measured verified sampling adequacy for the analysis, KMO = 0.901. Two factor of eigenvalues above Kaiser's criterion of 1 and explained 62.68% of the total variance. This can be seen in the scree plot that retained two factor of organizational citizenship behavior as exhibited in Appendix 2c. Thus, these two factors were retained for further analysis. The items that cluster on the same factors suggest that Factor 1 represents Organizational Citizenship Behavior directed to Organization (OCBO) and Factor 2 Organizational Citizenship Behavior directed to Individual (OCBI) as shown in Table 4.4.

Table 4.4
Factor Analysis Result of Organizational Citizenship Behavior

| Rotated Component Matrix | | |
|---------------------------------|-----------------------|-----------------|
| | Factor loading | |
| | Factor 1 | Factor 2 |
| OCBO 1 | .747 | |
| OCBO 2 | .766 | |
| OCBO 3 | .800 | |
| OCBO 4 | .791 | |
| OCBO 5 | .795 | |
| OCBO 6 | .775 | |
| OCBO 7 | .756 | |
| OCBI 1 | | .770 |
| OCBI 2 | | .751 |
| OCBI 3 | | .703 |
| OCBI 4 | | .743 |
| OCBI 5 | | .762 |
| OCBI 6 | | .715 |
| Eigen Value | 6.01 | 2.18 |
| Variance (100%) | 46.82 | 15.98 |
| Cumulative Variance | 46.82 | 62.80 |
| Kaiser-Mayer Olkin (KMO) | 0.913 | |

4.4 RELIABILITY ANALYSIS

After factor analyses were conducted, reliability test was carried out to ensure the items were acceptable and able to be analyzed for further analysis. This reliability analysis result is shown in Table 4.5.

Table 4.5
Reliability Result of Actual Data

| Variables with dimensions | Number of Items | Cronbach's alpha |
|--|------------------------|-------------------------|
| DEPENDENT VARIABLE | | |
| Workplace Deviance Behavior | 10 | 0.90 |
| Interpersonal deviance | 4 | 0.88 |
| Organizational deviance | 6 | 0.90 |
| INDEPENDENT VARIABLES | | |
| Organizational Ethical Climate | 20 | 0.85 |
| Rules | 6 | 0.87 |
| Organizational Instrumental | 4 | 0.77 |
| Organizational Concern | 2 | 0.68 |
| Individual Concern | 3 | 0.79 |
| Independence | 2 | 0.70 |
| Individual Instrumental | 3 | 0.67 |
| Organizational Citizenship Behavior | 13 | 0.90 |
| OCBI | 7 | 0.91 |
| OCBO | 6 | 0.86 |

From the above reliability results, all the variables indicated high value of cronbach's alpha which was more than 0.6. This indicated that all the items were acceptable for further analysis. This is consistent with Nunally (1978) who indicated that the value of cronbach's alpha that is above 0.7 is acceptable and reliable to be tested. Thus, all the items retained after factor analysis can be used for further analysis.

4.5 DESCRIPTIVE ANALYSIS

Descriptive statistic of means and standard deviations were obtained for interval-scaled independent and dependent variables. Results presented were obtained from the employees (respondents) in a manufacturing company located in Kedah. Most of them were male with average age between 19-34 years old (Generation Y) and their religion is Islam. Results revealed that employees were involved in workplace deviance behavior (WDB) with the mean value of 2.00. Organizational ethical climate presented as the factor that influence WDB with means of 3.48 whereas organizational citizenship behavior also influenced employees involve with WDB.

Table 4.6
Descriptive Statistic

| | N | Mean | Std. Deviation |
|--|------------|-------------|-----------------------|
| Workplace deviance behavior | 201 | 2.00 | .77 |
| Organizational deviance | 210 | 1.83 | .84 |
| Interpersonal deviance | 210 | 2.25 | .95 |
| Organizational ethical climate | 210 | 3.48 | .52 |
| Rule | 210 | 3.73 | .70 |
| Organizational instrumental | 210 | 3.23 | .78 |
| Organizational concern | 210 | 3.78 | .78 |
| Individual concern | 210 | 3.63 | .88 |
| Independence | 210 | 3.09 | .99 |
| Individual instrumental | 210 | 3.19 | .95 |
| Organizational citizenship behavior | 210 | 3.27 | .73 |
| OCBO | 210 | 3.14 | .91 |
| OCBI | 210 | 3.42 | .76 |

4.6 T-TEST BETWEEN AGE AND WORKPLACE DEVIANCE BEHAVIOR

An independent t-test was conducted to compare the workplace deviance behavior score of generation differences (Generation X and Y). There were significant differences in score of workplace deviance behavior among Generation Y (M=173, SD=0.652) and Generation X (M=37, SD=1.06) with conditions; $t(41.96) = -3.37, p = 0.000$. The means scores indicated that workplace deviance behavior was predominant among Generation X compared to Generation Y of studied organization.

