

**WORKPLACE DEVIANT BEHAVIOUR: STUDY ON BANK EMPLOYEES IN
KLANG VALLEY, MALAYSIA**

By:

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Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the Master of Science (Finance)

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ABSTRAK

Kajian ini bertujuan untuk mengenalpasti hubungan antara faktor beban kerja, tekanan kerja, konflik peranan, kekaburan peranan dan tingkah laku devian di tempat kerja. Walaupun kajian tingkah laku devian di tempat kerja telah banyak dilakukan, namun kajian hubungan antara beban kerja, tekanan kerja, konflik peranan, kekaburan peranan dan tingkah laku devian di tempat kerja telah dikaji dalam kajian-kajian berasingan. Bagi tujuan tersebut seramai 140 pegawai bank yang bertugas bank sekitar Lembah Klang sebagai responden bagi kajian ini.

Analisis data yang digunakan adalah deskriptif (min, frekuensi, kekerapan dan sisihan piawai), korelasi Pearson dan analisis Regresi Berganda. Hasil dapatan kajian menunjukkan bahawa tahap tingkah laku devian adalah rendah. Hasil analisis korelasi antara pemboleh ubah kajian mendapati hubungan yang signifikan antara beban kerja, tekanan kerja, konflik peranan, kekaburan peranan dan tingkah laku devian. Hasil analisis regresi berganda menunjukkan konflik peranan sebagai penyumbang terbesar kepada tingkah laku devian di tempat kerja. Kajian ini turut memberi implikasi dari segi praktis di mana organisasi perlu mengambil kira faktor konflik peranan sebagai salah satu faktor yang dilihat berpotensi meningkatkan tingkah laku devian di tempat kerja.

ABSTRACT

The purpose of this study was to determine the relationship between workload, work stress, role conflict, emotional exhaustion, and workplace deviant behaviour. Although a lot of previous studies have examined the workplace deviant behaviour, but research on the relationship between workload, work stress, role conflict, role ambiguity and workplace deviant behaviour were studied in separate studies. For this purpose a total of 140 bank officers who work in bank around Klang Valley have been selected as respondents for this study.

Descriptive analysis (mean, frequency, mode and standard deviation) and the inference analyses (Pearson correlation and multiple regression analysis) were used. The findings indicate a low level of workplace deviant behaviour. The result of correlation analysis between the variables showed a significant relationship between workload, work stress, role conflict, role ambiguity and workplace deviant behaviour. The result of multiple regression analysis indicated role conflict was the largest contributor to workplace deviant behaviour. This study has practical implications in terms of where the organization should take into account the role conflict as a high potential to increase workplace deviant behaviour.

ACKNOWLEDGEMENT

Praise to Allah, the Most Gracious and the Most Merciful who gave me the physical, mental and spiritual strength to complete this thesis amidst many difficulties.

I would like to express my deepest gratitude to my advisor, Dr. Norhafiza Nordin, for her excellent guidance, caring, patience, and providing me with an excellent atmosphere for doing research. Her moral support and continuous supervision have enabled me to complete my work successfully.

I also would like to extend special appreciation to all my lecturers, whose dedication and encouragement have guided me to acquire the essential knowledge in this field.

I would also like to thank my parents, sisters, and brother. They were always supporting me and encouraging me with their best wishes.

Finally, I would like to thank my wife, Noor Aziah Sulaiman. She was always there cheering me up and stood by me through the good times and bad.

May Allah bless all of us.

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LIST OF ABBREVIATIONS

AET	:	Affective Events Theory
FBI	:	Federal Bureau of Investigation
NIOSH	:	National Institute for Occupational Safety and Health
USD	:	U.S Dollar
SPSS	:	Statistical Package for the Social Science



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CHAPTER I

INTRODUCTION

1.1 Background of the Study

Employee's deviant behaviour in an organization has given implications and effects to all levels of the organization (Coccia, 1998). Employee deviant behaviour deemed is to occur when an employee violates the policies or regulations that could affect the organization or staff wellbeing (Robinson & Bennett, 1995; Christian & Ellis, 2011). For that reason, the management of employees' deviant behaviour in the workplace is a critical global issue. Not only it can affect the effectiveness of the organization, it also has financial implications (Appelbaum, Iaconi & Matousek, 2007).

Deviant behaviour of employees has been given high priority in many organizations nowadays (Stouten, Baillien, Broeck, Camps, Witte & Euwema, 2010; Darrat, Amyx & Bennett, 2010; Prottas, 2013). Many studies (Van Jaarsveld et al., 2010; Asadullah, 2013; Swimberghe & Habig, 2009; Fox *et al.*, 2012) have been conducted to examine the factors that contribute to deviant behaviour. Previously, many studies (Bowling & Eschleman, 2010; Berry *et al.*, 2007; Dalal, 2005; Salgado, 2002) examine the personality factors that relate or lead to deviant behaviour. However, not many studies have been conducted to specifically examine the tasks factors such as workload, job ambiguity and job conflict with regard to workplace deviant behaviour (Darrat *et al.*,

2010). Therefore, this study aims to examine the relationship between tasks related factors and deviant behaviour.

Nowadays the employee's deviant behaviour becomes a very important issue (Appelbaum, Iaconi & Matousek, 2007, Spector & Fox, 2005). In conjunction with that, Malaysian government has taken some actions to improve existing policies and improve administrative capacity in the public sector. Deviant behaviour refers to unethical behaviour which cannot be accepted by society (Greenberg, 1997). Although various rules have been imposed by the Malaysian government, but deviant behaviour still continues to happen in the workplace.

Based on media reports and press releases, the number of cases of deviant behaviour has increased from time to time (Mazni, Roziah, Maimunah & Bahaman, 2013). Deviant behaviour refers to the characteristics, behaviours, or beliefs of the violation of basic norms of society and those who have generated negative reactions such as vandalism, drug use, and sexual harassment (Bassey, Makinde & Ajani 2013). Robinson and Bennett (1995) define deviant behaviour in the workplace "as behaviour that violates organizational norms and threatening the welfare of its members."

When employees violate the regulations, policies or regulations of the organization that may affect the effectiveness of organization, they are deemed to be deviant behaviour in the workplace (Robinson & Bennett, 1995). It is also called as antisocial behaviour (Giacolone & Greenberg, 1997), aggressive behaviour (Douglas & Martinko, 2001; Kelloway, Barling, & Hurrell, 2009), non-productive behaviour (Mangione & Quinn,

1975; Fox *et al.*, 2005), the behaviour that does not work (Vardi & Weitz, 2003), and malpractice in the workplace (Bennett & Robinson, 2003). Deviant behaviour in the workplace can be described as behaviour that unintentionally or intentionally, which in turn causes a negative impact on the organization (Omar *et al.*, 2011). It leads to abuses, such as negative behaviour, aggressiveness, antisocial behaviour, and violence (Fagbohunge *et al.*, 2012; Wellen, 2004).

Kidwell and Martin (2004), divide deviant behaviour in the workplace into two parts; (i) behaviour directed to the organization (for example, invasion, absenteeism, theft, violence, put a little effort into work, sabotage and coming to work late) and (ii) individual deviant behaviour in the workplace (for example, abusive, slanderous and lying). Chapel (1975) defines deviant behaviour in the workplace as a voluntary behaviour resulting from a lack of motivation of employees. According to Galperin (2002), examples of deviant behaviour include: do not respect other workers and colleagues, do not follow the instructions of the management, coming late to work, do work deliberately slowly, surfing the web during office hours and steals at workplace (Kidwell & Martin, 2004).

Deviant behaviour in the workplace in Malaysia has been clearly defined and described by the Departments in the Ministry of Human Resources, the Social Security Organization (SOCSO) and the Department of Labour. Based on the report by Malaysia Department of Labour, the cases of deviant behaviour in the workplace include the use of abusive language, sabotage, and threaten other employees. There are also many reports

about deviant behaviour in the workplace by media such as corruption, false medical claims, and drug abuse (Abdul Rahman, 2008; Wanis, 2006).

Deviant behaviour in the workplace needs to be addressed because it will have a negative impact on the organization. For example, Australia government spends 13 billion dollars each year to overcome bully problem (Chappell & Martino, 2006). Obviously, this results in negative impact to their organization financially (Appelbaum *et al.*, 2007; Kelly, 2006). A study by Bamfield (2007), involving 32 countries in Asia Pacific, Europe and North America have found that more than one third of the losses suffered by the organization are associated with theft among employees.

1.2 Problem Statement

The management of deviant behaviour in the workplace has become one of the most important issues worldwide because such behaviours can cause various problems to the organizations. Negative deviant behaviours include employee delinquencies such as tardiness or arriving late, and absenteeism without informing the employer (Galperin, 2002). Studies show that workplace deviance occurs as a result of perceived injustice, dissatisfaction, role modelling, and thrill seeking (Bennett, 1998; Robinson & Greenberg, 1999; Bennett & Robinson, 2000; Mazni, Roziah, Maimunah & Bahaman, 2013).

Workplace deviant behaviour among employees in the private and public organizations has been a significant issue today. Even though various forms of negative behaviours by

employees have been frequently highlighted in the mass-media, empirical studies on workplace deviant behaviour are limited in Malaysia (Abdul Rahman, 2008; Faridahwati, Chandrakantan, & Hadziroh, 2011) and in the Asian context (Smithikrai, 2008). Different cultural values and practices compare to develop countries make this issues significant challenge to study (Faridahwati *et al.*, 2011). A study by Shahzad and Mahmood (2012) in Pakistan has revealed that there are various forms of deviant behaviour exhibited by the employees in the banking sector. To date, studies on workplace deviant behaviour involving banking employees in Malaysia are also limited. Through extensive search using search engine, no specific study investigated workplace deviant behaviour among employees in Malaysia's banking sector is found.

Workplace deviant behaviour significantly impacts organizational development. It causes dissatisfaction, distrust among employees and in turn affects the development of the organization (Shim, 2010). Employees will leave the organization and remain unmotivated. Such phenomena are destructive (Johnson & Indvik, 2001) and affect employees' performance in the organization (Chang & Wei, 2008). Hence, workplace deviant behaviour implicates the employee's quality service commitment to customers.

1.3 Research Questions

1. What is the level of workplace deviant behaviour among bank employees in Malaysia?
2. What is the level of workload, job stress, and role conflict and role ambiguity?
3. Are there any relationship between workload, job stress, role conflict, role ambiguity and workplace deviant behaviour among bank employees in Malaysia?
4. What are the factors that influence workplace deviant behaviour among bank employees in Malaysia?

