

Relationship between Deviant Workplace Behavior and Job Performance: An Empirical Study

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Abstract

This present study was mainly designed to examine the relationships between the typology of deviant workplace behavior (such as, production deviance, property deviance, political deviance, and personal aggression) and job performance. Deviant workplace behavior was measured by the Multidimensional Scale while job performance was assessed by Tsui et al.,’s Job Performance Scale. Data for this study were collected from 201 employed MBA students studying at four private universities in Chittagong, a port city of Bangladesh, who were asked to rate their supervisors’ deviant workplace behavior and job performance with the help of self-administered questionnaires. In data collection, this study used convenience sampling technique. Data collected were analyzed using descriptive statistics, bivariate correlation, and regression analysis. Results indicated a negative correlation between the typology of deviant workplace behavior and job performance. The main implication of the study was that as the existence of deviant workplace behavior is a prior indication of poor job performance, hence preventive measures

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should be taken to minimize it. The most important limitation was in using convenience samples that might limit the generalizability of the results. Future research directions are also discussed.

Keywords: Deviant Workplace Behavior, Multidimensional Scale, Job Performance

Introduction

Every issue related to job performance becomes a matter of anxiety to the modern organizations. Today's managers and researchers are continuously trying to find out the factors influencing the employees' job performances. Deviant workplace behavior (DWB) is one of them that influences employees' job performance. DWB is voluntary behavior that violates significant organizational norms and thus is perceived as threatening the well-being of the organization or its members (Robinson & Bennett, 1997). In the past decade, DWB at work has become the center of interest of an increasing number of research studies (Bjorkqvist, Osterman, & Hjelt-Back, 1994; Robinson & Bennett, 1995, 1997, 2000). Moreover organizational behavior scholars have shown considerable interest in the negative implications of employee deviance for bottom-line outcomes such as productivity and organizational performance (Bensimon, 1994; Buss, 1993; Camara & Schneider, 1994). Recent media focuses on acts of workplace delinquency, aggression, and violence has rejuvenated interest in the area of DWB (Bennett & Robinson, 2000). Results typically indicate that deviance has a negative impact on group performance. For organizational researchers and practitioners workplace deviance is an important topic because of its increasing occurrence and potential consequences (Spector & Fox, 2005). In particular, resistance manifested through employee dysfunctional attitudes and behaviors can be devastating to effective organizational change (Abrahamson, 2000; Reichers, Wanous, & Austin, 1997; Stanley, Meyer, & Topolntsky, 2005).

When normal work behavior goes outside the norms of the organization, its consequences are far-reaching and affect all levels of the organization including its decision-making processes, productivity, and financial costs (Coccia, 1998). A study conducted on Finnish workers reported that 32% co-workers were exposed to verbally harassing behavior at work (Bjorkqvist et al., 1994). American human resource managers found that 20% organizations had experienced workplace violence since 1990 (Romano, 1994). A survey of 327 first-line American workers showed that half reported acts of mistreatment at work within a three-year time frame (Ehrlich & Larcom, 1994). Webb (1991) reported that 42% of surveyed working women have been sexually harassed. It has showed a cost of workplace violence

alone at \$4.2 billion annually in the USA (Bensimon, 1997). In an earlier study, Harper (1990) found that 33% to 75% of workers have engaged in behaviors such as vandalism, sabotage, unwanted absenteeism, and outright theft which impacts on job performance that ultimately results in losses for the company. He (Harper, 1990) also reported that employees involved in deviance not only hamper their own performance but also their activities create dissatisfactions among their co-workers which lead to poor job performance. In another study, Muafi (2011) found that workplace deviance had negative effects on individual performance. Hence, the prevalence of workplace deviance is therefore costly to both organizations and individuals (Bennett & Robinson, 2003), and thereby, in today's modern managers, researchers, and industrial psychologists put their attention to minimizing DWB due to its negative consequences on job performance.

