

The Effects of Organizational Commitment on Deviant Work Behaviors of Employees at a Thai Government Bank

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Abstract: *The objective of this present study was to investigate the effects of organizational commitment on deviant work behaviors of Thai government bank's employees. A total of 143 employees of Thai government bank headquarters who agreed to participate in this study returned a self-administrated questionnaire with completion. A modified version of 17-item organizational commitment scale and 12-item of deviant work behavior were used as the instruments for data collection. The results of multiple regression analysis indicated that organizational commitment could explain 10.9% of variance to deviant work behavior ($R^2 = .109$, $F(3, 143) = 5.659$, $p < .01$). Findings also revealed that affective commitment had a significantly negative influence on deviant work behaviors ($\beta = -.379$, $p < .001$) and continuance commitment had a significantly positive impact on deviant work behavior ($\beta = .361$, $p < .05$) whereas normative commitment was found no significant effect on workplace deviant behaviors ($\beta = .131$, $p = .356$). These results suggested that the more affective commitment of government bank's employees felt, the less likely they tied up with deviant work behaviors. On the other hand, the more continuance commitment they sensed, the more likely they involved with workplace deviant behaviors. Discussion, limitations, and recommendations for further studies were also discussed.*

Keywords: *Organizational commitment, deviant work behaviors, Thai government bank.*

Introduction

The banking industry has presently been threatened by numerous factors, which cause both public and private banks to enhance their performance to be able to compete in a rapidly changing environment. Many banks tend to primarily focus on eliminating root causes of poor performance in order to increase their ability to competitiveness. Human resource is mainly considered as a key component that determines the success or failure of the organization. Every bank attempts to look for the best practice to upsurge its employees' performance and lessen undesirable behaviors that can deteriorate the organization in the long-term. Thus, the exploration on major factors that can describe the increasing of employees' performance and removing unwanted behaviors of employees at the bank has been scrutinized. One of various key

factors considered as the crucial factor that has an impact on employees' performance and detrimental behaviors is organizational commitment. Organizational commitment refers to an individual's identification and involvement with a particular organization (Griffin & Moorhead, 2014). A highly committed employee views oneself as a true member of the organization whereas a less committed employee is more likely to see oneself as a stranger. The more an individual is strongly attached to the organization, the more likely a person is to be satisfied and committed to the firm leading to an enhancement of job productivity (Robbins & Judge, 2013). Past research indicated that the existence of organizational commitment can help the organization gain support from employees leading to increase a greater productivity and

organizational performance (Osa & Amos, 2014). Also, employees who are affectively committed to the organization tend to show the lower level of work withdrawal and absenteeism (Lee, Carswell, & Allen, 2000; Hausknecht, Hiller, & Vence, 2008).

Numerous studies have extensively investigated the importance of organizational commitment and its effects on employee and organizational performance and effectiveness in the past decades (Roca-Puig et al., 2007; Dost & Ahmed, 2011; Irefin & Mechanic, 2014; Hafiz, 2017). Past studies found positive relationships between organizational commitment and employee and organizational performance, which were beneficial for the organizations to use as guidelines to improve their performance. Nevertheless, in order to explore the significance of organizational commitment in different perspectives, some research attempted to focus its examination on the negative consequence that has been influenced by organizational commitment. Previous studies placed their emphasis on the relationships between organizational commitment and workplace deviance (Gill et al., 2011; Ariani, 2013; Ramshida & Manikandan, 2013; Ugwu & Okafor, 2017). According to these studies, both negative and positive relationships between organizational commitment and deviant workplace behaviors were found depending on types of commitment. For example, the study of Gill et al. (2011) examined that affective commitment was negatively correlated to workplace deviance while continuance commitment was positively related to deviant work behaviors. The results of this specific study suggested that organizational commitment should not be solely perceived as a positive component leading to the organizational success, but also can be, in turn, a negative aspect that leads to the undesirable consequence. This conclusion is very useful to the organization, especially the bank, to carefully implement the concept of organizational commitment.