1.4 Research Objectives

Thus, the goal of this study is to fill the gap of extant literature by examining the relationship between workload, job stress, role conflict, role ambiguity and workplace deviant behaviour among bank employees in Malaysia.

1. To determine the level of workplace deviant behaviour among bank employees in Malaysia.
2. To determine the level of workload, job stress, role conflict and role ambiguity.
3. To determine the relationship between workload, job stress, role conflict, role ambiguity and workplace deviant behaviour among bank employees in Malaysia.
4. To determine the factors that influence workplace deviant behaviour among bank employees in Malaysia

1.5 Significance of the Study

This study provides information on the impact of workload, job stress, role conflict, and role ambiguity on deviant behaviour among bank employees. Thus the management of banks in Malaysia can take action as deemed appropriate the development and change management policies that suit the current needs of the organization and the employee.

This study not only can help the management of banks in providing suggestion to improve management policies but also can provide ideas to management to reduce workplace deviant behaviour. This is to ensure higher productivity and better quality of service can be provided, further improving the organization's image. In addition, the information obtained can be used to improve existing weaknesses and improve bank staff behaviour so they will fit enough to handle financial matters.

In addition, this study will add to the extant literature relating to the management in financial sectors for future researchers who wish to do further research related to this topic. Other researchers will be able to use this study as a source of additional references to better understand the importance of workload, job stress, role conflict, role ambiguity and deviant behaviour.

In addition, the findings of this study are expected to add additional source of knowledge by examining the relationship between workload, job stress, role conflict, role ambiguity and workplace deviant behaviour. While its contribution to the development of the

theory, it is seen to is supporting the theory used to explain the relationship between workload, job stress, role conflict, role ambiguity and deviant behaviour in the context of banking sector in Malaysia.

1.6 Scope of the Study

This study only focuses on a few factors. First, this study only involves the staff in the banking sector that has been selected randomly. For that reason, the findings of this study cannot be generalized to other groups of workers or different organizations such as public sector or other industries.

This study only focuses on workload factor, job stress, role conflict, role ambiguity and deviant behaviour. There are other variables that have potential to study with deviant behaviour such as work environment, performance and desire to quit. But all of these factors were not examined in this research because of several limitations (such as time constraint and financial constraint).

CHAPTER II

LITERATURE REVIEW

2.1 The Concept of Workplace Deviant Behaviours

Currently there is no common definition or terms of misconduct in the workplace that are all agreed. Robinson and Greenberg (1998), define improper behaviour as a deviant behaviour. Although the concept is almost the same, there may still be a slight difference between the various meanings of deviant behaviour. These include misconduct organizations, non-compliant behaviour, antisocial behaviour; the behaviour that does not work in the workplace, unproductive behaviour, aggression workplace, organizational behaviour reactions, and intrusion organization (Peterson, 2002; Robinson & Greenberg, 1998). However, each activity mentioned is the same where all of them violate the norms of the organization that may have an adverse effect on the organization and its members (Kidwell & Kochanowski, 2005).

Deviant behaviour is defined frequently as voluntary behaviour that contravenes critical organizational value and that such action can threaten the effectiveness or interest of the organization and its members, or both (Robinson & Bennett, 1995). Deviant behaviour is voluntary behaviour by employees which is reflected by their low motivation to comply with social context in normative expectations or be motivated to breach expectations (Chapel, 1975). Organization norm refers to both the formal and informal procedures,

policies and regulations set by the organization. Therefore, deviant behaviour should be defined as deviations from the standard set in terms of social groups and not referring to the system of absolute moral standards (Chapel, 1975).

Cohen (1966) defines deviant behaviour as “behaviour which deviates significantly from the norms prescribed for the individual in social status, it cannot be maintained in the abstract but needs to be linked with the norms that are considered by society to be reasonable and 'morally binding' for people occupying different status.” Similarly, Merton (1983) also defines deviant behaviour as behaviour that is not agreed upon in the common direction, which is contrary to the norms and the status exceeds the limit of tolerance of a society.

From a historical perspective, deviant behaviour explains the action or behaviour that violates social norms, including breaking the law formally enacted, and also in breach of informal social norms (Maconis & Gerber, 2010). Example of breaking the law is committing crime. In addition, Maconis and Gerber (2010) again, deviant behaviour can be included in the jurisdiction of psychologists, sociologists, criminologists, and psychiatrists. Studies are conducted to examine how these norms are developed, how they are changed over time and how they are applied.

According to the Dictionary of the Board (2003), deviant behaviour is defined as behaviour that deviates from the norms similarly Azizi *et al.* (2005) indicates that deviant behaviour means behaviour that violates norms of a particular society. It is also defined

as any behaviour that does not meet the social norms of a group or community (Rohana, 1996). Azizi *et al.* (2005) defines deviant behaviour as behaviour that violates institutionalized expectations. Specifically the shared and recognized expectations that are regard as valid in a social system.

According Darrat, Amyx and Bennett (2010), deviant behaviour refers to the voluntary behaviour of employees who violate the norms of the organization and this can affect the image of the organization, individual or other employees within the organization, or customers or prospects of the organization. Jelinek and Ahearne (2006) state that there are three dimensions of workplace deviant behaviour. There are: organizational deviant behaviour, interpersonal deviant behaviour, and customers' deviant behaviour.

Organization deviant behaviour refers to abnormal behaviour directed towards organizations such as vandalism, theft or sabotage (Lawrence & Robinson, 2007). There is a large amount of research on deviant behaviour by workers as unacceptable inequalities in the organization, interaction, distribution of rewards and justice settings (Berry, Ones & Sackett, 2007; Henle, 2005; Skarlicki & Folger, 1997). Interpersonal deviant behaviour refers to behaviour directed toward unproductive individuals, which affect their colleagues (Robinson & Bennett, 1995). This behaviour can include refusing to take part in team work, do not share customer information related to or engage in offensive behaviour and feelings that are targeted to partners. These include cursing, swearing, or making derogatory comments or ethnic.

In brief, deviant behaviour in the workplace can be defined as voluntary behaviour or actions that violate organization norms and procedures. This kind of behaviour often results in bad consequences to both the organization and its members (Peterson, 2002).

2.2 Effects of Deviant Behaviours

Deviant behaviour in the workplace is often associated with significant costs. According to Appelbaum *et al.* (2007) almost 75 percent of employees in US engaged in deviant acts including absenteeism, sabotage, vandalism, fraud or theft. Up to 95 percent of all firms reported deviant acts. Studies among restaurant workers found that 60 percent of employees have been involved with the theft in the workplace in six month period and 80 percent were involved in delay working deliberately, drug abuse and other types of fraud (Kidwell, 2005). Theft is the most common type of violation and is the largest source of business losses due to crime (Greenberg & Barling, 1996).

The survey also found that 75 percent of employees have involved in stolen activities at least once in their organization (Appelbaum *et al.*, 2007). This type of behaviour is common in all organizations; it is estimated that employee theft to be between 38 and 62 percent and the financial loss due to this activity is estimated to be between USD 20 and USD 200 billion per year in the United States. Not only that, employee theft identified as one of the major factors. Around in 20 to 50 percent that contributes towards organization bankruptcies. Because of the losses suffered by the organization as a result of employee

theft, the organization needs to raise prices and consequently, give disadvantage to the customers (Greenberg, Barling, 1996).

In addition to the financial and economic cost, non-financial impact should also be taken into account. Deviations interpersonal can lead to stress and job dissatisfaction, thus reducing employee productivity and ultimately may take action to stop working (Appelbaum *et al.*, 2007). A survey by Everton *et al.* (2007) found that the percentage of working women who have experienced sexual harassment is high. The cost of workplace violence is estimated at USD 4.2 billion per year.

2.3 Typology Workplace Deviant Behaviour

Classification of deviant behaviour has been proposed by Mangione and Quinn (1974) who first introduced the concept of property and deviant production. Hollinger and Clark (1982) develop a framework based on property and deviant production. Redeker (1989) provides a list of offenses punishable. Everton *et al.* (2007) establish a framework for interpersonal nature of deviant behaviour, such as physical aggression and sexual harassment. Deviant behaviour in the workplace should also include social aspects to the forms of organization towards deviations (Robinson & Bennett, 1995). Finally, Robinson and Bennett (1995) have introduced a typology of deviant behaviour in the workplace including interpersonal aspects. This framework consists of two dimensions:

(1) Small vs. serious

This dimension explains the level of deviant behaviour

(2) Interpersonal vs. Organizations

This dimension explain the target which represents deviant behaviour

2.4 Dimensions of Deviant Behaviour

By combining these two dimensions, deviant behaviour can be categorized into four types of irregularities. They are: (i) production deviant, (ii) property deviant, (iii) politic deviant and (iv) personal intrusion. These or four types of irregularities suggest that the behaviour of one-dimensional can be developed into another dimension. In fact, it is assumed that deviant behaviour is initially small but later rise to the worse level of behaviour. For example, from a small deviant behaviour such rudeness can lead to negative behaviour that will ultimately lead to absenteeism. Everton *et al.* (2007) claim an unattended minor offenses will lead to a more serious offense. Therefore, it is important to punish even the smallest error (Levitt & Dubner, 2005).

Figure 2.1 describes the four dimensions of deviant behaviour in the workplace. It shows that deviant behaviour can move from small (minor) to serious deviant behaviour, and vice versa. Effects of interpersonal deviant behaviour can affect the organization as a whole, and deviant organization can affect an individual deviant behaviour.

