A Study on Individual and Organizational Level Determinants of Workplace Deviance

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Abstract

Human beings are the assets for any organization even if we have technology, environment to support it, though we need human factor to operate those machineries but when this human factor is showing the negligence, less interest at the workplace then there is a need to find out the real cause behind it and Workplace Ostracism is one such factor that exists inevitably and cannot be disregarded because ultimately it is something that keeps and lets people feel that they are being ignored so finally lowersemployee'ssatisfaction, affects their overall personality and at the end leads to the deviation from work. The main agenda of the research is to find out the relationship between Workplace Ostracism, job satisfaction, Big Five personality and Deviationsat work. Data has been collected from 285 respondents which includes academicians and professionals, through electronicmails. The data was analysed through various statistical tools.

Keywords: Job Satisfaction, Big Five Personality Traits, Deviation of Work and Workplace Ostracism

Introduction

Human can be any person who can hear, understand, manages, adjust and negotiates. But this situation prevails under the normal circumstances and when any person feels isolation at the workplace and started feeling depressed, dis-satisfaction from the job and ultimately gets turned his behavior and impact on the work at the workplace. In this research we examine the various factors that are responsible for deviance at the workplace at the personal stage or may be at the company stage and that are inherent in their personality also. All human beings have a fundamental need and desire to belong, even if they claim they do not (Carvallo& Gabriel, 2006; MacDonald &Borsook, 2010). But this need is often not fulfilled and loneliness is a common experience. At least 79% of the people indicate that they occasionally feel lonely (Rubenstein, Shaver, & Peplau, 1979).

There are lot many researches have been conducted to find out the different factors responsible for work deviation. The Workplace Ostracism is getting more attention in this decade as if I person feels excluded from the society or from the place where he works then he wouldn't being able to give his 100% towards the output so it must be taken into consideration. So, in this paper we are focusing on Job Satisfaction, Workplace Ostracism, Big Five personality types and its linkage with the deviation of work

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Too much Research has been conducted on ostracism and defined it an "the extreme till which an individual discern that he or she is getting ignored or becomes seculated by others in workplace" (Ferris, Brown, Berry, & Lian, 2008: 1348). One survey took place which shows that ostracism is a phenomenon which is pervasive in character and they have taken 262 full time participants in which almost 66% were being ignored or excluded ,29% left the room by their wish (Fox& Stallworth,2005).

Definition and Theoretical Framework

Job Satisfaction

One study shows that "research is a moderate relationship between job characteristics and satisfaction" (Kreitner and Kinicki ,2001).Spector (1997) stated that if the organisational psychology and organisational behaviour is to be study then a person's attitude plays an active role into it.

Workplace Ostracism

Ostracism is equally destructive as it creates an impact on the organizational, personal life of any person too. It creates only effects the person's professional life but also his family life. An employee facing ostracism will probably take this effect home (Liu, Kwan, Lee & Hui, 2013). Likewise, Ferris, Brown, Berry and Lian (2008) find out that Sense of belongingness, control, and significant presence were all related to isolation but in reverse order.

Big Five Personality Traits

Allen & Bruck (2003) examined that personality influences on the personality have an impact on Ostracism which ultimately on the various characteristics of the different person which examine their personality. A research conducted by Fleeson, Musisca& Wayne (2004)to examine the ramification of big Five traits on family-

work dissension and its spread over and found no association between Extraversion,aggregablemess,consciousness and intellect.

According to victim precipitation theory, Extroversion and Intellect are more prone to be the main source of workplace bullying. But on the other hand, they found that employees who are in low agreeableness are more intended to get CWB (Scott and Judge,2009). Extroversion is a characteristic that is high in demand now a days because people to get survive into the organization needed to be outspoken. Introversion, disagreeableness and Neuroticism are not being accepted by the society (Antony,Homes and Wood, 2007). Let us Consider each characteristics of personality and its impact on deviation of work

Extroversion. Studies has been conducted as how and extrovert person can play an important role to keep himself from being ostracised and let less deviance of work gets hampered. According to "Goldberg,1990; McCrae and Costa 1987", Introverts persons are reserved, less outgoing so they are more likely to be get easily mis-understood and even without their much fault in things, they pretended to be guilty even if they are contributing towards work and running away from work. This study assumes that higher extrovert individuals are less alienated towards work deviation.