Based on the above discussion, it is clear that such kind of behaviors have negative impact on organizations as well as their employees' job performance. Furthermore, there has been no empirical research examining the relationships between DWB and job performance in the context of Bangladesh. Hence, the focus of this study is to investigate the relationships between the typology of DWB and job performance through collecting data from the employed MBA students. Therefore, this study offers a considerable intellectual challenge to industrial/organizational psychologists, HR practitioners, and indeed for effective management practices.

Literature Review

Deviant Workplace Behavior

DWB is voluntary behavior that violates significant organizational norms and, in doing so, threatens the well being of an organization or its members (Robinson & Bennett, 1995). Employee deviance is voluntary in that employees either lack the motivation to conform to normative expectations of the social context or become motivated to violate those expectations (Kaplan, 1975). Organizational norms consist of basic moral standards as well as other traditional community standards, including those prescribed by formal and informal organizational policies, rules and procedures (Feldman, 1984). Researchers have given these behaviors many different names

including workplace deviance, counterproductive behavior, antisocial behavior, and workplace incivility (Robins & Judge, 2009).

Typology of Deviant Workplace Behavior

Available studies have been conducted to reveal a large number of organizational phenomena which can generally be described as deviance. In this study, the authors adopted Robinson and Bennett's (1997) definition and typology of workplace deviance. That is, employee deviance is a voluntary behavior that violates the norms of an organization, which may ultimately threaten the well-being of the organization, its employees, or both (Robison & Bennett, 1997). The four types of workplace deviance has been discussed by Robinson and Bennett (1997) namely production deviance, political deviance, property deviance, and personal aggression. They have classified these behaviors into four categories along with two dimensions.

According to Robinson and Bennett's (1995) typology of workplace deviance, deviant behavior varies along two dimensions, minor versus serious and interpersonal versus organizational (see Figure 1). The first dimension deals with the seriousness of the offense while the second dimension focuses on the target of the deviant behavior. Concerning the first dimension, both production deviance and political deviance are considered minor in comparison with property deviance and personal aggression, which are labeled as serious in the typology. With regard to the target of the deviant behavior, production deviance and property deviance are seen as acts directed against the organization, while political deviance and personal aggression are categorized as being directed toward specific individuals. The second dimension of Robinson and Bennett's (1995) typology shows the severity of workplace deviance ranging from minor to serious. The descriptions of the typology of DWB are presented as follows:

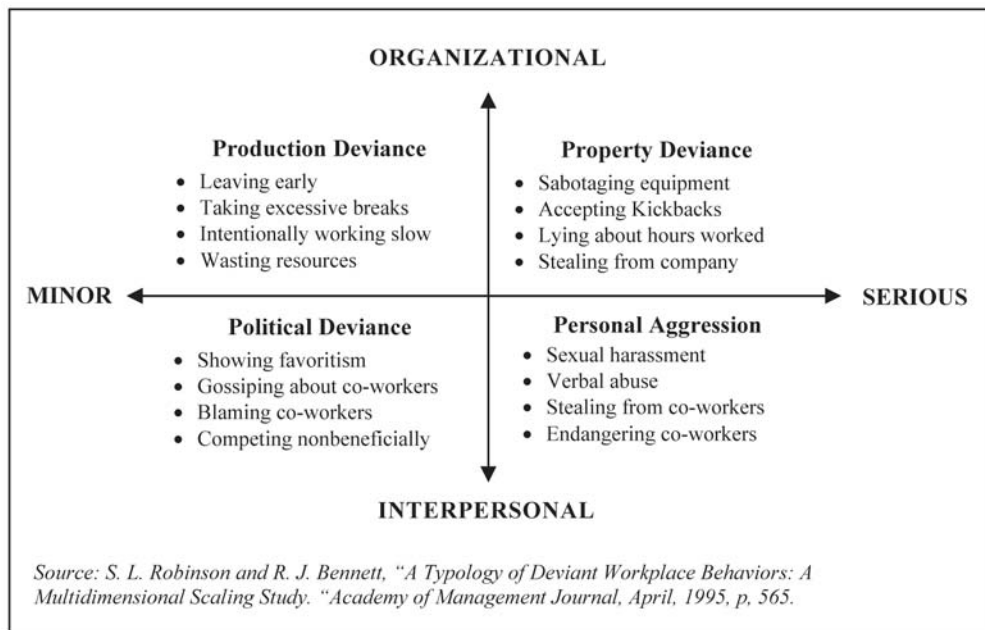


Figure 1: Typology of Deviant Workplace Behavior

Production deviance occurs when employees violate the standards of quality and quantity while producing goods or services. Although considered a minor form of deviance, production deviance may be quite costly to an organization. Examples of production deviance include wasting resources, setting unrealistic expectations regarding product performance, or intentionally working slowly (Bennett & Robinson, 2000; Robinson & Bennett, 1995).

Political deviance occurs when employees exhibit favoritism for certain stakeholders (e.g., customers, co-workers, suppliers) thus placing others at a disadvantage. Political deviance may include undercharging preferred customers, compromising company secrets, and gossiping. Such favoritism may generate costs to the organization which result from inconsistent service quality, dissatisfaction, and perceptions of unfairness (Robinson & Bennett, 1997).

Property deviance involves the acquisition or destruction of property without company approval. Employees may engage themselves in property deviance by stealing products, padding expense accounts, or expending sales support resources on unqualified customer prospects. The unauthorized acquisition, or theft, of

inventory and other resources has obvious negative effects on an organization's bottom line (Bennett & Robinson, 2003).

Personal aggression involves hostile or aggressive behavior. This form of deviance can harm an organization's reputation and have serious negative consequences for the targeted individuals. Personal aggression includes various types of intimidation tactics, such as, sexual harassment, verbal abuse, and threats of physical harm (Bennett & Robinson, 2000; Robinson & Bennett, 1995).

Job Performance

There is no universally accepted definition of performance. Different authors take different path to define it. Hellriegel, Jackson, and Slocum (1999) define performance as the level of an individual's work achievement after having exerted effort. Whetten, Cameron, and Woods (2000) believe that performance is ultimately an individual phenomenon with environmental variables influencing performance primarily through their effect on the individual determinants of performance - ability and motivation. Laitinen (2002) suggests that performance "can be defined as the ability of an object to produce results in a dimension determined a priori, in relation to a target" (p. 66). Rotundo and Sackett (2002) define performance as those actions and behaviors that are under the control of the individual and contribute to the goals of the organization. However, according to Short, Ketchen, and Palmer (2002), "to date, researchers have not reached consensus about many of the factors that may influence performance" (p. 364). An effective performance measurement system ought to cover all aspects of performance that are relevant to the existence of an organisation and the means by which it achieves success and growth (O'Regan, Ghobadian, & Sims, 2005).

A literature review has revealed that different types of performance have been discussed in the literature, for example, team performance (Feyerherm & Rice, 2002; Koman & Wolff, 2008; Rapisarda, 2002), job performance (Carmeli, 2003; Cote, Cristopher, & Miners, 2006; Dries & Pepermans, 2007; Sy, Tram, & O'Hara, 2006; Wong & Law, 2002), and management performance (Slaski & Cartwright, 2002). However, this study aims to focus on job performance of the employees of the organization.

Job performance is a commonly used performance in the workplace. It most commonly refers to whether a person performs his or her job well. According to Campbell (1990) and his colleagues (Campbell, McCloy, Oppler, & Sager, 1993), job performance is an individual level variable. In other words, it is something a single person does. A number of studies (e.g., Heilman, Block, & Lucas, 1992; Pearce & Porter, 1986; Tsui, Pearce, Porter, & Tripoli, 1997; Welbourne, Johnson, & Erez, 1998; Williams & Anderson, 1991) have suggested several factors to measure job performance. According to the preceding authors, it can be measured by quantity, quality, and accuracy of work; employee's efficiency and standard of work; employees' strive for higher quality work, achievement of work goals, and so on. As Tsui et al.'s (1997) job performance scale includes most of the factors, so it was chosen to use in the present study.