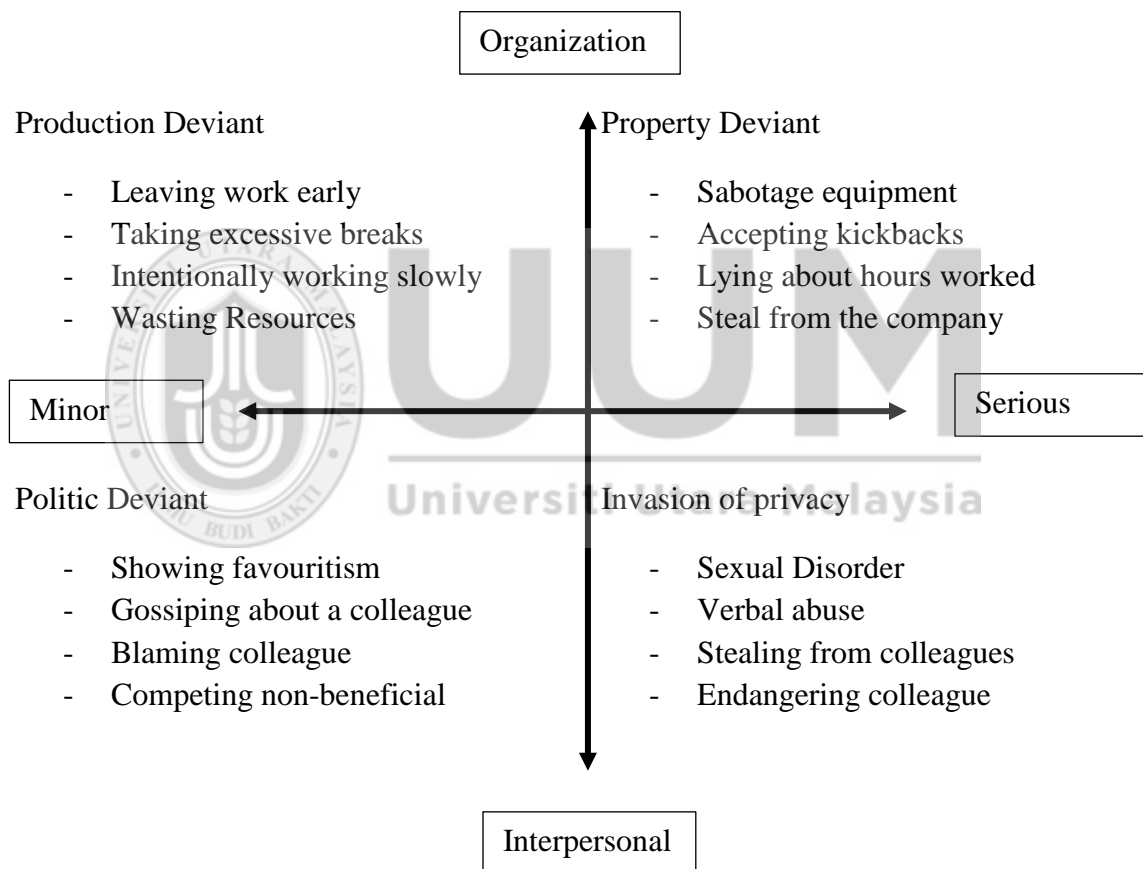


Figure 2.1: Typology of Negative Deviant Workplace Behaviour

Source: Robinson and Bennett (1995) p. 565

2.4.1 Production Deviant

Production deviant behaviour refers to violating the norms formally outlining the minimum quality and quantity of work to be accomplished. Coming late to work, leave work early, taking excessive breaks, wasting resources, use of drugs and alcohol in the workplace and absenteeism is a form of distortion of production. According to Robinson and Bennett (1995), efforts are made to explain the incident in which an individual gives less effort on work-related tasks. An employee may reduce the effort because he or she has a negative view about the group or organization (Kidwell, 1995).

Obviously this action effect treatment affects the productivity of the organization. A study by Everton *et al.* (2007) revealed that 29 percent of supermarket workers have deceived that they have fallen ill. Fraud and absences are closely related to each other. Employees who are absent frequently also tend to be not timely (Everton *et al.*, 2007)

2.4.2 Property Deviant

Misappropriation of property describes that act of the employee who acquires or damaging a property or assets of the organization without permission (Kaptein & Schwartz, 2008; Robinson & Bennett, 1995). Misappropriation of property jeopardizes the organization and it is serious offense. Acts of sabotaging equipment, receiving kickbacks, lying about hours worked, releasing confidential information, intentionally, abusing expense accounts and stealing from the company are forms of misappropriation of property. Some of these actions are directly related to the cost to the organization because the equipment needs to be replaced. For that reason work cannot be done until

the equipment is repaired or replace (Robinson & Bennett, 1995). Consequently, this will affect the productivity of the organization.

Everton *et al.* (2007) define theft as taking something that is not allowed, control or transfer money and or property of the organization that carried out by employees during work activities formal employment. Greenberg and Barling (1996) conducted a study and found that 75 percent of employees had stolen the property of their organization at least once. Everton *et al.* (2007) revealed that 60 percent of restaurant workers were found to have stolen from their organizations within six months. Employee theft incident is often seen as an unavoidable cost of doing business. In some cases, employers and employees have different views regarding the theft. Taking company property by employees (e.g., food) is often not recognized as theft by employers. Another form of employee theft, misappropriation of property by giving the company property to another person, either without charge or give huge discounts for the purpose of improving the social relationship with the customer, is also seen for both organization (Greenberg & Barling, 1996).

As defined by the Federal Bureau of Investigation (FBI), distortion is misappropriation or misuse of funds or property entrusted to his care, custody or control of a person. The difference between fraud and other forms of financial theft is that trust is breached owner (Everton *et al.*, 2007) according to Everton *et al.* (2007) again; there is empirical support that workers in smaller firms are more honest than the companies that are larger.

Furthermore, employees are less likely to steal from someone in that they have a positive social relationship (Levitt & Dubner, 2005).

2.4.3 Political Deviant

Political deviant behaviour is where social interaction involving lay people in personal or political conditions. Examples of such incivility in the workplace include, showing favouritism, gossiping about colleagues and competing something that not be beneficial to the organization (Robinson & Bennett, 1995).

Workplace incivility is bad and disrespectful behaviour that endangers either being done intentionally and unintentionally. There are many examples of workplace including interrupted while speaking, received a shameful and ungrateful note when helping a colleague. Incivility is prevalent; a study by Robinson and Bennett (1995) showed that more than 55 per cent of workers claimed to have said something hurtful to colleagues. The resulting behaviour is serious. Those who have been or still are the target of the kind of behaviour will be less satisfied with their jobs. This group of workers usually have more tendencies to resign.

In addition, they are more likely to become depressed or anxious. Workplace incivility can also cause other types of fraud. Among them are absenteeism, stealing, doing mistake intentionally, and demonstrating aggressive behaviour. The higher the workplace incivility, the higher is deviant behaviour. Although it is a small incident, it can lead to a

chain of events that can caused a great impact on the wellbeing of the organization (Everton *et al.*, 2007).

2.4.4 Invasion of Privacy

Violence initiated by colleagues can happen at any time and any place. No industry, no organization and no employee may be exempted from the occurrence of this behaviour. Invasion of privacy refer to behaving in an aggressive or hostile manner towards other individuals. Sexual harassment, rape, verbal abuse, assault, sabotage work colleagues, steal from colleagues, co-workers destroy property, and harm colleague is a form of personal right invasion (Robinson & Bennett, 1995).

Employees who have been the target of aggression by their colleagues usually have physical and emotional health problems. As a result, they are usually less committed to perform their tasks. Frequently they are more depressed and have less job satisfaction than those who are not the victims of personal invasion. Nevertheless, if the victim received support from an employer or organization, they will be able face this situation better than those who are not supported by employers (Everton *et al.*, 2005).

This this kind of behaviour incurs high cost to the organization. This is due to the lower productivity, loss of work time, low quality, higher medical expenses and legal, and damaged public image (Fleet & Griffin, 2006). Approximately 300,000 incidents of workplace violence are reported each year in the United States. There are probably more cases but are not reported (Magyar, 2003).

Another survey by US Department of Labour (2005) estimated that more than two million workers are physically assaulted at work place each year. Murder in the workplace is one of the leading causes of mortality workers. Women are more affected than men, 50 percent of women who died in workplace violence. Ten per-cents of workplace fatalities in 2004 were homicides (Department of Labour, 2005). Murder among workers is the fastest growing type occurs in the workplace (Fleet & Griffin, 2006). Aggression and obstruction usually happen covertly in the workplace. Therefore, injuring the victim whether they are individuals or organizations may give negative effect to the organization (Appelbaum *et al.*, 2005).

2.5 Affective Events Theory

This study uses the Affective Events Theory (AET) as a foundation to explain the research framework. AET was developed by Weiss and Cropanzano (1996), states that individuals react emotionally to an event. Frequently the experiences that individuals go through as a result of this event directly influence the behaviour of the individual. Weiss and Cropanzano (1996), claim that an individual's affective states give rise to 'mental readiness's' or cognitive processing tendencies that influence judgment-driven behaviours. Judgment-driven behaviours involve the conscious evaluation of environmental information. The main difference between affect-driven and judgment-driven behaviour is that judgment-driven behaviour takes place in complex and ambiguous situations. It requires the use of active and constructive information

processing strategies. Judgment-driven behaviours are commonly, although not necessarily, strategic.

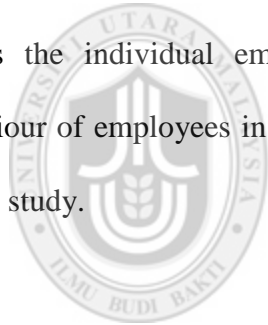
Affective events theory is a model developed to explain how emotions and feelings affect individual behaviour. This model describes the relationship between the influence of internal employees (e.g., cognitive, emotional and mental) and response to incidents that occurred in their work environment that affect employee behaviour (Thompson & Phua, 2012). This theory proposes affective work behaviours described by the employee feeling and emotion, while cognitive behavioural explain the behaviour of employees (Wegge, van Dick, Fisher, West & Dawson, 2006). This theory proposes positive encouragement and also can lead to negative. Next affective reactions can cause external behaviour exhibited by employees shown.

For example, workers exhibit various negative consequences in the event of changes through the cognitive, affective, and behavioural (Armenakis & Bedeian, 1999; Bernerth, Armenakis, Feild, & Walker, 2007; Lines, 2005; Stanley, Meyer, & Topolnytsky, 2005), which is influenced by several factors at the macro or micro level (Judge, Thoresen, Slovakia, & Welbourne, 1999; Oreg, 2006; Probst, 2003). Although these factors and these effects are often studied, there are still other factors that have not been tested. For example, forecasters to change oriented individual as the individual's perception is still very limited (Judge *et al.*, 1999; Wanberg & Banas, 2000). Ignoring the effects of affective in the study of organizational change has also been criticized by researchers

(Mossholder, Settoon, Armenakis, & Harris, 2000). Researchers agree that the affective aspect of the impact of change is critical (Diamonds, 2006).

AET theory explains how deviant behaviour occurs in the workplace (Weiss & Cropanzano, 1996). This theory states that the work could have an impact on affective states such as frustration, which in turn have an impact on work attitudes. Using AET, Weiss and Beal (2005) find that the level of workload, job stress and role conflict is a significant predictor of workplace deviant behaviour.

This theory states high level of workload, job stress, role conflict and role ambiguity affects the individual emotional and mental health consequently leads to deviant behaviour of employees in the workplace. The theory goes on to explain the framework of this study.



