

**THE IMPACT OF WORK-LIFE BALANCE POLICIES ON DEVIANT WORKPLACE
BEHAVIOR IN PAKISTAN**

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Abstract

Purpose of this research is to explore the association between work-life balance policies and deviant workplace behavior. For this purpose a survey was conducted from 282 employees of several organizations in Karachi Pakistan. Results show that all dimensions of work life balance except personal commitment have significant influence on deviant workplace behavior. This research provides insight on that area of study which is not yet investigated and tested in Pakistan. The limitation of study is sample population taken from one area of Pakistan that is Karachi, limiting fully generalizability of the current findings.

Keywords: Deviant Workplace Behavior, Work-life Balance, HR Policies

INTRODUCTION

Deviant work place behavior (DWB) is not a new idea to discuss in corporate world but the reasons which create deviance are still ushering new dimensions to examine with the time and are subject to study. DWB is a vital issue for researchers due to its growing rate and possible effects (Spector and Fox, 2005). The loss which organizations have suffered due to work place deviance is in billions of dollars per year. The incidence of DWB is very expensive for companies and employees. (Bennett and Robinson, 2003). There are several explanations available for employees deliberate destructive behavior in organizations and every explanation leads towards the conclusion that employee does not get what he/she expects from organization and in return most of the employees do what they are not supposed to do at work or do things which are against employer or organization's expectations. In recent decades the norms of doing business as well working trends witnessed a drastic change and so did the

employees thinking and expectation at work. In the era of globalization and 24/7 working structure, the concept of work life balance has emerged and now become necessity of every employee. This study evaluates possibility of relationship between organization's work life balance policies with deviant work place behavior, and also assesses the effect of improving /introducing WLB policies in organization in reduction of deviance from work place.

LITERATURE REVIEW

Deviant work place behavior can be classified as deliberate behavior that breaches major organizational standards and jeopardizes the organizations interests and or its employees (Robinson and Bennett, 1997). Griffin and Lopez, (2004) recognized that every employee at work has possibility to engage in this destructive behavior. Managers usually do not encourage studies that highlight such behaviors as it refers organizational weakness and governance issues. (Analoui and Kakabads, 1992).

Work place deviance usually occur where an employee feels victim of unfair treatment .As Mitchel and Ambrose (2002) stated that deviant work place behavior is a retaliation of unfair treatment with an unfair treatment 'an eye for an eye'. Employees most likely encounter feeling of resentment, aggravation and wish to retaliate when they sense they are being treated unjustly (Bies and Tripp, 1996; Greenberg, 1990). Perceived discrimination is a foundation to establish nonconforming workplace behavior (Bennett & Robinson, 2000; Fox, Spector, & Miles, 2001).

Clutterbuck (2003 p.8) defined work life balance as "A state where an individual manages real or potential conflict between different demands on his or her time and energy in a way that satisfies his or her needs for well-being and self-fulfilment". From this definition, it is evident that work life balance is not a process of balance or equal distribution of your work and non-work life but it is a measure of control over when, where and how you work which helps you to achieve maximum satisfaction that you are living your life and your work is still beneficial and acceptable as a standard for business.

WLB definition given by (Department of Trade and Industry,2001) makes this concept clearer that it is not only belong to family and baby minding. Nor regarding fewer hours work. The notion of WLB is working 'smart' and sensing fresh enough to manage your work life and personal life without compromising any one for other. WLB has become inevitable for everybody regardless in which phase he/she is in of his/her life.

So WLB entire theme is based on minimizing the tension between work and different parts of people's lives and creating a productive work culture which has supportive management and organizational system. But when an individual finds that the organization in which he/she is employed is not giving him/her enough room to have control over work and he/she is not

working smart then the feelings of breach of psychological contract emerge which leads employee deviant behavior at work.

