

The Influence of HRM Practices and Job Satisfaction on Workplace Deviance

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The Influence of HRM Practices and Job Satisfaction on Workplace Deviance

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By

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ABSTRACT

Negative and unethical behavior such as deviant behavior is a phenomenon in any workplace setting. This behavior which is against the norm of the organization not only affects the organization but also the citizens of the organization. It is a great challenge for all organization, big or small, to manage this behavior effectively in order to curb or eliminate it totally to achieve high performance organization. Many factors have been purported to influence this behavior, but factors such as HRM practices and job satisfaction have not been extensively considered. Therefore, this study seeks to find out the influence of HRM practices and job satisfaction on workplace deviance. A survey was conducted in three manufacturing companies in the State of Kedah, Malaysia. A total of 400 questionnaires were distributed with 372 usable questionnaires returned. Data were analyzed using Statistical Package for Social Science (SPSS) version 14. Result of the analysis shows that the two independent variables, HRM practices and job satisfaction, have significant and negative influence on workplace deviant behavior with job satisfaction as the main and significant predictor. The result of this study provides some insight on the importance of providing good HRM practices and job satisfaction to the employees in the organization. Recommendations for future research and limitations of the study are also highlighted.

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CHAPTER ONE

INTRODUCTION

1.1 PROBLEM STATEMENT

Existing limited literature on workplace deviance suggests that organizational factors play a role in determining deviance at work. Many factors have been proposed to influence workplace deviance. Some key factors in determining the likelihood of deviant behavior within organizations include unfair treatment, organizational culture and climate, as well as supervisory behavior (Caruana, 2001; Liao, Joshi, & Chuang, 2004). Other organizational factors such as participative leadership style play a significant role in creating a low stress and high performance workplace where satisfied employees are committed to the firm (Avolio et al., 2004; Harris & Ogbonna, 2001). Satisfied employees tend to be more productive, creative and committed to their employers (Syptak, Marsland, & Ulmer, 1985), less likely to perform deviant act.

Even though many studies have considered various organizational factors, there are limited studies that investigated the role of HRM practices in influencing workplace deviance. The lack of studies in examining the influence of HRM practices on workplace deviance is unfortunate because organizational practices, like other organizational factors identified above, also shape people's attitudes and behaviors at work. Studies show that HRM practices that are perceived to be unfair have been found to result in the employee feeling bewildered and betrayed and thus less committed (Schappe, 1996). Other researchers have found that favorable numbers of HRM practices are associated with positive employee attitudes (Guest, 1999). As Huselid (1995) put it, organization

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