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2.6 Antecedent of Deviant Behaviour

Specifically, Affective Events Theory (AET) explains workplace deviant behaviour based on four factors. They are workload, job stress, role conflict and role ambiguity

2.6.1 Workload

Workload is the amount of work to be done by individuals (Jex, 1998). There is a difference between the actual amount of work and the individual's perception of workload (Jex, 1998). Workloads can also be classified as quantitative (amount of work to be done) or qualitative (the level of difficulty of the work) (Jex, 1998).

The workload can also be referred to the amount of energy extracted from the system, especially of a person or an animal to perform one task from time to time. "Workload" can be broken down into "work + load". "Cost" refers to the weight of the load is lifted and "work" refers to the total number of activities done to lift the load (Jex, 1998).

In the work environment, dealing with the workload can be stressful. Usually workload gives pressure to the workers. There are three aspects of the workload can be stressful.

1. Workload quantitative or overload: Having more work to do than can be achieved with ease.
2. Qualitative workload: Has very difficult task.
3. Under-load: Having a job that fails to utilize the skills and abilities of employees (Katz & Kahn, 1978).

Workload has been associated with several types of negative outcome. They including anxiety, physiological responses such as fatigue, (Ganster & Rosen, 2013) backache, headache and gastrointestinal problems (Nixon, Mazzola, Bauer, Krueger & Spector, 2011)

Workload is demanding work, is a major component in the model work demands (Karasek, 1979). This model suggests that jobs with high needs may come under pressure, especially when individuals have lower job control. In other words act as a

buffer control or protection factor when demand or increased workload. This model has evolved into a model of demand - control - support which suggests that the combination of high control and high social support in the workplace is as an aid in the workplace (Johnson & Hall, 1988). The workload is also associated with work demands and resource model that suggests that employment is the pressure when the request (e.g., workload) in excess of the individual sources (Demerouti, Bakker, Schreiner, & Schaufeli, 2001).

2.6.2 Job Stress

Stress can consist of several different variables, but the result of a complex interaction between interrelated systems (Hart, 1999; Henry & Evans, 2008). Model of occupational stress is a psychological theory that seeks to explain the behaviour of the workload together with the pressure of life experiences (Henry & Evans, 2008). Organization theory pressure by Hart and Cooper (2001) is useful to contrast the job stress or pressure from the reaction of an individual.

According Beehr (1998) stress can be mentally, physically or emotionally. Job stress can occur when there is a conflict between the demands of the environment / workplace and the individual's ability to carry out and complete the claims (Niosh, 1999; Henry & Evans 2008). Often stress can result in physically and mentally problems.

Various factors contribute to stress in the workplace such as excessive workload, isolation, long working hours, unhealthy work environment, lack of autonomy, difficult

relationships among colleagues and management, bullied by management, noise and lack of opportunity or motivation to progress the skill level of a person (Colligan, Colligan & Higgins, 2006).

2.6.3 Role Conflict

Role conflict occurs when a given job is not aligned with other given tasks (Katz & Kahn, 1978). Employees experiencing role conflict when they find themselves has given numerous tasks and the tasks would be in conflict with each other (Macionis & John, 2010). Role conflict can occur within a short or long period of time and it can also be linked to environmental conditions.

The conflict between the roles occurs when the request is within the sole domain of life such as in the workplace (Dell'Antonia, 2012). An example is when two superiors asking employees to perform their duties but the employees cannot fulfil the requirement at the same time. The conflict between the roles of force in all domains of life. The conflict between the starting role for the human desire for success and because of the pressure exerted on the individual by the two requests and it is not parallel to each other (Kahn, Wolfe, Quinn, Snoek & Rosenthal, 2010).

The effects of role conflict, as found through case studies and surveys are associated with individual personality characteristics and interpersonal relationships (Kahn *et al.*, 2010). Individual personality conflicts can occur in any aspect of an individual's personality. Role conflict happens when the personality aspects of the individual conflicts each other

(Hynes & Liu, 2012). Interpersonal relationships can cause conflict as a relationship between two individuals that can cause conflict (Hynes & Liu, 2012).

2.6.4 Role Ambiguity

Role ambiguity occurs when a person is not clear about the behaviour that needs to be done while on duty, or in terms of position in the organization (Wilkinson, 2006). In other words, role ambiguity refers to the lack of certainty about the expectations of the parties' concerned (Breaugh & Colihan, 1994).

Role ambiguity occurs when people are unclear or uncertain about their expectations in a particular role, usually their role in the work or the workplace (Rizzo, House & Lirtzman, 1970). Role ambiguity arises when an individual working definition is vague. Employees may not be clear about goals, expectations or responsibilities relating to the performance of their position. Unclear roles may involve expectations of behaviour or performance levels. In order to become proficient in their roles, individuals need to be made aware of the responsibilities and obligations of the role and actions necessary to fulfil the role (Kirton, 2003).

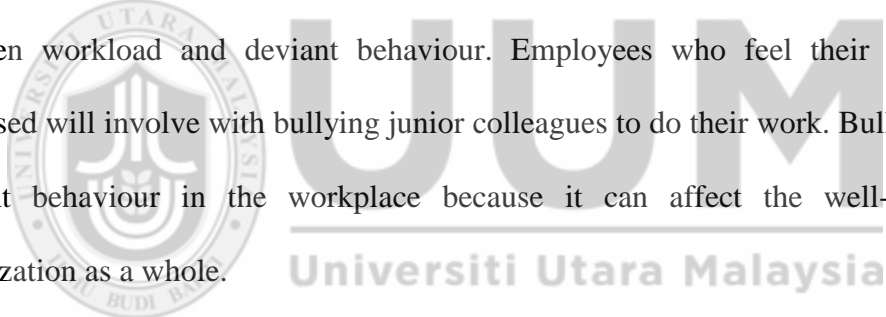
2.7 The Relationship between Work Factors and Workplace Deviant Behaviours

Past studies found that various factors influence deviant behaviour. However, based on this study, four factors have been chosen as major factors for explaining deviant behaviour in the workplace in banking sector. The four factors have been selected based on past studies which show they are the important factors that lead to workplace deviant

behaviour (see for example, Van Jaarsveld *et al.*, 2010; Asadullah, 2013; Swimberghe & Habig, 2009; Fox *et al.*, 2012). This study examines four work factors namely workload, job stress, role conflict and role ambiguity and its impact on workplace deviant behaviour.

2.7.1 Relationship between Workload and Deviant Behaviours

Van Jaarsveld *et al.* (2010) find that the workload contributed to higher workplace deviant behaviour. This is because workers who suffer from excessive workload will take long rest periods (Van Jaarsveld *et al.*, 2010). Similarly, a study made by Stouten, Baillien, Broeck, Camps, Witte and Euwema (2010) revealed that there is a relationship between workload and deviant behaviour. Employees who feel their workload has increased will involve with bullying junior colleagues to do their work. Bullying is one of deviant behaviour in the workplace because it can affect the well-being of the organization as a whole.



Darrat, Amyx and Bennett (2010) study the relationship between workload and salesman deviant behaviour. They argued that the study of deviant behaviour does not receive enough attention in the literature. Studies show alarming findings of which 40 percent sales representative admitted to engaging in deviant behaviour in the workplace and 66 percent do not feel that deviant behaviour will result in significant penalties for the offense. The study found that the workload is a major factor influencing deviant behaviour. Employees who have increased the workload will react with violating the norms of the organization which will inevitably affect the main results of the organization

(Darrat *et al.*, 2010). Recently Kao, Cheng, Kuo and Huang (2014) examine frontline employees in a multifocal approach for clarifying relationships between workload caused by supervisors, colleagues and customers, and workplace deviant behaviour, found that workload lead to deviant behaviour.

2.7.2 Relationship between Job stress and Deviant Behaviours

Asadullah (2013) investigates the effects of job stress as a result of work - family conflict and work deviant behaviour. The effects of job stress were examined in this study include how the workload, the burden of housework, role ambiguity and performance pressure. Studies show that job stress led to deviant behaviour. The findings also showed that factors such as workload; performance pressure, working time contribute to work family conflict and ultimately lead deviant behaviour.

Previous studies by Prottas (2013) also examined the relationship between job stress and deviant behaviour. The study used data from the National Workforce Study of a total 2,679. The results of the study concluded that there is a significant relationship between job stress and deviant behaviour.

Golparvar, Kamkar and Javadian (2012) studied the relationship between job stress and deviant behaviour in the workplace among the employees of an industrial organization in Esfahan, Iran. This studied using a simple random sampling method, a sample of 275 workers. Results showed that job stress affects deviant behaviour. In other words, job stress has a significant relationship with deviant behaviour in the workplace.

Wanwen, Xiaoyan, Arnulfd Meijuan (2014) examined the influence of job stress consequences of family interference with work on deviant behaviour via the mechanism of emotional exhaustion, and the role of employees' negative affectivity as a boundary condition. Based on data collected from 132 Chinese employees working in a call centre, results showed a positive relationship between job stress and deviant behaviour.

2.7.3 Relationship between Role Conflict and Deviant Behaviours

Previous studies have confirmed that the conflict between duty and family roles can lead to negative personal behaviour such as alcohol abuse, physical illness and depression (Adams, King, & King, 1996; Beutell & Wittig-Berman 1999; Fron, Russell, & Barnes 1996; Darrat *et al.*, 2010). Furthermore, studies have also shown a result of employee who is facing the role conflict, encouraged individuals to act outside the norm or violate the regulations (Swimberghe & Habig 2009).

Swimberghe and Habig (2009) examined the relationship between role conflict and deviant behaviour. Sample survey conducted by Swimberghe and Habig (2009) consists of 147 retail salespeople from various industries found that there is a significant relationship between role conflict and deviant behaviour.

2.7.4 Relationship between Role Ambiguity and Deviant Behaviour

Dineen, Lewicki and Tomlinson (2006) studied the effect of role ambiguity and deviant behaviour among bank workers in midwestern United States. The results showed a

positive relationship between role ambiguity and deviant behaviour. Yang and Hyoungh (2011) used psychological theories to explain the impact of role ambiguity towards deviant behaviours. Their study sample comprised 465 Korea workers and the results showed a significant relationship between role ambiguity and employee deviant behaviour.

2.8 Summary

This chapter explains the concept of deviant behaviour, theory, and past empirical evidence. The main theory used in this study is Affective Events Theory (AET), by Weiss and Cropanzano (1996). Based on past studies, it can be concluded that there is a significant relationship between workload, job stress, role conflict, role ambiguity and deviant behaviour.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

This study examines the relationships between workload, job stress, role conflict, role ambiguity and deviant behaviour among bank employees. This chapter describes the data, methodologies, conceptual framework of the study in order to achieve the objectives that have been identified.

