Role of Gender in Counterproductive Work Behavior: A Cross–Sectional Analysis of Employees in the Banking Sector

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ABSTRACT

Deviance at the workplace is the displaying of counterproductive work behavior by the employees that includes in its ambit a set of behavioral activities that jeopardize, sabotage, and undermine the motives, goals, objectives, and interests of the organization at large. The present study makes a modest attempt to study the occurrence of negative deviance in the banking sector through the use of Counterproductive Work Behavior Checklist (CWD-C). The choice of this particular sector has been motivated by the researchers’ academic interest and due to the presence of limited number of empirical studies in this area. Further, the study aims to identify the role of gender with regard to the occurrence of counterproductive work behavior among the bank employees. The results of the study point out female bank employees were found to be engaging in abuse and theft significantly more than the male employees, while the men were found to be significantly more likely to commit production deviance than their female counterparts.

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INTRODUCTION

The successful functioning of any modern organization is contingent upon the effective and healthy working relationship between employer and the employees as well as among the employees themselves. The issues emanating from workplace are significant in understanding the organizational behaviour as it has a lasting impact on both the organization and the employees working in it. In an organizational set up, the employees come together, engage and interact with themselves and when their behaviour match and coincide with the organizational norms, the balance and harmony is achieved, whereas when their actions do not match with the norms and standards of the organization, then the conflict occurs which has far reaching social-psychological and economic implications. The normative structure of an organization is broadly made up of certain basic ground rules; and moral and elementary community standards which are represented in the form of organization’s policies, rules, and procedures (Feldman, 1984). One of the key workplace related concerns that has initially garnered less attention among the academicians is the issue of organizational deviant behaviour. However, on account of its pervasiveness, the concept of organizational deviance has become the topic of high interest among the researchers and policy makers in the recent years. Workplace deviance, in its simplest form, can be understood as the behaviour that encroaches upon the norms, procedures and standards set by the organization, and overawe the welfare of the firm and its members (Robinson and Bennett, 1995). Workplace deviance can be categorized into two types- interpersonal deviance and organizational deviance. While, Interpersonal deviance comprises of such behaviour which are directly harmful to the co-workers in an organization such as bullying, vulgarity, sexual harassment, hostility, etc., while organizational deviance entails those activities which are directly detrimental to the organization itself such as deceit, sabotage and theft etc. Additionally, and more popularly, the deviant behaviour at the workplace can be manifested and classified in terms of positive and negative in nature (Appelbaum, Semerjian, and Mohan, 2012). Positive deviance at work refers to as engaging in a range of activities by the employees such as, whistle blowing, condemning non-competent seniors/superiors, not complying with the flawed and dysfunctional instructions of the superiors, etc. Although, positive work deviance is a departure from the norms prescribed by the organizations, however it has a constructive and beneficial effect in terms of providing a push, motivation and encouragement to the employees to stand up for themselves and for the organization against something that is immoral and unethical, which in turn enhances the efficiency, innovativeness and creativity of the workers and helps in creating a pro-social environment at the workplace (Warren, 2003). Speaking simply, negative deviance at workplace is the displaying of the counterproductive work behaviour by the employees which
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