However, since the previous research has been conducted in the different settings and backgrounds, it will be beneficial for Thai banks to explore

whether the consequences of the relationship between organizational commitment and workplace deviance will be the same as found in past studies. Hence, this study aimed at examining the effects of organizational commitment on deviant workplace behaviors in a different setting and background. Employees who worked at a Thai government bank have been selected to participate in this study. The reason to choose a Thai government bank is because of its distinctive management process and system, which are quite interesting to scrutinize the relationship between these two variables. This study also tends to enhance the body of knowledge in this area in Thai context since the relationships between organizational commitment and deviance workplace behaviors in Thai organizations have been ignored and needed more attentions (Promsri, 2014). The purpose of this study also allowed the researcher to determine whether the relationships between three-component of organizational commitment and workplace deviance were distinctive when conducted in the specific context.

Literature Reviews

Organizational Commitment

The concept of organizational commitment is related to the degree to which employees are attached to their organization and are willing to remain as a member (Greenberg, 2011). Meyer and Allen (1991) proposed the three-component model identified individual's degree of attachment to the organization, which can be described as affective, continuance, and normative commitment.

Affective commitment refers to an individual's desire to remain working for the organization because he or she respects it positively and agrees with its fundamental goals and values. Affective commitment is the emotional attachment of individuals to the organization and subsequent identification with the organization (Ramshida & Manikandan, 2013). Employees who have a feeling of high degrees of affective commitment want to remain with the organization because they believe that they are part of the organization, and are

willing to support the organization to achieve its goals (Greenberg, 2011).

Continuance commitment refers to an employee's desire to stay and continue working for the organization due to the time, expenses, and effort that he or she has already spent to the company or the belief that it is quite difficult to get a new job with the equal or better benefits earned from the existing company (Greenberg, 2011; Aamodt, 2013).

Normative commitment refers to the extent to which an individual feels obligated to stay with the organization because of pressures from others (Greenberg, 2011; Aamodt, 2013). Employees who have high degrees of normative commitment are concerned seriously about others' thought if they resign the job. For example, an employee who has received a scholarship or financial support for a graduate degree from the company feel obligated to remain with the organization due to its extensive investment in that person.

Deviant Workplace Behaviors

Deviant workplace behaviors refer to employee's intentional behaviors that hinder organizational norms, goal achievement, and well-being (Colquitt, LePine, & Wesson, 2017). Robinson and Bennett (1995) proposed deviant workplace behavior's typology, which was created by the mixture of two dimensions – the degree of impact (minor or serious) and the level of workplace deviance (interpersonal or organization). The combination of these two components establishes the four distinctive deviant work behaviors as follows:

Property deviance refers to actions that violate the organization's belongings and assets. This behavior is viewed as a serious effect to the organization. Sabotage and theft are considered as forms of property deviance.

Production deviance refers to employee's behaviors that are directly against the increasing of productivity and efficiency of the organization. On the other hand, by so doing, production deviance causes the reduction of work efficiency and

effectiveness. Wasting resources and substance abuse are examples of production deviance.

Political deviance refers to actions that intentionally drawback other employees rather than the organization as a whole. Gossiping and incivility are instances of this deviant behavior.

Personal aggression alludes to serious interpersonal actions that employees take both psychologically and physically toward other employees. Examples of this deviant behavior include sexual harassment and abuse.