3.2 Research Design

This study has four independent variables namely workload, job stress, role conflict, role ambiguity and a dependent variable that is deviant behaviour. This study uses correlation methods to examine the relationship between the four independent variables and the dependent variable. Specifically, this study investigates the relationships between the independent variables and dependent variable without looking at their causal effects.

3.3 Research Framework

This research framework is formed based on the Affective Events Theory (AET), by Weiss and Cropanzano (1996) and the results of past studies. Based on the theory and extant, four independent variables have been identified. They are workload, job stress, role conflict, and role ambiguity (For example, Fox *et al.*, 2012; Van Jaarsveld *et al.*, 2010; Golparvar *et al.*, 2012; Swimberghe & Habig 2009; Mazni *et al.*, 2012). Based on the review, the framework of the study is as shown in Figure 3.1.

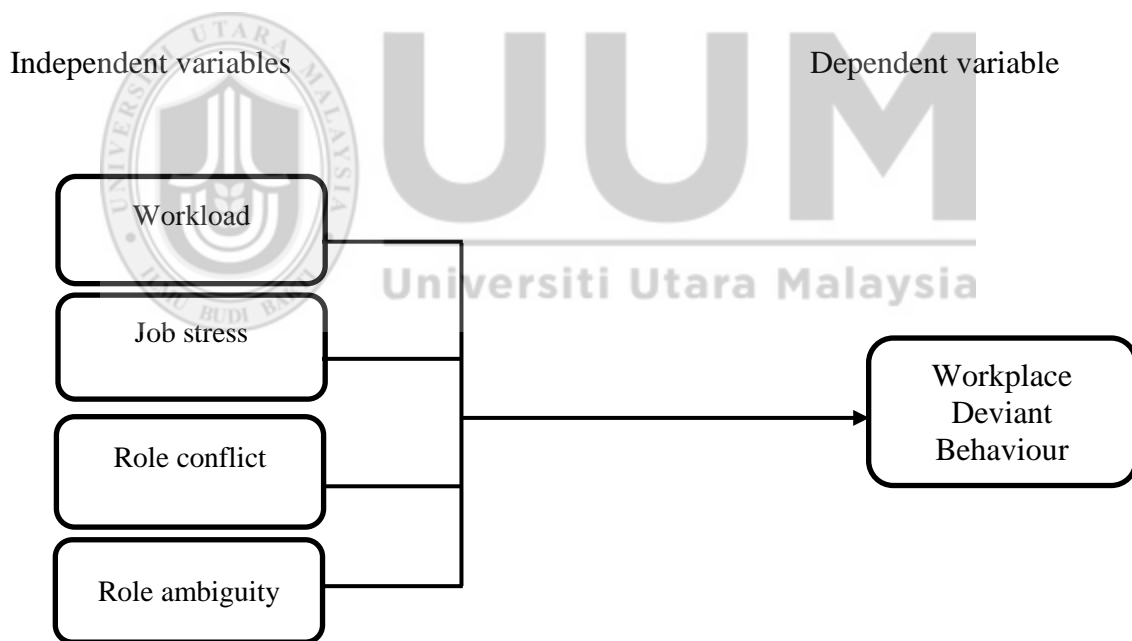


Figure 3.1: Research Framework

3.4 Hypotheses

Based on the literature review in Chapter II, discuss on the relationship between independent variables and dependent variable, the four hypotheses of this study were developed as follows:

H₁: There is a positive and significant relationship between workload and workplace deviant behaviour

H₂: There is a positive and significant relationship between job stress and workplace deviant behaviour

H₃: There is a positive and significant relationship between role conflict and workplace deviant behaviour

H₄: There is a positive and significant relationship between role ambiguity and workplace deviant behaviour.

3.5 Research Instruments

This study adopts a questionnaire which consists of three parts namely; Part A: personal information and employment, Part B, C, D and E information on workload, job stress, role conflict, and role ambiguity, while Section F: information on deviant behaviour.

3.5.1 Section A: Demographics of Respondents

Part A of the questionnaire is used to collect background of respondents' information for example, respondent's race, gender, age, marital status, length of service, level of education and income.

3.5.2 Section B: Workload

Workload is measured using a scale adapted from Reilly and Chao (1982), which contains three items. Workload is defined as the amount of work need to carry out by the employee or officer. The response scale contains five options, the order of 1 (strongly disagree) to 5 (strongly agree).

3.5.3 Section C: Job stress

Job stress is measured using a scale adapted from Maslach and Jackson (1981), which contains eight items. Job stress is defined as the physical and emotional that happens when the job requirements do not match the employee's capabilities. The response scale contains five options, the order of 1 (strongly disagree) to 5 (strongly agree).

3.5.4 Section D: The Role Conflict

Role conflict is measured using a scale adapted from Rizzo *et al.* (1970) which contains 8 items. This scale measures the role conflict is based upon behaviour for a given job or position is not consistent with one another other tasks. The response scale contains five options, the order of 1 (strongly disagree) to 5 (strongly agree).

3.5.5 Section E: Role Ambiguity

Role ambiguity is also measured using a scale adapted from Rizzo *et al.*, (1970), which contains six items. Role ambiguity is defined as uncertainty or lack of information in the pertaining the task assigned. The response scale contains five options, the order of 1 (strongly disagree) to 5 (strongly agree).

3.5.6 Section F: Workplace Deviant Behaviours

Workplace deviant behaviour is measured using a scale adapted from Bennett and Robinson (2000), which contains 15 items. This scale measures of deviant behaviour in the workplace as a voluntary behaviour that violates norms and institutions in doing so threatens the welfare of workers and the organization itself. The response scale contains five options, the order of 1 (strongly disagree) to 5 (strongly agree). Scale alpha on past studies $\alpha = .81$ (Darrat *et al.*, 2010), means the instrument is establish and reliable.

3.6 Definition of Terms

3.6.1 Job stress

Job stress is what is experienced by an employee's as a result of the demands of work that does not match the capabilities, abilities and given time to complete the task, and challenge he/her ability to cope.

3.6.2 Workload

Workload refers to the number of job responsibilities that need to be done in a certain period, and it is beyond the ability of the workers to do so.

3.6.3 Role conflict

Role conflict is defined as not congenial between two given tasks, in other words the tasks are quite opposite to each other.

3.6.4 Role ambiguity

Role ambiguity is defined as individual who do not have a clear understanding of their roles responsibility performing their duties at the workplace.

3.6.5 Workplace Deviant Behaviours

Deviant behaviour in the workplace is a voluntary behaviour that breach institutions norms and that action can threaten the wellbeing of other employees and the organization itself.

3.7 Validity of Instruments

This study determines the validity of the instrument using content validity. The content of the questionnaire must be purposive, used and interpreted in accordance with the purposes set out to research (Gay, 2003). In this study, the validity of the content is used

to gain clarity and precision instruments, and to ensure that the questionnaire was adapted to be translated or dubbed is the correct measurement.

3.8 Pilot Study

A pilot test is conducted to ensure respondents understand the questions posed. The pilot study is used to improve the reliability of the instrument. The respondents who participate in the pilot test were the actual respondents who took part in the study. Baker (1994) suggests that the sample size of 10%-20% of the sample size for actual study is a reasonable number of participants to consider enrolling in the pilot study. A total of 15 respondents are selected from the actual population studies to determine the reliability of the instrument. However, respondents are not re-elected in the actual study.

3.9 Reliability of Instruments

A pilot test was conducted to ensure respondents understand the questions. The pilot study was used to improve the reliability of the instrument. Respondents were selected in the pilot test is the actual respondents of the study. The purpose of conducting pilot test is to determine that the questions raised can be answered properly by the respondents. A pilot study was conducted on 15 respondents and the final test was conducted on 140 respondents intend to get the reliability of the instrument. Table 3.1 presents the results of a pilot study and actual research conducted. Cronbach Alpha reliability showed good and high reliability.

For reliability test for workload with item number 10, the Cronbach Alpha for pilot study was $\alpha = 0.859$ and $\alpha = .861$ for final test. To test the reliability of the items of job stress, the Cronbach alpha was found to be at a strong level of reliability at the pilot study, which is $\alpha = 0.810$ and the final test ($\alpha = 0.810$), with 8 number of items. Similarly, the reliability of role conflict with eight item shown the Cronbach Alpha value for pilot study was $\alpha = 0.777$ and increased to $\alpha = 0.870$, for final test.

Table 3.1: Reliability of Variables

Variables	Number of Item	Cronbach Alpha (n=15)	Cronbach Alpha (n=140)
1. Workload	3	.859	.861
2. Job Stress	8	.810	.810
3. Role Conflict	8	.777	.870
4. Role ambiguity	6	.847	.894
5. Workplace Deviant Behaviour	15	.834	.842

To test the reliability of ambiguity role with 6 number of items, at the stage of the pilot study, the Cronbach Alpha was high $\alpha = 0.847$ and it increase in the final test $\alpha = 0.894$. Finally, to test the reliability of item workplace deviant behavior, the Cronbach alpha was found to be at a good level of reliability for pilot study, which is $\alpha = 0.834$ and increased slightly at the final test, which is $\alpha = 0.842$, with 15 number of items based on

questionnaires developed by Bennett and Robinson (2000). This means that all questionnaires to measure variables in this study can be used.

3.10 Population and Sampling

The study population consisted of investment bank employees who served in Klang Valley, Malaysia. The sample size was determined using a formula from Tabachnick and Fidell (2001). Using the formula, it is determined that this study requires at least 82 respondents. Specifically, the formula of Tabachnick and Fidell (2001) is as follow:

Formula Tabachnick and Fidell (2001):

$$N \geq 50 + 8m \text{ (where m is the number of IV)}$$

$$N \geq 50 + 8(4)$$

$$N \geq 50 + 32$$

$$N \geq 82$$

Investment bank employees who have different backgrounds and positions are selected randomly to represent the population. Simple random sampling method is chosen to give equal opportunities to every employee to be selected as a respondent. A list of names is obtained from the Human Resources Management Division. Then, all of the names are keyed in using SPSS and the selection of samples is done by simple random sampling. The selected names are identified and the questionnaires are then distributed to the respondents.

A total of 140 questionnaires have been distributed to the respondents. Although the minimum number required in this study based on the formula is 82 people, more than 82 respondents are required for the purpose of doing multiple regression analysis. According to Hair *et al.* (2010), to run multiple regression analysis, preferably the sample size should be 100 or larger, so 140 numbers of respondents should be appropriate for this study.

