

***Assessment of Deviant Employees' Work Place Behavior in Private
Commercial Banks of Ethiopia***



***In Partial Fulfillment of the Requirements for the Award of
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**Assessment of Deviant Employees' Work Place Behavior in Private
Commercial Banks of Ethiopia**

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Declaration

This is to certify the Project entitled “ Assessment of Deviant Employees’ Work Place Behavior in Non-Government Commercial Banks of Ethiopia” is an original work of the student under the guidance of my advisor and is being submitted in partial fulfillment for the award of the Master’s Degree in Business Administration of St. Mary’s University. The researcher further confirm that the thesis has not been submitted either in part or in fully to any other higher learning institution for the purpose of earning any degree.

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Signature

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June, 2014

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Abstract

This study envisages deviant employees' work place behaviors of private commercial banks of Ethiopia. Banking industry is most regulated and highly service oriented, that is why the researcher is interested to study deviant employees' work place behavior. The study aimed to investigate the availability of deviant employees' work place behavior and identify the nature of deviant behaviors. It was also the researcher's intention to examine how employees commit such acts and to determine what challenges private commercial banks faced in this regard. The research is exploratory and descriptive type. The methodologies used to undertake the study was qualitative and quantitative, primary and secondary data. Stratified sampling technique was employed to collect primary information. This was stratified into two groups, private commercial banks that are established and registered by National Bank of Ethiopia before and after five years. Then three banks from both strata was selected using simple random sampling method in order to avoid bias. Subsequently, those banks that are cooperative and supportive were selected for the study; there are namely: Cooperative bank of Oromia S. Co, Nib International Bank S. Co, and Addis International Bank S. Co. The study was conducted in the head offices of each bank. The study was conducted on 42% (231) of the head office employees of the banks that were selected randomly from the total of 550 employees. The research adapted the survey research method, that involved direct observations, questionnaire survey of the staffs, interview with relevant employees, and focus group discussion. Even though most of the deviant behaviors are not observed in most of the employees of the private banks, it is likely to increase and occur anytime. It is dangerous and can affect others in the near future. The purpose of this paper is to examine the presence of different types of negative deviant workplace behaviors and its impact on the organizations – those that violate organizational norms, policies or internal rules. The qualitative data analysis of the study focused on grouping similar/identical problems which have repetitive nature. There are deviant employees' behaviors observed in private commercial banks of Ethiopia. The majority of these behaviors are caused due to inequitable treatment (injustice) and abusive supervision. The paper will be important input and guide for future human resource policy development and enforcement such as code of ethics. The study provides a great benefit and importance in terms of knowledge, development and enhancing productivity if solutions are implemented properly. It can also be used as a reference for future studies. Due to a cultural issue and the sensitivity of the study subject, the researcher used ways to indirect and collective assessment than individual assessment. There are also problems of getting a generalized statistically documented data about deviant employee behavior and measures taken regarding private banks' employees. This could be future possible research area of study. Creating and promoting an ethical organizational culture, communicating about ethics and values, providing ethical training programs, background checking in recruitment and selection, employment interviews, keeping records, and inspections are the major recommendation given to control deviant employees' workplace behaviors in the private banks of Ethiopia. Employees treat the organization and their co-workers based on their perception of how they are treated. So organizational justice, adapting prevention, and trainings should be the core aspect in deviant workplace behavior.

Key Words:

Deviant employees, organizational justice, deviant work place behaviors, negative workplace behaviors,

Acronyms

Non Government Banks of Ethiopia – Private Banks

PVT – Private

HRM: Human Resource Management

WDB: Workplace Deviant Behavior

Asst. : Assistant

AdIB : Addis International Bank S.Co

NIB: NIB International Bank S.Co

CBO: Cooperative Bank of Oromia S.Co

Dev : Deviance

CB : Commercial Banks

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Introduction

This chapter briefly states the introduction of this research. This includes, background and study, statement of the problem, research questions, objectives of the study, significance of the study, scope, limitations of the study, and basic assumptions/hypothesis.

Deviant workplace behavior refers to voluntary behavior that violates organizational norms and desire to cause harm to an organization. “A recent study found that employees accounted for a higher percentage of retail thefts than did customers. One in every fifteen employees steals from his or her employer.” (Sims ,1992) “About 25 percent of employees have reported to know of substance abuse of co-workers. One in every fifteen employees has been threatened by violence at work.” Wien (2009) The deviant behavior includes workplace theft, sexual misconduct, alcoholism and drug abuse and other counterproductive behavior that have negative impact on an organizational performance and productivity at large.

Deviant workplace behavior has become one of interesting topics to be observed by different researchers both of academics and practitioners. This is because its’ nature has some negativity; and it has intense consequences on organizational productivity. Organizational Behavior scientists are interested in reducing deviant organizational behavior because it can be a very disruptive and costly problem in terms of both the financial and the emotional toll it takes in the company.

One effective strategy for organizational profitability in today’s economic crisis is to minimize wastes. Therefore, Organizations should minimize the effects of negative workplace behavior and cultivate positive behaviors in their employees. Employee theft, fraud, sabotage, back biting, acting rudely, and arguing have been suspected to be fast growing deviant workplace behavior and practices here in Ethiopia workgroups. (Owns Servey) These have different costs on the organization; such behavior is associated with huge economic costs, social and psychological

costs in an organizations. This is very serious for financial institution like banks. Thus, it is very important to get this problem under control.

Organizations are striving to make their employees professionally responsible and proactive. They are awarded for taking initiatives and for their commitment to the organization and up to mark performance. The energetic and dedicated employees are needed and appreciated in all of the modern organization. As a result the emphasis on reducing and punishing the workplace deviance has significantly increased.

The prevalence of deviant behavior such as fraud, theft, withholding effort, aggressive behavior, and sexual harassment in the workplace is a big challenge for organizations today. Organizational misbehavior, non-compliant behavior, antisocial behavior, dysfunctional workplace behavior, counterproductive behavior, employee vice, workplace aggression, organizational retaliation behavior, and organization-motivated aggression are the main dimensions of deviant work place behaviors. This report is to investigate the nature of deviant workplace behaviors and its impact on Private commercial Banks of Ethiopia.

Robinson suggested that there is currently no common definition or terminology regarding workplace deviance that is generally agreed upon. (Robinson and Bennett, 1995). In literature deviant workplace behavior is used under a variety of denominations. Although the concepts are very similar, there may still be slight differences among them. The denominations include Organizational Misbehavior, Non-Compliant Behavior, Antisocial Behavior, Workplace Deviance, Dysfunctional Workplace Behavior, Counterproductive Behavior, Employee Vice, Workplace Aggression, Organizational Retaliation Behavior, and Organization-Motivated Aggression. Each of these activities is similar in that they violate significant organizational or societal norms and imply harmful effects on the organization and on its members.

The terminology that is used most frequently is workplace deviance or deviant workplace behavior; hence, the researcher used it in most cases. As of Robinson and Bennet, Deviant workplace behavior is defined as “voluntary behavior that violates significant organizational norms and in so doing threatens the well being of an organization, its members, or both.” (Robinson and Bennett, 1995) Along with the researcher uses this definition as a key word.

1.1 Background of Study

Work Place Deviance Behavior can take many different forms from minor acts such as spreading rumors and embarrassing co-workers to serious acts such as theft and sabotage. Organizations are faced with frequent change in different aspects of strategy, technology, structure and employees. All these present individuals with new situations, new problems, challenges, ambiguity and uncertainty threaten the status quo. Change influences allocation of both human and material resources and encourages competition. Managers could change four basic aspects of the company: its strategy, technology, structure and employees. The willingness and quick adaptable behavior of employees are very significant. But deviant behavior is only one of many forms of resistance. (Wien, 2009)

Counterproductive (deviant) work behavior is often something we don't think about in business. Often these behaviors don't often reach our awareness. But according to Wien (2009), employees who are targets of deviance may experience more turnover, damaged self-esteem, and increased insecurity at work, also psychological and physical pain. Deviant workplace behavior is a very serious problem in service giving industries like banking industry. Since the main resource and costs of a bank are its employees, it is very important investing for productive and counter results on the banking services.

Private commercial banks are a recent occurrence in Ethiopia. They came to commence to operate after the downfall of the Dreg regime 23 years ago. Before the Derg regim, 40 years back, in the Imperial regime, private banks used to function in the country. But the fall of the Imperial regime and raise of Derg regime, private banks were nationalized and fused with state owned banks. But after the downfall of the Derg regime, private commercial banks were allowed to work;and involve into the economy by Federal Democratic government of Ethiopia, which is the current regime. According to national bank profile, there are sixteen private commercial banks now in Ethiopia.

The student researcher found the topic very interesting and does not think that there might not be much difference in the assessment of the impacts and natures of organizational deviance behavior in Ethiopian private commercial banks. This is because all commercial banks of Ethiopia provide similar products, they are guided by the National Bank of Ethiopia Polices and directives, and most of them have similar procedure. However, there is difference in HR

practices (such as benefit packages and career path development) , organizational culture, formation of ethical codes and standards, employees' composition (groups), and management style. The researcher preferred Private commercial banks of Ethiopia to conduct his research because most private banks are newly established and they may lack complete standards of procedure in managing their employees conduct and behavior. Accordingly, this research may give enlightenment in this regard and helps to realize the kind and nature of deviant behaviors among private banks employees of Ethiopia. Adding to this; since the account of most of private banks of Ethiopia is recent, the study of this report can be useful to tackle such problems from the root level. Moreover, since banking industry is most regulated and highly service oriented,I have chosen to do my research of interesting topic of deviance employees' work place behavior on it.

1.2 Statement of the Problem

Deviant employee behavior in the workplace can be detrimental to organizations. Such behavior by employees can have enormous costs to employers. The direct costs of theft, sabotage, and other such actions may well be large. It has been estimated that the cost to employers of employee theft alone may be up to \$200 billion annually (Buss, 1993; Camara & Schneider, 1994). In addition to direct costs to businesses from theft and other deviant behavior in the workplace, there are also indirect costs which result from such behavior. For example, loss of productivity, loss of reputation, and even loss of customers may result. And this has a huge harmful effect on the economic growth of the industry and the country at large.

The reasons of workplace deviance can be traced to many individual, sociological, organizational, and economic causes. Personality, education, group influence, Ethical Work Climate, frustration, and stress are a few examples. Deviant behavior takes place when an employee's behavior changes substantially. Each of these has different consequence to the individuals within the organization as well as the entire organization. These behaviors usually fall within the constructs of the norms of the organization. While deviant workplace behavior violates organizational norms, unethical behavior is wrong-doing when “ judged in terms of justice, law, or other societal guidelines determining the morality of behavior” (Robinson and Bennett, 1995).

The manifestations of deviant behavior are changes in work punctuality, work attitude and performance, extended lunch breaks, tardiness, and many other incidences. In order to impede these negative impacts on organizations and on the whole societies it is crucial to identify the nature and factors that contribute to such behavior. Moreover, it also requires the involvement of all parties such as society, government, employer, and employees in building ethical employees and citizen at large. The deviant behavior can be regarded as a cry for help and management's major task is to recognize the change in behavior and to take corrective action. Thus, it is essential to have a brief assessment of the subject matter.

Since Private Banks are young in the industry, it faces a lot of challenges in creating and maintaining favorable working condition to both ordinary and the management staffs. During these early stages of formulation, all procedure, organizational culture, standard rules and codes of ethics and discipline are not developed and implemented fully in most of them. Due to these facts, it is important to study the existence of deviance behavior, its kind and impact at this level and to take appropriate action.

It is not assumed that all employees engage in these kinds of behavior are that those who engage in it do so to a great extent. However, the researcher investigates whether some employees do engage in such behavior. This work identify the nature and factors from literature to describe their impact on deviant workplace behavior, inspect these in the private commercial banks of Ethiopia, and gives recommendations on it. It is important to understand the current problem and examine future potential challenges to become ready and overcome them. Thus, it is important to pursue the study of this type of behavior.

1.3 Research Questions

The present research faces the following questions:

1. What kinds of deviant employees' work place behaviors are observed in PVT commercial Banks of Ethiopia?
2. How are deviant employee's workplace behaviors managed in PVT CBs of Ethiopia?

3. What is the reaction of PVT banks to deviant employee workplace behaviors?
4. What are the causes of deviant employee's workplace behaviors?
5. What are the different kinds of organizational and interpersonal deviance observed in the private banks?
6. What are the consequences of deviant employee's workplace behaviors?

1.4 Objectives of the Study

1.4.1 General Objective

The purpose of this paper is to examine the presence of different types of negative deviant workplace behaviors and its impact on the organizations – those that violate organizational norms, policies or internal rules. Possible solutions to overcome problems associated with negative deviant behavior in the workplace is examined, along with how to promote positive deviant behavior in the workplace.

The general objective of this study is to assess employees' deviant behaviors in Ethiopian Private banks Share Companies and analyze its consequences and impacts employees' deviant behavior to the extent of organization and personality traits.