Conscientiousness: This is a characterises of any person by which he regulates self-disciple, flexibility and openness towards acceptance of the tasks. It is mainly associated with self -Regulation (Ahadi and Rothbart,1994). Studies conducted by (O'Neil;20111; LePine;2004) they examined appositive relationship between Conscientiousness and Job Satisfaction. This study assumes that conscientiousness and deviance of work are inversely proportional to each other. According to

(Bamck&Mount,1993), Conscientiousness is a complete process which includes planning, organizing and carrying out the different tasks with skills and self-control. It makes a person workaholic. Individuals who ae less consciousness towards their work are definitely run away from the task and which makes them deviant towards the work. Studies conducted and showed significant relationships between conscientiousness and job satisfaction (Schneider,1999)

Emotional Stability: It is a phenomenon in which one can judge how much an individual have control over one self. Others and the environment around him so that he could be able to balance himself at the time of contingencies.

Agreeableness is a characteristic of any person which makes him easy to accept the things, person, environment etc, these type of persons are less susceptible to being ostracised and when they do not feel ostracised then they tend to give their good performance in work and not going to show deviance. So, we can say that agreeableness is inversely proportional to deviance of work. According to (Graziano and Eisenberg,1997; Jensen-Campbell and Hair,1996; Tobin,Graziano,Vanman and Tassinary,2000) ,those persons showing disagreeable nature are more prone to conflicts, interpersonal talk because they have a tendency to respond into a non-acceptable manner and thus lead them to problematic situations.

**Workplace Ostracism, Job Satisfaction, Big Five and Deviance of work**

Various studies have been conducted to find out the relationship between Ostracism at workplace, Job Satisfaction, Big Five Personality traits and Deviance of work. Since we all know that no one wanted to get ostracised not even at workplace or at personal place since we all are human being who always wanted to live in society or to be a partof the society. But when this happens at the workplace then it gets hampers our personality, our productivity or leads to less satisfaction towards work and thus at the end it gets converted into work deviance or our dedication towards work gets reduced.

By investigating personality traits, job satisfaction, ostracism are the determinants of the deviation of work. Many Researches has been conducted that individuals possess irrefutable personality traits are getting more ostracised in comparison to others at the workplace. (Williams, 1997, 2001, 2007). This study has been conducted to examine the different factors that leads to the deviation of work. We investigated not only the satisfaction level of an employee impact his work but also the situation where he feels isolation and could not contribute toward the work.

The main objective behind the study are as follows:

1) To formulate a model for the examination of relationship between personality and deviance of work.
2) To explore the ramification of Workplace ostracism on workplace deviance.
3) To assess the consequences of job satisfaction on workplace deviance.

Model of the research study
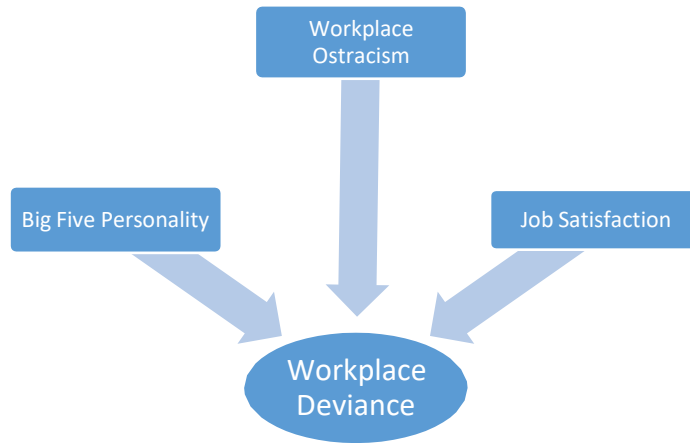
By investigating personality traits, jobs satisfaction, and ostracism are the determinants of the deviation of work. Many Researches has been conducted that people possess certain personality traits are getting more ostracised as compared to others at the workplace. (Williams, 1997, 2001, 2007). This study has been conducted to examine the different factors that lead to the deviation of work.Weinvestigated not only the satisfaction level of an employee impact his work but also the situation where he feels isolation andcould not contribute toward the work.

Data Analysis

Method

Sample and Procedure

Respondents in this study are of two types: one from education sector i.e. academicians and other from corporate sector. Data has been collected via online only since during the pandemic of COVID19 it is not possible to reach personally. Participants selected randomly with the help of various

professional groups on professional networking websites and applications like telegram groups, etc and few of them has been selected with the convenience sampling method.Questionnaires has been sent to around 500 peoples and only 340 has been responded voluntarily. And out of those 340 only 285 were those who completely filled the questionnaires.

