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A COMPARATIVE STUDY OF DEVIANT WORKPLACE BEHAVIOUR OF TEACHING STAFF OF PUBLIC AND PRIVATE UNIVERSITIES OF PUNJAB-PAKISTAN

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ABSTRACT

Workplace deviance is voluntary behaviour that violates significant organizational norms and in so ding, threatens the well being of the organization or its members or both. Workplace deviance can be captured with two general factors interpersonal deviance and organizational deviance. Interpersonal deviance includes those behaviours which are directly harmful to other individuals with in the organization such as sexual harassment, aggression and violence, bullying and incivility etc, while organization deviance includes those behaviours which are directly harmful to organization, Such as fraud, Cyber slacking, Sabotage and Theft etc. The purpose of this study was to compare the workplace deviance exhibited by the teaching staff working in public and private universities. For this purpose the researchers investigated workplace deviance by implementing a survey research. Two public and two private universities were selected and from these universities hundred and twenty lecturers (60 from public and 60 from private universities) were selected randomly. A standardized questionnaire was distributed among the teaching staff of the Universities. The questionnaire composed of total 19 items divided in two scales, 7-items measured interpersonal deviance and 12-items measured organizational deviance. Respondent were asked to indicate on a 7-point likert scale the extent to which they are engaged in each of the behaviour. The responses ranged from 1 (never) to 7 (daily). The data collected in terms of participant's ranking responses was analyzed by applying descriptive and inferential statistical techniques such as means and t-test. After careful data analysis the researchers concluded that there is significant difference in work place deviance between the teaching staff of public and private universities. The ratio of workplace deviance is greater in teaching staff working in public universities as compared

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to the teaching staff working in private universities. In this article by the term 'organization', the researchers meant University and by the term 'employees', the researchers meant teaching staff

Key Words: Work place deviance, Interpersonal deviance, Organizational deviance

INTRODUCTION

Workplace deviance has been defined as voluntary behaviour that violates significant organizational norms and, in so doing, threatens the well being of the organization or its members, or both (Robinson and Benett, 1955). Workplace deviance refers to voluntary behaviour in that employees either lack motivation to conform to, and/or become motivated to violate, normative expectations of the social context (Kalpan, 1975).

The prevalence of work place deviance and its associated organizational costs necessitates specific, systematic, theoretically focus programme of study into this behaviour. To date, relatively little empirical research has directly dress the darker side of employee behaviour (Vardi and Wiener, 1992). The organization behaviour literature has shown a disproportionate emphasizes on desirable phenomena such as organizational citizenship behaviour (e.g., organ, 1988), commitment (e.g., Mowday, Porter, & Steers 1982) and adaptation (e.g., Hulin 1991).

Some research has addressed behaviour that could be considered deviant, although they have not been conceptualized as such: absenteeism (e.g. Goodman and Atkins, 1984), Withdrawal (e.g. Gupta and Genkin 1980), with holding efforts (e.g. Kidwell & Benett, 1993) and behaviour that lead to procedural or distributive injustice or both (e.g., SHeppered, Lewickig Minton 1992). However these researches efforts have not focused on deviant nature of behaviour themselves. Thus, although such researches may examine the same behaviour as the as the study of employee deviance and be useful for understanding it, workplace deviance needs to be examined as a distinct and important organizational phenomenon in its own right.