1.4.2 Specific Objectives

Service time is regarded as one of the most critical performance indicators in banking industry. Motivated, disciplined, and ethical employees with proper workplace behavior certainly offer positive impacts on satisfactory and efficient customer service; and good company image.

Specific objectives of the study include:

- To identify of the major causes and kinds of work place deviant behaviors,
- To investigate the disadvantage and WDB in PVT CBs.
- To assess the influence of deviant employees on other employees of the bank
- To realize prevention mechanisms used on deviance behavior,

The report focuses on the kinds and consequences of deviant workplace behavior of full time operational and clerical employees in the banks Furthermore appropriate recommendations are provided that are possible for prevention, correction and implementation.

1.5 Significance of the Study

The prevalence and costs of misconduct or deviance in the workplace make this study vital. In an earlier study, it was found that 33% to 75% of workers have engaged in behaviours such as vandalism, sabotage, unwanted absenteeism, and outright theft (Harper, 1990). It is very likely that the increasing tension in organizations that resulted from economic changes, increasing global competitiveness, and trends toward downsizing and restructuring, lead to significant misconducts in the workplace. This study offers a considerable intellectual confront to the bank, HR practitioners, and indeed for effective management practice.

This study compare, contrast, investigate, describe, determine, examine, develop, clarify, or evaluate the issue being studied. Since banking services and companies are similar in there structure and procedures. This report can easily be applied to other Ethiopian banks adapting organizational human resource polices, culture, and other working condition. Given the paucity of existing research on the role of HR practices in shaping workplace deviance, the study aimed to explore the issue further.

In addition, this study brings clear understanding of employees concern and attitudes. Further implementation of recommendation from the study make banks more productive, competitive, brings good image, customer satisfaction, enhance better growth and make the bank profitable and ease to meet its different stakeholders (shareholders, board of directors, management, customer, government, and employees) expectations . This is because proper and productive behaviors in the organization have a great impact on the overall productivity of the bank. Thus the study provides a great benefit and importance in terms of knowledge, development and

enhancing productivity if solutions are implemented properly. In addition it is important input and guide for future human resource policy development and enforcement such as code of ethics. The study also plays a great role in showing the causes of deviance employee's behavior while addressing appropriate recommendation. Furthermore, the study is an important mile stone and input for future researches in this regard here in our country. In general, this paper can be used as a reference for future studies.

1.6 Scope of the study

The scope of this research work is to identify the kind and factors of employees' deviant behavior and to describe their impact on deviant workplace behavior. The researcher show the link between different kinds of deviant workplace behaviors with their causes, and finally the researcher gives recommendations on how deviant workplace behavior might be prevented.

The main focus is on the behavior itself, rather than on the results or consequences of the behavior (e.g., the harm which is done). After reviewing the abstracts of all possible leads identified by the researcher, the researcher limit his review to published exploratory studies that (a) try to include measures of any type(s) of organizational deviant outcomes (b) use samples from all departments the banks in the selected strata; and (c) assess variables that have clear implications for organizations.

Furthermore, only intentional behaviors are considered in this study. The area encompasses behavior which is targeted at both individuals and at the organization. Behavior of organizational members is included but the behavior of outsiders (e.g., clients, other stakeholders, or former employees) is not integrated. Thus the focus here is on deviant employee behaviors only. Furthermore, the study is conducted on only clerical head offices staffs of the private banks..

Positive deviant behavior is not considered here. Positive deviance is defined as intentional behavior that departs from the norms of a referent group in honorable ways. In addition positive deviant behavior is commendable and focuses on actions with laudable intentions, regardless of the outcomes. Positive deviance comprises innovative behavior, noncompliance with dysfunctional directives, and criticizing incompetent superiors.

1.7 Limitations of the study

Due the sensitivity of the study subject and our cultural limitation and fear of bosses, there might be restriction in telling openly the truth about one self while responding to questionnaire. Thus it is good to assess the overall influence of each unit (department and branches) of work group deviant behavior than asking them individual regarding themselves directly. Most of the questions in the questionnaire are with reference to their respective department staff behaviors in general. People would speak the truth even about themselves when they are asked collectively. Because of this cultural issue, the researcher prefers to use ways to indirect and collective assessment than individual assessment. There are also problems of getting a generalized statistically documented data about deviant employee behavior and measures taken regarding private banks' employees.

Even though deviant behaviors in the work place quite include the behavior of the bank might include, deviant behavior of branch staffs are not included in the study. Due to time and cost constraints, only head office employees are considered in the sample. Thus bank branches did not participate in the sample.

1.8 *Conseptual Freamwork*

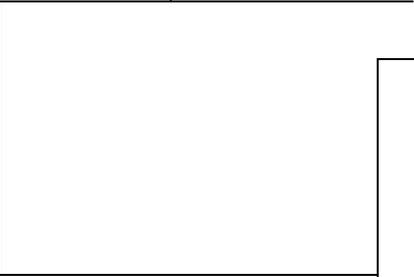
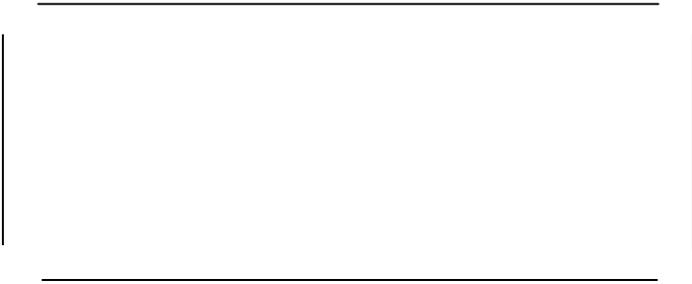
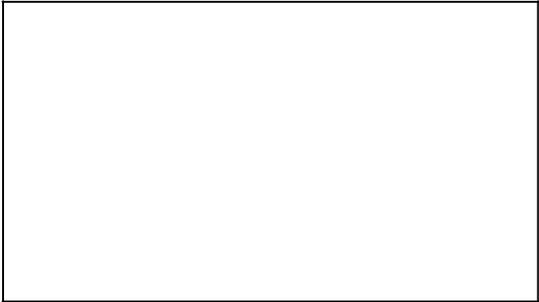
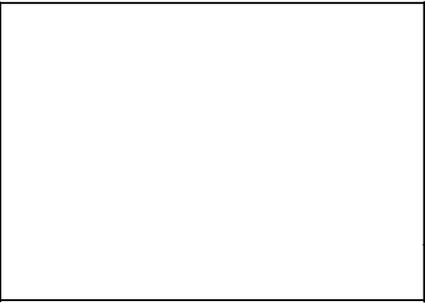
WPD behaviors has different causes of factor. These are person-based, situation-based, personality characteristics, organizational and operational factors. Well structured and organized

activities that are assigned to employees will make them feel responsible for their own tasks. Activities that are well structured are less likely to provide possibilities to commit deviant acts. (Spreitzer and Sonenshein,2004) Individual factors are personality characteristics as value orientation and demographics as age and gender.

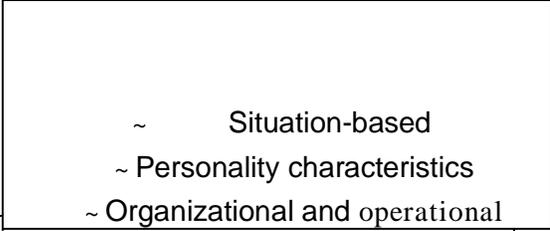
Property deviance, production deviance, political deviance, personal deviance are the main dimension of WPD behaviors. These are: Production deviance- such as leaving early, taking excessive breaks, intentionally working slow, and wasting resources; Property deviance- such as sabotaging equipment, accepting kickbacks, lying about hours worked, and stealing from company; Political deviance -such as favoritism, gossiping about co-workers, blaming coworkers, and competing non-beneficially; and Personal aggression -such as sexual harassment, verbal abuse, stealing from co-workers, and endangering coworkers. Intent to quit, dissatisfaction, company contempt, absenteeism, substance abuse, privilege abuse, and theft are the main sources of WPD behaviors. The effect of WPD behavior are threatening the organization effectiveness and wellbeing, generating customer dissatisfaction, influencing healthy relationship of coworkers, and decline organizational and individual commitment.

Ability to manage WPD behavior promotes good organizational culture, ethical values, organizational justice, codes of ethics, positive relationship, quality leadership, and control. This leads to a positive outcome specifically on producing positive impact on all staff and the organization, improved economic growth, increase strategic role of the organization, and total success/ Profitability.

But inability to manage WPD behavior evades good organizational culture, ethical values, organizational justice, codes of ethics, positive relationship, quality leadership, and control. This will result with negative outcome bringing negative impact on all staff and the organization, deteriorating economic growth, decrease strategic role of the organization, and finally bring the organization to total failure or bankruptcy. This has been displayed in the picture below.



e Work



- ~ Situation-based
- ~ Personality characteristics
- ~ Organizational and operational





Sources

- o Intent to quit
- o Disatisfaction
- o Company Contempt
- o Absentism
- o Substance Abuse
- o Privilage abuse and theft

Dimenssion

- ~ Property deviance
- ~ Production deviance
- ~ Political deviance
- ~ Personal deviance

Effect

- ~ Threaten the organization effectiveness and wellbeing
- ~ Generate customer dissatisfaction ~ Influence healthy relationship of coworkers
- ~ Decline organizational and individual

Ability to manage negative deviance behavior

- Create good
- organizational culture,
- ethical values,
- organizational justice,
- codes of ethics, positive relationship, quality leadership and control

Unability to manage negative deviance behavior

Avoid good organizational culture, ethical values, organizational justice, codes of ethics, positive relationship, quality leadership, and control.

Positive Outcome

- Positive impact on on all staff and the organization
- Improved economic growth
- Incease strategic role of the organization
- Total success/ Profitability

Negative Outcome

- ~ Negative impact on all staff and the organization
- ~ Deteriorate economic growth
- ~ Decrease strategic role of the organization

**CHAPTER TWO
Literature Review**

This chapter provides great insight to comprehend this research’s various concerned areas. This section comprises the literature review of this study.

According to Ivancevich, Norms are the standards shared by the members of a group and they have certain characteristics that are important to group members. When a group member no longer has a positive “balance” of credits to draw on when he or she deviates from the norm, the

group is much more likely to reject that deviant. The group is more likely to reject the person who violates group norms when the deviant has not been a “good” group member previously. (Ivancevich : 1988: 286) There are different approaches towards deviant employees’ behaviors. According to Wien (2009), some of these are presented below as follows:

A statistical approach rests on a common observation: many people assume that something that "everybody does" cannot be in violation of conduct standards. Indeed, a frequent justification (or rationalization) for conduct that is being threatened with sanctions is to claim that everybody else or at least most others do it. And, many people decide what is appropriate by watching what others do. Wien (2009)

The absolutist approach: A second approach applies ideal conduct standards set down by a social scientist (or group of social scientists) to all groups and individuals under study. A social scientist decides what is good, useful, or just, and then measures deviations from those evaluative criteria. For example, some theorists (functionalists) view societies as interdependent mechanisms; all parts that work together for maintenance of the society are regarded as essential and in that sense "good" or nondeviant. But a society may contain dysfunctional (dangerous or destructive) elements, which are regarded as deviant. Most who use this approach assume that societies usually condone inherently good behaviors and condemn those that are inherently bad. Indeed, it has been argued that contemporary societies exist because throughout evolutionary history they practiced and condoned useful behavior while avoiding and condemning dangerous behavior. Presumably, social groups that failed to do this did not survive the ravages of time. Wien (2009)

Functionalists assume that an investigator can, through logic and research, actually determine what is good for a society. For example, incest is thought to be dysfunctional because if widely practiced, it could lead to biological deterioration of the population, destruction of orderly social relations, and disruption of the mechanisms for efficient child rearing. According to some, therefore, incest is inherently and obviously deviant because it is socially dangerous. Most members of any existing society presumably disapprove of incest and refrain from practicing it because only those societies that in the past developed and enforced social rules prohibiting incest would have survived to be represented in the contemporary world. Similar arguments can

be made for murder, rape, assault, homosexuality, child abuse, mental illness, and other behaviors. Wien (2009)

The reactive approach: A fourth way of defining deviance is by social reaction (what people do about behavior or a condition). According to this approach, when social reaction to some behavior is condemnatory, punitive, or simply disapproving, it indicates that the behavior is in violation of behavioral standards prevailing in that group and is therefore deviant. One variation of the reactive approach emphasizes the "typical" reaction to a class of behaviors. Another stresses social reaction to particular instances of behavior while assuming that this particular reaction implies nothing about the deviance of the entire class of behaviors of which the particular case is an instance. Such basic differences are complicated by questions concerning which part of the social system must react negatively to qualify something as deviant. Some emphasize negative reactions by official agents and functionaries, but others accord more importance to informal reactions by a collective social audience. Wien (2009)

The group evaluation approach: A fifth method of identifying conduct standards and deviance is by the beliefs or opinions of group members. Accordingly, deviant behavior is that regarded as unacceptable, inappropriate, or morally wrong in the opinion of the members of a group. One problem is deciding how many people in a group must believe some behavior to be unacceptable for it to qualify as deviance, although it is generally assumed that a significant consensus exists among group members about rightness or wrongness and about how people ought to behave. If this assumption is correct, social disapproval indicates that some behavior is outside acceptable standards of conduct. And such disapproval would suggest deviance regardless of the typicality or prevalence of the behavior, whether anything is actually done about the offense, or whether the shared concepts about rightness or wrongness grew out of common experiences or out of careful socialization by particular interest groups with an investment in promoting specific ideas. Wien (2009)

Deviant workplace behavior is divided into two groups namely: positive and negative deviant workplace behavior. Some researchers focus on negative deviant workplace behaviors such as theft, sabotage, voluntary absenteeism, withdrawal, withholding effort, sexual harassment and unethical decision making. Another focus is also given to employee delinquencies such as not

following the manager's instructions, intentionally slowing down the work cycle, arriving late, aggression, rumor spreading and corporate sabotage (Robinson and Bennett, 1995).