Table 4.7
Result of T-test between Age (Generation X and Y) and Workplace Deviance Behavior

| | | N | Mean | Std. Deviation | t-value | Sig. |
|-----|----------------|----------|-------------|-----------------------|----------------|-------------|
| WDB | Gen Y 19-34 | 173 | 1.8919 | 0.65205 | -4.577 | 0.000 |
| | Gen X 35-54 | 37 | 2.5054 | 1.06431 | -3.373 | |

4.7 CORRELATION ANALYSIS

The analysis in this section reported the correlation result to determine the relationship between the three main variables; namely workplace deviance behavior, organizational ethical climate and organizational citizenship behavior.

Table 4.8 showed that there were negative correlation between organizational ethical climate and workplace deviance behavior with a correlation coefficient value -0.207. However, there were positive correlation between organizational ethical climate dimension (Rules, Organizational Concern and Individual Concern) and workplace deviance behavior. The strongest correlations are Rules (0.286), Organizational Concern (0.273) and Individual Concern (0.256).

Table 4.8 also exhibited the correlation result between organizational citizenship behavior and workplace deviance behavior. There is no significant correlation between those variables due to negative low coefficient correlation value (-0.021). Besides, it also showed no significant correlation between organizational citizenship behavior dimension and workplace deviance behavior.

Table 4.8

Correlation Results of the Independent and Dependent Variables and Its Dimensions

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
|----------------------------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----|
| 1. WDB | 1 | | | | | | | | | | |
| 2. OEC | -.207** | 1 | | | | | | | | | |
| 3. Rules | -.286** | .733** | 1 | | | | | | | | |
| 4. Org Instrumental | -.036 | .677** | .192** | 1 | | | | | | | |
| 5. Org Concern | -.273** | .611** | .564** | .257** | 1 | | | | | | |
| 6. Individual Concern | -.256** | .632** | .526** | .205** | .522** | 1 | | | | | |
| 7. Independence | .036 | .572** | .140* | .520** | .130* | .139* | 1 | | | | |
| 8. Individual Instrumental | .062 | .514** | .121* | .399** | -.008 | -.001 | .421** | 1 | | | |
| 9. OCB | -.021 | .457** | .303** | .418** | .257** | .228** | .369** | .163** | 1 | | |
| 10. OCBO | .003 | .423** | .273** | .406** | .225** | .219** | .284** | .184** | .906** | 1 | |
| 11. OCBI | -.047 | .354** | .246** | .300** | .219** | .166** | .368** | .080 | .806** | .479** | 1 |

p ≤ 0.05

4.8 MULTIPLE REGRESSION ANALYSIS

This section presents the multiple regression results of the workplace deviance behavior, organizational ethical climate and organizational citizenship behavior. These variables were presented by their dimension.

Table 4.9 indicated that one of the dimensions of organizational ethical climate has been significantly related to workplace deviance behavior, which was rules. However, there was no significant relationship between organizational citizenship behavior and workplace deviance behavior. The result demonstrated that a total variance of 25% (R Square = 0.25) of both variables (organizational ethical climate, organizational citizenship behavior) explain workplace deviance behavior.