Of the few studies examining work place deviance, most have been isolated attempts to answer specific questions about particular type of deviant acts. For example, studies have looked exclusively at theft (Greenberg, 1990, 1993, Hollinge and Clark, 1982), and unethical decision making (Triveno & Youngblood, 1990). Researchers have yet to develop a comprehensive theory or set of theories regarding workplace deviance. For empirical work to advance an area of knowledge, studies that build upon one another are needed (Robertson, 1993). The development of employee deviance theories will direct the currently scattered research efforts and enable researcher to establish complementary research agendas. In sum, a systematic theory directed study of deviance will ultimately increase understanding of workplace deviance.
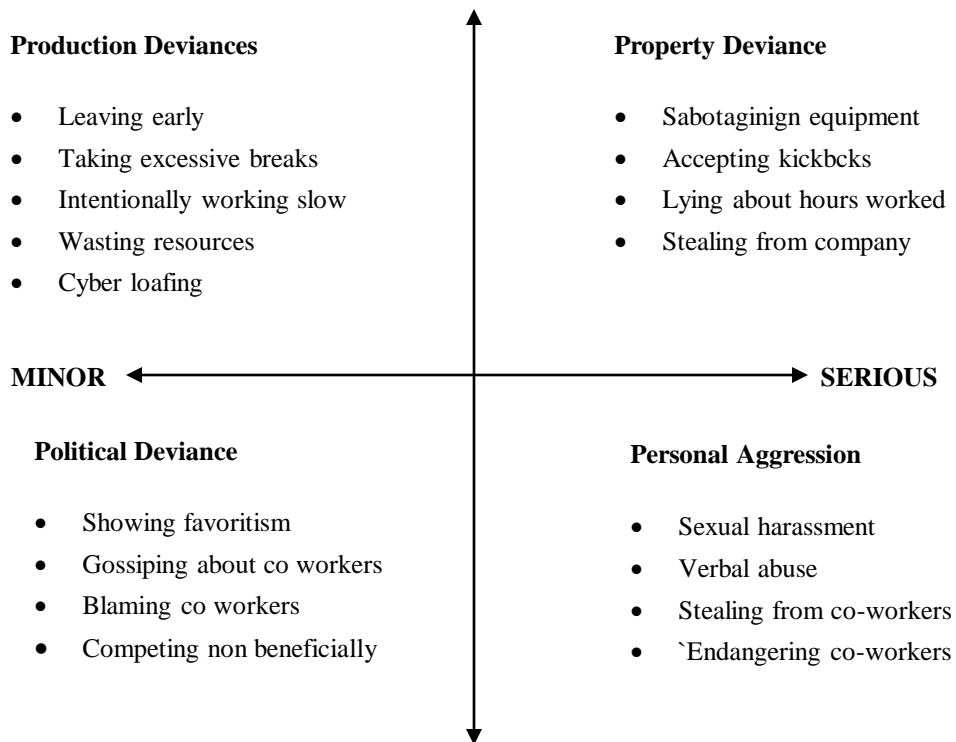
The study of work place deviance is distinct from the study of ethics in that former focuses on behaviour that violates organizational norms, whereas the latter focuses on behaviour that is right

or wrong when judged in terms of justice, law, or other societal guidelines determining the normality of behaviour (lewis, 1985).

Deviant behaviour also has the potential to harm an organization, its significant norms (Cohen, 1966) and result in an "unacceptable violation believed to threaten society's well being" (Best and Luckenbill, 1982:4). Few attempts have been made to classify employee deviance, but "An accurate typology was then given by Sandral. Robinson; and RebbeccaJ: Benett in April 1985. A multidimensional scaling study was used to identify the typology of work place deviance.

TYPOLOGY OF DEVIANT WORKPLACE BEHAVIOUR

Organizational (Harmful to the Organization)

Production Deviances

- Leaving early
- Taking excessive breaks
- Intentionally working slow
- Wasting resources
- Cyber loafing

Property Deviance

- Sabotaginign equipment
- Accepting kickbcks
- Lying about hours worked
- Stealing from company

MINOR ← → **SERIOUS**

Political Deviance

- Showing favoritism
- Gossiping about co workers
- Blaming co workers
- Competing non beneficially

Personal Aggression

- Sexual harassment
- Verbal abuse
- Stealing from co-workers
- `Endangering co-workers

Interpersonal (Harmful to the members within organization)

According to Robison and Benett workplace deviance has two dimensions.
   i.   Serious versus minor
   ii.   Interpersonal versus organizational

Robinson and Bennett (1997) noted that deviance may vary along a continuum of severity, from minor forms of deviance to more serious forms. Unlike the interpersonal versus organizational distinction, however, this is more a quantitative distinction rather than qualitative one. Thus , although one would expect that interpersonal and organizational deviance would all into distinct

clusters or families representing two qualitatively different forms of deviance, both families of deviance contain both serious and minor forms f deviance. Serious and minor deviant behaviour would not, by themselves, reflect two different types of deviance. So it was proposed that workplace deviance can be captured with two general factors: interpersonal deviance and organizational deviance (both serious and minor forms of each type are represented within each family.

The typology demonstrates that workplace deviance varies along two dimensions and can be classified into four types. The typology, derived here make a contribution to the literature by empirically validating wheeler's (1976) distinction b/w serious and non serious workplace offences as well as Mangoine and Quinn's 1976) distinction between serious and non serious workplace offences as well as Mangoine and Quinn's (1974) and Hollinger and Clark's (1982) typologies, which distinguish between production and property deviance.