Organizational Commitment and Deviant Workplace Behaviors

Gill et al. (2011) examined the relationships between affective and continuance commitment and deviant workplace behaviors of employees and supervisors in South Korea. A total of 400 questionnaires were distributed to two organizations in South Korea. Questionnaires consisted of 6-item of affective commitment and 6-item of continuance commitment scales developed by Meyer, Allen, and Smith in 2001, and 19-item of Deviant Workplace Behaviors scale created by Bennett and Robinson in 2000. These two scales were a 7-point scale. As of 120 useable questionnaires, results of hierarchical multiple regression analysis revealed that affective commitment was negatively correlated with deviant workplace behaviors while surprisingly continuance commitment was found to have a positive relationship with deviant workplace behaviors. Also, a recent research by Ugwu and Okafor (2017) studied organizational commitment, occupational stress, and core self-evaluation as predictors of workplace deviance. Data were collected from 284 people at a selected university in Nigeria. The Workplace Deviance Scale developed by Robinson and Bennett in 1995, Organizational Commitment Questionnaire developed by Meyer and Allen in 1997, The Core Self-Evaluation Scale developed by Judge et al. in 2003, and Occupational Stress created by Cohen et al. in 1983 were used as the instruments for data collection. The results of multiple regression analysis showed that organizational commitment had a significantly

negative impact on deviant workplace behaviors. However, this study did not separate each dimension of organizational commitment when run the multiple regressions. This resulted in the weakness of relationships found between these two variables. Additionally, the study of Ariani (2013) investigated the relationship between employee engagement, organizational citizenship behavior, and counterproductive work behavior from 507 respondents of service industries in Indonesia. The findings indicated a significant negative relationship between employee engagement and counterproductive work behavior.

Despite past research attempted to examine the relationship between organizational commitment

and workplace deviance, most of them tended to focus on organizational commitment as a whole without measuring its relations to deviant workplace behaviors separately based on each three-component model proposed by Myer and Allen (1991). Also, some research attempted to investigate only two components of organizational commitment, and omitted normative commitment as referred to its suitability of scale measurement in some specific contexts (Gill et al., 2011). Based on these literature reviews, the research hypothesis of this study was proposed as “there is a significant relationship between organizational commitment (three-component including affective, continuance, and normative commitment) and deviant workplace behaviors” (Figure 1).

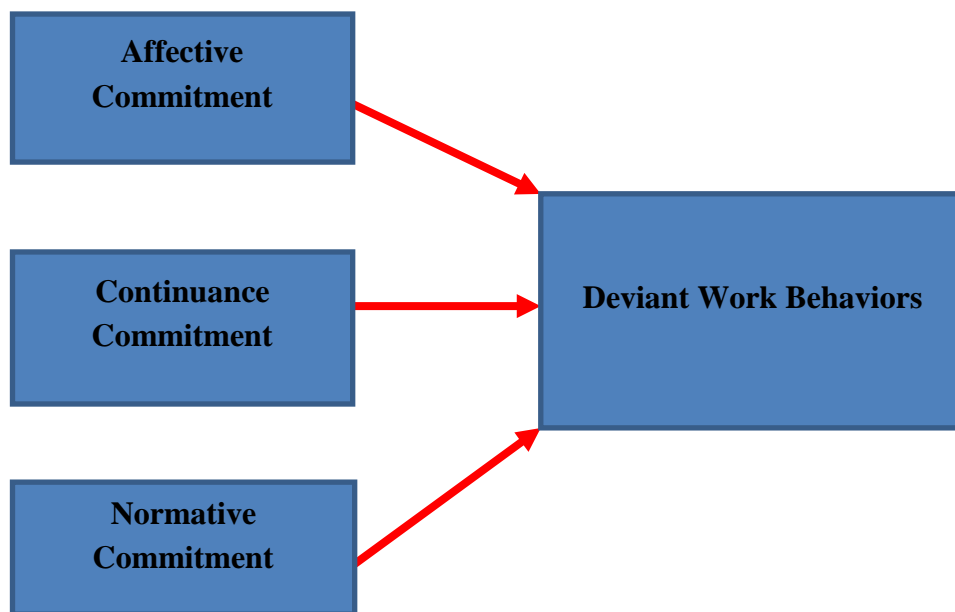


Figure 1: Conceptual Framework

Methodology

This study was an empirical study in which data were gathered through the self-administrated questionnaire. The total of 400 questionnaires was dispersed to Thai government bank employees in the headquarters by utilizing proportional stratified sample method. Among these 400 questionnaires, 143 were returned with completion and usable for data analysis. The questionnaire consisted of three sections including socio-demographic characteristics, organizational commitment, and