2.1 A Typology of Deviant Workplace Behavior

According to S.L. Robinson and R.J. Bennet (1995), typology of workplace deviance, varies along two dimensions, namely 'interpersonal versus organizational' and 'minor versus serious'.

Classifications of deviant behavior were proposed by the following authors: Mangione and Quinn (1974) first introduced the concept of property deviance and production deviance. Wheeler (1976) distinguished serious and non-serious organizational rule-breaking. Hollinger and Clark (1982) built up a framework that was based on property deviance and production deviance. Finally, Robinson and Bennett (1995) introduced a typology of deviant workplace behavior including the interpersonal aspect. The framework consists of the following two dimensions:

- (1) Minor vs. Serious (Describes the severity of the deviant behavior)
- (2) Interpersonal vs. Organizational

The result of Robinson and Bennett's research established a two dimensional map which organizes deviant workplace behavior into four quadrants labeled: production deviance, property deviance, political deviance and personal aggression. These are:

- (i) Production deviance
- (ii) Property deviance
- (iii) Political deviance
- (iv) Personal aggression

The types are Production Deviance, Property Deviance, Political Deviance, and Personal Aggression. (Peterson 2002) The four quadrants might suggest that behaviors from one quadrant are unrelated to those in another. In fact it is assumed that "deviant behaviors begin small but escalate into different and more severe sets of behavior." Minor incidents of incivility can lead to aggression and ultimately unexplained absences and actions against the organization can be the result. Wilson and Kelling's (1982) theory of the Broken Windows describes this particular

instance; small offences that are not taken care of will inevitably lead to more serious offences. If someone breaks a window and he realizes that the window is not replaced, he will assume that he can break the rest of the windows or even set the house on fire without consequences. Hence, it is crucial to punish even the smallest offenses.

2.1.1 Production Deviance

Production deviance are “behaviors that violate the formally proscribed norms delineating the minimal quality and quantity of work to be accomplished”. Being late to work, leaving early, taking excessive breaks, withholding effort, wasting resources, using drugs and alcohol in the workplace, and calling in sick when well (absenteeism) are forms of production deviance.⁴³ Withholding effort describes the incidence where an individual gives less than full effort on a job-related task. An employee might withhold effort because he has negative views about the group or the organization. Kidwell (1995) All these behaviors have an impact on the productivity of organizations. A survey disclosed that 29 percent of supermarket employees have called in sick when they were well. Lateness and absenteeism are closely linked to each other. Those employees who are absent frequently also tend to be unpunctual. Everton et al. (2005)

2.1.2 Property Deviance

Property deviance describes “those instances where employees acquire or damage the tangible property or assets of the work organization without authority.” Property deviance harms the organizations and is quite severe. Sabotaging equipment, accepting kickbacks, lying about hours worked, releasing confidential information, intentional errors, misusing expense accounts, and stealing from the company are forms of property deviance. Some of these acts are connected with direct costs for the organization since equipment has to be replaced. Furthermore they can have consequences for productivity because work cannot be performed until the equipment is replaced. Everton et al. (2005)

Theft is defined as the “unauthorized taking, control, or transfer of money and/or property of the formal work organization that is perpetrated by an employee during the course of occupational activity.”⁴⁹ One study found that 75 percent of employees have stolen property from their

organizations at least once. In another study of restaurant employees, 60 percent indicated that they have stolen from their organizations in the past six months.⁵⁰ Employee theft is often seen as unavoidable costs of doing business. In some cases, employers and employees have different views of theft. Taking company property (e.g. food) is often not recognized as theft by employees while it is by employers. Another form of employee theft, altruistic property deviance, is “giving away of company property to others, either at no charge or at substantial discount, usually to improve social relationships with peers.” Everton et al. (2005)

As defined by The Federal Bureau of Investigation (FBI) embezzlement is “the misappropriation or misapplication of money or property entrusted to one’s care, custody, or control.” The difference between embezzlement and other forms of theft is that the financial trust of an owner is violated by a delinquent. Furthermore, employees are less likely to steal from someone they have positive social contact with.

2.1.3 Political Deviance

Political deviance is “the behavior as engagement in social interaction that puts other individuals at a personal or political disadvantage.” Workplace incivility, showing favoritism, gossiping about co-workers, and competing non-beneficially are forms of political deviance. (Peterson 2002) Workplace incivility is bad-mannered and disrespectful behavior that harms whether it is intentional and unintentional. There are numerous examples including being interrupted while speaking, receiving humiliating notes, and not being thanked when helping co-workers. Incivility is prevalent and hurtful to co-workers. The consequences of such behavior are serious. Those who were or still are targets of this type of behavior are less satisfied with their jobs, and are subsequently more likely to resign. Besides, they are more likely to be depressed or anxious. Workplace incivility can also result in other types of deviance. Absenteeism, stealing, doing work wrong intentionally, and aggressive behavior are plausible outcomes. The consequences of workplace incivility are stronger, the stronger the incidences are. Even a relatively small incident can lead to a chain of events resulting in a very grave incident.

2.1.4 Personal Aggression

Violence that is initiated by co-workers can happen everywhere: No industry, no organization, and no employee can exclude the occurrence of such behavior. Personal aggression is “behaving in an aggressive or hostile manner towards other individuals.” Sexual harassment, rape, verbal abuse, physical assaults, sabotaging the work of co-workers, stealing from co-workers, destroying property of co-workers, and endangering co-workers are forms of personal aggression. Everton et al. (2005)

Employees who have been the target of aggression by co-workers have more physical and emotional health problems and are less committed to their organizations. They tend to be more often depressed and to have less job satisfaction than those who have not been victims of aggression. If the victims of such behaviors receive support, they report higher well-being and possess more positive feelings than those not being supported. Everton et al. (2005) While usually individuals are those who have the greatest costs from these types of behavior, in the end organizations face costs as well. The costs result from lower productivity, lost work time, inferior quality, medical and legal expenses, and a damaged public image. Griffin (2006)

There are approximately 300,000 incidences of workplace violence reported in the United States every year and even more are never reported.⁶¹ Another survey estimated that more than two million workers are physically attacked at work every year. Homicide in the workplace is one of the “major causes of employee deaths”. Women are more affected than are men. 50 percent of all women who decease in the workplace are victims of violence. “Ten percent of all workplace fatalities in 2004 were homicides. (US Department of Labor, 2005)” Workplace homicide is the fastest growing kind of homicide in the US. (Griffin,2006)

Verbal aggression and obstruction usually take place covertly in the workplace. Hence, harming the victims- whether they are individuals or the organization- can be carried out with little danger. Appelbaum et al. (2005)

2.2 Factors contributing to Deviant Workplace Behavior

Taking into account the increasing prevalence and the enormous costs of workplace deviance, controlling this negative aspect is crucial for corporate prosperity. Beyond doubt, some factors described in this chapter are more applicable to some forms of deviance because different types of deviant behavior are caused by different antecedents. Nevertheless, indicating the factors linked to deviant behavior is a reliable advent to controlling the phenomenon. Greenberg (1998) Analog to Peterson (2002a), it better to see the factors as: individual factors, social and interpersonal factors, and organizational factors. Organizational factors as perceived ethical values, organizational justice, and codes of ethics enhance individuals' reasoning. So do group behaviors and the relationship between supervisor and subordinate. Finally, ethics is also affected by unique individual qualities, personality and demographics. (Valentine and Rittenburg, 2007)

2.2.1 Person-Based vs. Situation-Based Perspective

Person-based and situation-based factors of deviant workplace behavior were seen mutually exclusive. Nowadays, it is presumed that there is a strong interaction among both perspectives. Individual characteristics influence the way employees interpret and respond to certain situations. Hence, deviant behavior can be credited neither to individual nor to situational factors exclusively. Deviant behavior can be best predicted by considering a combination of both individual characteristics and workplace situation. Appelbaum et al. (2007)

Organizational deviance is a grouping of behaviors between the individual and the organization that involves things such as theft, sabotage, lateness, or putting little effort into work. On the other hand, interpersonal deviance is a behavior displayed between individuals in the workplace and involves behaviors such as: belittling others, playing pranks on others, acting rudely, arguing, and physical aggression.

There are different factors for deviant behaviors: individual factors, social and interpersonal factors, and organizational factors. Organizational factors as perceived ethical values, organizational justice, and codes of ethics enhance individuals' reasoning. So do group behaviors and the relationship between supervisor and subordinate. Ethics is also affected by unique individual qualities, personality and demographics. (Peterson 2002)

2.2.2 Individual factors

Individual factors are personality characteristics as value orientation and demographics as age and gender. It is widely believed that some people are, by nature, prone to be deviant in their personality characteristics. When individuals enter organizations they already possess some potential predisposition to commit deviant behaviors. Person-based and situation-based perspective includes:

Locus of Control- internal individuals view events and outcomes in life as being “largely under their own control”, external individuals believe that outcomes and events are determined primarily by external forces as “luck, fate, social context, and other people”. Internal locus of control is positively associated with the ethical decision-making process, while external locus of control is negatively associated. Thus, external individuals are more likely to engage in deviant behaviors. (Peterson 2002)

Machiavellianism and Love of Money - there is a link between Machiavellianism and the likelihood of deviant behavior within individuals. Machiavellianism is associated with both interpersonal and organizational deviance. (Spreitzer and Sonenshein,2004)

Personality Flaw- individuals can have serious personality flaws or mental disorders which make them commit deviant acts. Difficult people having character and psychiatric disorder are filled with egotistical personality; they negatively influence and cause depression on others around them as well. Depressed people in turn give little care for themselves and others. (Melese, 2006)

Unsurprisingly, alcohol and drug users are more likely to act aggressively in their workplaces.

Dysfunctional employees bring inopportune behaviors to their workplaces. Some children grow up in an environment – dysfunctional family system - characterized by the presence of alcoholism, drugs, or other addictions. The family is a primary source of learning, especially of social behaviors. Those children grow up receiving bad influence concerning values and dealing with others and the world. (Spreitzer and Sonenshein,2004)

Demographic Variables- gender, education, religion, and marginality position are further demographic variables that influence the ethical decision-making.

Tenure- the longer an employee is a member of an organization, the more unlikely it is that he will act unethically and engage in deviant acts. Employees with less tenure in an organization are more likely to engage in acts of property deviance and other types of workplace deviance.

Education- one of the most important factors in the “development of moral judgment” is the length of formal education. An individual with a longer length of formal education is “more aware of the social world and his place in it” (Robinson and Bennett 1995). With each level of education attained, an individuals’ moral awareness increases.

Age- is expected to be positively correlated to ethical decision-making. In fact, elder employees are likely to be more honest than younger employees are.

Religion- as anticipated, religious people tend to be more ethical, thus there is a positive relationship between religion and ethical decision-making.

Marginality Position- some forms of deviant workplace behavior “are more likely to involve employees who are young, new to their job, work part-time, and have low-paying positions.” (Robinson and Bennett 1995)

Situational Factors- an individual does not work for months or even years in an organization, without being influenced in his thinking, his beliefs, and his aspirations.

Social and Interpersonal Factors- perceptions of social norms, the influence of work groups and supervisors, opportunity, need, and dissimilarity contribute to workplace deviance.

Influence of Work Groups- groups play a large role in influencing their members and their organizations.

Influence of Supervisors- not only work groups influence employees. The way managers behave and the culture they establish influences the way lower level employees and the whole organization behave when facing ethical dilemmas.

Opportunity- individuals might be inherently greedy and employees would steal if given the chance. Thus, opportunity is positively correlated to employee theft.

Need- a very evident reason why employees steal is financial need. They simply need to fix financial difficulties that have no conventional solutions (e.g. debt, drug habits, gambling). External financial pressures cause individuals to engage in deviant acts, they would not have engaged in if circumstances were different. Social needs play also a role in explaining employee theft from a need viewpoint. People that are characterized by high belongingness needs will consider stealing if there is enough peer pressure. This is especially the case with young individuals.