It is a fact that progress and development of any organization, whether it is an educational organization or a business organization, mostly depends upon the positive attitude and positive behaviour of its employees at their workplace. If the workplace behaviour of the employees within an organization is normal, the organization will flourish up to maximum extent and this positive attitude of the employees will leads towards the attainment and fulfilment of the goals and objectives of the organization. But, if the workplace behaviour of the employees at their workplace deviates from its normal, the organization will suffer a significant damage or harm. So it is necessary to identified workplace deviant of the employees within an organization.

Major Hypotheses of the study

Following were the hypotheses of the study:

Ho: 1   There is no significant difference between teaching staff of Public and Private Universities at their deviant work place behaviour.

Ho: 2   There is no significant difference between teaching staff of Public and Private Universities at their interpersonal deviant work place behaviour.

Ho: 3   There is no significant difference between teaching staff of Public and Private Universities at their organizational deviant work place behaviour.

Methodology and Procedure

The researchers aimed to generalize the result of this study on all teaching staff of public and private universities of Punjab Pakistan. For data collection, a sample of 120 lecturers was selected from 4 universities of the Punjab (2 Public and 2 Private). Thirty lecturers were selected from each university randomly. The universities selected for data collection were university of sargodha, university of Punjab, university of management science and technology, university of central Punjab. To investigate the workplace deviance the researcher used a standardized questionnaire. The instrument was broad and theoretically derived measure of deviant behaviour in the workplace.

This measure was developed by Rebecca J. Benett (University of Toledo) and Sandra L. Robinson (University of British Columbia). The survey comprised of two parts, part one comprised of 7 items (1-7) that show the interpersonal deviance (deviant behaviour directly harmful to other individuals with in the organization). Part two comprised of 12 items that show organizational deviance (deviant behaviour directly harmful to organization). Internal reliability of both scales was found 0.78 and 0.81 respectively. The instrument was found to have Overall reliability of instrument was found 0.61. Respondents were requested to indicate the extent to which they are engaged in each of the behaviours on a 7-point Likert scale. The scale anchors were as follows: 1(never),2(once a year),3 (twice a year),4(several times a year),5(monthly),6 (weekly),7 (daily). Respondent were assured that their responses were anonymous.

Findings of the study

Ho: 1   there is no significant difference between teaching staff of Public and Private Universities at their deviant work place behaviour.

universities	N	Mean score (X)	St.Dev	Df= (n1+n2)-2	t-value
public	60	52.57	19.00	118	2.811
private	60	43.03	18.14		

Above table shows that t-value 2.811 is greater than critical t-value 1.980 at 5% level of significance. So the null hypothesis is rejected. It means that there is a significant difference between the teaching staff of Public and Private Universities at their deviant work place behaviour. Table also shows that the mean score of public university at their workplace deviance is greater than the mean score of private universities, so it is concluded that teaching staff of public universities exhibits more workplace deviance as compare to the teaching staff of private universities.

Ho: 2   There is no significant difference between teaching staff of Public and Private Universities at their interpersonal deviant work place behaviour.

universities	N	Mean score (X)	St.Dev	Df= (n1+n2)-2	t-value
public	60	60.23	16.00	118	2.13
private	60	49.05	15.24		

Above table shows that t-value 2.13 is greater than critical t-value 1.980 at 5% level of significance. So the null hypothesis is rejected. It means that there is a significant difference between teaching staff of Public and Private Universities at their interpersonal deviant work place behaviour. And table also shows that the mean score of public university at their interpersonal

workplace deviance is greater than the mean score of private universities, so it is concluded that teaching staff of public universities exhibits more interpersonal workplace deviance as compare to the teaching staff of private universities.

Ho: 3   There is no significant difference between teaching staff of Public and Private Universities at their organizational deviant work place behaviour.

universities	N	Mean score (X)	St.Dev	Df= (n1+n2)-2	t-value
public	60	40.35	14.07	118	2.05
private	60	32.65	12.18		

Above table shows that t-value 2.05 is greater than critical t-value 1.980 at 5% level of significance. So the null hypothesis is rejected. It means that there is a significant difference between teaching staff of Public and Private Universities at their organizational deviant work place behaviour. The table also shows that the mean score of public university at their organizational workplace deviance is greater than the mean score of private universities, so it is concluded that teaching staff of public universities exhibits more organizational workplace deviance as compare to the teaching staff of private universities.