The term Psychological Contract (PC) was conceived by Argyris (1960) and refers to an “unwritten contract between employers and employees which covers a series of mutual expectations and satisfaction of needs arising from the people-organization relationship” (Mullins, 2002 p 908). The important aspect of the PC is a notion of mutuality that integrates sense of acceptance of promises and responsibilities by employer and employee. Such commitments usually based on the subject of faithfulness, flexibility and job security. Moreover these commitments also include prospects for employee’s development and career progress but the current generation of employees gives more importance to quality of life, in respect to the ever increasing work pressure (Mitchell , Holtom, Lee, 2001). The influence of work-life problems on younger employees’ psychological contract investigated by Smithson and Lewis (2001) reveals that some employees compromised on job insecurity and poor working conditions in return of job flexibility and normal working hours, just because of they wanted to have room for their relations or private lives. In fact, it has been argued that WLB can play an important role in creating a positive psychological contract (i.e. established on shared faith) (Coussey, 2000).

Work-life balance needs to be identified by employees as an important factor of psychological contract between employees and organization that higher management really needs its employees to be zestful at work and in personal lives (Clutterbuck, 2003). But when an employee expectation doesn’t fulfill by employer then Psychological contract violation comes into existence, and potential emotional response to this violation leads to deviant workplace behavior (Tompru and Nikolau, 2010). Deviant workplace behavior is a type of confrontation to organizations authority. Whilst an employee unable to acquire his right as per his expectation at the beginning of job than he/she demonstrates deviant behavior at workplace (Lawrence and Robinson, 2007). As stated by Appelbaum, Iaconi and Matousek (2007) at any time employee finds that he is not receiving according to expectation he will be inclined to display deviant workplace behavior.

Lack of opportunities to avail work life balance in any organization bring sense of deprivation among employees and they feel frustrated .As per Ozler and Atlay (2011) statement dissatisfy ,unpleased and aggravated employees become victim of burnout syndrome and ultimately it produces negative results like leaving before office time, engaging in clashes with other employees, censuring others, working slow and absenteeism. Burnout syndrome takes place when an employee unable to cope work stress created by any reason i-e working long hours , responsibility to looking after (elder ,disabled or sick), role conflict. Spector (1992)

concluded that encountering work stressors have direct link to violent behaviors like sabotage , unfriendliness , antagonism.

The longer numbers of hours people spend at work have negative effects on families' life. Burchell, Deaken and Honey (1999) discovered in the survey of 340 employees, about 50% employees had the opinion that long working hours made their family life compromised over work. The majority of frequently mentioned issue were sensing exhausted and bad-tempered, not having sufficient time for spouses and offspring and limiting the family activities and enjoyment. Furthermore, studies have recognized that rise in job stress has chances to promote deviance or outcomes that encourage deviance like absenteeism, disappointment, stress, and nervousness (Jackson and Schuler ,1985).

Researches propose that the intrusion of work with home or home with work is truly a reciprocal relationship (Carlson and Kacmar, 2000). The interference of family responsibility with work are well recognized as prime reason of absenteeism because employee mostly unable to fulfill his family responsibility at work such as looking after school going sick children at home (Anderson et al., 2002; Burke and Greenglass, 1999). Additional commonly established results of work intrusion with home are low organizational commitment by employees (Lyness and Thompson, 1997), and higher stage of burnout, or work-related tiredness (Kinnunen and Mauno, 1998). Study shows that work intrusion with home is more common than home intrusion with work (Eagle, Miles and Icenogle, 1997; Gutek, Searle and Klepa, 1991).

Role conflict is also referred as issue of work life balance and one of the reason of stressor where employee face clash between work and family role that which one needs to be fulfilled it could be good father/mother against good employee (Kinney, 1995). Study has shown that role conflict and role ambiguity influence number of attitudes and behaviors over different work situations (Boles, Johnston and Hair., 1997). Einarsen, Raknes, and Matthiesen, (1994); Chen and Spector, (1992) studies show that stress linked with role conflict is revealed to be related with workplace bullying and workplace hostility. Research on effect of work-family conflict and sales person deviance behavior by Darrat, Mahmoud , Amyx, Douglas, Bennett and Rebecca (2010) revealed work-family conflict is a main forerunner of deviance at work as sales persons were facing enhanced deviation in work family roles and responding by breaching the organizational rules where forty percent of sales reps confess that they were involve in work place deviance .

