THE RELATIONSHIP BETWEEN DEVIANT BEHAVIORS OF MARA EMPLOYEES IN NORTHERN MALAYSIA WITH ITS PREDICTORS

A thesis submitted to the Faculty of Business Management in fulfillment of the requirements for the degree of Masters in Business Administration, Universiti Utara Malaysia

By:
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I certify that any help received in preparing this thesis and all sources used have been acknowledged in this thesis.

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ABSTRACT

Workplace deviant behavior in the workplace has become a serious and costly problem in the society and in organizations. Behaviors such as insider trading, embezzlement of funds in banks and finance industry, discrimination against minorities, cybercrime, contract fraud and intentionally delay or work had created losses to organizations. Significance of workplace deviant behavior and its costs signifies the need for theoretically focused, specific, & systematic study of this behavior. Despite assertions on employees who condoned law tolerance in the workplace or that they were noncompliant at times during their tenure, these assertions were usually secondary importance. Hands-on research referred the sinister side of workplace deviant behavior especially on employee behavior is deemed insufficient. Nevertheless, few scholars have attempted to examine workplace deviant behavior. These studies did not emphasize on understanding in workplace deviant behavior comprehensively, resulted insufficient information on the subject. In Malaysia, few studies were carried out on manufacturing employees and hotel employees but none for other employees in other industries. Therefore the study will address the shortfall from government organization perspective. It will focus on workplace deviant behavior of employees in government sector specifically MARA employees in three states, Perlis, Kedah and Penang. Variables that influence workplace deviant behavior are such as personality-related factor (negative affectivity), job-related factor (job satisfaction) and organizational-related factors (organizational commitment and organizational justice) and also demographic factors such as gender, age and tenure. Hence the research aims to determine types of deviance employees engage in at the workplace, to determine the effect of Negative Affectivity, Job Satisfaction, Organizational Commitment and Organizational Justice, as well as demographic factors gender and age on Workplace Deviant Behavior of MARA civil servants and to determine the difference of age, gender and tenure on Workplace Deviant Behavior. It was found that there were relationship between workplace deviant behavior and its predictors.
ABSTRAK

DEDICATION

This dissertation is dedicated to my beloved parents, Haji Ku Ishak and Hajjah Salma, who have provided their unconditional love, indefatigable support, affection, devotion and encouragement especially during my post graduate study. They are indeed the wind beneath my wings! Mom and Dad, I thank both of you for everything. No words could describe my love for both of you.

I also dedicate this dissertation especially to my two little angels, Ku Nurul Irdina and Ku Nurul Imanina who gave me particular inspiration to complete this piece of work and work hard for my Masters Degree.

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I also dedicate my special appreciation to my best friends, Andria Permata, Zeti, Bidayatul Akmal, Murzidah, Zatul Amilah and Nurulnadwan. Your encouragement and support has motivated me to persevere and be persistent with my studies and to strive for excellence during my difficult times. Their comments, guidance and supervisions have helped me extensively during the making of this dissertation. Without their unselfish support, this dissertation would not have been possible.
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In the name of Allah, the most gracious and most merciful.

Praise to Allah, Lord of the universe for His bounties and bestowed upon us. Peace to Prophet Muhammad S.A.W. the sole human inspiration worthy of imitation.

"Alhamdulillah", all praise to Allah S.W.T the almighty for the strength and endurance provided to me to complete the thesis. Working for this MBA degree generally and this dissertation specifically is no doubt a challenging and enduring journey that I will cherish all my life.

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ABBREVIATION

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<td>NA</td>
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CHAPTER ONE

BACKGROUND OF THE STUDY

1.0. Introduction

This chapter presents the background of the research, problem statement, objective of the study, research questions, statement of hypotheses, significance of the study, scope of the study and definition of variables and terms. The sequences of the study starting from chapter one to five is also included.

1.1. Background of the Research

*In the US, Enron, once was among successful corporations in the world had shown definite example of deviant behavior among its top management. Enron CEO and other top executives acted to remove not only the external competitors but also potential rivals within the company. Furthermore, they created a 'sexdrenched, out of control' corporate culture. Gossip about sex suffused the company; it was widely believed that superiors and subordinates used wanted and unwanted sex relationships to achieve instrumental advantages. The rise and fall of Enron is a case where misbehavior and disloyalty to the firm, its employees and values, concentrated primarily in the company's higher echelon. (Newsweek, 11 March 2002)*
The contents of the thesis is for internal user only
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