A Study on Impact of Workplace Deviant Behaviour on Employee Performance at Mahavir Group

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Abstract: This study examines how negative behaviours at work, like bullying and theft, impact employee performance. By reviewing previous research and conducting surveys, we found that such behaviours significantly lower job satisfaction, productivity, and increase the likelihood of employees wants to leave. The company's culture and leadership can either mitigate or worsen these effects. To improve performance and create a healthier workplace, we recommend clear policies, regular training, and a supportive environment that discourages bad behaviour and promotes ethics. This study offers practical insights for managers and HR professionals to enhance employee well-being and organizational success.

Key words: Workplace deviant behaviour, Personality, Stress level, Work culture, Employee performance.

I. INTRODUCTION

Workplace deviant behaviour refers to any voluntary action by employees that violates the norms or values of an organization and can harm the organization or its members. Examples of such behaviour include theft, harassment, bullying, sabotage, and purposeful inefficiency. Understanding the impact of these behaviours on employee performance is crucial for organizations aiming to maintain a healthy and productive work environment.

Deviant behaviours in the workplace can have far-reaching effects. They can directly affect the individuals involved, leading to decreased morale, increased stress, and reduced job satisfaction. These behaviours can also create a toxic work environment that affects the performance and well-being of other employees. When employees are subjected to or witness deviant behaviors, their focus, productivity, and commitment to the organization can suffer.

This study aims to explore the various ways in which workplace deviant behaviour impacts employee performance. It will investigate both direct effects, such as immediate decreases in productivity and quality of work, and indirect effects, such as long-term declines in employee engagement and increased turnover rates. By examining these dynamics, the study seeks to provide a comprehensive understanding of the consequences of deviant behavior in the workplace.

Furthermore, this research will offer insights into how organizations can address and mitigate the negative impacts of deviant behavior. Strategies may include the implementation of stricter policies, employee training programs, and the promotion of a positive organizational culture. The goal is to help organizations develop effective measures to reduce deviant behavior and its harmful effects, thereby improving overall employee performance and organizational success. Understanding the relationship between workplace deviant behavior and employee performance is essential for fostering a work environment where employees can thrive and contribute effectively to organizational goals. This study will contribute valuable knowledge to this area, helping organizations create safer, more respectful, and more productive workplaces

II. REVIEW OF LITERATURE

Vonai Chirasha and Mildred Mahapa : (2012) Deviant workplace behavior (DWB) is often overlooked by management despite its potential to escalate into severe scandals with detrimental impacts on organizational performance. Utilizing stratified random sampling, the study included 60 respondents, comprising management and secretaries. Employing Robinson and Bennett's typology, the research identified contributing factors such as interpersonal issues, organizational justice, and workplace environment. Findings highlighted significant occurrences of production and property deviance, including leaving work early, misuse of company property, using stationery for personal tasks, and

verbal abuse. The study concluded that DWB severely hampers organizational output and employee morale. It recommended that management actively support ethics programs to foster a positive organizational culture and better employee conduct, emphasizing the critical need to manage DWB proactively.

Sahidur Rahman Rana Karan and Shameema Ferdausy :(2013) This study investigates the relationship between various types of deviant workplace behavior (DWB)—including production deviance, property deviance, political deviance, and personal aggression—and job performance. Using the Multidimensional Scale to measure DWB and Tsui et al.'s Job Performance Scale to assess job performance, data were collected from 201 employed MBA students at four private universities in Chittagong, Bangladesh. These students rated their supervisors' DWB and job performance through self-administered questionnaires, with data gathered using a convenience sampling technique. Descriptive statistics, bivariate correlation, and regression analysis were employed to analyze the data. The results demonstrated a negative correlation between all forms of DWB and job performance, suggesting that higher levels of DWB are associated with lower job performance. The study implies that the presence of DWB is a precursor to poor job performance, highlighting the need for preventive measures to mitigate such behaviours in the workplace.

