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Evaluating the Impact of HR Practices on Employee Deviant Behavior: An Exploratory Study on Employees of IT Industry

Sainath Malisetty¹, Malathi Narayanan², CH.Bala Nageswara Rao³

¹Research Scholar, Department of Management Studies, VELS University, Chennai,

²Research Scholar, ³Director, Saveetha School of Management, Saveetha University, Chennai

ABSTRACT

Purpose – The purpose of this study is to evaluate the impact of Human Resource Practices on Workplace Deviance. Given the paucity of existing research on the role of HR practices in shaping workplace deviance, the present study aimed to explore the issue further specifically by extending the work through consideration of broader types of deviant behavior possibly exhibited by employees at work.

Design– This article analyses the link between Organization HR Practices and Employee workplace deviance. Toward this objective, a survey was carried out among 372 IT employees in the Southern region of India. Factor analysis revealed four distinct dimensions of HR practices i.e. job description, employment security, internal career opportunities, and result-oriented appraisal.

Findings – Deviant workplace behavior resulted in one dimension only, i.e. interpersonal deviance. Multiple regression analysis shows that all dimensions of HR practices but result-oriented appraisal were found to influence negatively organizational deviance.

Originality– Till date, an attempt was never made to link the HR Practises and Workplace Deviance of IT employees. Therefore this article would be valuable to the researchers and academicians who wish to acquire a paradigm of the present writing, particularly pursuers who don't have practical experience in the branch of knowledge. The

Present study has been able to provide initial understanding on the issue of workplace deviance and the determining role of HR practices.

Keywords –HR Practices, Workplace Deviance, Organisational behavior, IT employees, India.

INTRODUCTION

Deviant work behavior refers to voluntary behavior that violates significant organizational norms. And, in thus doing, so is perceived as threatening the nicely-being of the firm and its contributors ^[1]. Examples of such behavior are coming back in overdue to figure without earlier permission, stealing organization Belongings, and harassing others at work. Attributable to the nature of its negativity, the topic has step by step gained attention every of academics and practitioners. In effect, analysis on the matter is step by step increasing with emphasis given on analyzing the contribute factors. However, upon assessment of the literature, little is recognized of

the role of Human Resource (HR) practices on deviant work behavior, in spite of the existing evidence at the result of such practices on shaping worker attitudes and behavior consisting of structure Dedication, method satisfaction, and task overall performance ^{[2], [3], [4], [5]}.

To date, an attempt became created to link human resource practices with deviant behavior ^[6]. The usage of statistics from a nationally representative survey of over 300 US Work establishments, Arthur set empirical support that companies with HR structures defined with the help of bigger use of internal diligence markets and far less crew autonomy are related to decrease frequencies of advised social deviance behaviors. At identical time as his work is ready to shed some insight

into the perform of HR practices on deviant behavior, it become finished on the organizational stage of analysis, and targeted on a specific sort of deviant conduct best. Such an affected cognizance is unlucky as personnel are expressed to own interaction in varied styles of deviant behavior at work and Research are required to appear at why they act in such dangerous behaviors ^{[1], [7]}. An observe at the gender level analysis of research is bonded as deviant behaviors are committed by method of people at intervals the Organization, and it's miles apt to know however the HR practices applied might want to create their notion on this issue.

Given the scarceness of existing studies on the role of HR practices in shaping place of work deviance, the Present study aimed to get the problem any.

METHOD

Study Sample and Procedure

To achieve the analysis objective explicit earlier, a survey was applied amongst producing employees of varied service levels in IT corporations in India.

Questionnaires were distributed with the help of human resource departments. As a result of this method of distributing the questionnaires might compromise the honest opinions of the participants, the researchers guaranteed their obscurity. They were additionally told that the finished questionnaires ought to be sealed in an accompanying envelope before returning to the human resource department for assortment, which their responses would be collective. The survey took about twenty minutes to finish.