Indebtedness- providing gifts to purchasing executives is a usual sales practice in business life which often leads to feelings of indebtedness for the purchasing executives. Whenever buyers

receive gifts, the exchange relationship between him and the vendor is unbalanced. The buyer will have an uncomfortable feeling and he feels an “obligation to repay the vendor”. The discomfort and the willingness to repay are referred to as indebtedness.

Dissimilarity- Research shows that overall diversity in work groups is positively associated with the level of workplace deviance experienced by the employees.

Demographic Dissimilarity- employees (age, gender, ethnicity...) identify less with others at the workplace and are more likely to violate the norms of the organization and to commit acts of deviance that are harmful to the organization and its members. Employees who are dissimilar to their organizations or work groups feel a lack of fit with the organization and, subsequently, tend to be less committed. (Spreitzer and Sonenshein,2004)

2.2.3 Organizational Factors

Literatures indicate that operational environment- studies have shown that organizations operating in the foods, lumber, petroleum refining, and transportation equipment (automobile) industries were more likely to engage in illegal activities than firms in other industries. Organizational

Culture- the culture of an organization is a very influential organizational factor. Job

Characteristics- the risk of employee violence and aggression can be linked to job characteristics.

Company Task Structure and Involvement- can predict the probability of deviant workplace behavior. Well organized activities and those that are assigned to employees will make them feel responsible for their own tasks. Activities that are well structured are less likely to provide possibilities to commit deviant acts. (Spreitzer and Sonenshein,2004)

Counter Norms- some organizations reward behavior counter to what is tolerated as ethical. This behavior is referred to as counter norms.

Ethical Work Climate- is defined by the shared perceptions of what ethically correct behavior is and how ethical issues should be handled in the organization.

Organizational Commitment- it is the relative strength of an individual’s identification and involvement” in his organization.

Codes of Ethics-is a distinct and formal document containing a set of prescriptions developed by and for the company to guide present and future behavior on multiple issues of at least its

managers and employees toward one another, the company, external stakeholders, and/or society in general.

Perceived Organizational Support- similar to organizational justice, perceived organizational support refers to the perception of fairness in organizations.

Technology-with the introduction of computers and the internet in organizations, employees nowadays are inveigled to engage in deviant activities.

Environmental Stressors- crowding, air pollution, noise, odors, extreme temperatures, poor illumination, and office design are possible sources of stress. Besides, the location of the plant or office, the traffic and neighborhood safety can cause stress.

Career stressors - whenever there is an imbalance between personal goals, expectations, and achievements, stress will result.

Extra organizational Stressors- personal relationships, economic and financial needs will cause stress.

Agreeable individuals are described as pleasant, tolerant, helpful, trusting, forgiving, considerate, and they tend to be cooperative (Bowling and Eschleman, 2010). Job dissatisfaction is an attitudinal that reflects how employees feel about their jobs. According to Knights and Kennedy (2005), if dissatisfied employees remain in the organization they may engage in counter productive behaviors such as poor service, destructive rumors, theft and sabotage of equipment, turnover absenteeism and counterproductive behavior results in a financial cost to the organization in terms of lost productivity and replacement costs. Tett and Meyer (1993) suggested that there is negative correlation between job satisfaction and intention to quit. Scott and Chen (2003) also assert that job satisfaction has negative effect on the intention to quit.

Research by Harrel and Stahl (1984) found that there is positive significant correlation between job satisfaction on work performance. Further, Bollin and Heatherly (2001) described four attitude variables (theft approval, company contempt, intent to quit, and dissatisfaction) have been identified to predict four types of deviant employee behaviors (absenteeism, substance abuse, privilege abuse and theft) .

According to Coccia (1998), victims of interpersonal workplace deviance are more likely to suffer from stress related problem and show relatively decreased productivity, lost work time and a relatively high turnover rate, and financial costs. This means that deviant workplace behavior

has effect on individual performance. According to Linden, Wayne and Kreimer (2001), an important issue for organizations with empowered work group is how to manage performance problems of members of this group. In other word, it concern on how should disciplinary decision be made with in empowered work groups? Human resource professionals need to consider this issue, because it may be that team members are in better position to evaluate the performance of their peers than are formal managers.

Members of empowered teams typically work closely together and thus have more opportunities to observe each other's performance. The attribution theory and social distance theory suggest that managers will be more severe in disciplining poor performers than will either groups making disciplinary decision through group consensus or individual group members (working alone). Accountability theory suggests that group will, in turn be more severe in their disciplinary decision than will the individual group member. However, the empirical evidence is quite limited on this issue.

2.3 Summary of Consequences of Employees' Workplace Deviant Behavior

The management of negative deviant behavior in the workplace is of growing concern in organizations globally since such behaviors can be detrimental to their financial well-being. Whether the negative deviance is explicit or subconscious, whether it involves sexual harassment, vandalism, rumor spreading, and corporate sabotage or otherwise, unauthorized organizational behavior has negative consequences for the entity. Negative deviant behaviors include employee delinquencies such as not following the manager's instructions, intentionally slowing down the work cycle, arriving late, committing petty theft as well as not treating co-workers with respect and/or acting rudely with co-workers (Galperin, 2002).

The workplace is a forum where a variety of different behaviors are expressed, each with a different consequence to the individuals within the organization as well as the entire organization. These behaviors usually fall within the constructs of the norms of the organization. Organizational norms are a grouping of "expected behaviors, languages, principles and postulations that allow the workplace to perform at a suitable pace" (Coccia,

1998). However, when normal work behavior goes outside the norms of the organization, its consequences are far-reaching and affect all levels of the organization including its decision-making processes, productivity and financial costs (Coccia, 1998).

While deviant workplace behavior violates organizational norms, unethical behavior is wrongdoing when “judged in terms of justice, law, or other societal guidelines determining the morality of behavior” (Robinson and Bennett, 1995). Deviant behavior and unethical behavior are not necessarily linked. Paradoxically, dumping toxic waste in a river is not considered deviant if it conforms to the policies of the organization. Several of the behaviors that are considered deviant may also be considered unethical. Thus, not dumping toxic waste into the river and reporting to the authorities can be interpreted as deviant behavior.

Thus deviant employees' behavior is behaviors that threaten the organizational effectiveness and well being. It also has negative impact on the coworker of the deviant employee and customers. It greatly affects the health of workers and their relation.

2.4 Preventing Deviant Behavior

Since deviant behavior is associated with enormous costs for organizations, managers are not only interested in identifying the factors leading to and influencing deviant workplace behavior. Hence it is important to give recommendations about how to inhibit deviant behavior.

Difficulties in developing policies to battle against deviant behavior occur because of the different reasons leading to deviant behavior. Stealing for instance, can be attributed to opportunity or economic need on the one hand, but on the other hand poor working conditions, dissatisfaction with the job, compensation, the organization, co-workers or the supervisor can be the origin. The steps that can be taken by management include deterrence-based control, effective personnel selection, but also more importantly, providing a proper culture and an ethical leadership to guarantee that employees are satisfied with their organization. Anonymous (2005)

2.4.1 Promoting an Ethical Organizational Culture

By “creating a unitary and cohesive organizational culture around core ethical values” employees receive clues about the behavior that is expected from them. The employees must share and value this culture which has to possess the ability to affect their behavior. Appelbaum et al.

(2005) Top management has to transfer the values down to the operational ranks. (Appelbaum and Shapiro, 2006) Hence, the two main points in order to establish an ethical culture are:

(1) “Formulate a clear philosophy or mission statement”

(2) “Actions of top managers must reflect the moral climate that is desired” Appelbaum et al. (2005)

2.4.2 Ethical Leadership

Deviant behavior in the workplace can be caused by a lack of moral leadership in organizations. Leaders, who commit deviant acts, act as role models and induce employees to commit themselves such acts. Employees notice the ethical judgment of their supervisors and might imitate their actions, regardless of the fact that this imitation implies acting unethically. Appelbaum et al. (2007)

In order to be perceived as an ethical leader, a good reputation is key. An ethical leader needs to be perceived not only as a moral person but also as a moral manager. Executives have to concentrate the attention of the organization on ethics and values in order to provide principles guiding the behavior of their employees. The way managers perceive themselves to be – honest, caring, fair... - is not necessarily the way that others see them. Hence, communicating one’s values is crucial. Trevino et al. (2000)

Moral Person

A moral person needs to possess certain traits, to engage in “certain kinds of behaviors”, and to make “decisions based upon ethical principles”. Trevino et al. (2000),

Traits

The traits that are linked to moral persons are integrity, trustworthiness and honesty. There has to be a consistency in a moral person’s actions, values, methods, and principles. “An ethical leader does not sugarcoat things... he tells it like it is.” Trevino et al. (2000)

Behaviors

Since actions speak louder than words, it counts more what managers do than what they say. The behaviors that are linked to being a moral person include doing the right thing, showing concern for people and treating people right, being open and communicative, and demonstrating morality in one's personal life. Ethical leaders treat everybody with respect and dignity, everybody ranging from top management to lowest level workers. Managers have to be approachable and also good listeners. "To be a leader you have a greater standard, a greater responsibility than the average person would have to live up to." Trevino et al. (2000)

Decision-making

The moral person holds to a "solid set of ethical values and principles", is "objective and fair", and he is concerned "about the broader society and community". Trevino et al. (2000) In order to make ethical decisions, moral managers use ethical decision-making rules including the New York Times Test and the Golden Rule. According to the New York Times Test, managers should ask themselves if they would like to see their deeds (the results of their decision-making) on tomorrow's front page.³³ 1 The Golden Rule says: "Do unto others as you would have them do unto you." (Garofalo,2003) Kant

Moral Manager

In order to be known for ethical leadership, managers need to be role models through visible action, they have to communicate about ethics and standards, and they have to use reward systems to sustain the ethical standards. (Garofalo,2003)

Role Modeling through Visible Action

Managers have to realize which words and actions will be noticed and the way they will be interpreted by subordinates. Visible action has the ability to send powerful messages.

Communicating about Ethics and Values

Moral managers need to communicate the values that are important to them and the organization. Trevino et al. (2000)

The Reward System

Rewards and sanctions are adequate to “send signals about desirable and undesirable conduct”. In order to maintain norms and rules, rewarding ethical behavior and punishing unethical behavior are essential. Trevino et al. (2000)

2.4.3 Installing “Toxic Handlers”

Toxic handlers are a kind of watchdog for the organization. They “voluntarily shoulder the sadness and the anger ” of employees in order to prevent damage. Toxic Handlers perform the following tasks: Appelbaum et al. (2005),

- (1) “Filter directives from toxic bosses”
- (2) “Listen to staff members’ frustration and anger”
- (3) “Prevent pain and hold the confidence of others in the workplace” Appelbaum et al. (2005)

Toxic handlers are often unrecognized, underappreciated, and not taken seriously. They are likely to become distressed themselves and experience burnout. Hiring consultants as toxic handlers has the advantage of anonymity but since they are unknown they might not be trusted.

2.4.4 Training Programs

Training programs are the best source for learning ethical expectations. In order to improve their employees’ personal ethical framework, organizations have the opportunity to offer ethics training. Organizations should give “more resources to ethics training to help its members make ethical decisions in difficult circumstances”. (Sims, 1992)

2.4.5 Personnel Selection

The scope of personnel selection is to select honest and reliable employees from the pool of applicants. Questionnaires are used to identify people who have potential for deviant behavior and once these are detected, they are eliminated from the hiring process. Instruments that are used frequently are background checks, polygraph tests, employment interviews, and honesty tests. Those organizations that perform effective pre-employment screening will have fewer problems due to employee theft and other acts of deviant workplace behavior. Greenberg, (Barling, 1996)

2.4.5.1 Background Checks

Background checks are uncomplicated. Applicants' records are analyzed, and if they have a history of previous theft or other criminal behavior, they are excluded from the hiring process. It is assumed that somebody who has been delinquent in the past will act the same way in the future.³⁴³ Individuals who have done something wrong in the past will not be given a second chance, which is very harsh. Furthermore, "it is becoming increasingly difficult to obtain information about prior employment because of privacy legislation." Greenberg, (Barling, 1996) Nowadays organizations may request a clean bill of character.

2.4.5.2 Employment Interview

Employment interviews are not very useful in identifying those employees who are likely to engage in deviant behavior in the workplace. The main problem seems to be the fact that interviewers do not know what behaviors can be associated with theft and other deviant acts. Greenberg, (Barling,1996) As a result wrong decisions might be made in the hiring process.

2.4.5.3 Honesty Tests

Personality tests as a selection instrument are quite popular. Honesty tests are usually used to predict theft and other types of dishonest (deviant) behavior. It is not sure whether the tests select employees that are less disposed to engage in deviant activities or the organizations discourage deviant behavior by testing future employees (deterrence). Integrity tests are also applied to test current employees. (Greenberg and Barling,1996)

2.4.6 Control

In order to assure that current employees do not engage in deviant activities or at least to reduce the occurrence of those activities, control seems to be an adequate method. Surveillance techniques, keeping records, and inspections are instruments of control. Greenberg, Barling (1996) Control primarily aims at deterring employees from theft.

