

**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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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

<b>ABBREVIATION</b>	<b>DESCRIPTIONS</b>
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



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