Development of Research Hypotheses

Production Deviance and Job Performance

Production deviance is directed against the organization but focuses specifically on reducing the efficiency of work output. Leaving early, taking excessive breaks, intentionally working slowly, wasting resources are considered as the ingredients of production deviance (Robinson & Bennett, 1995). Today's organizations are using electronic attendance device, introducing various types of policies to bring to an end being late of their employees at work. Being late and leaving early undoubtedly reduces the working hours of the employees which lead to lower productivity and poor job performance (Johns, 2001). Some employees do misbehave purposefully by being late to work, leaving early, or calling in sick when they are well, and these behaviors can impact the job performance of individuals. In a survey, Boye and Jones (1997) found that 29% of supermarket employees admitted to calling in sick when they were well. Wasting resources is the most common form of production deviance, when employees use too many materials or too much time to do too little work. Workers who work too slowly or take too many breaks are also wasting resources because organizations are paying for every second. Hence, the first hypothesis has been developed as follows:

Hypothesis 1: There is a negative relationship between production deviance and job performance measured by the employed MBA students.

Property Deviance and Job Performance

Property deviance refers to employees destroying or misusing an organization's property. It includes sabotaging equipment, accepting kickbacks, lying about hours worked, and stealing from company (Robinson & Bennett, 1995). Sabotaging equipment of the organization could be highly disruptive to an organization. Theft represents another form of property deviance and can be just as expensive as sabotage. Clearly, these things bring about direct costs for the organization in having to replace stolen or damaged equipment, and can impact productivity as well if work cannot be done until replacement equipment arrives. Research study has shown that upto three-quarters of all employees have engaged in counterproductive behaviors, such as, theft and the cost of these behaviors is staggering (Harper, 1990). In a sample of restaurant employees, 60% admitted to stealing something from their employer in the six months prior to the study (Hollinger, Slora, & Terris, 1992). Another survey found that 75% of employees admitted to taking property from an employer at least once (Bennett & Robinson, 2000) which is expensive and a widespread problem. Obviously, this behavior goes outside the norms and causes disruptive losses to the organization. Accepting kickbacks for doing unethical jobs or giving any opportunities to the undeserving individuals definitely increases the dissatisfaction of the deprived. Like the earlier lying about the hours worked is could be harmful to an organization. The company has to pay more for a faked performance (false working hour). On the other hand, if lying about hours worked practiced vigorously, the involvement of the workers to such behavior will be increased rapidly. All these behaviors stated above lead to low job performance. Hence, the second hypothesis has been developed as follows:

Hypothesis 2: There is a negative relationship between property deviance and job performance measured by the employed MBA students.

Political Deviance and Job Performance

In contrast to property and production deviance, political deviance refers to milder interpersonal harmful behavior. It refers to behaviors that intentionally pose disadvantages for other individuals rather than the organization. Showing favoritism, gossiping about co-workers, blaming co-workers, competing non-beneficially are considered as political deviance (Robinson & Bennett, 1995). Casual conversations about other people in which the facts are not confirmed as true are considered gossiping and gossiping is one form of political deviance. Everyone has experienced gossip at some point in time and knows the emotions people feel when they discover that other people have been talking about them. Such behaviors undermine the morale of both friendship groups and work groups. Incivility represents communication that is rude, impolite, discourteous, and lacking in good manners (Anderson & Pearson, 1999). Moreover, there is some evidence that gossip and incivility can be “spiral”—meaning that they gradually get worse and worse until some tipping point—after which more serious forms of interpersonal actions can occur (Anderson & Pearson, 1999). Showing favoritism increases inequity among the workers, blaming co-workers, gossiping about co-workers, and competing non-beneficially increase the job dissatisfaction that indirectly leads to poor job performance. Hence, the third hypothesis has been developed as follows:

Hypothesis 3: There is a negative relationship between political deviance and job performance measured by the employed MBA students.