Table 4.9
Multiple Regression Results of the Independent and Dependent Variables and Its Dimensions

| Model | Unstandardized Coefficients | | Standardized Coefficients | | |
|-------------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | t | Sig |
| (Constant) | 3.210 | .370 | | 8.666 | .000 |
| Rules | -.205 | .095 | -.188 | -2.159 | .032 |
| Org Instrumental | -.036 | .084 | -.037 | -.429 | .668 |
| Org Concern | -.123 | .085 | -.126 | -1.454 | .148 |
| Individual Concern | -.099 | .073 | -.113 | -1.366 | .174 |
| Independence | .055 | .065 | .070 | .839 | .402 |
| Individual Instrumental | .042 | .063 | .052 | .672 | .503 |
| OCBO | .088 | .068 | .104 | 1.295 | .197 |
| OCBI | -.024 | .080 | -.024 | -.296 | .767 |

R Square = 0.25

F = 3.60

R = 0.354

$p \leq 0.05$

Based on the results presented, the hypotheses were summarized as follows:

Table 4.10
Hypotheses Results

| Hypothesis | Description | Result |
|-------------------|---|---------------|
| H ₁ | There is negative significant relationship between organizational ethical climate and workplace deviance behavior | Accepted |
| H ₂ | There is negative relationship between organizational citizenship behavior and workplace deviance behavior | Accepted |

4.9 CONCLUSION

This study has presented the result of the data collected from respondents. The analyses included frequency, factor analysis, reliability, correlation, regression and independent t-test. The results showed that organizational ethical climate has high correlation with workplace deviance behavior than organizational citizenship behavior. The discussions of the results are elaborated in the next chapter.

CHAPTER 5

DISCUSSIONS AND CONCLUSION

5.0 INTRODUCTION

This chapter discusses findings from the analysis conducted in the previous chapter. The discussions are based on research objectives of the study. This chapter also highlights several limitations in the process of conducting this study. Recommendations for future research are also discussed and recommendations for practitioners are included in order to overcome the problems and conclusion of the study have also been included.

The research objectives as elaborated in Chapter 1 as follows:

- Is there significant differences among Generation X and Y who are engaged in workplace deviance behavior?
- Does organizational ethical climate influence workplace deviance behavior?
- Does organizational citizenship behavior influence workplace deviance behavior?

5.1 WORKPLACE DEVIANCE BEHAVIOR AND GENERATION DIFFERENCES

Based on independent t-test conducted (refer Table 4.7), it has been proved that there is significant relationship between generations (Generation X and Y) in involvement with workplace deviance behavior. It showed that differences in mean value which indicated the level of involvement in workplace deviance behavior. Based on the result, Generation Y was less involved in workplace deviance behavior than Generation X. As we know, Generation Y are new in the workplace. Their range of age is between 19-34 years old shows that some of them are still in earlier stage of building career. For this time being, they will try to maximize their performance and work hard to achieve their targets. For example, this young generation might follow all the rules and regulation set up by the organization as to improve their career development.

As indicated, Generation X was likely to involve more than Generation Y in the workplace. From their range of age (35-54 years old), we can see that, most of them have more experience and stay in the workplace for a long time. Thus, the tendency for them to involve with deviance behavior was high. There are also several reasons that might encourage them to involve in WDB such as they lack of moral and ethical awareness, their perception of organizational injustice and financial problems (Sulaiman & Bhatti, 2010). Besides, they might feel they were stable enough and people do not care if they violate the rules and involve in deviance behavior. Then, it will encourage them to involve in deviance behavior without consider the consequences for themselves, coworkers and organization itself.

This result is consistent with study conducted by Becton, Walker and John-Farmer (2014) which indicated that generation differences appear in some workplace behavior. They also quoted that, the stereotypes towards generations were not always reliable with workplace behavior. Meanwhile, the differences appear among generations cannot be judged by their characteristics solely. This is due to the believe that there are several factors that may influence involvement of deviance behaviors such as job dissatisfaction, work overload, personal problems, and depression. The characteristic of the generations should not be ignored but used as an indicator in determining their behavior and attitudes. This will help the employers to determine the styles to supervise and coach their employees in performing their duties and responsibilities. Thus, the differences will not be the barriers among the generations at the workplace and can communicate with them effectively and this result has supported the objectives of this study that there is significant difference among generation in involvement with workplace deviance behavior.

5.2 RELATIONSHIP BETWEEN ORGANIZATIONAL ETHICAL CLIMATE AND WORKPLACE DEVIANCE BEHAVIOR

The result also shows that organizational ethical climate has a relationship with workplace deviance behavior (refer Table 4.8). Basically, there are six dimension of organizational ethical climate which are rules, organizational instrumental, organizational concern, individual concern, independence and individual instrumental. The positive correlation coefficient of the rules, organizational concern, and individual concern showed that workplace deviance behavior can be reduced if these dimension becomes important consideration among employees and employers in the organization (refer Table 4.8). The highest and positive coefficient between rules and workplace deviance behavior exhibit that when individual follow the rules set up by the organization, it may help to reduce the involvement of employees in deviance behavior.