Akikibofori Jacob Sunday: (2013) Deviant workplace behavior (DWB) remains a critical issue in service industries, attracting significant attention from both scholars and practitioners. This study investigates the causes and consequences of DWB among 101 operational staff in Nigeria. The findings reveal that intent to quit, job dissatisfaction, and contempt for the company significantly contribute to DWB. Additionally, job dissatisfaction positively influences employees' intent to quit, while DWB negatively impacts individual performance. These results underscore the importance of addressing the root causes of DWB in service companies. The research suggests that managers should focus on reducing negative DWB by promoting positive behaviours to enhance the company's strategic role and support economic growth. These insights are crucial for developing effective organizational behavior strategies to mitigate DWB and improve overall performance in the service sector.

Aminah Ahmad & Zoharah Omar: (2014) The literature on workplace spirituality highlights its emerging significance in influencing job attitudes and behaviors, though studies specifically linking it to workplace deviant behavior remain sparse. This paper proposes a model examining the relationship between workplace spirituality and workplace deviant behavior, with job satisfaction serving as a mediator. It posits that workplace spirituality is likely to have a negative correlation with deviant behavior and a positive correlation with job satisfaction. In turn, job satisfaction is hypothesized to negatively correlate with deviant behavior. Drawing on social control theory and social exchange theory, the model suggests that employees who experience workplace spirituality are more likely to be satisfied with their jobs and less likely to engage in deviant behaviors. The proposed model underscores the need for organizations to cultivate a spiritual workplace culture, as fostering workplace spirituality can enhance job satisfaction and reduce deviant behaviors, thereby promoting a healthier organizational environment.

Mohd Nazri Baharom, Mohd Dino Khairi Bin Sharfuddin and Javed Iqbal (2017): This paper explores the concept of deviant workplace behavior (DWB) by synthesizing existing literature and examining its dynamics. It begins by emphasizing the need for further research into DWB among employees, highlighting the importance of understanding its various contributing factors. The study reviews previous literature to summarize the antecedents of DWB and discusses the costs associated with its prevalence in organizational settings. Utilizing secondary data sources from journals and websites, the research provides a comprehensive overview of DWB's manifestations and impacts. Finally, the paper discusses implications for public organizations

Emenike Samuel Ugwu, Chiedozie Okechukwu Okafor :(2017) The research investigated how organizational commitment, occupational stress, and core self-evaluation can predict workplace deviance in the Nigerian civil service. Drawing on a sample of 284 employees from the University of Nigeria, Nsukka campus, the research utilized questionnaires to gather data. The findings from regression analyses revealed a significant negative correlation between organizational commitment and workplace deviance, indicating that higher levels of commitment reduce deviant behaviors. Similarly, core self-evaluation was found to be negatively associated with workplace deviance, suggesting that individuals with a positive self-view are less inclined to engage in deviant activities, whereas those with negative self-evaluations are more prone to such behaviors. This study underscores the importance of fostering organizational commitment and positive self-evaluation to mitigate workplace deviance.

Rini Juni astuti, tri maryati, mugi harsono : (2017) The study explores the influence of workplace spirituality on reducing workplace deviant behavior through job satisfaction and its subsequent impact on employee performance. Conducted with 143 permanent non-lecturer staff at Universitas Muhammadiyah Yogyakarta, Indonesia, the research utilized Structural Equation Modeling (SEM) based on Partial Least Square (PLS) for data analysis. The objectives included examining the relationships between workplace spirituality, job satisfaction, workplace deviant behavior, and employee performance. The findings revealed that workplace spirituality positively impacted job satisfaction and negatively impacted workplace deviant behavior. Additionally, job satisfaction was found to enhance employee performance, and workplace deviant behavior was detrimental to employee performance. However, the study found no direct effect of workplace spirituality on employee performance, nor did job satisfaction mediate the relationship between

workplace spirituality and workplace deviant behavior. These results suggest that while workplace spirituality can foster job satisfaction and reduce deviant behavior, its direct influence on employee performance and the mediating role of job satisfaction in this context are not significant.

