Work Deviance Effects on Job Performance and Health

Sarla Nirankari[1] and Neena Seth[2]

[1]Sant Baba Bhag Singh University Institute of Education, Khiala Padhiana, Jalandhar, Punjab, India
[2]Gobindgarh Public College, Alour (Khanna), Ludhiana, Punjab, India

Correspondence should be addressed to Sarla Nirankari, tsarlanirankari@yahoo.com; Neena Seth, Gpc_alour03@yahoo.com

Abstract The study of deviant behavior among employees has always been of central interest to employers. Two types of behavior of employees: those targeting the organization and those targeting other persons in the organization are discussed. These deviant or discretionary work behaviors are harmful to the organization by directly affecting its functioning or property, or by hurting employees in a way that will reduce their effectiveness and develop physiological or biological stress indirectly. This article is an effort to arrive at a unifying framework for understanding work place deviance that incorporates constraints, conflict, justice perceptions, control (autonomy), emotional responses, mental stress and affective dispositions as antecedents of distinct categories of behavioral responses.

Keywords *Deviance; Stress; Behavior; Discretionary; Work Place*

1. Introduction

In the book 'The Courage to teach' written by Palmer (1999) says that 'the power of our mentors is in their capacity to awaken a truth within us, a truth we can reclaim years later by recalling their impact on our lives'. This special power of teachers to infect others with the virus of their own passion for learning often gives teachers more power than they either realize or want. This power is created in healthy atmosphere or work culture. For that teachers have to overcome all the work deviances and resulting developing stress. This deviance defining helps a society to convince itself of its own normalcy by condemning and controlling those who disagree. Technically, the term work place deviance is used for all those employee behavior that goes against the goals of an organization (Sackett et al., 2006).

According to Sockett and DeVore (2001) CWD, is any intentional behavior on the part of an organization member viewed by the organization as contrary to its legitimate interests. It can be divided into following categories:

a) Productive deviance also called organizational workplace deviance includes various forms of behavior that violate organizational norms regarding the minimal quantity and quality of work to be accomplished.
b) Property deviance is instances when employee acquires or damage the tangible property without authorization.
c) Political deviance is a social interaction that puts other individuals at personal or political disadvantage.
d) Personal Aggression is behavior such as verbal abuse, sexual harassment, which is displayed in a hostile, violent or aggressive manner.

Behaviors in the first two categories are directed against the organization or its systems while behaviors in the last two categories, referred to as interpersonal deviance, consist of acts that inflict harm upon individuals and develop physiological or biological stress.

Work place Deviance or Discretionary work Behavior can be explained under following forms:

1) Absenteeism

- Can be excused absences are those due to personal or family illness or physiological or biological stress.
- Unexcused absence include an employee who does not come to work in order to do another preferred activity or neglect to call into a supervisor.
- Frequent absence from the workplace may be indicative of poor morale or of sick building syndrome. Sometimes people choose not to show up for work and do not call in advance, which show unprofessional and inconsiderate attitude of teachers. The psychological model discusses it as with drawl & assurances that absenteeism represents individual withdrawal from dissatisfying working conditions. Problems absenteeism is typically measured by time lost measures and frequency.

- 2) Lateness is described as arriving late at work or leaving early. Problem associated with lateness include compromised organizational efficiency. Here, both employees and employer must understand that time coordination comes from structured thinking and proper planning. Chronic lateness often comes from confused thinking. People with Attention Deficit Disorder (ADD), on medication for mental disorder, physiological or biological stress or those who drink or do drugs may have problems coordinating time.

3) Employee job turnover we need to understand individual decisions to leave an organization.

- Contingencies for performance & better external job opportunities are the main cause. Turnover can be optional as when a poorly performing employee decides to leave an organization or by functional when high turnover rates increase the costs associated with recruitment & training of new employee or goal employee decide leave consistently.
- Avoidable turnover is when the organization could have prevented it and unavoidable turnover is when the employee decision to leave could not be prevented.

Problems due to Ineffective job performance can be measured by performance data that includes:-
- Personnel data (e.g., items such as absence, sick days or stress management, and tardiness disciplinary action and safety violations.
- Production data (e.g., an annual appraisal performed by an employee's immediate supervisor) and electronic performance monitoring (e.g., a call center manager monitoring an employee's telephone interactions with customers).

4) Social loafing may occur when individuals are working in groups. When working in groups, individuals often reduce their efforts and work outputs (Harkin, 1985). Individual outputs can be reduced by as much as 20% in group tasks (William et al., 1981).

5) Cyber loafing Lim (2002) defined it as surfing the web in any form of non job related tasks performed by the employee.

6) Anti Social Behavior includes

- Workplace incivility i.e. acting with disregard for other. The effects of incivility include increased competitiveness, increased sadistic behavior, and inattentiveness (Anderson & Pearson, 1999).
- Bullying or mobbing is a psychological mistreatment of one employee against another.
- It may include verbal abuse, gossiping, social exclusion or the spreading of rumors.
- Sexual harassment is unwired me sexual advances, requested for sexual favors, and other verbal or physical contact.
- Employee theft is defined as employee taking things not belonging to them from an organization. Many organizations use integrity tests during the initial screening process for new employee in an effort to eliminate those considered most likely to commit theft (Bolton et al., 2010)
- Employee sabotage is behavior that can damage or disrupt the organization and production damaging property, the destruction of relationship, or harming of employees or customer (Crino, 1994).
- Causes of Workplace Conflict: Workplace conflict is caused by poor communication, different values, differing interest, scarce resources, personality clashes and poor performance. Office romance can be another cause of workplace conflict. Public displays of affection can make coworkers uncomfortable and accusations of favoritism may occur, especially if it is a superior-subordinate relationship. If the relationship goes awry, one party may seek to exact revenge on the other.