Personal Aggression and Job Performance

Like the earlier, personal aggressions are actually quite common in organizations. It can be quite costly to organizations. It is defined as hostile verbal and physical actions directed toward other employees. Accordingly, sexual harassment, verbal abuse, stealing from co-workers, endangering co-workers are considered as personal aggression (Robinson & Bennett, 1995). Unwanted comment that offends, humiliates, or engenders anxiety or fears are considered verbal abuse. Harassment occurs when employees are subjected to unwanted physical contact or verbal remarks from a colleague. Abuse occurs when an employee is

assaulted or endangered in such a way that physical and psychological injuries may occur. Co-worker violence has serious consequences beyond any physical damage the victim may receive. For example, LeBlanc and Kelloway (2002) found that if a person had been the target of aggression from a co-worker, he or she exhibited more health problems (both emotional and physical) and had less commitment to his/her organization. In a survey of public service employees, workers who reported having been physically assaulted at work were more depressed and had less job satisfaction than workers who were not assaulted (Hurrell, Worthington, & Driscoll, 1996). Job satisfaction has a positive effect on job performance (Brown & Peterson, 1994). When workers experience poor health and well-being in the workplace, they may be less productive, make lower quality decisions, be more prone to be absent from work (Boyd, 1997), even make overall contributions consistently diminishing to the organization (Price & Hooijberg, 1992). Hence, the fourth hypothesis has been developed as follows:

Hypothesis 4: There is a negative relationship between personal aggression and job performance measured by the employed MBA students.

A hypothetical model was developed to exhibit the relationships between the typology of DWB and the job performance as follows:

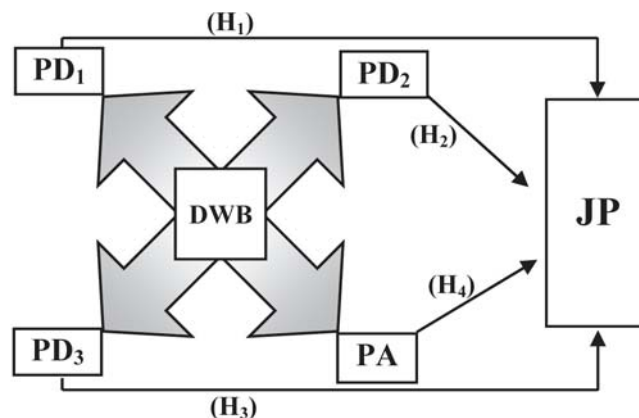


Figure 2: Hypothetical Model

Note: PD₁ = production deviance; PD₂ = property deviance; PD₃ = political deviance; PA = personal aggression; JP = job performance.

Research Methods

Participants

Data for this study were collected from 201 employed MBA students who were asked to rate their supervisors' DWB and job performance. The students were working at different organizations while studying the evening MBA programs at four private universities at Chittagong, a port city of Bangladesh, during conducting the study. The respondents were classified into three categories namely: higher-level, mid-level, and lower-level. All respondents were given autonomy to rate their respective supervisors to whom he or she was directly responsible for reporting. The organizations were classified into several categories, such as, manufacturing, merchandising, financial services, education, healthcare, service industry, and others. Respondents' were assured that any information provided would be kept confidential and used only for academic purposes.

Respondents ranged in age from 24 to 44 years, with a mean of 30.24 (SD = 4.93) years, and 131 (65.2%) were male while 70 (34.8%) were female. They were known to supervisors with a mean of 2.93 (SD = 2.87) years while the average tenure was 4.38 (SD = 3.69) years. There were 14.9%, 72.6%, and 12.5% representation by the top, middle, and lower-level participants respectively. The respondents were well educated, as 71 (35.3%) had completed bachelor degrees while 130 (64.75%) had postgraduate studies. In terms of organizational units, 31 (14.9%) belonged to manufacturing, 28 (13.9%) to merchandising, 31 (15.4%) to education, 25 (12.4%) to health, 32 (15.9%) to finance, 26 (12.9%) to services, and 28 (13.9%) to other industry.