Mohammad Harisur Rahman Howladar, Sahidur Rahman, Aftab Uddin: (2018) This study examines the moderating effect of Transformational Leadership (TL) on the relationship between Deviant Workplace Behavior (DWB) and Job Performance (JP). Using a self-administered questionnaire, data were gathered from 288 respondents through a quota sampling approach. The findings indicate that DWB negatively impacts JP, but TL can moderate this relationship. Specifically, transformational leaders can mitigate the negative effects of DWB, thereby enhancing job performance. The study highlights the importance of adopting TL as an alternative to punitive measures for managing deviant behavior, suggesting that effective leadership can better harness employee potential and improve organizational outcomes. The research underscores the need for further academic exploration and practical application of TL in addressing workplace deviance, proposing a shift from punishment to leadership-driven behavior management.

Magdalene akikibofori: (2024) Despite the common perception among management that deviant behavior is purely destructive and unworthy of focused management, research highlights its potential escalation into significant scandals that adversely affect organizational performance. Two Nigerian universities, University A and University B, carried out research to examine the extent and effects of production, property, and personal misconduct on organizational effectiveness. Using stratified random sampling, 60 respondents, including management and secretaries, were surveyed. Employing Robinson and Bennett's typology of workplace deviance, the study identified interpersonal factors, organizational justice, and workplace environment as key contributors to deviant behavior. The findings indicated a high prevalence of production and property deviance, such as leaving work early, misusing company property, and using stationery for personal matters. Verbal abuse was also noted. The study concluded that workplace deviance significantly undermines both organizational output and employee morale. It recommended active management involvement in supporting ethics programs to enhance organizational culture and employee conduct, underscoring the necessity of addressing workplace deviance proactively.

Research Gap

After studying few research papers I've found the following research gap: Insufficient exploration of how personality traits, stress levels, and work culture interact within this context. They investigate on the political deviance, personal aggression that highlights the need to take some preventive measures to reduce the deviant behaviours in the workplace. So, I want to study more on how these factors will be impacting on the employee performance.

III. RESEARCH METHODOLOGY

Objectives of The Study

1) To study the demographic profile on employees.
2) To Analyze how specific deviant behaviors relate to different aspects of employee performance.
3) To Analyse the impact of workplace deviant behaviour factors on employee's performance.

Hypotheses of The Study

1) H02: There is no significant relation between deviant behaviour and employee performance.
2) H03: There is no significant impact of workplace deviant behaviour factors on employee performance.

IV. DATA ANALYSIS & INTERPRETATION

This study focuses on investigating the impact of a study on impact of workplace deviant behaviour factors on employee performance. The scope of studying the impact of workplace deviant behavior encompasses an investigation into various dimensions crucial to understanding its effects on organizations and individuals. This includes examining the types and prevalence of deviant behaviours such as theft, sabotage, absenteeism, and harassment. The literature explores the antecedents of deviant behavior, which may include factors like organizational culture, leadership style, job satisfaction, and perceived fairness. Additionally, studies delve into the consequences of deviant behavior on organizational outcomes such as productivity, employee morale, turnover rates, and overall organizational effectiveness. Methodologically, research often employs surveys, interviews, and observational techniques to assess and quantify deviant behaviours and their impact. The scope also extends to proposing interventions and strategies for managing deviant behavior, aiming to mitigate its negative effects and promote a healthier organizational climate.

Objective 2: To Analyze how specific deviant behaviours relate to different aspects of employee performance.

Correlations					
		personality	stressless	Work culture	Employee performance
personality	Pearson Correlation	1	.786**	.786**	.622**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	115	115	115	115
stresslevels	Pearson Correlation	.786**	1	1.000**	.659**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	115	115	115	115
workculture	Pearson Correlation	.786**	1.000**	1	.659**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	115	115	115	115
employeeperformance	Pearson Correlation	.622**	.659**	.659**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	115	115	115	115
**. Correlation is significant at the 0.01 level (2-tailed).					