DISCUSSION

Workplace deviance is a pervasive and expensive problem for any organization, especially in educational organizations where teachers play an important role in the development of social norms by building up the characters and personality of their students to make them useful citizens so, for the teachers it is necessary that they themselves should exhibit such behaviour which leads their students towards the right path. If teachers are positive at their workplace, their relation with one another is good and if they show true loyalty and sincerity with their institute, then institute will flourish in a quick manner. The present study compares the deviant workplace behaviour of the teaching staff working in public and private universities of Punjab Pakistan. The result of the study shows that the teaching staffs of public universities exhibit more workplace deviance than private universities, overall and on both dimensions (interpersonal and organizational) as well. It means that teaching staff working in public universities is poor in relationship with its colleagues as compared to the teaching staff of private universities. Further it is also concluded that the teaching staff of the public universities are not too much loyal and sincere to their institutes as compared to teaching staff of private universities. Teaching staff of public universities mostly intend to give significant harms and damage to their institutes and its property.

Suggestions & Recommendations
More research should be conducted to compare the workplace deviance of male and female teaching staff at university level.More research should be conducted to investigate the causes of

workplace deviance at university level.More research should be conducted to investigate the effects of workplace deviance of the employees on the progress and dignity of the university. Further research should be conducted to investigate the behaviour modification techniques being used by the heads of departments of Universities of Punjab.Only teachers can not exhibit workplace deviance, the heads of the department may also involve in such type of behaviour. So, research can be conducted to investigate the deviant behaviour of the heads of the departments.

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SURVEY ON WORKPLACE BEHAVIOUR

Age: _____ Gender: _____ Education: _____

Job title: _____ Annual pay: _____

Experience: _____

Instructions

In a confidential appraisal, identify to which extent you exhibit the following behaviours:

1.   Make fun of someone at work

1	2	3	4	5	6	7
Never	Once a year	Twice a year	Several times a year	Monthly	Weekly	

Daily

2.   Say something heart full to someone at work.

1	2	3	4	5	6	7
Never	Once a year	Twice a year	Several times a year	Monthly	Weekly	

Daily

3.   Make an ethnic, religious, or racial remark at work.

1	2	3	4	5	6	7
Never	Once a year	Twice a year	Several times a year	Monthly	Weekly	

Daily

4.   Curse at some one at work.

1	2	3	4	5	6	7
Never	Once a year	Twice a year	Several times a year	Monthly	Weekly	

Daily

5.   Play a mean prank on someone at work.

1	2	3	4	5	6	7
Never	Once a year	Twice a year	Several times a year	Monthly	Weekly	

Daily

6.   Act rudely towards someone at work.

1	2	3	4	5	6	7
Never	Once a year	Twice a year	Several times a year	Monthly	Weekly	

Daily

7.   Publicly embarrass someone at work.

1	2	3	4	5	6	7
Never	Once a year	Twice a year	Several times a year	Monthly	Weekly	

Daily

8.   Take property from work without permission.

1	2	3	4	5	6	7
Never	Once a year	Twice a year	Several times a year	Monthly	Weekly	

Daily

9. Spend too much time fantasizing or daydreaming instead of working.

1	2	3	4	5	6	7
Never	Once a year	Twice a year	Several times a year	Monthly	Weekly	

Daily

10. Falsify a receipt to get reimbursed for more money than you spent on business expenses.

1	2	3	4	5	6	7
Never	Once a year	Twice a year	Several times a year	Monthly	Weekly	

Daily

11. Take additional or longer breaks than are acceptable at your workplace.

1	2	3	4	5	6	7
Never	Once a year	Twice a year	Several times a year	Monthly	Weekly	

Daily

12. Come in late to work without permission.

1	2	3	4	5	6	7
Never	Once a year	Twice a year	Several times a year	Monthly	Weekly	

Daily

13. Litter work environment.

1	2	3	4	5	6	7
Never	Once a year	Twice a year	Several times a year	Monthly	Weekly	

Daily

14. Neglect to follow the head's instructions.

1	2	3	4	5	6	7
Never	Once a year	Twice a year	Several times a year	Monthly	Weekly	

Daily

15. Intentionally work slowly.

1	2	3	4	5	6	7
Never	Once a year	Twice a year	Several times a year	Monthly	Weekly	

Daily

16. Discuss confidential information with an unauthorized person.

1	2	3	4	5	6	7
Never	Once a year	Twice a year	Several times a year	Monthly	Weekly	

Daily

17. Use an illegal drug on the job.

1	2	3	4	5	6	7

Never Once a year   Twice a year   Several times a year   Monthly   Weekly
Daily

18.   Putt little effort into work.

  1   2   3   4   5   6   7

Never Once a year   Twice a year   Several times a year   Monthly   Weekly
Daily

19.   Drag out work in order to get over time.

  1   2   3   4   5   6   7

Never Once a year   Twice a year   Several times a year   Monthly   Weekly
Daily