2.4.6.1 Surveillance Techniques

Surveillance techniques and undercover security personnel are applied to control shoplifting but also employee theft. The financial costs associated with such strategies are immense and employees will be annoyed with the lack of trust. Greenberg, (Barling, 1996)

2.4.6.2 Keeping Records

Keeping accurate records of funds and supply will identify mishandling of those. Greenberg, (Barling, 1996)

2.4.6.3 Inspections

Inspections include checking bags and lunch boxes and are performed to catch employee thieves. The organization signals that stealing is not tolerated. Although some financial savings are gained, the organization will promote a negative environment resulting from the mistrust of employees. (Greenberg and Barling,1996) Imagine you- an honest person- are checked before leaving home after a hard day of work. Organizations should be aware of the fact that this kind of control could be counterproductive. Formerly committed employees could lose motivation, absenteeism and loss in productivity could be the result.

2.4.7 Promoting Pro-Social Behavior

Pro-social types of behavior include organizational citizenship behavior, whistle-blowing, corporate social responsibility and creativity/innovation. Appelbaum et al. (2007) By stimulating such behavior, workplace deviance is less likely to occur.

2.4.7.1 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior is positive behavior that is not demanded of an individual by his organization (extra-role behavior), but that will support the efficiency, innovativeness and competitive advantage of the organization. (Leung, 2008)

2.4.7.2 Whistle Blowing

Whistle blowing describes “disclosure of illegal, immoral, or illegitimate practices under the control of their employers, to a person or organizations that may be able to effect action”. Employees are usually the first to recognize deviant activities in organizations. But unfortunately they are not always willing to report irregularity because they fear sanctions, the loss of their jobs, their friends (co-workers), and potential promotions. Appelbaum et al. (2007)

2.4.7.3 Corporate Social Responsibility

Consumers more and more avoid products and services from organizations that have unethical reputations. Several society members do not only expects from today’s organizations to be economically efficient (including providing jobs) but also to contribute in a positive manner to the community and to act socially responsible. Companies have realized that good ethics can be good money and they respond to expectations with environmentally friendly processes, employees’ rights programs, and donations. Appelbaum et al. (2007) By doing so, organizations are perceived as fair and they are less likely to be subject of deviant workplace behavior.

2.4.7.4 Innovation

Innovation is the successful introduction of creative ideas in organizations. Appelbaum et al. (2007)

This research based its study on the ground of these four typology. There are a number of prevention mechanisms for deviants employees of pvt CBs. Some mechanism may be appropriate for one while it may be improper for the other. This is due to the difference in organizational structure outlines, the reporting structure, hierarchy in an organization, organization of work arrangement, and difference in relations between managers and core employees. Consequently, pvt CBs should check, synthesis, analyze, and apply the appropriate one for themselves.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter presents brief description of the research methodology used in the research.

This includes, research design, population and sampling techniques, types of data instruments of data collection, procedures of data collection and methods of data analysis.

3.1 Research Design

The study of assessment of deviant employees' workplace behavior study was conducted among head office employees in different three private commercial banks of Ethiopia. This research is designed to be conducted based on descriptive and exploratory research method. This was due to the need to clarify ambiguous natures of the deviance problem and to learn about the new possibilities in the given field of study. Then, descriptive research design was used to identify important factors, and provide accurate and efficient designing processes of the research. Statistical techniques are used in descriptive research for qualitative classification and analysis of data to describe the existing phenomenon as it exists.

3.2 Population and Sampling Techniques

The sampling technique employed to collect primary and secondary information from three different private commercial banks operating in Ethiopia. Currently, there are the sixteen private commercial banks in Ethiopia. These are stratified into two groups of private commercial banks that are established and registered by National Bank of Ethiopia, which provides for licensing and supervision of banking businesses as per proclamation No. 84/1994, before and after five years. Then three banks from both strata are selected using simple random sampling method in order to avoid bias. This is about 18.75% of all of the pvt CBs banks of Ethiopia. Since the business environment, nature, service, procedure and structure of the private banks are similar, those three banks can represent others. Thus, it was considered as a study population of this

particular study. This was also due to manageability, the consideration costs of the research, and necessity of time to obtain more finding. Questionnaires were distributed to each of the three banks.

Subsequently, those banks that are cooperative and supportive were selected for the study. The study was conducted in the head offices of each bank. Lottery method was be used to obtain a simple random sample. Then each bank is assigned a unique number in its separate group (department and bank) differently. The numbers was placed in a bowl and thoroughly mixed and 3 numbers taken to select the sample in blind-folded from its corresponding strata. The two banks are from banks that were established pre five years and one is from banks that were established post 5 years.

According to Guilford and Flrucher (1973), the sample was determined with $N/1+\alpha^2 N$.

Where, n – designates the sample size the research uses.

N - Designates the total number of the three pvt CBs employees in selected process.

$\alpha(e)$ – Designates maximum variability or margin of error 5% (0.05).

1 – Designates the probability of the event occurring.

Sample size obtained as;

$$n = \frac{N}{1 + N(\alpha)^2} = \frac{550}{1 + 550(0.05)^2} = \frac{550}{2.375} = 231 \text{ employees}$$

Table 1. Status of Questionnaires Distributed to the three pvt CBs

No.	Name of the Bank	No. of heradoffice Employees	Questionnaires Distributed
1	CBO	200	90
2	NIB	300	91
3	AdIB	50	50
	Total	550	231

Consequently, three banks were selected for the sample; namely AdIB, NIB and CBO. The sum of the head office clerical staffs' of these banks is 550, which is the size of the population. Along with this, 231 is the sample size for study. Thus, about 90 questionnaires distributed to CBO and NIB banks HO employees each. But in case of AdIB, the size of AdIB staff is 50; thus 50 questionnaires were distributed to almost all the staffs; The other 1 was distributed to NIB employee due to its HO employees size; this was made in order to have fair distribution.

Then, the study conducted on about 42 % of the head office employees of the three banks that are randomly selected. The head office of the private commercial banks is composed of eight departments for some banks (International Banking Department, Human Resource and Property Administration, Information Technology, Business development, Credit, Finance and Control Department) or nine departments for other banks; namely : internal audit, information technology, finance, credit risk, credit relationship, trade service, business development, human resource, and procurement and property administration.. Since the study is on the bank at large, each department and each department of the bank is considered. There is an average of eight employees in each department and each department has been considered for the study. Nine or ten people were randomly selected from each unit (department) for the sample using simple random sampling. Accordingly, there was an average sample size of $9 * 10 = 90$ respondents for each bank and with a total sample size 231 respondents; $n=231$, which is about 42 % of the population. But only 87 respondents returned after properly filling their responses. Along with n (sample object) average size = 231; but only the 87 right respondents are taken here ($24+32+31= 87$); specifically 24 of them were from NIB, 32 of them were from AdIB, and 31 of them were from CBO. The researcher focused on the interviews and focus group discussion in order to get valuable quality of data. $N = 550$ is the total population members (size) specifically: 200 head office employees of CBO, 300 head office employees of NIB, and 50 head office employees of AdIB; and the questionnaires were distributed to each of the three banks. A total of 231 were distributed. 87 of them returned ; that is 87 employees from all the three banks properly filled and responded the questionnaire. Moreover, the researcher has under taken an interview with 15 working employees from the three banks, and 2 employees separating AdIB.

3.3. Types and Sources of Data Instruments Collection

The paper use primary and secondary data collection methods for the purpose of gathering data and information. In the study, both primary and secondary data sources have been used.

3.3.1 Primary Data

Interview: The primary data was gathered by conducting interview with the department's management and supervisors. Department managers were interviewed exclusively so as to get a clear picture in the main focus areas of the study.

Questionnaires: The primary data was collected through questionnaire distributed to 231 respondents with random sampling techniques. Questioners is distributed to the respective private bank's Head Office departments'. 42% of the total head office employees of the company; mangers and subordinates were selected randomly; and they were asked to fill questionnaire using stratified sampling method for each departments; and then random sampling method is used for respective employees .

Focus Group Discussion: The primary data was also collected from focus group discussion from each bank in both strata. This helps get all rounded information.

3.3.2 Secondary Data

The secondary data was obtained from different sources such as the firm's documents, websites, from different publication of annual report for shareholder from June 2011- June 2013, brochures, journals, reference books related with the subject matter studies, and magazines. Furthermore, relevant bulletins & newsletters is used to strengthen the data source.

3.4 Procedures of Data Collection

The questions of deviant workplace behaviour was measured using the Workplace Deviance Questionnaire developed by Bennett and Robinson. The items instrument has been widely employed in previous studies, and have reported reliabilities ranging from .74 to .94. (Robinson and Bennett, 1995) Deviant workplace behaviour is categorized into two groups: interpersonal deviance and organizational deviance. Interpersonal deviance is characterized by norm-violating behaviors directed at co-workers, while organizational deviance refers to those counter normative behaviors aimed specifically at the organization itself. Out of these items, some items that are relevant to the study were used. All items employed a five point scale ranging from '1' "strongly disagree" to '5' "strongly agree". Participants are asked to indicate their level of agreement (or disagreement) with regards to the observed deviance and the human resource practices in their organization. The questions tried to investigate different deviant employees' workplace deviant employees behavior, causes, prevention mechanisms, current practices, and different aspects of it with respect the respective staffs of the department in which they belong.

The structured questionnaire was adjust in English. Then the questionnaire was pretested from the three banks, in one of the private commercial bank, namely AdIB, from the sample with similar setting to the area under study in about 5% of the sample size; and the questions that are difficult to respond was rephrased.

Data was collected using the pretested questionnaire. The questionnaire covered social demographic characteristics, current roll (position) in the fire, gender, education level, and age category.

Interview was also conducted on some departments' management to clarify different issues in the subject matter. 15 working employees from the three banks, and 2 employees separating AdIB were interviewed in the process. Focus group discussion was also held for banks. On the other hand, secondary data was gathered from the banks' documents, publications and books.

3.5 Methods of Data Analysis

The data collected both from primary and secondary sources obtained from respondents were analyzed by using tables, figures, and percentages. The collected data was interpreted based on findings.

After analyzing the data and properly interpreting them, results were summarized based on the major findings, appropriate conclusions is drawn; and finally proper recommendation is forwarded for this.

Qualitative & quantitative data analysis methods was used. The qualitative data analysis was used for data collected from interview, focus group discussion and observation;a long with questioners are used for the quantitative data analysis with descriptive statistics. The qualitative data analysis are focused on grouping similar/identical problems which have repetitive nature. With regard to quantitative analysis grant reports were analyzed thoroughly using descriptive statistics method of data analysis. Based on the analysis it is presented together with qualitative analysis.

Likert scales were used in research questions to measure the responses of survey participants. Five numbers were assign points to each answer on the scale to give numerical value to data in the survey results. In addition, these ia helpful for survey participants to have a number of choices that represent the degree of their answer. All items in the questionnaire employed a five point scale ranging from '1' "strongly disagree" to '5' "strongly agree". Participants are asked to indicate their level of agreement (or disagreement) with regards to the observed deviance.

CHAPTER FOUR

RESULTS & DISCUSSION

4.1. Results/Findings of the Study

In this section, relevant bank information of the three banks namely, AdIB, CBO, and NIB are presented as a summary; questionnaire responses obtained are reported; and the demographic characteristics of the respondents are also reported.

4.1.1 Presentation of Facts/Data OF CBO

According to the annual report, in line with branch expansion and increased banking operation, the total staff strength of the bank reached 1,136 as at June 30, 2012 reflecting a 15.8% growth from that of the previous year. With strong belief to widen its service outlets, the bank opened eight new branches to make the total number 53 at the end of the financial year and has been utilizing other ways of providing banking services to its existing and potential customer. Out of the total staff strength, clerical and non-clerical staffs share 60% and 40% respectively. Out of the total clerical staff, about 200 of them are head office staff.

The head office is composed of nine departments; namely: internal audit, information technology, finance, credit risk, credit relationship, trade service, business development, human resource, and procurement and property administration. As to the scope, the focus of study is on these departments. This part mainly consists of two parts which are the general characteristics of the study population and analysis of the findings of the study.