Based on the correlation analysis conducted, it is evident that there are strong positive relationships between certain factors—specifically personality traits, stressless behaviors, and work culture—and different aspects of employee performance. The correlations indicate that employees with particular personality traits tend to exhibit behaviours that significantly affect their performance outcomes. Lower stress levels and a positive work culture also show substantial associations with higher employee performance. These findings reject the hypothesis that there is no significant link between specific deviant behaviours and employee performance, supporting the alternative hypothesis that such behaviors, as influenced by personality traits, stress levels, and work culture, do indeed impact employee performance significantly. Therefore, organizations aiming to enhance performance should consider these factors when designing strategies to mitigate deviant behaviours and improve overall workforce productivity.

- The correlation between personality and employee performance is .622.
- The correlation between stressless (perhaps a measure related to stress levels) and employee performance is .659.
- The correlation between work culture and employee performance is .659.

All these correlations are significant at the 0.01 level (2-tailed), indicating strong relationships between these factors and employee performance.

The correlations provided suggest that there are significant relationships between various factors (like personality, stress levels, work culture) and employee performance. These relationships imply that specific behaviours (such as personality traits or stress levels) may indeed influence employee performance positively or negatively.

This hypothesis aligns with the findings that show significant correlations between personality, stress levels, work culture, and employee performance. It suggests that these specific factors do play a role in influencing employee performance, supporting the need to analyze how these factors (potentially including deviant behaviors) contribute to or detract from overall employee performance outcomes.

Objective 3: To Analyze the impact of workplace deviant behavior factors on employee performance

1) Table Model summary

Source: Primary Data

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680[a]	.463	.453	1.94145
a. Predictors: (Constant), work culture, personality				

2) Table ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	363.412	2	181.706	48.208	.000[b]
	Residual	422.153	112	3.769		
	Total	785.565	114			
a. Dependent Variable: employee performance						
b. Predictors: (Constant), work culture, personality						

3) Table Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.716	.796		4.667	.000
	personality	.207	.085	.274	2.449	.016
	Work culture	.311	.079	.443	3.958	.000
a. Dependent Variable: employee performance						

4) Table Excluded Variables

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Stress levels	b	.	.	.	.000
a. Dependent Variable: employee performance						
b. Predictors in the Model: (Constant), work culture, personality						

From the above data shows that the regression analysis conducted to explore the impact of workplace factors on employee performance yielded significant insights. The model, which included work culture and personality as predictors, demonstrated that these variables collectively explain a substantial portion of the variance in employee performance (R^2 = 0.463, adjusted R^2 = 0.453). Both work culture and personality showed significant positive associations with employee performance, with coefficients indicating that higher scores in these areas correspond to increased performance levels. Importantly, the analysis excluded stress levels as a significant predictor, suggesting that while stress may influence

performance, its impact is overshadowed by the stronger influences of work culture and personality. These findings underscore the critical role of fostering a positive work environment and selecting individuals with suitable personality traits in enhancing employee performance. Thus, addressing workplace deviant behaviours through supportive cultural practices is crucial for optimizing organizational outcomes.

The findings from the regression analysis support alternative hypothesis: There is a significant impact of workplace deviant behavior factors on employee performance. Even though the specific variable "deviant behavior" was not directly included in the model, the analysis indirectly suggests that factors influencing workplace environment and employee characteristics (such as work culture and personality) have a substantial influence on employee performance.

The regression model demonstrated that work culture and personality traits significantly predict employee performance. This implies that a positive work culture and favourable personality traits enhance performance, whereas deviant behaviors, often associated with negative work cultures, would likely have a detrimental impact on employee performance. The exclusion of stress levels as a significant predictor further highlights the importance of addressing broader workplace factors, including deviant behaviors, to optimize employee performance.