3.11 Method of Data Collection

To conduct the study, the first step is to get the permission from the banks. After obtaining consent, the questionnaires are then distributed to the respondents. The respondents are given one week to complete this questionnaire and after that the completed questionnaires are collected for data analysis. The process of distributing the questionnaires is done with the help from the bank personnel. This study employed a sample random sampling method, which means every respondent had an equal probability to be involved as sample of the research through a process of random selection (Ary *et al.*, 2009).

3.12 Data analysis

Data obtained from this study is analysed using SPSS software. Two forms of analyses are used in this study. They are will descriptive analysis and inference.

Descriptive statistics is used to identify and describe the properties of a sample of data from the characteristics of the independent variable. The descriptive statistics using indicators such as the mean, median and mode for measuring the centripetal measure, variance and standard deviation to measure the dispersion of data. These statistics is used to obtain the frequency, percentage, mean and standard deviation. For level variables, three levels of low, medium and high are used. Refer to Table 3.2.

Pallant (2007) determines low, medium and high level based on a five point scale, (5 = strongly agree, 4 = agree, 3 = Agree somewhat, 2 = Disagree, 1 = strongly disagree). According to Pallant (2007), the highest score subtract with the lowest score ($5-1 = 4$) and it divided into three, to get into three category namely low, medium and high, The determination of these stages based on the mean scores as shown in Table 3.2.

Table 3.2: Level of Variables

Level	Frequency
Low	(1.00 – 2.33)
Moderate	(2.34 – 3.67)
High	(3.68 – 5.00)

Descriptive analysis is also used to meet the first and second objectives of the study which is to identify the level of bank employees' workload, job stress, role conflict, role ambiguity and deviant behaviour. In determining these levels, the mean value is used as a central point that separates the high level and low level. This is in accordance with what

was mentioned by Healey (2005) which states that the mean is a good descriptive measurement for determining the concentration of marks which serves as a lever to balance the right marks.

For the third objective, the researchers explain how a variable affects the other variables (Hair *et al.*, 2010). This study uses the correlation analysis to determine the relationship between two or more variables. Correlation was chosen because it is suitable for identifying the type compatibility, explain the complex relationship between factors that could explain the results and predict outcomes of predictive factors (Creswell, 2005). In this study the correlation is between the workload, job stress, role conflict and deviant behaviour. The strength of the relationship between the variables is determined based on Pallant (2007). Refers to Table 3.3.

Table 3.3: Magnitude Correlation

No.	Correlation (r)	Magnitude
	$\pm 0.70-1.00$	High
	$\pm 0.30-0.69$	Moderate
	$\pm 0.00-0.29$	Low

Source: Pallant, J. (2007, p. 38).

For the fourth objective analysis of multiple regression is used to describe the linear relationship between a dependent variable known as predictive factors for the dependent variables were identified as criteria. Four independent variables are the interval scale and ratio scale which provides a significant relationship in terms of percentages.

3.13 Summary

This chapter has discussed the methodology that employed in this study. Based on theory, the research framework has developed and the research hypothesis has been designed. This chapter also explain the research instrument and also the result of pilot study and actual study. Based on the results, show that all the instruments are reliable. The sample size based on the formula and suggestion by Hair *et al.* (2010), this study has made a decision that the total of 140. Data collection and data analysis also clearly explain in this chapter.



CHAPTER IV

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the survey. Specifically, this chapter discusses the results of descriptive analysis, correlation and multiple regression analysis. The results of this study consist of four main parts, the first part describes the demographic profile of the respondents. The second part describes the descriptive statistics, mean and standard deviation for each variable, the third part discusses the correlation between independent and dependent variables, and the fourth part discusses regression analysis.

4.2 Demographic Profile of Respondents

This section describes the general profile of respondents consisted of several aspects of the respondent's age, income, gender, religion, job position, marital status and education background. Table 4.1 shows the distribution of age.

4.2.1 Age

A total of 140 investment bank employees involved as the average age of respondents was 33.82 years old, and the standard deviation of 6.86. The majority of respondents aged 31 to 40 years representing 42.9 percent of the total sample of respondents in this

study. While respondents aged between 20 and 30 years, representing 40.7 percent is the second highest group. 12.1 percent of respondents in this study were aged between 41 to 50 years. 4.3 percent of respondents are those aged between 51 and 60 years. The age distribution of this study can be seen in Table 4.1.

Table 4.1: Age of Respondents

Profile	Frequency	Percentage	Mean	SD
Age (year)			33.82	6.86
20-30	57	40.7		
31-40	60	42.9		
41-50	17	12.1		
51-60	6	4.3		

Table 4.2: Demographic Profile of Respondents

Profile	Frequency	Percentage
Gender		
Male	49	35
Female	91	65
Religion		
Islam	132	94.3
Buddhists	3	2.1
Christians	3	2.1
Hindus	2	1.4
Marital Status		
Single	34	24.3
Married	106	75.7
Education		
SPM	21	15.0
Diploma/certificate	25	17.9
Degree	94	67.1
Position		
Manager	7	5.0
Executive	81	57.9
Supervisor	36	25.7
Support Staff	16	11.4
Total	140	100

4.2.2 Gender

Table 4.2 shows the distribution of background, gender, religion, marital status and educational background of the respondents. Based on the descriptive analysis of the study, there were 35 percent male respondents involved in this study, while the remaining 65 percent were female respondents. This shows the number of male respondents were less than female respondents.

4.2.3 Religion

Table 4.2 shows that 94.3 percent of respondents were Muslims, while Buddhists and Christians 2.1 percent respectively and Hindus only represented 1.4 percent.

4.2.4 Marital status

Table 4.2 also shows the distribution of the marital status of the respondents. Based on the analysis, there are 75.7 percent of the respondents who are married while 24.3 percent of the remaining respondents are still single. This shows the number of respondents who were married were more than single respondents who participated in this study.

4.2.5 Level of education

Based on Table 4.2, 17.9 percent of respondents have a diploma or certificate level. While 15 percent of respondents have Malaysian Certificate of Education (SPM). Finally, the respondents hold a Bachelor's degree represented a total of 67.1 percent, which represent the biggest number of employees.

4.2.6 Position

Finally, Table 4.2 presents the findings based on the job positions within the organizations. The findings revealed that most of the respondents are holding the post of executive, which is 57.9 percent, the second highest was supervisor post of 25.7 percent, followed by support staff 11.4 percent. Finally, manager represent only 5 percent of of total respondent. This is reflective of the respondents of this study is represented by staff who have a higher position in the organization.

Table 4.3: Income of Respondents

Income (RM)	Frequency	Percent	Mean	SD
			3403.57	1370.339
< 1500	13	9.3		
1501-2500	29	20.7		
2501-3500	33	23.6		
3501-4500	33	23.6		
4501-5500	25	17.9		
>5501	7	5.0		
Total	140	100.0		

4.2.7 Income

On average income of employees in this study is RM3403.57 and the standard deviation is 1370.339. Respondents who have income less than RM 1,500 is 9.3 percent. Respondents earning between RM 1,501 to RM 2,500 is 20.7 percent of the total number of respondents and it is the second highest amount. While 23.6 percent have income between RM2,501 to RM3,500 and RM3,501 to RM4,501 respectively, 17.9 percent of respondents have an income of between RM4,501 to RM5,500 is the third highest group representing the respondents in this study. While five percent were earning more than

RM 5,501, which represents the smallest amount. The income distribution of this study can be seen in Table 4.3.

4.3 Descriptive Statistics of Variables

Objective 1: Determine the level of Deviant Behaviours

4.3.1 Levels of Workplace Deviant Behaviours

Table 4.4 present the level of workplace deviant behaviour among the respondents. 80 percent of the respondents believe that their level of deviant behaviour is low; while the remaining 20 percent thought their level of deviant behaviour is moderate. Meanwhile, none of the respondents felt their level of deviant behaviour is high. Deviant behaviour is measured using a five point Likert scale from strongly disagree (1) to strongly agree (5). The mean is 2.08 and the standard deviation is .35.

Table 4.4: Distribution of Respondent According to the Level of Deviant Behaviours

	Frequency	Percent	Mean	SD
Deviant Behaviours			2.08	.35
Low (1.00 – 2.33)	112	80.0		
Moderate (2.34 – 3.67)	28	20.0		
High (3.68 – 5.00)	-	-		
Total	140	100.0		

SD: standard deviation

Based on the findings of this study, it can be said that the deviant behaviour among bank employees in Malaysia is still at low level based on mean value which is has explain in

chapter 3 (1.00 – 2.33 = Low; 2.34 – 3.67 = Moderate; 3.68 – 5.00 = High). Low level of deviant behaviour reflects that majority of the employees in this study do not involve in cases of misconduct and abuse of power. The negative behaviours may involve only a small group of employees and do not reflect the entire organization. Overall, these findings illustrate the level of deviant behaviour are low where it can be concluded that employees in this organization showed good behaviour.

Low level of workplace deviant behaviour also indicates that the employees have met their responsibility and met the needs of their duties. This may be due the fact that the respondents are made up of employees who hold quite good position (for example, executive, supervisor, manager etc.). Past studies show that deviant behaviour often occurs among support staff (Mazni & Roziah, 2011). This study argues executive level of employees perform low deviant behaviour, because normally the job of executive or manager to monitor subordinates behaviour. This is to ensure that subordinates can meet the needs of job performance and meet customer needs. By doing so, an employee in a higher level indirectly reject deviant behaviour by showing a good example to lower level staff.

4.3.2 Level of Workload

Objective 2: Determine the level of workload, job stress, role conflict and role ambiguity

The results regarding workload levels are shown in Table 4.5. The results show that 94 respondents representing 67.1 percent felt that their workload is low. While 46 respondents or 32.9 percent felt that the workload is moderate. None of the respondents

experience a high level of workload. Average for the workload for this study is 2.34 and the standard deviation is .34.

Table 4.5: Distribution of Respondents by Level of Workload

	Frequency	Percent	Mean	SD
Workload			2.34	.34
Low (1.00 – 2.33)	94	67.1		
Moderate (2.34 – 3.67)	46	32.9		
High (3.68 – 5.00)	-	-		
Total	140	100.0		

SD: standard deviation

The findings show that the workload is moderate based on mean value ($M = 2.34$). Workload refers to the number of job responsibilities that need to be done in a certain period, and it is beyond the ability of the workers to do so. Moderate level of workload means employees in Malaysia banking sector experience appropriate amount of job responsibility. This also means that the workload of the employees in this organization is in conformity with their professions.