Survey Instruments

The study adopts the following instruments to collect data from the participants.

Deviant Workplace Behavior

DWB of the employees was measured with the selected items adapted by Appelbaum, Iaconi, and Matousek (2007) from the Robinson and Bennet's (1995, 2000) Multidimensional Scale (MDS) of deviant behavior. In this particular

study, the MDS uses 20-items to produce a scale to measure the four typology of deviant behavior. The four types of DWB behaviors are: i) production deviance, ii) property deviance, iii) political deviance, and iv) personal aggression. The items are measured on a 7-point Likert scale ranging from 7 (strongly agree) to 1 (strongly disagree). A higher score indicates a higher engagement in DWB of an employee.

Sample items for the MDS were 'My supervisor enjoys the excessive time for tea break and lunch' (production deviance), 'My supervisor sabotages office equipments' (property deviance), 'My supervisor shows favoritism, gossip with co-workers in office-time' (political deviance), and 'My supervisor harasses the co-workers' (personal aggression). The four components consisted of five items each. The mean score of MDS was obtained by totaling the respective number of MDS components scores, consisting of all items each, and dividing them by the respective number of components, in order to obtain the MDS mean score. In a study, the reliability of MDS scale reported by Bennett and Robinson (1997) was 0.89 while for the current study it was found 0.95.

There are some justifications for using the MDS as follows: i) it is easy and quick to administer as respondents are more willing to complete a short questionnaire; ii) though it is not self-rated so it may deliver more accurate information to generate valid results of the specific individual's DWB; iii) Dunning and Krugner (1999) and Shipper and Dillard (2001) reported that unsuccessful supervisors overestimate their skills compared to successful supervisors which may provide misleading information.

Job Performance

Six items adapted from Tsui et al., (1997) were used to measure the job performance of the supervisors. Sample items were 'My supervisor's quantity of work is much higher than average', 'My supervisor's quality of work is much higher than average' etc. The response scale ranged from 1, 'strongly disagree,' to 7, 'strongly agree'. During the development of the job performance scale, the reliability reported by Tsui et al., (1997) was 0.89. However, the reliability of the job performance scale for the current study was also 0.89. The mean score

of job performance was obtained by totaling the six job performance item scores, and dividing them by the number of items (six), in order to obtain the job performance mean score.

Data Collection Procedure

For selecting the respondents, convenience samples were used in this study. In order to collect data, 300 employed MBA students from four private universities were selected. The authors spent four separate days to collect data from the selected employed MBA students. By entering the different MBA classroom at different days, the authors firstly briefed the students about the purpose of the survey and then procedures to complete the printed survey instruments. The students took forty minutes on an average to complete the survey. Due to some constraints, it was not possible to collect an equal number of responses from the each classroom or university. Finally, a total of 201 (67%) usable responses were received. Then, the raw data entered into an Excel file for summarization, and then imported into the SPSS (16.0 version) for statistical analysis.

Reliability of Scales and Validity of Data

Reliability reflects the consistency of a set of item in measuring the study variables/concepts. It illustrates the individual differences concerning the amount of agreement or disagreement of the concepts or variables studies. In this study, reliability measurement is important to verify the consistencies of the items used in MDS and job performance scales in a different culture or country. Cronbach's alpha is most widely used method to measure the reliability of the scale (Cooper & Schinder, 2001; Field, 2005; Hair, Anderson, Tatham, & Black, 2003; Malhotra, 2002; Page & Mayer, 2000). It may be mentioned that Cronbach's alpha value ranges from 0 to 1, but satisfactory value is required to be more than .60 for the scale to be reliable (Cronbach, 1951; Malhotra, 2002). However, Cronbach's alpha of the MDS and job performance scale for the current study were .95 and .89 respectively. Therefore, these two instruments were highly reliable for data collection.