Rules also appear as the important factor that organization emphasized to the employees and its part of the procedures that need to be followed in conducting organizational activities. When the employees are being exposed with the specific rules and regulation by the organization, they will recognize that the benefit of rules that need to be followed. However, the organization has set the rules which are reliable and not burden the employees which they have to put employees' welfare forward and at the same time can give benefits to the organization also. It is because, when the employees are comfortable and felt the organizational rules are reliable and benefit to them, it will make them feel valuable and appreciated. Thus, it will help to reduce deviance behavior in the

organization because the employees work with full commitment with the right ways and procedures.

The result being in line with studies conducted by Peterson (2002) revealed that rules influence workplace deviance behavior. Rules seem to be most important factor in determining whether the employees commit deviance behavior. Rules reflect organizations policies and procedures that have to be followed by the employees. Moreover, employees have to follow all the rules set up that may benefit them and the organization. All the right and wrong decision that they decide were based on the rules. So, they will consider rules as the indicator of their actions taken either will benefit them or not. However, Peterson (2002) stated that, even though the organization emphasize on following rules, it cannot be guaranteed that employees will not involve in deviance behavior. This is because, individual targets are different from others, their perceptions, beliefs, values are different that may be the one of the factor that influenced them to involve with workplace deviance behavior.

Thus, it is the responsibility of the organizations and employees to decide the wrong and right action they made. Rule set up by the organizations should be able to be followed by the employees and in line with objectives, mission and vision of the organizations. Thus employees must follow the rule which may help the organization to meet the objectives. Rules also set direction for the organization and employees for future success that should be follow and obey by all employees in the organizations.

5.3 RELATIONSHIP BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WORKPLACE DEVIANCE BEHAVIOR

Results show that there are negative and low correlation coefficient value between organizational citizenship behavior and workplace deviance behavior (refer table 4.8). This is due to the employees realization's on the importance of organizational citizenship behavior. It will increase their satisfaction and can promote a good relationship among employees. The negative correlation coefficient between organizational citizenship behavior and workplace deviance behaviors demonstrated one of the way to minimize the involvement of employees workplace deviance behavior, employees should have high value of organizational citizenship behavior.

The result is consistent with the study by Norman et al. (2010) findings which indicated that organizational citizenship behavior either OCBO or OCBI were negatively related to workplace deviance behavior. Therefore, organization should emphasize on the importance of OCBO and OCBI among the employees in order to reduce the workplace deviance behavior. Occasionally, employees involved in workplace deviance behavior due to the believed that situation force people to make decision that will possibly affect the people around them. Thus, in order to reduce the involvement of the employees in the deviance behavior, the OCBO and OCBI should be emphasized by the organization. Employees who have high OCBO and OCBI tend to be more tolerate and consider any actions taken which involve others and organization itself. From that, we can see that organization have to play its importance in emphasizing these two matters (OCBO and OCBI).

Organizational citizenship behavior is viewed as generous behavior of employees towards the organization. This behavior can help the organization strive to be successful in the future. This is because, when the employees reveal this behavior, they can be expected to do anything under their control to benefit the organization. Organizational citizenship behavior can also be determined as the appreciation to the organization because the employees are willing to demonstrate good behavior. Even though employees reveal organizational citizenship behavior in the organization, workplace deviance behavior persist as an issue for management because the employees may involve in good or deviance behavior sometimes reverses the organization progressions.

Conclusively, organizational citizenship behavior and workplace deviance behavior cannot occur in any situations of any employees. It is believed that organizational citizenship behavior can be the employees perception either being treated fairly by the top management and their supervisor. Thus, workplace deviance behavior can be an outcome of dissatisfactions, depression, work overload and conflict between co-workers that may project them to be involved in deviance behavior. Organizational citizenship behavior is also the voluntary response that has emotional meaning for people (Bukahri & Umair Ali, 2009). People tend to judge based on their perceptions of their belief, cultures and values towards people around them and the organizations which might lead them to involve in deviance behavior.