By introducing work life balance initiatives or improving the prevailing work life policies organizations can create positive psychological contract and manage to avoid such burnout syndrome and its repercussions. Appelbaum, Deguire and Lay (2005) suggest maintaining and honoring the psychological contract, supports fair work environment and encouraging wellbeing avoids work place deviance.

METHODOLOGY

This research has been conducted on quantitative bases, the author attempted to examine the link between the dependent variable (Deviant workplace behavior) and independent variables (Long working hours, Family responsibilities, Role conflict and Personal commitments).

Data

In this research we have collected primary data by simple random sampling of sample size 282 from the staff of different banks, mobile companies, manufacturing companies and hospitals with the help of self designed questionnaire based on likert scale (1 to 5).

1= strongly agree and 5=strongly disagree.

Model Equation

Deviant Workplace Behavior = Constant + Long Working Hours + Family Responsibilities + Role Conflict+ Personal Commitments

$$DWB_i = \beta_0 + \beta_1 \cdot LWH_i + \beta_2 \cdot FR_i + \beta_3 \cdot RF_i + \beta_4 \cdot RC_i + \beta_5 \cdot PC_i + U_i$$

ANALYSIS & FINDINGS

Sample Distribution

Total 282 questionnaires distributed and collected for data from employees of several organizations and no data is missing.

Table 1 Sample Distribution

		Gender	Age	Marital status	Cadre	Experience	Segment
N	Valid	282	282	282	282	282	282
	Missing	0	0	0	0	0	0

Table 2 Sample Distribution - Genderwise

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	196	69.5	69.5	69.5
	female	86	30.5	30.5	100.0
	Total	282	100.0	100.0	

Table 3 Sample Distribution - Agewise

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
20-30 years	217	77.0	77.0	77.0
31-40 years	54	19.1	19.1	96.1
Valid 41-50 years	7	2.5	2.5	98.6
51and above	4	1.4	1.4	100.0
Total	282	100.0	100.0	

Data frequency depicts age of contributors between 20-30 years is 77% , 31-40 years is 19%,41-50 years is 2.5% and 51 and above years is 1.4% only.

Table 4 Sample Distribution – Marital statuswise

Marital status				
	Frequency	Percent	Valid Percent	Cumulative Percent
single	204	72.3	72.3	72.3
married	50	17.7	17.7	90.1
Valid married with children	25	8.9	8.9	98.9
single parent	3	1.1	1.1	100.0
Total	282	100.0	100.0	

Marital status of the participants who are single is 72% , married participants are almost 18%, participants who are married with children are 9% and 1% single parent.

Table 5 Sample Distribution - Caderwise

Cadre				
	Frequency	Percent	Valid Percent	Cumulative Percent
staff	132	46.8	46.8	46.8
line manager	67	23.8	23.8	70.6
Valid middle management	64	22.7	22.7	93.3
higher management	19	6.7	6.7	100.0
Total	282	100.0	100.0	

Job cadre of the participants reveals that almost 47% participants works under staff cadre,

almost 24% works under line manager cadre, almost 23% works under middle management cadre and 7% of participants belongs to higher management.

Table 6 Sample Distribution - Experiencewise

Experience				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 year	79	28.0	28.0	28.0
2 years	54	19.1	19.1	47.2
3 years	65	23.0	23.0	70.2
4 years	28	9.9	9.9	80.1
5 years or more	56	19.9	19.9	100.0
Total	282	100.0	100.0	

Experience of participants' shows that employees with one year experience are 28% , 2 years experience are 19% , 3 years experience are 23% , 4 years experience are 10% and 5 years or more experience are 20% of the data collected.