The validity implies the extent to which differences in observed scales scores reflect true differences among objects on the characteristics being measured,

rather than systematic or random error (Malhotra, 2002; Saunders, Lewis, & Thornhill, 2011). In this study, authors considered only the criterion validity which denotes that criterion variables (i.e. demographic characteristics, attitudinal, and behavioral measures) were collected at the same time. Face and content validity were not essential because authors used the established survey instruments in this study.

Results

The mean (M) and standard deviation (SD) calculated for the MDS, and job performance are presented in Table 1. It is to be mentioned that the mean and standard deviation of MDS were calculated for the first time in Bangladesh. Correlations between the typology of MDS and job performance are presented in Table 1.

Table 1: Means, Standard Deviations, Reliabilities, and Correlations between Variables

Variables/ Components	M	SD	α	Correlation					
				1	2	3	4	5	6
1. MDS	2.68	1.24	.95	1					
2. JP	4.92	1.25	.89	-.45**	1				
3. PD1	2.78	1.42	.84	.90**	-.47**	1			
4. PD2	2.46	1.32	.84	.93**	-.41**	.80**	1		
5. PD3	3.06	1.42	.83	.91**	-.43**	.77**	.80**	1	
6. PA	2.42	1.23	.81	.91**	-.35**	.75**	.86**	.78**	1

** Significant at the 0.01 level; N= 201; MDS= multidimensional scale; JP= job performance; PD1= production deviance; PD2= property deviance; PD3= political deviance; & PA= personal aggression

Examination of Table 1 shows that moderate negative correlation was found between the typology of MDS and job performance. Production deviance, property deviance, political deviance, and personal aggression were found negatively related to job performance ($r = -.47, -.41, -.43, -.35$ respectively, where $p < 0.01$). Thus, all four hypotheses were supported by the results.

Table 2: Summary of Regression Analysis of Socio-Demographic Characteristics with JP

Covariates	Co-efficients (β)	S.E. (β)	Value of t-statistic	Value of R^2	Value of F –statistic
Gender	0.05	0.19	0.26	0.03	1.298
Age	0.04	0.03	1.37		
Tenure	-0.02	0.03	-0.49		
Education	-0.33	0.19	-1.66		
Position	-0.19	0.18	-1.03		

** Correlation is significant at the 0.01 level; N= 201

Review of the Table 2 demonstrates that only 3% of the variance in job performance was explained by socio-demographic characteristics (e.g. gender, age, tenure, education, and position) in which no one was found significant. It indicates that a larger portion of variance in job performance was unexplained. The presence of unexplained variance suggests that there were other potential or implied variables that account for variations in job performance.

Table 3: Summary of Regression Analysis regarding typology of MDS with JP

Predictors	Co-efficients (β)	S.E. (β)	Value of t-statistic	Value of R^2	Value of F –statistic
PD1	-0.315	0.099	-3.171**	0.25	15.86**
PD2	-0.115	0.134	-0.858		
PD3	-0.188	0.103	-1.830**		
PA	0.197	0.132	1.488		

** Correlation is significant at the 0.01 level (2-tailed); N = 201; MDS = multidimensional scale; PD1 = production deviance; PD2 = property deviance; PD3 = political deviance; PA = personal aggression; & JP = job performance

Examination of the Table 3 indicates that about 25% of the variance in job performance was explained by the four predictors or typology of MDS (PD1, PD2, PD3, and PA). Among the four predictors only production deviance and political deviance were significant. It suggests that there might be other potential predictors in explaining the variances of job performance measured by the employees.

Discussions

The present study aims to examine the relationships between the typology of DWB and the job performance measured by the employed MBA students.