4.3.3 Level of Job Stress

The job stress levels are shown in Table 4.6. The findings show that 117 respondents representing 83.6 percent experience low level of job stress. While 23 respondents or 16.4 percent felt that the pressure of work is moderate. While none respondents experience high levels of job stress. Job stress was measured using a scale of five from strongly disagree (1) to strongly agree (5). Average for job stress as shown in Table 4.6 is 1.98 and the standard deviation is .39.

Table 4.6: Distribution of Respondents by Level of Job Stress

	Frequency	Percent	Mean	SD
Job Stress			1.98	.39
Low (1.00 – 2.33)	117	83.6		
Moderate (2.34 – 3.67)	23	16.4		
High (3.68 – 5.00)	-	-		
Total	140	100.0		

SD: standard deviation

The findings indicate that job stress for the bank employee is at a low level based on mean value ($M = 1.98$). This reflect that the employees experience good workplace climate. It also indicate that the employees experience less pressure either mentally, physically or emotionally. In general, job stress can occur when there is a conflict between the demands of work and the workplace environment and the individual's ability to carry out and complete the roles.

4.3.4 Level of Role Conflict

Table 4.7 presents the results of role conflict level. The results indicate that more than half or more precisely 71 respondents representing 50.7 percent felt that they experienced a modest role conflict. While 68 respondents or 48.6 percent felt low level of role conflict and only one respondent or .7 percent felt that the level of role conflict is high.

Table 4.7: Distribution of Respondents by Level Role Conflict

	Frequency	Percent	Mean	SD
Role Conflict			2.33	.43
Low (1.00 – 2.33)	68	48.6		
Moderate (2.34 – 3.67)	71	50.7		
High (3.68 – 5.00)	1	.7		
Total	140	100.0		

SD: standard deviation

Role conflict was measured using a five-point scale from strongly disagree (1) to strongly agree (5). Mean value of role conflict is 2.33 and the standard deviation is 0.43. Overall, the results show that the level of role conflict is low based on mean value. Low levels of role conflict reflect the individuals have clear understanding of their roles in carrying out their duties and the responsibilities assigned. It also shows that the employees see their work is congenial between given task.

4.3.5 Level of Role Ambiguity

Table 4.8 shows the level of role ambiguity among investment bank employees. The results show that 97 respondents representing 69.3 percent felt that the uncertainty related to their and responsibilities is low. This means the duties and responsibilities assigned are clearly define. 43 respondents or 30.7 percent thought that the level of role ambiguity is at the moderate level and none of the respondents are of the opinion that the ambiguity of their role in the organization is high.

Table 4.8: Distribution of Respondents by Level Role Ambiguity

	Frequency	Percent	Mean	SD
Role Ambiguity			2.25	.42
Low (1.00 – 2.33)	97	69.3		
Moderate (2.34 – 3.67)	43	30.7		
High (3.68 – 5.00)	-	-		
Total	140	100.0		

SD: standard deviation

Role ambiguity was measured using five scale from strongly disagree (1) to strongly agree (5). Mean of role ambiguity as shown in Table 4.8 is 2.25 and the standard deviation is 0.42. Overall, the results show that the level of role ambiguity is low based on mean value. Low levels of role ambiguity is the result of good results to reflect staff have accurate information in carrying out their duties. In brief, the result indicate less role ambiguity in banks.

4.4 Correlation Analysis

Objective 3: To determine the relationship between workload, job stress, role conflict, role ambiguity and workplace deviant behaviour. To achieve the objective, correlation analysis has been employed to measure the strength of the relationship between the variables based on Pallant (2007).

Table 4.9 shows the relationship between the variables studied, namely the relationship between workload, job stress, role conflict, role ambiguity and workplace deviant

behaviour. The findings of this study show that all variables are in the magnitude of moderate relationships according to Pallant (2007).

Table 4.9: The correlation matrix

Variables	WL	JS	RC	RA	DB
1. Workload	1				
2. Job stress	.323**	1			
3. Role conflict	.526**	.162	1		
4. Role ambiguity	.702**	.286**	.492**	1	
5. Deviant behaviour	.574**	.465**	.615**	.501**	1

** Significant at .01

The results show that there is a positive and significant relationship between workload and workplace deviant behaviour ($r = 0.574$, $p < 0.01$). According to Pallant (2007), the degree of correlation between workload and workplace deviant behaviour ($r = 0.574$) is significantly moderated and obvious. While the positive correlation indicates the higher the level of workload, the higher the level of workplace deviant behaviour. The results of this study support the study by Van Jaarsveld *et al.* (2010) who found that the workload has a significant relationship with workplace deviant behaviour.

The results of the data analyzed presented in Table 4.9 also shows the relationship between job stress and workplace deviant behaviour. The findings showed a significant positive relationship between job stress and deviant behaviour ($r = .465$, $p < 0.01$). The results of this study which reveal job stress is related to workplace deviant behaviour is consistent with previous research showing that the (Prottas, 2013). According to Pallant

(2007), the degree of correlation between job stress and workplace deviant behaviour ($r = 0.465$) was significantly moderate.

As shown in Table 4.9, there is a positive and significant relationship between role conflict and workplace deviant behaviour with a correlation coefficient ($r = 0.615$, $p < 0.01$). Pallant (2007) suggests the degree of correlation between role conflict and workplace deviant behaviour ($r = 0.615$) was significantly moderate. This positive correlation also shows that the role conflict can increase workplace deviant behaviour. This study parallel the findings made by Swimberghe and Habig (2009) who studied the effect of role conflict and workplace deviant behaviour and found that the significant relationship. The results of this study also indicate the role of conflict should be taken into account as one of the factors that can contribute to workplace deviant behaviour.

Finally, the results showed a significant positive relationship between role ambiguity and workplace deviant behaviour ($r = .501$, $p < 0.01$). The results of this study support the findings of this study are consistent with previous research showing the role ambiguity related to workplace deviant behaviour (Yang & Hyung, 2011). According to Pallant (2007), the level of relationship between role ambiguity and workplace deviant behaviour ($r = 0.501$) is a moderate relationship.

4.5 Multiple Regression Analysis

Objective 4: To determine the factors that influence workplace deviant behaviour among employees

Multiple Regression Analysis

Multiple regression analysis was used to examine the effect of workload, job stress, role conflict and role ambiguity and deviant behaviours. Regression analysis is a method that allows us to study the relationship by linear equation not only between one variable with the other variables but also between one variable with several variables (Hair *et al.*, 2010).

To determine the best set of predictors of deviant behaviour, four predictor linear regression model is proposed. The four predictor variables is the workload (X_1), job stress (X_2), role conflict (X_3), and role ambiguity (X_4). Multiple linear regression equation proposed are as follows:

$$Y = b_0 + b_1 (X_1) + b_2 (X_2) + b_3 (X_3) + b_4 (X_4) + \varepsilon$$

Which is:

Y = Deviant behaviour

b_0 = Constant

b_{1-4} = Estimates (regression coefficients)

X_1 = Workload

X_2 = Job stress

X_3 = Role conflict

X_4 = Role ambiguity

ε = Error

To determine the best set of predictor variables in predicting workplace deviant behaviour, this study use enter method in regression analysis. Enter method used to achieve the research objective number four, namely to determine the effect of workload, job stress, role conflict and role ambiguity towards workplace deviant behaviour. Based on the enter method, only three were found to be significant predictors in explaining workplace deviant behaviour in this study. The three predictor variables are workload (X_1), job stress (X_2), and role conflict (X_3), however, role ambiguity (X_4) does not contribute to workplace deviant behaviour as the value is insignificant.

As illustrated in Table 4.10, the expected coefficient model for b_0 is 1.216, b_1 is 0.214, b_2 is 0.275, b_3 is 0.345, and b_4 is 0.044. Therefore, the expected model is as follows:

$$Y = 1.216 + .214 (X_1) + .275 (X_2) + .345 (X_3) + .044 (X_4) + \varepsilon$$

R^2 value is 0.555 indicates that the three predictor variables accounted for 55.5% of the variance of workplace deviant behaviour. Table 4.10 also shows that the F-statistic ($F = 42.123$) is quite large and p-values were highly significant at 1% level. This shows that the slop of the linear regression model estimated is not equal to zero to confirm that there is a linear relationship between workplace deviant behaviour and variable workloads (X_1), job stress (X_2) and role conflict (X_3).

Table 4.10: Regression Analysis

Dependent variable	Independent variable	β	BETA	t	Sig.
Deviant (Y)	(constant)	1.216		.828	.409
	Workloads	.214	.211	2.463	.015*
	Job stress	.275	.312	5.125	.000**
	Role conflict	.345	.427	6.195	.000**
	Role ambiguity	.044	.053	.638	.524
R^2	.555	Adjusted R^2	.542		
F	42.123				
Sig F	.000				

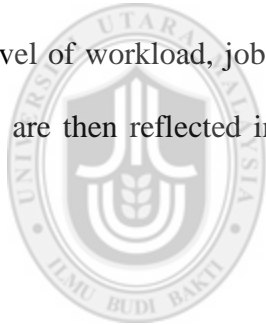
* significant at 5% level; ** significant at 1% level

The results of this study also showed that if a unit workload (X_1) increases, the level of workplace deviant behaviour also increased by 0.214. While one unit job stress (X_2) increased the level of deviant behaviour also increased by 0.275. Based on the result, job stress and role conflict have moderate contribution to workplace deviant behaviour. Meanwhile one unit role conflict (X_3), increases, the level of deviant behaviour also increased by 0.345. Finally, a unit of role ambiguity does not contribute to the workplace deviant behaviour in this study.

The findings of this study support the first hypothesis (H_1), which is there exists a significant relationship between workload and workplace deviant behaviour. The findings of this study showed a job stress can increase workplace deviant behaviour among employees, thus supported the second hypothesis (H_2) which is there is a significant positive relationship between job stress and deviant behaviour. It also supports the third hypothesis (H_3) which found a significant positive relationship between role conflict and workplace deviant behaviour. Finally, the findings of this study show role ambiguity not give any effect to workplace deviant behaviour among bank employees in this organization, therefore the fourth hypothesis is not supported (H_4).

4.6 Discussion

This study found that workload, job stress and role conflict play important roles in influencing workplace deviant behaviour amongst bank staff. This may be due to individuals who suffer high level of workload, job stress, role conflict may have more tendency be more involved in workplace deviant behaviour. For example, employees who feel that they have a lot of workload will take a long break. This action is certainly cause them to abandon their duties and responsibilities. Likewise if they fail to control the job stress it may result in the worker ignores his or her job roles. Consequently, this can lead to workplace deviant behaviour. Nevertheless the finding of this study reveal low level of workload, job stress and role conflict among bank staff in Malaysia. These results are then reflected in low level of workplace deviant behaviour demonstrated by them.