Tools for Data Collection: Data has been collected with the use of self-assessed questionnaire as well as questionnaire used of different authors too. Secondary data is being collected from the various books, journals, magazines as well as from internet also.

Measures Used: Likert Five Point Scale has been used ranging from 1 as "Strongly Disagree "to 5= "Strongly agree".

Big Five Personality Traits: Measures included 25 items scale administered by Eugene-Springfield Community Sample (ESCS). Study reported range of personality traits from 0.75 to .0.82. Measurement scale is Five point likert scale.

Workplace Ostracism: It has been measured with 17 items, developed by Ferris et al. (2008). All items were measured using a five-point Likert scale starting from 1"strongly disagree" to 5 "strongly agree". Study reported Cronbach's coefficient as 0.94.

Job Satisfaction: A 5 items Scale has been used to measure the variable developed by Taylor and Bowers (1974). Cronbach Alpha reported was 0.628

Workplace Deviance: A 9 Items scale has been used to measure it. Cronbach alpha was 0.89.

Sample Characteristics

Out of 285 respondents, 25.5% are between the age of 20-25 years, 26.9% are between 26-31 years,22.1% are between 32-37 years, 12.2% between 38-43 years and rest 13.3% are above 43 years. Looking at the occupation of the respondents 78.4% were academicians and rest are corporate personnel.

Hypothesis

Ho1: Job Satisfaction negatively associated with workplace deviance

Ho2: Workplace Ostracism is negatively associated to workplace deviance

Ho3: Big Five personality Traits are associated to workplace deviance

Ho3(a) Emotional Stability is positively associated to workplace deviance

 b) conscientiousness is negatively associated to workplace Deviance

c) Agreeableness is positively associated to workplace deviance

d) Intellect is negatively associated to workplace deviance

e) Extraversion is negatively associated to workplace deviance

Statistical treatment: SPSS software have been used .In SPSS software, Regression has been used to examine the relationship or impact on Three independent variable named as Job Satisfaction, Workplace Ostracism, Big Five Personality Traits on the Dependent variable named as Workplace Deviance. Linear Regression application software was used and found the values of Adjusted R square to be 63.6% of the variance in workplace deviance can be predicted from the variables Workplace Ostracism, Job Satisfaction and Big Five Personality Traits.

The adjusted R squarereported 0. 646.For testing the relationship between different variables, regression analysis have been used and B value for Workplace Ostracism (-.561), JobSatisfaction (-.009), Big Five Personality traits include Emotional Stability (.041), Agreeableness.(.099), Conscientiousness (.148) , Intellect (-.110), Extroversion (.027). The values are statisticallysignificant at 0% level of significance which shows the negativerelationship between workplace ostracism and workplace deviance as Workplace ostracism increases so deviance of workplace reduced. So, the hypothesis is accepted for this. Coefficient for Job Satisfaction (-.009) is statically not significant different from zero because its p value is .0810 then null hypothesis is rejected as there is negative statistically insignificant relationship between job satisfaction and workplace deviance. Now Consider the big five personality traits

S.No	Personality Traits	Beta coefficient value	P value	Significance
1	Emotional Stability	.041	.0426=Less than .05	Significant
2	Agreegableness	.099	0.064=More than .05	Not Significant
3	Conscietiousness	.148	0.11=More than .05	Not Significant
4	Intellect	-.110	0.046=less than.05	Significant
5	Extroversion	.027	0.519=more than .05	Not Significant

Discussion

Ho1: Job Satisfaction negatively associated with workplace deviance
Job satisfaction and Workplace Deviance
This study focused on verifying the job satisfaction relationship with workplace deviance and the results did not supported the hypothesis as there is negative insignificant relationship with workplace deviance but that is not significant as not much impact the job satisfaction would lay on it. The theoretical framework of Dalal et al.(2005) did not supported here as he argued that negative feelings towards job kept an employee away from his job or work. Rosse and Saturay (2004) also supported that if any employee is not satisfied from his work, negative feelings like quitting, separation or even sometimes it could get converted into revenge also. Job satisfaction is dependent on work experience that could make a person far distant from workplace deviance (Kulas et. Al 2007). The more an employee is dis-satisfied,the more he is deviant from workplace (Spector and Fox et. Al 2005) and he argued that deviance from the workplace is a kind of emotion which grown out when an employee is dis-satisfies. Omar et. al, 2011.; stated that these findings are consistent with his research work as job satisfaction first turns into workplace deviance and if it not controlled then it takes

the shape of minor offences too. On the basis of the above discussion, this study's result didn't match with the previous studies.