2. Methods

How to Control Workplace Deviance

The primary method of controlling workplace deviance has been to increase managerial control of employees' time, efforts and access to organizational goods as well as reducing the physiological stress. It is often the case that there is a strong positive relationship between managerial acts to more perfectly control employees and increased levels of employee deviant behaviors.

For employee turnover, managers have to ask themselves if all turnovers are avoidable or if there are circumstances where it is unavoidable to retain employees. It would not make sense to invest money in retention if the chances to retain employees are rather small. In addition, it might be favourable for an organization if a low performer leaves the organization. Therefore, managers have to make distinction between functional and dysfunctional as well as avoidable and unavoidable turnovers in order to create strategies to retain people.

Evidence indicates that absence is generally viewed as 'mildly deviant workplace behavior'. For example, people tend to hold negative stereotype of absentees, under report their own absenteeism, and believe their own attendance record is better than that of their peers. Negative attributions about absence then bring about three outcomes: the behavior is open to social control, sensitive to social context, and is a potential source of workplace conflict.

3. Discussion

To control all the behavior deviances, Hirschi (1969) presented four social bonds which promote socialization and conformity. These include attachment, commitment, involvement, and belief. He claimed that the stronger these four bonds, the least likely one would become deviant. The second bond is that of commitment and it involves the support of and equal partaking in social activities tie an individual to the moral and ethical code of society. Hirschi's control theory holds that people who build an investment in life, property, and reputation are less likely to engage in criminal acts which will jeopardize their social position. The societal accumulations that one accrues throughout a lifetime represent assurance to society that this person is committed to conventional values. He has more to lose by violating laws. Not only can one be committed to conformity by what he has obtained, but the hope of acquiring goods through conventional means can reinforce one's commitment to social bonds. The third bond is involvement. This addresses a preoccupation in activities which stress the conventional interests of society. Hirschi argues that an individual's heavy involvement in conventional activities does not leave time to engage in delinquent or criminal acts. He believes that involvement in workplace, family, recreation, and so forth, insulates an employee from potential delinquent behavior that may be a result of idleness. Conflicts at workplace can be ended if the employee takes things professionally rather than personally.

Engrossment in conventional activities comprises the component of involvement. If the managers can enable employees to strengthen their bond with the employer through commitment and involvement activities, it is possible that instances of employee deviance will decrease.

Here I want to add that whoever adopts teaching as a profession assumes the obligation to conduct him/her in accordance with the ideal of the profession. A teacher is constantly under the scrutiny of his students and the society at large. Therefore, every teacher should see that there is no incompatibility between his precepts and practice. The national ideals of education which have already been set forth and which he/she should seek to inculcate among students must be his/her own ideals. The profession further requires that the teachers should be calm, patient and communicative by temperament and amiable in disposition. Further details of code of professional ethics are given in UGC revised regulations (2010).

Developing these strategies may lead to stable, yet creative organizations that are capable of adapting and remaining competitive over time.

References

Andersson, L.M., and Pearson, C.M. Tit-for-Tat? The Spiraling Effecting of Incivility in the Workplace. Academy of Management Review. 1999. 24; 452-471.

Bolton, Lamarcus R., Becker, Liesl K., Barber, Larissa K. Big *Five Trait Predictors of Differential Counterproductive Work Behavior Dimensions*. Personality and Individual Differences. 2010. 49; 537-41.

Crino, M.D. *Employee Sabotage: a Random or Preventable Phenomenon?* Journal of Managerial Issues. 1994. 6; 311-33.

Hirschi, T., 1969: *Causes of Delinquency*. Los Angeles, CA: University of California Press.

Lim, V.K.G. The IT Way of Loafing On the Job: Cyberloafing, Neutralizing and Organizational Justice. Journal of Organizational Behaviour. 2002. 23 (5) 675-94.

Palmer, P.J., 1999: *The Courage to Teach*. Jossey-Bass Publications.

Sackett, P., Berry, C., Wiemann, S., Laczo, R. *Citizenship and Counterproductive Behavior: Clarifying Relations between the two Domains*. Human Performance. 2006. 19; 441-64.

Sackett, P.R., and DeVore, C.J., 2001: *Counterproductive Behaviors at Work*. In: N., Anderson, D., Ones, H., Sinangil, and C., Viswesvaran (Eds.). Handbook of Industrial, Work, and Organizational Psychology. Vol. 1. London, UK: Sage. 145-164.

UGC Regulations, 2010: On Minimum Qualifications for Appointment of Teachers and Other Academic Staff in Universities and Colleges and Measures for Maintenance of Standard in Higher Education. Gazette of India. Part III; Sector 4.

Williams, K., Harkins, S., and Latane, B. *Identifiability as a Deterrent to Social Loafing: Two Cheering Experiments.* Journal of Personality and Social Psychology. 1981. 61; 570-81.