UNIVERSITI PUTRA MALAYSIA

PREDICTORS OF WORKPLACE DEVIANT BEHAVIOUR AND THE MEDIATING ROLE OF JOB SATISFACTION AMONG SUPPORT STAFF IN MALAYSIAN LOCAL AUTHORITIES

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By

MAZNI BTE ALIAS

Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia, in Fulfilment of the Requirements for the Degree of Doctor of Philosophy
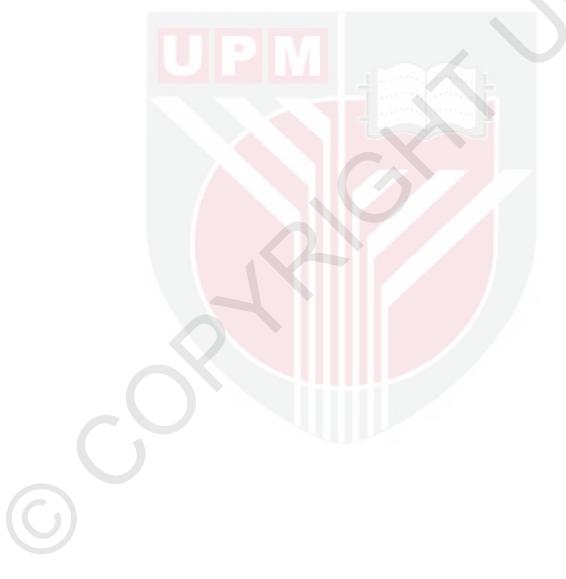
July 2013

DEDICATION

This dissertation is specifically dedicated to my husband,
Ameruddin Abdul Halim

and all my kids

Mohammad Hafizuddin Ameruddin
Nur Farhana Lyana Ameruddin

For their patient, encouragement and understanding.

To my mother and father for their faith, support and belief in me.

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By

MAZNI BTE ALIAS

July 2013

Chair: Roziah Mohd Rasdi, PhD

Faculty: Educational Studies

This study examined the factors influencing workplace deviant behaviour and the mediating role of job satisfaction among support staff in the Malaysian Local Authorities. It is imperative for HRD practitioners to determine the factors predicting workplace deviant behaviour due to its implications on employee's performance and organisation development. It has been reported that support staff workplace deviant behaviour has been at its highest percentage compared to other categories of employees in Malaysian public service organisations. Despite this high percentage, there is a lack of empirical evidence on the predictors of workplace deviant behaviour among support staff specifically in the Malaysian and Asian context. Researchers have also suggested that further research should focus on employing job satisfaction as a mediating variable in workplace deviant behaviour studies. This study used Mount, Judge and Ilies's workplace deviant behaviour model, Social Exchange Theory, Affective Events Theory and General Strain Theory to explain the relationships between the individual-related factors (i.e., negative

affectivity, conscientiousness, agreeableness, and emotional intelligence), organisational-related factors (i.e., organisational ethical climate, and organisational justice, perceived organisational support, trust in organisation), work-related factors (i.e., work stress and job autonomy), workplace deviant behaviour and job satisfaction as the mediating variable. This study adopted a cross sectional survey and employed a structured questionnaire in data collection. The study involved 429 respondents selected through two stages of cluster random sampling. Four clusters of population were randomly selected at the first stage, followed by the random selection of samples from the clusters at the second stage. Descriptive analysis and Structural Equation Modeling (SEM) using AMOS software in SPSS were used in the analysis. Results in the direct structural model revealed that negative affectivity, agreeableness, perceived organisational support, trust in organisation, and job autonomy influenced workplace deviant behaviour among respondents. However, conscientiousness, emotional intelligence, organisational ethical climate, organisational justice, and work stress did not influence workplace deviant behaviour. The full mediation model which is also the proposed model in this study also indicates a good model fit. Results revealed that job satisfaction fully mediates the relationship between perceived organisational support, and job autonomy on workplace deviant behaviour. In addition, the relationships between negative affectivity and agreeableness on workplace deviant behaviour were partially mediated by job satisfaction. This study provides a predictive framework explaining support staff engagement in workplace deviant behaviour. The findings of this study also would assist HRD researchers and practitioners in understanding the issues and strategies to reconcile the prevalence of workplace deviant behaviour.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia Sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