5.4 LIMITATION OF THE STUDY

There are several limitation encountered in the course of conducting this study:

1. Primarily, the study intended to determine the relationship between three generations at the workplace which are Baby Boomers, Generation X and Generation Y. However, in the selected population sample, the workforces were dominated by Generation X and Y. Thus, the findings only reveal the feedback among Generation Y and X only. None of the Baby Boomers were involved in this study and the feedback are also dominated by Generation Y and the differences were compared only between Generation X and Generation Y. Study is only conducted in one of the manufacturing companies located in Kedah, which the data collected cannot be generalized due to different organizational value and culture.
2. The data collected using questionnaires depend on the degree of willingness of the respondents. The results of the finding solely depend on them. Beside, responses may not accurately measure workplace deviance behavior because some of the respondents may not sincerely respond to the questionnaires.

5.5 RECOMMENDATIONS

In order to overcome the limitations of the study, several recommendations were considered.

5.5.1 Recommendations for future research

1. This study focuses in manufacturing industry only. Future research should be conducted in different types of industry which have different values and culture that may influence workplace deviance behavior. Thus the result can be generalized. The number of respondents should be clearly determined by the future researcher to include Generation X and Y only.
2. Instead of questionnaires, future research should use observation method as the way to collect the data. This is because, by observation, it helps the researchers to explore on tendency of the employees to involve in workplace deviance behavior.
3. Moderator effect should be included in order to get better result in determining which factors influence workplace deviance behaviors such as Generation X and Y.

5.5.2 Recommendations for practitioners

1. The significant relationship between organizational ethical climate and workplace deviance behavior showed that the organizational factor being the factor that influence individual involve in the behavior. There are six dimensions of organizational ethical climate, but only three dimensions are positively correlated with workplace deviance behavior (rules, organizational and individual concern). Organization need to emphasize on the rules among its employees. It is because rules can determine the directions and attitudes of the employees by controlling their activities inside the organizations. The proper procedures and rules should also be stress in conducting organizational business which help to discipline the employees to achieve the vision, mission, objectives and goals set up.
2. Organizational ethical climate reveal being the most important factor that influence workplace deviance behavior rather than organizational citizenship behaviors. Therefore, the environment of the organization which include values, cultures and beliefs caned influence employees to be involved in deviance behavior. However, organizational citizenship behavior does not really influence employees to engage in deviance behavior. Thus, it is recommended for organization in promoting organizational citizenship behavior that which may overcome the problems of deviance behavior among the employees. It can be done by conducting activities and programs among the employees such as Family Day, Annual Grand Dinner that promote relationship among them.

5.6 CONCLUSION

The purpose of this study is to examine the relationship between organizational ethical climates, organizational citizenship behavior and workplace deviance behavior. It focuses on response of Generation X and Y in the organization. This is because these factors have dominated today workplace and each of the generations has their own uniqueness of behaviors and characteristics.

This study has met all the three objectives indicated earlier in the section of the study. The first objective is to examine the relationship between generation differences and workplace deviance behavior that has been prove significant difference among the generations in involving with workplace deviance behavior. The second objective is to determine the relationship between organizational ethical climate and workplace deviance behavior which reveals there is a significant relationship. Primarily this study presented five dimensions of organizational ethical climate which are caring, rules, law and code, independence and instrumental. However after conducting factor analysis inappropriate items were deleted, six new dimensions of organizational ethical climate namely rules, organizational instrumental, organizational concern, individual concern, independence and individual instrumental. Thus, additional analysis was conducted on the six dimensions. However, only three dimensions were positively correlated with workplace deviance behaviors namely rules, organizational concern and individual concern.

The results of this study also revealed the need to understand workplace deviance behavior. This study also showed that organizational ethical climate influence workplace deviance behavior among the employees in the organization. It emphasized that rules being the most important factor that may hinder employees to be involved in deviance behaviors. However, researchers stated that even though the organization emphasize in rules, it cannot be prevented from deviance behavior to occur at the workplace. Thus, there may be other factors that may influence employees or individual engaging in workplace deviance behavior. Besides, this study is in line with previous research that organizational citizenship behavior was not significantly related to workplace deviance behavior because when employees have high value of citizenship behavior, it will have lower value of deviance behavior.

In conclusion, this study has successfully answered the three research objectives. The generations differences were clearly discussed with two important factors such organizational ethical climate and organizational citizenship behavior. Nevertheless, there is a need for future researchers to plan and improve their activities and programs that would curb workplace deviance behavior.

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