There are 200 head office employees in the Bank. To collect relevant data for the study, the researcher distributed questionnaire to 91 head office staff, in all the different departments of the bank randomly. Out of this, 31 which is more than 15% of the total head office employees respondents have returned the questionnaire with proper responses. Moreover, the researcher has under taken an interview with 5 working employees. The result is analyzed as follows:

4.1.1.1 Characteristics of the Study Population

Tables 1 show some demographic characteristics of the respondents which consists of age, sex distribution, educational level and work experience in the organization:

Table 2. general characteristics of CBO employee’s respondents

No	Item	Respondents	
		No	%
1.	Sex		
	Male	24	80%
	Female	6	20%
	Total	30	100%
2.	Level of Position held:		
	Department Manager	2	7%
	Division Manager	5	17%
	Middle Manager	2	7%
	Officer	13	43%
	Others	8	26%
	Total	30	100%
3.	Educational level		
	Below Diploma	-	
	Diploma	5	17%
	Under Graduate	18	60%
	Above Under Graduate	7	23%
	Total	30	100%
4.	Work experience in the organization		
	0-1 years	-	
	1-3 years	8	27%
	3-5 years	15	50%
	Above 5 years	7	23%
	Total	30	100

Source: Own Survey, 2014

As indicated in table 1 of item 1, only 30 of the employees of CBO general characteristics was considered; because one of the respondent didn't fill this general characteristics section. So, only 30 of the respondents' general characteristics is analyzed here. Consequently, concerning the

gender composition from the total respondents of the population, the male respondents were 24 (80%), while the female constitute 6 (20%). This implies that there are more male employees than female employees in the sample population. With regard to nature of position held, 2 (7%) were department head (directors), 5 (17%) were division managers, 13 (43%) were middle managers, 13(43%) were officer, 8(26%) are from other employee of the bank. This implies that that there are many higher level employees in the sample population.

Education wise 5 (17%) of the respondents fall under the category of diploma category, 18 (60%) fall under graduate category and 7 (23%) were above under graduate level. This illustrates that most of the respondents were on under graduate level that are able to understand the subject matter of the study. Thus there response is trustable and can be help to improve the condition of the bank. Concerning work experience of employees in the bank, as it is shown in table 1 of item, respondents with a 1-3 years of experience were 8 (27%), 4, 15 (50%) of respondents lie between 3 and 5 years of work experience, and 7 (23%) of respondents lie above 5 years of work experience. This shows that most employees have between 3 and 5 years of work experience in the bank.

4.1.1..2. Analysis of the Finding of the Study

The researcher has tried to investigate the existence of deviant behavior in the bank. The following is the summary of the result of responses:

1. Regarding the existence of deviant behavior due to inequitable treatment (injustice) and abusive supervision in the work place/department, 10 respondents are neutral in their response, 13 strongly agreed, and 8 people disagreed.

Table 3. abusivesuper deviant behavior due to inequitable treatment (injustice) and abusive su^pervision

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00 strong agree	13	41.9	41.9	41.9
3.00 neutral	10	32.3	32.3	74.2
4.00 disagree	8	25.8	25.8	100.0
Total	31	100.0	100.0	

Source: Own Survey, 2014

**Frequency on abusivesuper deviant
behavior due to inequitable
treatment (injustice) and abusive
supervision**



Source: Own Survey, 2014

Chart 1

2. Regarding the existence of production deviance- like leaving early, taking excessive breaks, intentionally working slowly, disobey supervisor's instruction and wasting resources observed in your work place/department, 15 respondents disagreed, 7 somehow agreed and 9 respondents had neutral view. Some of the respondents stated that the interest of employees is low to do flexible and rotation works including cash operation. Most the employees believe that the bank management has not fulfilled its promise to give them a better position and salary. Rather new posts are being given to external applicants without giving a chance to internal employees. Thus this has weakned employees' trust on the management. Most of them are not positive for their future carrier in the bank. Some of them spend their working time searching job vacancies
3. Regarding the existence of property deviance- like sabotaging equipment, accepting kickbacks, lying about hours worked, and stealing from company observed in the department among co-workers, 20 respondents disagree, 2 of them somehow agree, and 9 have neutral views.
4. Regarding the existence of political deviance -such as favoritism, gossiping about co-workers, blaming coworkers, and competing non-beneficially in the department among co-workers, 18 disagreed, 7 strongly agreed and 6 have neutral views. Some of the

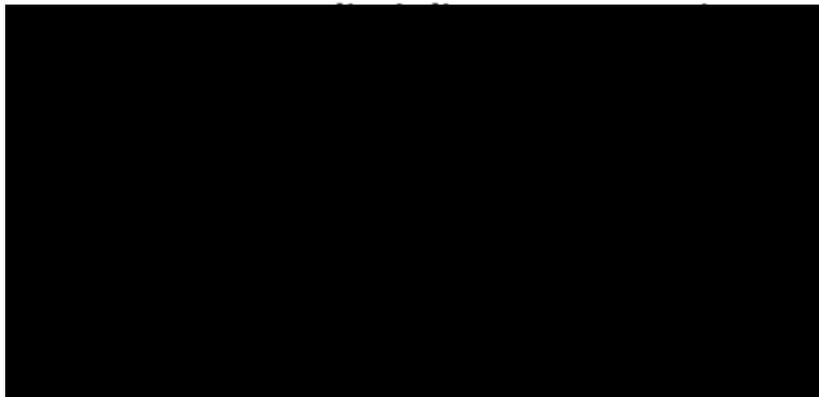
respondents suggested that benefits such as salary increment should be done for all of the employees.

5. Regarding the existence of personal aggression –such as sexual harassment, verbal abuse, stealing from co-workers or customers, and endangering coworkers in the work place/department among co-workers, 21 disagreed, 8 are neutral, and 2 somehow agree.
6. Regarding the existence of follow up and proper discipline measures taken to correct those in a deviance behavior, 14 disagreed, 11 are neutral, and 6 of them agreed. Some of the respondents proposed that there must be known, clear, applicable procedures to take disciplinary action. Others stated that counseling and teaching are the best options a manager has to use instead of giving warning letter.

Table 4. discipline_measure ,is there follow up and proper discipline measures taken to correct those in a deviance behavior

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00 strong agree	6	19.4	19.4	19.4
3.00 neutral	11	35.5	35.5	54.8
4.00 disagree	14	45.2	45.2	100.0
Total	31	100.0	100.0	

Source: Own Survey, 2014



Source: Own Survey, 2014

Chart 2

4.1.2 Presentation of Facts/Data OF ADIB

According to AdIB's (Addis International Bank S.C) website, profile and sources from interview, AdIB is established by diversified groups of shareholders, Cooperatives, Micro Finance Institutions (MFIs), Iddirs, other business organizations and individual citizens, and started its operation in May 2011. The major shareholders of the Bank are Cooperatives and low and middle income citizens. AdIB has expanded its operating by opening new branches at market centers within and outside Addis. And it has currently thirteen branches in and outside of Addis.

This part mainly consists of two parts which are the general characteristic of the study population and analysis of the findings of the study. There are about 160 employees in the Bank. About 50 of them are head office employees. To collect relevant data for the study, the researcher distributed questionnaire to almost all head office staff, in the different departments of the bank. Out of 50 employees, 32 (64%) respondents have returned the questionnaire with proper responses. Moreover, the researcher has undertaken an interview with 8 working employees and 2 employees that are being separated from the bank. The result is analyzed as follows:

4.1.2.1 Characteristics of the Sample Respondents

Tables 5 show some demographic characteristics of the respondents which consist of age, sex distribution, educational level and work experience in the organization.

Table 5: General characteristics of AdIB employees' respondents

No	Item	Respondents	
		No	%
1	Sex		
	Male	26	81%
	Female	6	19%
	Total	32	100%
2	Level of Position held:		
	Department Manager	-	
	Branch Manager	5	15%
	Middle Manager	2	6%
	Officer	17	54%
	Clerk	7	22%
	Others	1	3%
	Total	32	100%
3	Educational level		
	Below Diploma	-	
	Diploma	6	19%
	Under Graduate	21	66%
	Above Under Graduate	5	15%
	Total	32	100%
4	Work experience in the organization		
	0-1 years	22	69%
	1-3 years	10	31%
	3-5 years	-	-
	Above 5 years	-	-
	Total	32	100

Source: Own Survey, 2014

As indicated in table 1 of item 1, concerning gender composition from the total respondents of the sample, the male respondents were 26 (81%), while the female constitute 6 (19%). This implies that there are more male employees than female employees in the sample respondents. With regard to the level of position held, 5 (15%) were branch managers, 2(6%) were middle managers, 17(54%) were officers, 7(22%) are clerks and 1(3%) is from other employees of the bank. This implies that that there are many lower level employees in the sample respondents.

Education wise 6 (19%) of the respondents fall under the category of diploma category, 21 (66%) fall under graduate category and 5 (15%) were above under graduate level. This illustrates that most of the respondents were on under graduate level that are able to understand the subject matter of the

study. Thus there response can help to improve the condition of the bank. Concerning work experience of employees in the bank, as it is shown in table 1 of item 4, 22 (69%) of respondents lie between 0 and 1 years of work experience, respondents with a 1-3 years of experience were 10 (31%). This shows that most employees have less than a year of experience in the bank.

4.1.2.2. Analysis of the Finding of the Study

The student researcher has tried to investigate the existence of deviant behavior in the bank. The following is the summary of the result of responses:

1. Regarding the existence of deviant behavior due to inequitable treatment (injustice) and abusive supervision in the work place/department, 13 respondents are neutral in their response, 7 agreed, and 12 people strongly disagreed. But most of respondents of interview and focus group discussion, agree that there is deviant behavior due to inequitable treatment (injustice) and abusive supervision in some departments of the bank.

Table.6 abusivesuper deviant behavior due to inequitable treatment (injustice) and abusive su^Pervision

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2.00 agree	7	21.9	21.9	21.9
3.00 neutral	13	40.6	40.6	62.5
5.00 strongly disagree	12	37.5	37.5	100.0
Total	32	100.0	100.0	

Source: Own Survey, 2014

- 2 Regarding the existence of production deviance- like leaving early, taking excessive breaks, intentionally working slowly, disobey supervisor's instruction and wasting resources observed in your work place/department, 17 respondents disagreed, 6 somehow agreed and 9 respondents had neutral view. Some of the respondents stated that the interest of employees is low to do flexible and rotation works including cash operation. Most the employees believe that the bank management has not fulfilled their promise to give them a better position and salary. Rather new posts are being given to external applicants without giving a chance to intenral employees. Thus this has taken employees trust on the management. Most of them are not positive for their future carrier in the bank. Some of them spend their working time searching job vacancies.

Table.7 production_dev production deviance- like leaving early, taking excessive breaks, intentionally working slow

	Frequency	Percent	y Valid Percent	Cumulative Percent
Valid 2.00 agree	6	18.8	18.8	18.8
3.00 neutral	9	28.1	28.1	46.9
4.00 disagree	17	53.1	53.1	100.0
Total	32	100.0	100.0	

Source: Own Survey, 2014



Source: Own Survey, 2014

Chart 3

3 Regarding the existence of property deviance- like sabotaging equipment, accepting kickbacks, lying about hours worked, and stealing from company observed in the department among co-workers, 22 respondents disagree, 2 of them somehow agree, and 8 have neutral views. Some of them suggested that good quality resources should be bought because there is wastage of resources due to poor quality. Other complained on availability of different facility, like soap and soft paper. After working and counting cash, they said they need soap

in the bath rooms to wash their hands. Such simple things could change the attitudes of the employee. Because they felt that the management cares for them.

- 4 Regarding the existence of political deviance -such as favoritism, gossiping about co-workers, blaming coworkers, and competing non-beneficially in the department among co-workers, 20 disagreed, 6 agreed and 6 have neutral views. Some of the respondents suggested that benefits such as salary increment and benefit should be done for all of the employees through the entire departments rather than on some departments and individuals.
- 5 Regarding the existence of personal aggression –such as sexual harassment, verbal abuse, stealing from co-workers or customers, and endangering coworkers in the work place/department among co-workers, 23 disagreed, 7 are neutral, and 2 somehow agree.
- 6 Regarding the existence of follow up and proper discipline measures taken to correct those in a deviance behavior, 17 disagreed, 12 are neutral, and 3 of them strongly agreed.

Table. 8 discipline_measure is there follow up and proper discipline measures taken to correct those in a deviance behavior

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00 strong agree	3	9.4	9.4	9.4
Valid 3.00 neutral	12	37.5	37.5	46.9
Valid 4.00 disagree	17	53.1	53.1	100.0
Total	32	100.0	100.0	

Source: Own Survey, 2014

4.1.3 Presentation of Facts/Data OF NIB

According to the annual report and website, NIB is privately-owned company established in 1999 in accordance with the Licensing and Supervision of Banking Business Proclamation No. 84/1994 of Ethiopia to undertake commercial banking activities. NIB international bank has a vision “to become an icon of excellence and the leading commercial bank in Ethiopia”. The staff strength of the Bank reached 2,042 by last year. About 300 of them are head office employees. To collect relevant data for the study, the researcher distributed questionnaire to 90 head office staff, in the different departments employees of the bank randomly. Out of 90

employees, 24 (60%) respondents have returned the questionnaire with proper responses. Interview is also carried out on 5 head office employees of the bank.

It has 55 branches, of which 35 are in Addis Ababa and the remaining 20 are in regional towns. Human resource development is one of the primary concerns of the NIB international Bank. To the end of 2013, it continued to invest in its human capital to upgrade the skills of its employees. Accordingly, 80 short-term courses and training programs were given to 827 employees to deal with the ever-changing business environment as well as to provide efficient banking services to its customers. In addition, the Bank has covered tuition fees for 484 employees who have been attending at different higher educational institutions to improve their knowledge and skills.