deviant work behaviors. Organizational commitment was measured through a modified version of 17-item of organizational commitment scale based on the concept of Myer and Allen (1991), which encompassed three components including affective commitment, continuance commitment, and normative commitment. This scale was a 5-point rating scale ranging from 1 (strongly disagree) to 5 (strongly agree). Deviant workplace behaviors was measured through a 12- item of a modified version of deviant workplace

behavior scale based on Robinson and Bennett's workplace deviance typology (1995). This scale was a 4-point rating scale ranging from 0 (never) to 3 (always). Prior to data collection, both of these scales were conducted content validity with index-objective congruence (IOC) method and reliability with Cronbach's Alpha test to ensure the quality of the instruments. The IOC score of each item confirmed that these scale measurement was

qualified to use for data collection as no item received score less than 0.5. As shown in Table 1, the alpha scores of these instruments were greater than 0.7, which exhibited a satisfactory internal consistency of these scales (Nunnally, 1978). For statistical analysis, multiple regression analysis was used to test research hypothesis of this present study.

Table 1 Reliability Coefficients of Three Dimensions of Organizational Commitment and Deviant Work Behaviors

Scale Measurement	No. of Items	Alpha Score
Affective Commitment	10	0.73
Continuance Commitment	4	0.77
Normative Commitment	3	0.75
Deviant Work Behaviors	12	0.88

Results

Frequency distribution revealed the results of respondents' socio-demographic characteristics. Findings demonstrated that the majority of participants in this present study were female (69.2%). Results reported that more than a half of respondents were aged between 31-40 years (56.6%). For their educational level, almost 60% of them earned an undergraduate degree (58.7%). Regarding organizational level, 52.4% of contributors who this present study were employers, and the rest of them were employees. Relating to their work experience at this government bank, 45.5% of respondents indicated that they had worked with this government bank for more than 15 years.

Prior to conducting multiple regression analysis, basic assumptions were tested to determine the suitability of using this statistical technique. Normality assumption was visually checked through the creation of a normal of P-P plot. The plot illustrated no serious departures of dependent variable, which indicated that normality assumption was met. The Durbin-Watson was computed to

check autocorrelation in regression data. The value of 1.494 could be assumed that there was no linear autocorrelation. Multicollinearity was also tested to check intercorrelation among independent variables. Table 2 indicated that the value of variance inflation factor (VIF) was less than 10 and the value of tolerance was not less than 0.2, which suggested that the multicollinearity was not violated for conducting multiple regression analysis. A multiple regression was carried out to investigate whether three dimensions of organizational commitment could significantly predict Thai government bank employees' deviant work behaviors. The results of regression analysis revealed that the model explained 10.9% of the variance and this model was a significant predictor of deviant work behaviors ($R^2 = .109$, $F(3, 143) = 5.659$, $p < .01$). While affective commitment ($\beta = -.379$, $p < .001$) and continuance commitment ($\beta = .361$, $p < .05$) contributed significantly to the model, normative commitment did not ($\beta = .131$, $p = .356$).

In conclusion, results of this model described that the more affective commitment of government

bank’s employees felt, the less likely they tied up with deviant work behaviors. On the other hand, the more continuance commitment they sensed, the

more likely they involved with workplace deviant behaviors. Consequently, research hypothesis of this present study was partially supported.

Table 2 Multiple Regression Analysis of Organizational Commitment on Deviant Work Behaviors

Model 1	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant	.644	.164		3.926	.000		
AFF	-.261	.080	-.379	-3.265	.001**	.475	2.105
CON	.183	.075	.361	2.435	.016*	.292	3.430
NOR	.060	.064	.131	.925	.356	.318	3.146
n = 143							
F = 5.659 df = 3 p-value < .01 R = .330 R² = .109 Adjusted R² = .090							
S.E = .379							
Durbin-Watson = 1.494							

*Significant at 0.5 level, **Significant at 0.01 level.