Ho2: Workplace Ostracism is positively associated to workplace deviance

Workplace Ostracism and workplace deviance

From previous studies it has been found that workplace ostracism affected negatively to workplace deviance and other attitude of an employee like his job satisfaction and commitment towards the organization (Ferris et al., 2008; Hiltan et al., 2006). And this research paper found that Workplace ostracism is negatively corresponding with workplace deviance and shows the same results. To reduce the workplace ostracism, an individual need to reduce his own perceived value of being ostracized and let it be overcome by his own. It is a well know saying that "Environment makes a person like him only". So, if there is positive relationship exits then workplace attitude towards work ultimately gets turn positive. (Farmer et al.; 2015; Liden et al., 2000; Waismel-Manor et al., 2010). It has been signifying with the help of this study, that people tend to feels negative due to workplace ostracism as it creates a ramification on an individual's self-perception. Wu et al.'s (2011)

Ho3: Big Five personality Traits are linked to workplace deviance

H03(a) Emotional Stability is positively associated to workplace deviance

The outcomes of the research shows that Emotional stability is positively related with workplace deviance as if a person is emotionally stable means he has power to control his anger, depression, happiness etc., then he could increase the workplace deviance. Past studies typology states that people posses supplementary emotional stability are tend to show low workplace deviance (Olweus's et. Al, 1978).

Ho3 (b) conscientiousness is negatively associated to workplace Deviance

The findings from the current study is that hypothesis proves wrong in this because the values are showing not significant relationship between the variables while in the previous studies conducted by Ziilstra,Roe, Leonora &Krediet et. al 1999, showed that there is onstructive relationship between conscientiousness and workplace deviance according to the activity regulation theory. Person who have high conscientiousness can easily attain their goal (Barrick, Mitchell& Stewart, 2003), and thus not get deviant from work easily

Ho3 (c) Agreeableness is positively associated to workplace deviance

The results predicted by hypothesis that efficacious relationship between agreeableness and workplace deviant behaviour as respondents who are more involved into work are less likely to get involved into work deviant behaviour, did not support it as the values are showing insignificant relationship between these two. This could be an extension of the earlier studies conducted by Mount et al. (2006), Salgado (2002), and Graziano and Eisenberg (1997) in which they are agreed to the obstructive sort of alliance between agreeableness and workplace deviance because of the several factors like those who are agreeable are becomes more pleasant, flexible, easy to adapt, trustful and they are very cooperative also (Bowling et al., 2010). Therefore, based upon previous research and current research we can conclude that in spite of negative relationship, there is no relationship between them.

Ho3 (d) Intellect is negatively associated to workplace deviance

The results show in this study proves hypothesis right as there is significant negative relationship intellect and workplace deviance as if a person is very intellectual then his deviation from the work becomes very low as he wanted to work. Previous factors of workplace deviance behaviour, Bennett and Robinson (2003) examined that if a person is showing a deviance from the work that means it is also a type of backscattering of their type of the personality they belongs to.

Ho3(e) Extraversion is negatively associated to workplace deviance

Extraversion is considered to be an asset for the personality part. Extroverts have a low arousal level and they could easily get external stimulation or could get easily get interact up with outsiders (Eysenck,1982) .Goldberg (1990); McCrae and Costa (1987)argued that introvert people are reserved more and less social as in comparison to extroverts.Ashton,Lee and Paunonen(2002) stated that introvert type of persons have more chances of being ostracised as they hardly talk to one another so the chances of getting ostracised is getting more. Results proved in this study are that extroversion is not associated with workplace deviance as the values are not significant.

Conclusion

In this study the author supported that workplace deviance is a state of well-being or a kind of feeling that come into arousal because of the various stated factors. but apart from these variables there are many other factors which is to be studied related to this. It is also suggested that now both situational and personal factors to be studied in the future research is advisable to investigate the study in longitudinal type and focus on comparison between public and private sector organization to gives us in depth details in which people are more prone to workplace deviance and not giving their productive results. Both Situational and personal factors to be studied as apredictor of the non-recommendable behaviour in organizations.

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