PERAMAL TINGKAH LAKU MENYIMPANG DAN PERANAN KEPUASAN KERJA SEBAGAI PENGANTARA DALAM KALANGAN KUMPULAN KAKITANGAN SOKONGAN DI PIHAK BERKUASA TEMPATAN MALAYSIA

Oleh

MAZNI BTE ALIAS

Julai 2013

Pengerusi: Roziah Mohd Rasdi, PhD

Fakulti: Pengajian Pendidikan

Kajian ini bertujuan untuk mengkaji faktor-faktor yang mempengaruhi tingkah laku menyimpang dan kepuasan kerja sebagai pengantara dalam kalangan kumpulan kakitangan sokongan Pihak Berkuasa Tempatan di Malaysia. Adalah penting bagi pengamal-pengamal Pembangunan Sumber Manusia untuk menentukan faktor-faktor yang menyebabkan tingkah laku ini kerana ia memberi kesan kepada prestasi dan pembangunan pekerja di organisasi. Tingkah laku menyimpang dalam kalangan kakitangan sokongan telah dilaporkan berada pada tahap peratusan yang tinggi berbanding kategori kumpulan pekerja lain dalam organisasi perkhidmatan awam di Malaysia. Walaupun peratusan tingkah laku menyimpang adalah tinggi, terdapat kekurangan bukti empirikal mengenai ramalan tingkah laku menyimpang dalam kalangan kakitangan sokongan khususnya dalam konteks Malaysia dan Asia. Penyelidik juga mencadangkan bahawa penyelidikan lanjutan perlu diberikan tumpuan kepada kepuasan kerja sebagai pembolehubah pengantara dalam kajian tingkah laku menyimpang di tempat kerja.

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Kajian ini menggunakan Model Tingkah Laku Menyimpang Mount, Judge dan Ilies, Teori Pertukaran Sosial, Teori *Affective Event* dan Teori *General Strain* untuk menerangkan hubungan antara faktor-faktor individu (*negative affectivity,* sifat berhati-hati*, agreeableness,* kecerdasan emosi) faktor-faktor organisasi (iklim etika organisasi, keadilan organisasi, sokongan organisasi, kepercayaan dalam organisasi), faktor-faktor pekerjaan (tekanan kerja dan autonomi) antara kepuasan kerja dan tingkah laku menyimpang. Kajian ini menggunakan rekabentuk kajian keratan rentas dan soal selidik berstruktur dalam pengumpulan data yang melibatkan 429 responden. Mereka dipilih melalui dua peringkat persampelan rawak kelompok. Analisis Deskriptif dan *Structure Equation Modeling* (SEM) melalui perisian AMOS dalam SPSS telah digunakan dalam analisis.Keputusan pengujian struktur dalam model langsung mendapati *negative affectivity, agreeableness*, sokongan organisasi, kepercayaan pada organisasi dan autonomi kerja merupakan mempengaruhi tingkah laku menyimpang. Walaubagaimanapun, sifat berhati-hati, kecerdasan emosi, iklim etika organisasi, keadilan organisasi dan tekanan kerja tidak mempengaruhi tingkah laku menyimpang. Keputusan menunjukkan bahawa kepuasan kerja merupakan pengantara sepenuhnya di antara sokongan organisasi dan autonomi kerja terhadap tingkah laku menyimpang dalam kalangan kumpulan sokongan. Kepuasan kerja merupakan pengantara separa antara *negative affectivity* dan *agreeableness* terhadap tingkah laku menyimpang dalam kalangan kumpulan sokongan. Kajian ini menyediakan satu rangka kerja untuk meramalkan penglibatan kumpulan sokongan dalam tingkah laku menyimpang. Dapatan kajian ini turut membantu penyelidik dan pengamal pembangunan sumber manusia dalam memahami isu-isu dan strategi bagi mengurangkan tingkah laku menyimpang di tempat kerja.

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This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfillment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory committee were as follows:

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DECLARATION

Declaration by graduate student

I hereby confirm that:
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