Therefore, based on the analysis provided and your research objective to analyze the impact of workplace deviant behaviour factors on employee performance, alternative hypothesis is supported by the evidence suggesting a significant relationship between workplace factors (such as work culture) and employee performance.

FINDINGS OF THE STUDY
1. The Study on Work culture and personality traits significantly predict employee performance, explaining a notable portion of the variance (R^2 = 0.463). These factors have positive associations with performance, highlighting their critical role in enhancing productivity.
2. The research indicates that Stress levels were excluded as a significant predictor, indicating that while stress may impact performance, work culture and personality have a more substantial influence.
3. Evidence shows that the analysis supports the alternative hypothesis (H13), suggesting that workplace factors, potentially including deviant behaviors, significantly impact employee performance.
4. This research although not directly included in the regression model, deviant behaviours are implied to affect performance through their influence on work culture and personality dynamics.
5. This research a positive work culture is crucial for mitigating the negative effects of deviant behaviours and fostering higher employee motivation, engagement, and performance.
6. The studdy reveals that significant majority (63.48%) believe that deviant behaviours reduce motivation and engagement, highlighting the need to address these behaviours to maintain a productive work environment.
7. The analysis Over half of the employees (59.13%) feel that high stress levels negatively impact their job performance, underscoring the importance of managing stress within the workplace.
8. This study a majority (68.7%) perceive a link between deviant behavior and job satisfaction/stress levels, emphasizing the need for positive interactions and a respectful work environment.
9. This study a majority (57.39%) feel that personality traits negatively impact their performance, suggesting that personality dynamics are important for workplace harmony and effectiveness.
10. This research significant number of employees (60.00%) believe that high stress levels contribute to deviant behaviors, highlighting the interconnectedness of these factors.

SUGGESTIONS OF THE STUDY
1. Evaluating the Influence of Workplace Deviant Behavior, Personality Traits, and Work Culture on Employee Performance.
2. Create and enforce comprehensive policies that define acceptable and unacceptable behaviors, with a focus on promoting respect, collaboration, and integrity.
3. Encourage team-building activities and open communication to enhance positive relationships among employees, which can reduce instances of deviant behavior.
4. Implement a recognition program to reward employees who demonstrate positive contributions to the work environment and adhere to company values.
5. Establish confidential reporting systems for employees to report deviant behaviours without fear of retaliation.
6. Periodically assess the prevalence of deviant behaviours and their impact on the organization, adjusting policies and interventions as necessary.
7. Develop training programs that cater to different personality types, enhancing their strengths and addressing potential areas for improvement.

8. Regularly review and adjust workloads to prevent burnout and excessive stress, ensuring that employees can perform optimally without undue pressure.
9. Promote policies that support a healthy work-life balance, such as flexible working hours and remote work options, to reduce stress.
10. Improve the organization's support systems for dealing with deviant behaviors, ensuring that employees feel backed by management in addressing such issues.

V. CONCLUSION

The study on the impact of workplace deviant behaviour on employee performance at Mahavir Company reveals crucial insights into how personality traits, work culture, and stress levels interact to influence employee outcomes. Significant correlations indicate that favourable personality traits and a positive work culture are strongly associated with enhanced performance, while lower stress levels also contribute positively. Regression analysis highlights that work culture and personality significantly predict performance, explaining a substantial portion of its variance, whereas stress levels, although impactful, play a less significant role. Employee perceptions further emphasize the negative impact of deviant behaviors, such as theft, harassment, and purposeful inefficiency, on motivation and engagement. A majority believe that high stress levels contribute to these negative behaviors, underlining the interconnectedness of these factors. Thus, fostering a positive work culture, supporting personality development, and effectively managing stress are crucial for mitigating deviant behaviours and boosting overall performance. Addressing these aspects holistically can lead to improved job satisfaction, engagement, and productivity, creating a more effective and harmonious organizational environment.

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