Conclusion, Discussions, and Recommendations

The purpose of this study was to examine the relationship between organizational commitment and deviant workplace behaviors. The results of regression analysis showed that affective commitment had a significant negative effect whereas continuance commitment had a significant positive influence on workplace deviance, which supported the findings of Gill et al. (2011) who found the significant negative relationship between affective commitment and deviant workplace behaviors and the significant positive correlation between continuance commitment and workplace deviance of samples in Korean companies. On the other hand, no significant relation between normative commitment and deviant workplace behaviors was found in this present study. These findings contribute new knowledge in this area. The results of this present study also partially supported the previous findings of Ariani (2013) and Ugwu and Okafor (2017) as both of these studies did not identify the relationship between each organizational commitment component and workplace deviance, it is quite difficult to determine what specific component of organizational

commitment had a negative influence on deviant workplace behaviors.

However, this can be concluded that the more affectively committed an employee was to this specific government bank, the less likely it was for that employee to involve with deviant workplace behaviors. This can be described that when this bank’s employees feel a high degree of affective commitment, they are willing to perform only good things for the bank. They might think that they are part of the bank and the bank is like their own place, showing deviant workplace behaviors is not acceptable for supporting the government bank to reach greater productivity and goals. In contrast, the findings indicated that the more an employee is committed to the bank based on continuance commitment, the more likely an employee is to engage to workplace deviance. This finding was consistent to Gill et al. (2013) in which continuance commitment had a significant positive influence on workplace deviance. Yet, they could not clearly explain this phenomenon despite past research implied the role of continuance commitment toward the work outcome. In fact, continuance commitment is less about commitment and more about a feeling

of being manacled to the organization (Baldwin, Bommer, & Rubin, 2013). Past research revealed that employees who felt a high continuance commitment are less likely to resign their job, but more likely to perform poorly (Luchak & Gellatly, 2007). At this point, this present study tries to imply that employees who remain in this government bank have realized that they can gain benefits from this bank for their living, which cannot be found elsewhere. This might be the reason that motivates them to compete with other employee in order to survival. Also, when employees feel like they have no other options than to stay with this government bank, their performance suffers. In this case, some forms of workplace deviance such as political deviance and personal aggression might be delivered so as to destroy other people whom they have perceived as a competitor. In addition, some employees might think that they have spent their time, effort, and energy to this bank for a long time, but the bank did not provide them sufficient compensation in return. Therefore, they might feel unhappy, but still cannot leave this bank to find a new job, and think that they must have done some negative things to respond to the bank's actions. In this case, some forms of workplace deviance like production and property deviance might be established. However, it is quite difficult to ensure that this conclusion is truly accurate until the further investigation will be conducted to examine the relations between each component of organizational commitment and each type of deviant workplace behaviors. Moreover, no effects of normative commitment on workplace deviance can be implied that people who are concerned with other's thought about their action tend to continue with what they have been doing rather than making problems. As this study found both positive and negative effects of organizational commitment on workplace deviance, the implication of organizational commitment should be practiced with cautions as continuance commitment can cause the negative consequence for the organization. However, the findings of this present study confirm that the investment in building affective commitment of employees in this

government bank should be continued and enhanced as this commitment helps prevent employee's intentional behaviors that violate organizational accomplishment and well-being.

For the future study, this present study suggests the expansion of sample size and collect data from employees who work at other branches of this government bank rather than the headquarters. To be able to clearly explain the cause and effect of each dimension of organizational commitment on workplace deviance, the further research should investigate the relationships between each component of organizational commitment and each type of workplace deviance. In addition, other independent variables such as job satisfaction and organizational citizenship behaviors should be included for the future study.

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