As we can see on the tables below, 18 respondents' education status of NIB respondents is under graduate level, and 6 are above under graduate level. Thus 25% of the respondents have attained above under graduate agrees.

Table 9. education status of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
3 Under Graduate	18	75.0	75.0	75.0
Valid 4 Above Under Graduate	6	25.0	25.0	100.0
Total	24	100.0	100.0	

Source: Own Survey, 2014

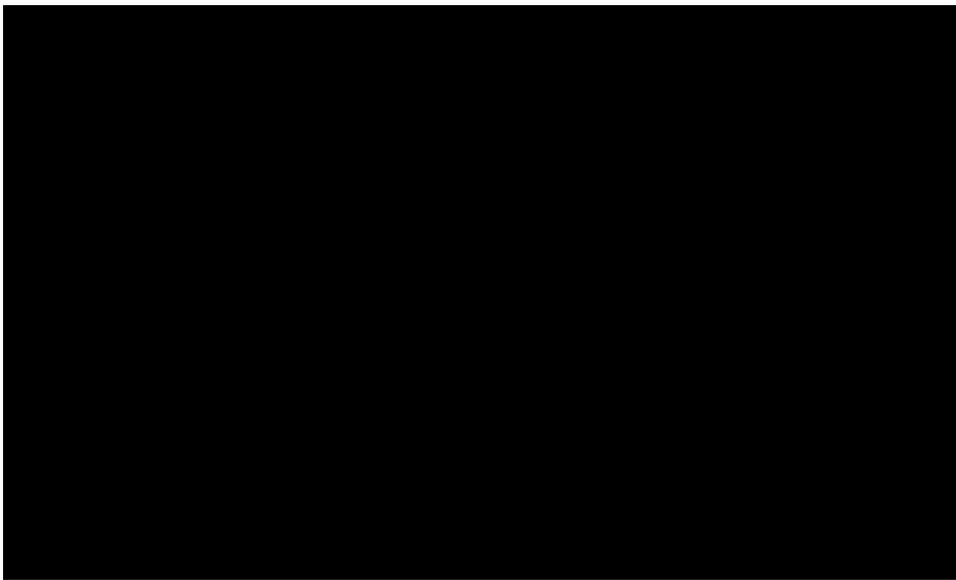
Regarding the job title or position of the respondents, 5 respondents of NIB respondents are Middle Management (Assistant Manager), 14 of them are Lower Level Staff (Officer), and 5 of them are Other (Employee of the Organization). More than 20% of the respondents are Middle Management (Assistant Manager).

Table 10. job title position of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent

	3.00 Middle Management (Assistant Manager)	5	20.8	20.8	20.8
Valid	4.00 Lower Level Staff (Officer)	14	58.3	58.3	79.2
	6.00 Other (Employee of the Organization)	5	20.8	20.8	100.0
	Total	24	100.0	100.0	

Source: Own Survey, 2014



Source: Own Survey, 2014

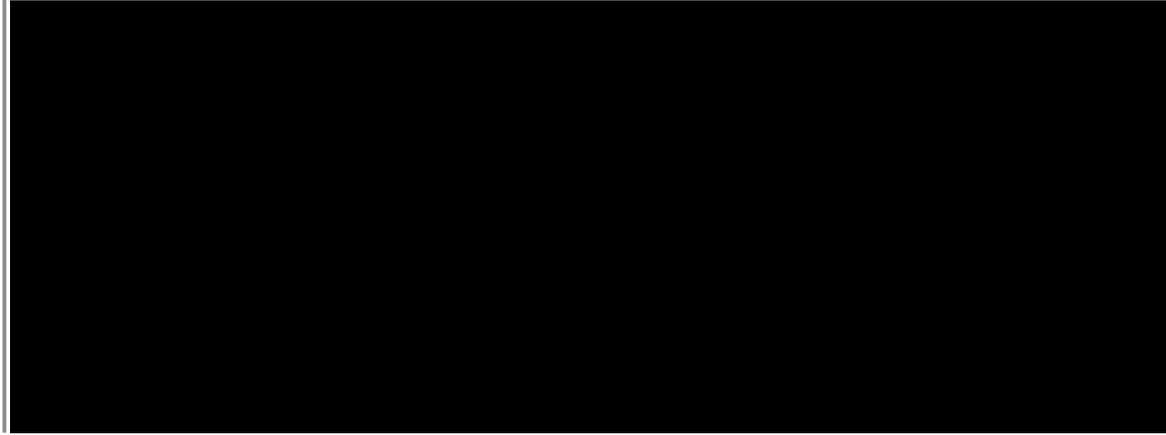
Chart 4

Regarding the period of services of NIB employees respondents, 11 of them have worked Less than 1 year, 4 of them worked between 3 to 5 years, and 9 of them have worked for more than 5 years. This shows that most of the respondents have worked in the bank for more than 3 years.

Table 11. Period of service for the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
<u>Valid</u> 1.00 Less than 1 year	11	45.8	45.8	45.8

3.00 3 - 5 years	4	16.7	16.7	62.5
4.00 More than 5 years	9	37.5	37.5	100.0
Total	24	100.0	100.0	



Source: Own Survey, 2014

Chart 5

Regarding the sex category of NIB employees respondents, 18 of them are male and 6 are female. This shows that most of the respondents are female employees.

Table 12. sex of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
1 Male	18	75.0	75.0	75.0
Valid 2 Female	6	25.0	25.0	100.0
Total	24	100.0	100.0	

Source: Own Survey, 2014



Source: Own Survey, 2014

Chart 6

4.1.2.2. Analysis of the Finding of the Study of NIB

The researcher has tried to investigate the existence of deviant behavior in the bank. The following is the summary of the result of responses:

- 1.** Regarding the existence of deviant behavior due to inequitable treatment (injustice) and abusive supervision in the work place/department, 8 respondents are neutral in their response, 3 strongly agreed, 6 people agreed and 6 people disagreed. Some respondents suggested that the HRM must promote or transfer staff to a better position as a means of encouragement.

Table 13. deviant behavior due to inequitable treatment (injustice) and abusive supervision

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00 strong agree	3	12.5	12.5	12.5
2.00 agree	6	25.0	25.0	37.5
3.00 neutral	8	33.3	33.3	70.8
4.00 disagree	6	25.0	25.0	95.8
5.00 Missing	1	4.2	4.2	100.0
Total	24	100.0	100.0	

Source: Own Survey, 2014

2. Regarding the existence of production deviance- like leaving early, taking excessive breaks, intentionally working slowly, disobey supervisor's instruction and wasting resources observed in your work place/department, 6 respondents agreed, 7 of them have neutral view, 7 respondents disagreed, and 4 respondents strongly disagree on this. Some of the respondents stated that there should be conducive work environment, fair benefit distribution, there should be restructure salary, job design, performance measure, set up performance standard, incentive reward for employee's; and the staff should have a sence of ownership.

Table 14. production deviance- like leaving early, taking excessive breaks, intentionally workin⁹ slowl

	Frequency	y Percent	Valid Percent	Cumulative Percent
Valid 2.00 agree	6	25.0	25.0	25.0
3.00 neutral	7	29.2	29.2	54.2
4.00 disagree	7	29.2	29.2	83.3
5.00 strongly disagree	4	16.7	16.7	100.0
Total	24	100.0	100.0	

Source: Own Survey, 2014

3. Regarding the existence of property deviance- like sabotaging equipment, accepting kickbacks, lying about hours worked, and stealing from company observed in the department among co-workers, 3 respondents strongly agree, 8 respondents disagree, 7 of them strongly disagree, and 6 have neutral views.

Table 15. property deviance- like sabotaging equipment, accepting kickbacks, lying about hours worked

	Frequency	Percent	Valid Percent	Cumulative Percent
1 strong agree	3	12.5	12.5	12.5
3 neutral	6	25.0	25.0	37.5
Valid 4 disagree	8	33.3	33.3	70.8
5 strongly disagree	7	29.2	29.2	100.0
Total	24	100.0	100.0	

Source: Own Survey, 2014

4. Regarding the existence of political deviance -such as favoritism, gossiping about co-workers, blaming coworkers, and competing negatively in the department among co-workers, 10 agreed, 4 strongly disagreed and 10 have neutral views. Some of the respondents suggested that benefits such as salary increment should be given for all the employees. Some of the respondents suggested that the management has to be free from blood relationship with the staff of the bank. Others suggested that favoritism is the main problem in the bank and it needs to be changed individually and collectively.

Table 16. political deviance -such as favoritism, gossiping about co-workers, blaming-coworkers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2 agree	10	41.7	41.7	41.7
3 neutral	10	41.7	41.7	83.3
5 strongly disagree	4	16.7	16.7	100.0
Total	24	100.0	100.0	

Source: Own Survey, 2014

5. Regarding the existence of personal aggression –such as sexual harassment, verbal abuse, stealing from co-workers or customers, and endangering coworkers in the work place/department among co-workers, 7 of the respondents disagreed, 7 strongly disagree, and 10 are of neutral view. Some of the respondents suggested that appropriate and strict measures must be taken accordingly.

Table.17 personal aggression –such as sexual harassment, verbal abuse, stealing from co-workers or customers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3.00 neutral	10	41.7	41.7	41.7
4.00 disagree	7	29.2	29.2	70.8
5.00 strongly disagree	7	29.2	29.2	100.0
Total	24	100.0	100.0	

Source: Own Survey, 2014

6. Regarding the existence of follow up and proper discipline measures taken to correct those in a deviance behavior, 7 agreed, 14 are neutral, 1 disagreed and 2 of them strongly disagreed. Some of the respondents proposed that there must be known, clear, applicable procedures to take disciplinary action. Some of the respondents suggest for training, re-shuffling, demotion, and assignment of forced leave as a solution.

Table 18. Is there follow up and proper discipline measures taken to correct those in a deviance behavior

	Frequency	Percent	Valid Percent	Cumulative Percent
2.00 agree	7	29.2	29.2	29.2
3.00 neutral	14	58.3	58.3	87.5
Valid 4.00 disagree	1	4.2	4.2	91.7
5.00 strongly disagree	2	8.3	8.3	100.0
Total	24	100.0	100.0	

Source: Own Survey, 2014

CHAPTER FIVE

SUMMARY, CONCLUSIONS & RECOMMENDATIONS

5.1 Summary of the Findings of the Three Banks

In this section, the collective responses of the three banks: CBO, AdIB, and NIB are presented.

The researcher has tried to investigate the existence of deviant behavior in the banks. The following is the summary of the result of responses:

- Regarding the existence of deviant behavior due to inequitable treatment (injustice) and abusive supervision in the work place/department; as we can see in the diagram below, 31 respondents have neutral view, and 13 respondents agreed where as 16 respondents strongly agree. 33.3 % of the respondents agree or strongly agree with this where 21.1% of the respondents disagree or strongly disagree. Thus, most of the respondents agree with the availability of deviant behavior in the private banks of Ethiopia. This shows that deviant behavior is observed due to inequitable treatment (injustice) and abusive supervision in the work place/department of the banks.
- Regarding the existence of production deviance- like leaving early, taking excessive breaks, intentionally working slowly, disobey supervisor's instruction and wasting resources observed in the work place/department, 39 respondents disagreed and 25 respondents had neutral view. Thus, most respondents (45% of the respondents) don't agree and 29 % respondents with neutral view suggest that there is no production deviance- like leaving early, taking excessive breaks, intentionally working slowly, disobey supervisor's instruction and wasting resources. In addition to this, the responses of the interview and focus group discussion suggests that taking excessive breaks, intentionally working slowly, disobey supervisor's instruction are not frequently observed in the work area. But there is wastage of resources observed in some work place/departments; especially on the area of internet connection and papers.
- Regarding the existence of property deviance- like sabotaging equipment, accepting kickbacks, lying about hours worked, and stealing from company observed in the department among co-workers, 50 of the respondents disagree, 7 of them strongly agree, and 23 of them have neutral views. Thus, 58 % of the respondents don't agree with the existence of property deviance- like sabotaging equipment, accepting kickbacks, lying about hours worked, and stealing from company. But the discussion of the focus group suggests that there is lying

about hours worked specially in field works outside the city especially in the loan, IT and auditing departments.