Table 7 Sample Distribution - Segmentwise

	Frequency	Percent
business	138	48.9
support	144	51.1
Total	282	100.0

Participants of this research belong to support segment of their organizations are 51% and rest of 49% belongs to business segment.

Table 8 Case Processing Summary

		N	%
Cases	Valid	282	100.0
	Excluded ^a	0	.0
	Total	282	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Estimation

Cronbach's Alpha Reliability test calculated to confirm the consistency of the measures we applied in research. The observed Cronbach's Alpha value is .745 in this research which is acceptable so measures we used in this study are reliable and appropriate.

Model Estimation

Table 9 Regression Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.360 ^a	.130	.117	.63742	1.584

a. Predictors: (Constant), PC, LWH, RC, RF

b. Dependent Variable: DB

Over all model is significant as its value is less than .05. The combine effect of the model is shown by F-statistic which is 10.328.

Table 10 ANOVA Statistics

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.785	4	4.196	10.328	.000 ^b
	Residual	112.547	277	.406		
	Total	129.332	281			

a. Dependent Variable: DB

b. Predictors: (Constant), PC, LWH, RC, RF

Table 11 Regression Coefficients

Coefficients ^a									
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.146	.211	10.192	.000	1.731	2.560		
	LWH	.264	.069	.243	.3818	.128	.400	.779	1.284
	RF	-.152	.062	-.165	.2439	-.274	-.029	.688	1.455
	RC	.273	.067	.259	.4067	.141	.405	.777	1.286
	PC	.003	.048	.005	.943	-.091	.098	.807	1.239

a. Dependent Variable: DB

Table 11 shows the effect of each independent variable on dependent variable. The beta of LWH is .243 which shows significant positive impact on deviance workplace behavior as sig value is less than 5%. Beta of RF is -.165 which shows significant negative impact on deviance behavior as sig value is less than 5%. Beta of RC is .259 which shows significant positive impact on deviance workplace behavior as sig value is less than 5%. Beta value of PC is .005 which shows insignificant impact on deviance workplace behavior as sig value > 5%.

Table 12 Residuals Statistics

Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.5007	4.0920	3.2624	.24440	282
Residual	-1.51961	1.44356	.00000	.63287	282
Std. Predicted Value	-3.117	3.394	.000	1.000	282
Std. Residual	-2.384	2.265	.000	.993	282

a. Dependent Variable: DB

Model Equation

Deviant workplace behavior = 2164 +(.2.43) Long working hours + (-.165) Responsibilities of family + (.259)Role conflict + (.005) Personal commitments

CONCLUSION

This study tries to find the relationship between organization's work life balance policies and deviant workplace behavior and in this research we probed the contribution of work life balance in deviant workplace behavior. On the basis of regression analysis results we can say that this research empirically supports relationship between DWB and work life balance policies. In the context of literature review of this research when an individual finds that the organization in which he/she is employed is not giving him/her enough room to have control over work and he/she is not working smart then the feelings of breach of psychological contract emerge which leads employee deviant behavior at work such as behaving rudely with bosses ,colleagues and subordinates, exchanging harsh comments with customers and staff, hearing gossips and rumors about bosses at work, passing remarks on colleagues, not following the bosses instructions at work, using abusive language at work , making fun of bosses and customers , discussing confidential information with people outside organization. Study results support the impact of work life balance on deviant workplace behavior as long working hours, family responsibilities and role conflict were observed as significant predictors of deviant workplace behavior. Where work-life balance policies, which promote long working hour culture, create role

conflict and do not offer room to fulfill family responsibilities in organizations cause deviant workplace behavior. The results of the research propose that organizations should practice such policies that help employees to improve their work and life balance in a way that their psychological contract remain intact with organization which results desirable behavior outcome at work. However, further research is recommended to validate this relationship of deviant workplace behavior and work life balance policies. The limitations of study are sample population taken from one area of Pakistan only i-e Karachi and sensitivity of research due to which the respondents may have not disclosed their acts of deviance at workplace in spite of assurance of complete anonymity.

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