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4.7 Summary

The result of this study showed that the level of workplace deviant behaviour are low. Similar results are observed for the level of job stress, role conflict, role ambiguity and job stress. Correlation analysis showed that all independent variables have a significant relationship with workplace deviant behaviour. While the regression test results showed that three independent variables contributed approximately 55.5% of the variance of workplace deviant behaviour. In addition, the results also indicate the role conflict as the largest contributor to the workplace deviant behaviour.

CHAPTER V

CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the conclusion of the study and provides recommendations for future research. The purpose of this study is to determine the relationship between the four independent variables which the workload, job stress, role conflict and role ambiguity with a dependent variable that is deviant behaviour. This chapter also examines the implications and presents suggestions to improve the services provided by the bank staff.

5.2 Overview of the Study

This study was conducted on 140 investment bank staff. A structured self-administered questionnaire was developed and used as an instrument and mode of data collections. Before the actual instruments were distributed, pre-test was conducted to gauge reliability of the test. The result showed that the level of workload, job stress, role conflict, and role ambiguity among employees in Malaysia are low, so is the level of deviant behaviour.

The actual data collection was conducted to gather information on the demographic characteristics of the respondents. Five variables were examined in this research. They are workload, job stress, role conflict, role ambiguity and workplace deviant behaviour. Scale of five options was used to measure these variables. Descriptive and frequency analysis were used to determine the percentage, mean, mode, and standard deviation of the variables. Pearson correlation analysis was used to examine the relationships between workload, job stress, role conflict, role ambiguity and deviant behaviour. While multiple regression was used to determine the effect of workload, job stress, role conflict, and role ambiguity towards workplace deviant behaviours.

Results showed that the level of deviant behaviour is low, so is the levels of workload, job stress, role conflict and role ambiguity. The correlation analysis showed workload, job stress, role conflict, and role ambiguity have significant relationships with deviant behaviour. While the results of the regression test showed role conflict as the major factor that leads to employee's workplace deviant behaviour. This study proposes to organizations involved in this study to reduce the role conflict in order to reduce workplace deviant behaviour. Based on the result of the study, in order to reduce workplace deviant behaviour, organization must make sure that the bank staffs have congenial between given task.

5.3 Summary of Findings

This study has four main objectives. To achieve the objectives of the study, three forms of analysis, namely descriptive analysis, correlation and regression analysis were used.

Summary of findings are as follows:

1. The level of workplace deviant behaviour is low. This result indicates that the staff has done their job well and meet the needs of their duties. This may be because of respondents in this study are comprised of staff in high positions (such as, manager, executive, professionals etc.), past studies showing workplace deviant behaviour often occurs among support staff (Mazni & Roziah, 2011). This study suggests that the high-level personnel perform less workplace deviant behaviour, because normally the task of high-level personnel including monitoring their subordinates. This is to ensure that subordinates can meet the needs of job performance and meet organization objectives. By doing so, an employee in a high-level position indirectly reject deviant behaviour by showing a good example to lower level staff. This finding also indicates that the Malaysian bank staffs are fit enough to handle financial matters because the level of deviant behaviour at workplace is low.
2. The second objective is to determine the level of workload, job stress, role conflict and role ambiguity. The result showed that the level of work load, job stress, role conflict, and role ambiguity are low. This indicates bank employees

has the number of job responsibilities is given ample time to perform the tasks. This study also concluded that the bank employees have low job stress because of the demands of work were match with their capabilities, abilities and given time to complete the task. This study also foun that the role conflict is low. This finding suggests that the employees experience a good direction of job responsibility and only respond to one statuses that they hold. Finally, the role ambiguity is also low, suggeste that the bank employees have a clear understanding of their role in carrying out its duties and the responsibilities assigned to finish their responsibility at workplace.

3. The findings of this study indicate workload, job stress, role conflict and role ambiguity are important factors in relation to workplace deviant behaviour. All the independent variables are positively correlate to workplace deviant behaviour, which is the increase of all this factors will lead to workplace deviant behaviour. Employees who experience high level of workload, job stress, role conflict and role ambiguity, also experience emotional and mental disturbances. Consequently, this can affect the employee behavior in the workplace as suggest by the Affective Events Theory. The findings of this study thus support all the hypotheses H_1 to H_4 .

The findings also support previous research that found significant positive relationship between workload, job stress, role conflict, role ambiguity and

deviant behaviour in the workplace (Fox *et al.*, 2012; Van Jaarsveld *et al.*, 2010; Golparvar *et al.*, 2012; Swimberghe & Habig 2009; Mazni *et al.*, 2012).

4. The result of multiple regression test shows the workload, job stress and role conflict affect deviant behaviour. In other words these factors influence deviant behavior among bank employees in Klang Vally, Malaysia. The study also reveal that the role conflict is the bigger contributor to increase the workplace deviant behaviour. This means that the role conflict is a matter of concern in managing deviant behaviour in the workplace. Employees experience role conflict can be stressful and can be a pressure for employee. Role conflict occurs when the employee is not capable to meet the demands or tasks assigned. In other words, the role conflict occurs when the task given require different skills and approaches and the employee fail to carry out the task due to that reason.

5. Employees experience role conflict when they find themselves pulled in various directions as they try to respond to the many statuses they hold. Employees who suffer from excessive role conflict might take a long time to rest during the work or they may be looking for other options to get away from work. This action is seen as an unethical behaviour and is one of deviant behaviour in the workplace.

5.4 Implications

Some theoretical and practical implications can be formulated based on the finding of the study that have been obtained.

5.4.1 Theoretical Implications

This study contributes to the theory of workplace deviant behaviour in some important ways. This study uses the theory of Affective Events Theory (AET) which states that individuals react emotionally to an event or events that they experience where later affects their behaviour. This study uses the theory as a guide in explaining the framework of the study. Previous studies have used this theory to explain workplace deviant behaviour, however this study extant this theory by examine the effect of workload, job stress, role conflict and role ambiguity and workplace deviant behaviours among employees in Malaysia's banks.

The finding of this study also indecate that the level of job stress, role conflict and role ambiguity among bank employees in Klang Vally is low. Employees who experience workload, job stress, role conflict and role ambiguity often suffer emotional exhaustion. As a result of this emotionally exhaustion it can affect subsequent emotional in individual behaviour. According to Affective Events Theory developed by Weiss and Cropanzano (1996), stating the individual reacts emotionally to an event or events and experiences that individuals go through directly affect individual behaviour. Thus, this theory have

explained that the employee's experience of workload, job stress, role conflict and role ambiguity lead to workplace deviant behaviour.

Employees who suffer high degree of workload, job stress, role conflict and role ambiguity usually react emotionally and behave negatively. If the employee works experience stress, role conflict, and high role ambiguity, it is most likely that the employee's workplace deviant behaviour is also high. However, this study reveals workload, job stress, role conflict and role ambiguity among bank employees in Malaysia is not at the alarming level. As a result the level of deviant behaviour is also low.

This study also provides an important implication for explaining the relationship between role conflict and deviant behaviour in the workplace. This study confirms that the role conflict has a significant positive relationship with deviant behaviour in the workplace. In fact, the study also found that the role conflict is a key factor or the largest contributor to the increase in deviant behaviour of employees in the workplace. This means that the role conflict is a major factor in developing of workplace deviant behaviour. This study also implies that further study should be conducted to examine the relationship between role conflict and deviant behaviour in particular.

5.4.2 Practical Implications

This study found that deviant behaviour is something that should be resisted by the workers. This is because the workplace deviant behaviour can adversely affect the organization and the wellbeing of workers. In brief, the workplace deviant behaviour can have a detrimental effects on the organization's financial condition and overall performance.

Based on the results of this study, there are a few steps that can be implemented by the banks to avoid the workplace deviant behaviour.

First, the bank management should try to reduce the role conflict. This can be done by giving tasks that match the employees' skills. If a bank employees involved with external task or dealing with customer, then the task that might involve in office work and administration work can be reduced. In addition to that the top management may also try to reduce the employees' stress level by providing more conducive working environment. Job stress can also be reduced by setting the right mindset and proper time management. Bank employees should be given a course or seminar on how to manage their time and emotions through various programs and religious motivation.

Organizations can try to reduce workplace deviant behaviour by imposing more stringent rules and continuous monitoring. It can be done by various methods such as consultancy, motivation and also through constant reminder. Religious talks can also be conducted

from time to time by inviting *ustaz* to give lectures/talk (*ceramah, tazkirah etc.*) or organization can conduct ethical talk to all employees. Through awareness and knowledge of religion will be a bit of alerting staff of the importance of honest and ethical. Talk will also be enlightening employees work responsibilities because they are associated with the practice that will be calculated in the afterlife. Job responsibilities are very important because the salary earned is used for daily living to support their families. Then the employee should know that the job is a trust that must be undertaken as advocated by Islam or any other religions.

The results also showed job stress is the second largest contributor to the increase in workplace deviant behaviour. The organization then suggested to reduce job stress. Among the methods that can be used to reduce job stress is to provide support to employees through various support programs such as good performance appraisal system, coworker support and supervisor support. When employees have done work beyond expectations, such as helping others in the workplace, which benefits the effectiveness of the organization, then the employee should be given praise, awards and received better appraisals.

5.5 Limitation and Suggestion of Future Research

5.5.1 Limitation

Firstly, this research focused on employees who are from investment banks in Malaysia. Another limiting factor is that this study only examine the relationship between workload, job stress, role conflict, role ambiguity and deviant behaviour. Finally, the findings of this study are only applicable to the accessible population of selected employees in the selected banking organizations, and hence could not be generalized to other organizations in Malaysia.

5.5.2 Suggestion of Future Research

To reduce deviant behaviour in the workplace, the study should look at the factors that are more extensive and comprehensive. This study only looked at four factors as drivers of deviant behaviour in the workplace, it is suggested that future studies look at the other factors more widely. One of the factors is organizational culture. Organizational culture affects employees positively or negatively, depending on the method that management sets. Ethical lapses are more likely to occur in organizations that reward illegal or questionable corporate behaviour. Beside the factor that may effect workplace deviant behaviour, the measurement of deviant behaviour in the workplace need to be monitored to study the factors surrounding an ongoing basis to get the level of workplace deviant behaviour.

From the standpoint of methodology, future research should include questionnaires in form of open to other dimensions that lead to deviant behaviour in the workplace can be obtained. Qualitative methods may also be able to support the study because workers will be able to describe the actual situation and address problems faced by them. In addition, this study may also be expanded to other organizations with larger quantities to obtain a clearer picture and comprehensive.



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