The *first* purpose of this study was to explore the relationship between production deviance and job performance. Hypothesis 1 stated that there will be a negative relationship between production deviance and job performance measured by the respondents. The result of the current study supported this contention. Thus, individuals highly prone to DWB are more likely to be low job performers. This result of the current study also offers a support for the theoretical argument that employees more engaged in production deviance may be a significant aspect in reducing individual's job performance.

The *second* purpose of the study was to investigate the relationship between property deviance and job performance. Consistent with hypothesis 2, the relationship between property deviance and job performance was found to be negative measured by the participants. It indicates that individuals who are highly indulgent in property deviance are likely to exhibit poor job performance. This tentative understanding is made based on the theoretical assumption that involvement in property deviance may be a sign of weak job performance.

The *third* purpose of the study was to examine the relationship between political deviance and job performance. Hypothesis 3 stated that political deviance will be negatively related to job performance measured by the subjects. This result of the present paper also provides a support for the assumption that types of behaviors related to political deviance may be an important stimulus for minimizing job performance of the employees.

The *final* purpose of this study was to ascertain the relationship between personal aggression and job performance. Hypothesis 4 stated that there will be a negative relationship between personal aggression and job performance measured by the respondents. The finding of the current study supported this hypothesis. Thus, individuals who are higher in personal aggression are more likely to be lower in job performance. This result of the current paper also delivers a support

for the notional assumption that personal aggression may be an important element in decreasing individuals' job performance.

Implications for Management

This study examined the relationship between the various types of DWB and job performance. In addition, the authors tried to find the strength of the relationship. The result suggested that all the relationships between four types of DWB and job performance are found negative, where the production and political deviance are more significant in this country. By this result, it is assumed that the existence of DWB is a prior significant indication of low job performance. The authors consider this result to be of great importance for managers who seek to understand management implications of DWB. In order to reduce workplace deviance to enhance job performance, managers should realize the intensity of the DWB and its impacts, and the existence of the particular types of DWB. In order to avoid this situation, managers need to build a trusting environment where the co-workers can play a very significant role to reduce DWB. In addition, studies of DWB components and job performance are important in the field of Human Resources (HR) and in advancing the strategic capability of an organization. In today's increasingly competitive environment, organizations are desperately looking for innovative ways to attain and retain their competitive advantage, and hence improving job performance by minimizing DWB is recognized as a high priority. The current study is relevant to practitioners as well as business leaders, as the findings may help them to identify the types of DWB to facilitate job performance.

Limitations

Despite implications for management, the study has some limitations. The most important limitation was to use convenience samples that might limit the generalizability of the findings. A random sampling procedure could be the best alternative to assure generalizability of the results. The use of a quantitative approach may be another limitation of the study. Popper (1959) argues that people experience the world through their own framework. It is not possible for the researchers to be neutral, value free, and objective. The sample size ($N = 201$)

posed another limitation of this study. Larger and representative sample is needed to further investigate the relationship between the types of DWB and job performance. Presence of common method variance in the measures may have caused inflated relationships between the independent and dependent variables. One way to overcome this problem is to split the measures of variables by time (Rahim et al., 2006). Finally, it should be noted that the current study used the MDS, an observer-rated instrument, to measure DWB of the supervisors which was short of 360 assessments where senior bosses, supervisors, colleagues, and peers rate participants on the relevant characteristics.

Future Directions

This study was the first initiative to demonstrate the relationship between DWB and job performance in Bangladesh. However, it was found that the components of MDS were not soundly designed to explain the maximum amount of variances in job performance. Therefore, more effort is needed in this area of instrumentation. In addition, future research would benefit from a large sample size, using a variety of samples (Brown, Bryant, & Reilly, 2006). The structural equation model (SEM) generates more reliable conclusions in terms of the construct validity of the measurement used. Further more, research examining the relationships between the typology of DWB and job performance mediated by the organizational citizenship behavior (OCB) could exhibit more interesting findings. The direct and indirect impacts of DWB both in monetary and non-monetary forms are not revealed in this study in the context of Bangladesh. This can be investigated empirically in future which may provide important implications for management and organization.

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