All in all, four hundred self-reported questionnaires were distributed to the staff. Once 3 months of knowledge collection from October 2017 till December 2017, 372 completed questionnaires were came either by mail or by personal assortment, yielding a decent response rate of ninety three. All came questionnaires were valid for final knowledge analysis. The participants of the study were principally created of male (74.7%), married (62.5%), of Indian origin (90.8%), and had high school diploma or certificate (82.8%). Most of them were non-executive workers (73.1%). The mean age was 30.79 years, and therefore the mean length of service was 6.97 years.

Measures

Deviant work behavior was measured using the

work Deviance questionnaire developed by Bennett and Robinson ^[1]. The 17-item instrument has been widely used in previous studies (e.g. [8], [9]), and have reportable re-liabilities starting from .74 to .94 ^[10]. Deviant workplace behavior is categorized into 2 groups: social deviance and structure deviance. Social deviance is characterized by norm-violating behaviors directed at co-workers, whereas structure deviance refers to those counter normative behaviors aimed specifically at the organization itself ^[11]. Out of seventeen things, seven measured interpersonal deviance, and therefore the remaining things structure deviance. Participants were asked to point, while within the job, however typically they apprehend of any of their workmates, who, for instance, "Made fun of somebody (other workmates, guests, etc.) whereas at work," "Took property from work while not permission," "Came in late to figure while not permission," and "Dragged out add order to induce overtime." The variable was measured on five-point scale, starting from '1' "never," to '5' "all the time."

HR practices were measured mistreatment an instrument containing twenty three things ^[12]. All things used a five point scale starting from '1' "strongly disagree" to '5' "strongly agree". Participants were asked to point their level of agreement (or disagreement) with regards to the human resource practices in their organization on things like "Employees during this job can usually bear coaching programs each few years," "Performance appraisals are supported objective, quantitative results" and "Job security is nearly warranted to workers during this job."

FINDINGS

Before testing the impact of HR practices on workplace deviance, an element analysis with principle component analysis using an orthogonal varimax rotation was allotted to determine the validity of the measures. To spot and interpret factors, the factors that every item ought to load .50 or bigger on one issue and .35 or lower on the opposite issue were used ^[13]. Supported the analysis, a four issue answer that designates 67.9% variance in hour practices was found. The Kaiser-Meyer-Olkin (KMO) line of sampling adequacy was .841 whereas the Bartlett's take a look at of sphericity was important ($\chi^2 = 1544.494$, $p < .01$), indicating sufficient inter-correlations for the correlational analysis. The four factors found are description, employment

security, result-oriented appraisal, and internal career opportunities. Every issue was treated as distinct variables to be thought-about as inputs for correlation analysis later.

Next, cor-relational analysis with varimax rotation was run to validate the spatial property of deviant work Behavior. Unexpectedly, one issue answer explaining 68.7% variance was found. The Kaiser-Meyer-Olkin (KMO) line of sampling adequacy was .832 whereas the Bartlett's take a look at of globularness was significant ($\chi^2 = 1055.942$, $p < .01$), indicating decent intercorrelations for the correlational analysis. As a result of the items that were loaded on one issue replicate deviance targeted at people; this issue was re-labelled interpersonal deviance

that was later thought-about within the multivariate analysis.

Table one presents that, internal reliableness worth (Cronbach α), and therefore the correlations of the variables. The Cronbach's alphas obtained for the measures were .84 for job description, .67 employment security, .86 appraisal, .63 internal career opportunities, and .89 work deviances. Supported the table, it seems that in general participants reportable that human resource practices are being well practiced in their organizations, as indicated by the high mean values. Obviously, staffs were reportable to have interaction in work deviance sometimes within the surveyed organizations.