- Regarding the existence of political deviance -such as favoritism, gossiping about co-workers, blaming coworkers, and competing non-beneficially in the department among co-workers, 48 % of the respondents don't agree with the existence of political deviance and 25% of the respondents have neutral view. But the interviews and the focus group discussion imply that favoritism, gossiping about co-workers, blaming coworkers, and competing non-beneficially in the department among co-workers are available the private banks of Ethiopia. Some of them suggested that a number of top managers employees their relatives and promote them favorably without proper computation or procedure. Gossiping is mostly observed in a department of private bank while competing non-beneficially is observed in another. Several tasks are accomplished without clear goal and value for the sake of taking the appreciation non-beneficially.
- Regarding the existence of personal aggression –such as sexual harassment, verbal abuse, stealing from co-workers or customers, and endangering coworkers in the work place/department among co-workers, 66 % of the respondents don't agreed, 29% of the respondents are neutral, and only 4 % of the respondents agreed. The interviews and focus group discussions show that there are sexual harassment and verbal abuse at times in some departments of the private banks. And these are often committed by the survivors on the subordinates. Few supervisors treat their subordinates abusively; this is even offensive to the other employees as well.
- Regarding the existence of follow up and proper discipline measures taken to correct those with a deviant behavior, about 37% of the respondents don't agreed and 42% of the respondents have neutral outlook. In addition to this, the results of interviews and focus group discussion show that there are no proper discipline measures taken to a great extent to correct those in a deviance behavior. But demotion and forced leave is mostly used to penalize those deviant individuals who are often responsible for a bigger mistake that are visible to many people. Few respondents suggested that various managers use this discipline measures unfortunately to attack those who confronts them or disagrees with them. Other stated that counseling and teaching are the best options every manager has to use instead of giving warning letter.

5.2 CONCLUSIONS

In conclusion, there are several deviant employees behaviors observed in PVT CBs of Ethiopia. There are political deviance and production deviance observed amongst employees and supervisors. The majority of these behaviors are caused due to inequitable treatment (injustice) and abusive supervision. There is no clear indication for the existence of production deviance- like leaving early, taking excessive breaks, intentionally working slowly, disobey supervisor's instruction and wasting resources. But there is a sign of the existence of wastage of resources rarely observed in some work place/departments; especially on the area of internet connection and papers in some units of the banks. Property deviance such as: sabotaging equipment, accepting kickbacks, lying about hours worked, and stealing from company observed in the department among co-workers are not habitual in the private banks. But there is lying about hours worked in order to get allowance and other benefits. Gossiping about co-workers, favoritism and competing is observed in a number of units of the private banks with regard to political deviance. Sexual harassment and verbal abuse at times evolve as personal aggression in some departments of the private banks. This is more often observed between managers and subordinates. Demotion and forced leave is mostly used by Private Banks as proper discipline measures. But most of the respondents agree that there lacks regular and appropriate follow up to correct those in a deviance behavior.

Other interpersonal deviance behaviors that are displayed between individuals in the workplace and involved behaviors such as: theft , turnover, absenteeism ,destructive rumors, belittling (mocking) others, playing pranks on others, acting rudely, arguing, physical aggression, poor service, workplace incivility is bad-mannered and disrespectful behavior that harms whether it is intentional and unintentional, interruption while speaking, receiving humiliating notes, and not being thanked when helping co-worker, and counterproductive behavior. Individuals that have serious personality flaws or mental disorders make them commit deviant acts. This is also observed in some private banks of Ethiopia. Dysfunctional employees with deviant behaviors in the workplaces are present due to dysfunctional family system from their childhood growth. Most respondents agree that those elder employees are likely to be more honest than younger employees; religious people tend to be more ethical than others, and married employees are

honest than unmarried. While the availability of close supervision decrease deviance behavior, the availability of ethical dilemmas increases it. Job dissatisfaction influences employees to engage in a poor service, destructive rumors, theft, sabotage of equipment and turnover absenteeism. Scott and Chen (2003) also assert that job satisfaction has negative effect on the intention to quit. Research by Harrel and Stahl (1984) found that there is positive significant correlation between job satisfactions and work performance. The target population shows large variability in the behaviors and attitudes of interest being researched

The consequences of these deviant employees workplace behaviors go beyond financial costs. Nearly every one of respondents agreed deviant behaviors of personal aggression –such as sexual harassment and verbal abuse are the major cause of job dissatisfaction and turnover. Research by Tett and Meyer (1993) suggested that there is negative correlation between job satisfaction and intention to quit. Some of the respondents have indicated that deviant employees cause stress and anger as well as communication problem in other coworkers as well; corruption and bureaucracy are other effects of these behavior found in the private banks of Ethiopia especially for borrower clients and importers. These deviant behaviors had all impacted and destroys trust and belief in the person in some departments of the private banks. Coccia (1998) agrees with this, “victims of interpersonal workplace deviance are more likely to suffer from stress related problem and show relatively decreased productivity, lost work time and a relatively high turnover rate, and financial costs.”

Creating and promoting an ethical organizational culture, communicating about ethics and values, providing ethical training programs, background checking in recruitment and selection, employment interviews, keeping records, and inspections are the major instruments of answers given to control deviant employees’ workplace behaviors in the private banks of Ethiopia.

Regarding sex category for more deviance in terms of employee’s workplace behaviors, even though some male employees engage in some deviant behaviors of personal aggression deviance like sexual harassment, most of the responses suggest that female employees deviate more often than men in most deviant behaviors such as late coming and leaving early, delaying in delivering tasks, verbal abuse, gossiping about co-workers, blaming coworkers, and of immoral dressings.

Lastly, many managers strive to create cohesive ethical organizational culture and an environment where employees are able to express their concerns, anger or frustrations to a trusted supervisor. But they have to also look for practical implications in understanding why certain employees might be disciplined where other aren't. This is because deviant employees' behavior is behavior that threatens the organizational effectiveness and well being. Unless it is managed and corrected, it creates job insecurity, job dissatisfaction, negatively affect strategic role, brings depressing emotions on employees; and enrode the culture of citizens at large. It in turn has a great impact in the profit and growth of financial institutions in the country.

5.3 RECOMMENDATIONS

Based on the analysis and interpretation of gathered data the following recommendations are made: -

The researcher found the dimensions, impact and depth of deviant employees behaviors are different from one bank to the other. The nature and impact of these behaviors are diverse in different environments. Furthermore, there is no one method to address all kinds of deviance behaviors in the

different private banks of Ethiopia. Even though understanding dimensions and reasons of employees' deviant behaviors is complex and vast issue, the researcher recommends the right and relevant solution should be found to avoid terrible consequences. With regard to the complain of the employees, the pvt CBs managements and board directors should construct a clear and visible benefit packages and career path development system in order to avoid major complain of employees.

It is essential for managers to understand the antecedents of such behavior to minimize its prevalence. Organizational factors such as ethical values, organizational justice, and codes of ethics improve individuals' way of thinking. But these are not witnessed and implemented in many PVT CBs of Ethiopia. The researcher strongly recommend for the full implementation and availability of ethical values, organizational justice, and codes of ethics in PVT CBs of Ethiopia. Hence, it is very advantageous to prevent deviance behaviors and employees from the grass root in the early stage.

Managers have to be role models through visible ethical actions, listen to staff members' frustration and anger to prevent damage, inspect employees and be careful not to engage in verbal abuse. Employees are the main asset for service rendering companies like banks. There is a lot of competition now a days in the banking industry of the country. Customer satisfaction is an essential element in attaining loyal clients in the bank. This is mainly enhanced by the employees of the bank. In any organization, managing the behavior of employees is difficult and a major concern. Without well experienced, motivated, ethical employees, it is difficult to attain visions and satisfy stockholders. It is difficult to get innovative ideas, better intelligence and better customer service. Intern, different works of the bank will not be done effectively and efficiently.

Training and seminars should be given to all employees regarding deviant behavior and in creating awareness in the rules and procedures of the company; this is important to prevent future contamination of these behaviors and damages due to it. Clear and applicable procedures should be enforced. Best and competent employees of the bank may leave due to other's (coworker and supervisor) deviant behavior that are committed against them. Thus proper follow up, rewards, sanctions, discussion and measures should be taken on deviant employees, in order to prevent banks from loss.

Furthermore, employees should carry out their tasks, duties, and responsibilities of their positions and should not engage in actions which will harm the organization, other employees or its customers in any way. All employees of the bank should stick to the productive norms of the bank. Deviant behaviors have a negative effect on profitability of the commercial banks, and their employees, as well as for the country at large. In addition, further studies are required so as to resolve future challenges and damages. Finally, a lot needs to be done in order to create a good culture in the banks and outside along with the citizens of Ethiopia.

5.4 Future Areas of Research

The researcher faced problems of getting a generalized statistically documented data about deviant employee behavior and measures taken regarding private banks' employees specially on political deviance -such as favoritism, gossiping about co-workers, blaming coworkers, and competing non-beneficially in the department among co-workers. The pvt CBs didn't record and measure these stastically. If futher researches are done in this regard, it will be a great help for pvt CBs and other researchres as well. In addition to this, further study on deviant behaviors that violate social norms, including formally enacted rules as well as informal violations of social norms would be important; especially if researches are done on the relation and conflict of both organizational and social norms. This may incorporate the views of sociologists, psychologists, and psychiatrists. Other future areas of research can be on positive deviance behaviors of PVT CBs, deviance behavior of branch and international employees of PVT CBs of Ethiopia and deviance behaviors with regard to other stakeholders such as shareholders, board of directors, management, customer, government, and employees.

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Appendix I

St. Mary's University College

Faculty of Business

Department of Business Administration

Questionnaire and Interview to _____ Bank Share Company Employees

For collecting data to be used to assess workplace deviance behavior in the Bank.

INTRODUCTION

The objective of this questionnaire is to gather data in _____ .

We appreciate your cooperation in filling out your response to the following questions.

Please note that the data gathered will be held strictly confidential.

Please tick the appropriate answer for the following questions in this section:

I. PERSONNEL:-

- 1. Nature of Position held:
 - Top Management (Director) Division
 - Management (Manager) Middle
 - Management (Asst. Manager) Lower
 - level staff (Officer)
 - Lower level staff (Office assistant)

- 2. Period of service in the present Organization:
 - Less than 1 year
 - 1 - 3 years
 - 3 – 5 years
 - More than 5 years

- 3. Educational attainment of the respondent:
 - Below Diploma
 - 4. Under Graduate
 - Diploma
 - Above Under Graduate

- 5. Gender:
 - Male
 - Female

II. SPECIFIC WORKPLACE DEVIANCE BEHAVIOR ASSESSMENT QUERIES

No	Based on your own experiences in this organization, do you agree or disagree with the following questions? (Tick X on your choice). Also write your opinion for follow-up questions next to agree/disagree questions.	Strongly agree	Somewhat agree	Neutral	Somewhat disagree	Strongly disagree
1	Do you believe there is a deviant behavior due to inequitable treatment (injustice) and abusive supervision in the work place/department?					
1.1	<p>If the answer for question '1' above is 'Strongly disagree', Which areas need to be improved?</p> <hr/> <hr/> <hr/>					
2	Do you think that there is production deviance- like leaving early, taking excessive breaks; intentionally working slowly, disobey supervisor's instruction and wasting resources observed in your work place/department?					

	<p>If the answer to question '2' above is 'strongly agree' or 'somewhat agree', what solution do you suggest for your organization to use?</p>
2.1	

3	<p>Do you think that there is property deviance- like sabotaging equipment, accepting kickbacks, lying about hours worked, and stealing from company observed in the department among co-workers?</p>						
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	<p>If your answer to question '3', above is 'strongly agree' or 'somewhat agree', what solution do you suggest for your organization to use?</p>
3.1	

4	<p>Do you think that there is political deviance -such as favoritism, gossiping about co-workers, blaming coworkers, and competing non-beneficially in the department among co-workers?</p>						
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4.1	<p>If your response to '4' above is 'strongly agree' or 'somewhat agree', what solution do you suggest for your organization to use?</p>
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5	<p>Do you think that there is personal aggression –such as sexual harassment, verbal abuse, stealing from co-workers or customers, and endangering coworkers in the work place/department among co-workers?</p>

5.1 If the answer for question ‘5’ above is ‘strongly agree’ or ‘somewhat agree’, what solution do you suggest for your organization to use?

6 Do you think that there is follow up and proper discipline measures taken to correct those in a deviance behavior?

6.1 If the answer for question ‘5’ above is ‘strongly agree’ or ‘somewhat agree’, what correction measures did you observed?

Do you have any comments and additional opinions or causes for or views in relation to deviance behavior observed in the workplace/department among coworkers? Please write them here.

THANK YOU!

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Appendix II

Interview and Focus Group Discussion

Questions

1. Is there deviant employees' work place behavior in PVT commercial banks of Ethiopia?
2. What kinds of deviant employees' work place behavior are observed in PVT commercial Banks of Ethiopia
3. What are the manifestations of deviant employee's workplace behaviors?
4. What is the reaction of PVT banks to deviant employee workplace behaviors?
5. What are the causes of deviant employee's workplace behaviors?

6. What are the different kinds of organizational and interpersonal deviance observed in the private banks?
7. What are the consequences of deviant employee's workplace behaviors?
8. Which of the sex category are more deviant in terms of employee's workplace behaviors?
9. Do you agree that elder employees are likely to be more honest than younger employees, religious people than others, and married employee than unmarried employee?
10. How do we preventing deviant behaviors and minimize its impact?