

The Interpersonal and Organizational Workings of Workplace Deviancy

The following research brief analyzes a scholarly article describing two quantifiable scales of workplace deviance: Organizational and Interpersonal. Workplace deviance has been described as voluntary behaviors that go against organizational standards as well as disrupt the cohesiveness of the organization as a single entity. These disruptions either stem from a lack of motivation or from the motivation to violate against normative organization values, both which correlate with the interpersonal workings, as well as the organizational workings, of any given organization workplace. The overall goal of the study was to develop a measurable construct in which to scale workplace deviancy.

Findings:

- In the first study, a pool of 314 deviant workplace behaviors was generated and these behaviors were reviewed and assessed by a panel of experts. In the second study, a subset of 58 of the deviant behavior items was further refined to 23 items by analyzing the interitem correlations, variances, and factor loadings of each item. Finally, a third study was conducted using confirmatory factor analysis (CFA) to verify the proposed dimensionality of the remaining 23 items and to begin the process of construct validation.
- An overwhelming 75% of employees have admitted to stealing from their own workplace at least once (McGurn, 1988).
- Workplace deviancy, including but not excluding: theft, fraud, vandalism, sabotage, and voluntary absenteeism, have an admission rate of 33 % - 75 % (Harper, 1990).
- Workplace deviance shows a positive correlation to serious economic threats within organizations
- Annually, \$40 - \$120 billion annual costs derive from common workplace deviant acts (Buss, 1993; Camara & Schneider, 1994).
 - Two emerging scales of deviancy came to fruition: Interpersonal directed deviance and Organizational directed deviance.
 - (Baron & Neuman, 1996; Giacalone & Greenberg, 1997; O'Leary-Kelly et al., 1996; Robinson & Bennett, 1995, 1997; Robinson & Greenberg, 1999; Skarlicki & Folger, 1997).

Implications:

- Organizational behaviors are usually confined to the workplace entity
- Employees encounter restraints within the workplace thus restricting the scope of deviant behaviors
- Interpersonal and organizational behaviors can be categorized into family or cluster deviant acts
 - Overtime these behaviors will coexist and act as a single entity which enables scientists to functionally classify the myriad of behaviors
 - Constraints within the workplace create situational and motivational manifestations for which deviant acts can occur
- Robinson and Bennett (1995, 1997) argued whether or not most deviant behaviors in the workplace were structured towards the organization as a whole (organizational deviance) or more towards the individual member of any given unit (interpersonal deviance).