Table-1: Means, Reliability and Correlations (N=372)

Variables	Mean	1	2	3	4	5	Cronbach's α
1.Job Description	3.52	-					0.84
2.Employment Security	3.29	.432**	-				0.67
3.Results oriented appraisal	3.48	.447**	.338**	-			0.86
4.Internal Career opportunities	3.32	.448**	.389**	.352**	-		0.63
5.Workplace Deviance	2.23	-.226**	-.156**	-.103*	-.130*	-	0.89

* Significant at $p < .05$; ** Significant at $p < 0.01$

As shown in Table-1, all dimensions of HR practices showed important negative correlations with workplace deviance, although the strength of the associations is quite weak ^[14].

RESULTS

The present study wanted to look at the connection between HR practices and work deviance because very little is thought of whether or not HR practices play a job in shaping employees' deviant responses at work. Based on correlation analyses run, this study has provided empirical support for such relationship. As expected, HR practices are negatively associated with work deviance. Once staff understands that the organization isn't implementing HR practices favourably, they have a tendency to have interaction in deviant behavior at work such as by creating fun of somebody (other workmates, guests, etc.), speech communication one thing hurtful,

making an ethnic, non-secular or racial remark, utter somebody, and taking part in a mean prank on somebody. The finding is consistent with previous study that found the impact of HR system on social deviance at the organization level ^[6].

Specifically, this study found that job description, employment security, result-oriented appraisal, and internal career opportunities are negatively associated with work deviance. Once the workers have duties that are clearly outlined and have up-to-date job description, they're less seemingly to have interaction in deviant behaviors at work as a result of the grasp what to try and do and the way to try and do therefore. It absolutely was reportable that once staff was not further from their role at work, they might feel stressed and should interact in deviant behavior at work ^[15]. While work stress has been found to be a precursor to work deviance, a lot of studies

ought to be conducted to verify its impact.

As expected, employment security was found to relate negatively to deviant behavior. Employment security is a very important aspect of quality of life for several staff^[16]. Once folks feel that their job is secure, they'll be a lot of committed and impelled to table-1 and fewer seemingly to have interaction in deviant behavior. Conversely, those that feel that their job is insecure would tend to be angry and annoyed^[17].

To vent anger, they'll divert their negative emotions toward others. Despite the plausible role of emotional responses to job insecurity, a lot of studies ought to be distributed to validate it. Unfavourable appraisal system and lack of internal career opportunities may additionally increase the likelihood of staff partaking in work deviance behavior. Appraisal system is one amongst the foremost problematic HR practices because it is replete with human perspicacity and discretion, despite makes an attempt to minimize such biases. As a result, staff could understand to be below the belt assessed and once this happens they may retaliate by partaking deviant behavior at work^[18]. Once the appraisal method is seen as being unfair, the distribution of reward like promotion also will be seen as unfair^[19]. While the reason for the connection between HR practices and deviant behavior is probably going, a lot of analysis is required to validate it. Moreover, considering the emotional method like anger or frustration into the equation could facilitate understand the entire relationship higher and therefore extend the present literature on workplace deviance.

The findings of this study recommend that managers ought to confirm that HR practices are

Implemented in such some way that they might not end in unwitting, undesirable activity consequences at work. Perspective surveys, for instance, may be accustomed gauge to what extent the HR practices are perceived to be honest and favourable. To additional extend the literature, a lot of studies ought to be distributed to grasp the issue higher by investigation different factors, like individual, discourse and job-related, and that may contribute to work deviance.

The unidimensionality found of work deviance additionally warrants additional analysis into the re-examination of the size and therefore the issue additional. If so similar findings may be replicated, problems arise on why social deviance solely is exhibited at work and

not structure deviance. Such investigation is important because it has vital implications to developing tributary work surroundings.

One of the restrictions of this study is generalizability. Because the participants of this study were from Technology organisation, the findings might not be generalized to a way broader population in other structure contexts owing to the various cultures and values. Moreover, as a result of this study is correlational in nature, causative relationships between the variables are tough to establish. Notwithstanding, despite these limitations, this study has been ready to offer initial understanding on the difficulty of workplace deviance and therefore the determinant role of HR practices.

Ethical Clearance- it as not applicable

Source of Funding- Self

Conflict of Interest - Nil

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