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6th THAILAND-JAPAN
International Academic Conference 2013

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International Academic Conference 2013**

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Welcome to the 6th Thailand-Japan International Academic Conference 2013

Learn-Share-Inspire

The Thailand-Japan International Academic Conference (TJIA) is an annual conference that provides a platform for students, academicians and researchers from various disciplines to present their research results and development activities. This conference not only provides opportunities for the delegates to exchange new ideas and application experiences face-to-face, but also promotes research collaboration among people from all countries regardless of their specialization and nationality which we hope will lead to technology transfer in the future. The TJIA is organized by the Thai Students' Association in Japan under the Royal Patronage (TSAJ). The conference began as the Thai-Japanese Students' Academic Exchange Meeting (TJSE) conference held in 2006 and 2007 at Osaka University. Following the success of TJSE, the conference continued being held every year and its scale was extended to be equivalent to the international symposium under the name "Thailand-Japan International Academic Conference (TJIA)," which started from 2008, when it was held at the Tokyo Institute of Technology.

This year, the TJIA 2013 returns to Osaka, the Japan's third largest city and second most important economic center. The conference is conducted in the following spirit: "Learn-share-inspire". On this occasion, selected papers and posters in a wide range of topics in the field of Science, Technology, and Sociology will be presented. In addition we also have interesting talks from 2 keynotes and 5 invited speakers. This year's participants are from Thailand, Japan, Philippines and Australia. We believe that participants will enjoy sharing knowledge and having discussions with each other in many areas of study. Alongside the conference program, we hope that everyone can take this opportunity to enjoy sightseeing in Osaka.

We would like to express our gratitude to the kind support from the Royal Thai Embassy, Tokyo (Japan). This conference is also kindly sponsored by a number of organizations and businesses and we are extremely grateful to them. Finally, we also would like to thank all researchers and staff from institutes and universities in both Thailand and Japan for their kind contribution to this project.

TJIA organizing team (2013)



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Workplace Deviance Behaviors: The role of Leader-Member Exchange and Negative Affectivity

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ABSTRACT

This study examined the relationship between leader-member exchange (LMX) and workplace deviance behaviors (supervisor-directed deviance, organizational deviance, and interpersonal deviance), and the role of negative affectivity as moderating variable on the relationship between LMX and workplace deviance behaviors. This study found that LMX was related to organizational deviance. However, Results showed that LMX was unrelated to supervisor-directed deviance and interpersonal deviance. This study also found that LMX was more strongly associated with supervisor-directed deviance when negative affectivity was higher. Moreover, the relationship between LMX and interpersonal deviance was stronger when negative affectivity was higher. However, negative affectivity had no moderating effect on the relationship between LMX and organizational deviance.

KEYWORDS

Workplace Deviance Behavior, Negative Affectivity, Leader-Member Exchange.

I. INTRODUCTION

Workplace deviance behavior is a common problem faced by almost all the organizations (Nasir & Bashir, 2012). Furthermore, according Tziner et al. (2010), workplace deviance behavior has a broad effect on organizations such as economic, sociological, and psychological effect. Deviant behavior is often the result of employees' perception about special events, which encourages them to take specific action. These events include their perception of social pressure, unfair treatment, poor working conditions, or other stressors that bring them feel the cruelty or inequality, or both, which motivate them to act in workplace deviance behavior (Robinson & Bennett, 1997; on Colbert et al., 2004).

Deviance behaviors could be directed to organizational and other individuals (Robinson & Bennett, 1995). Based on the typology of Robinson and Bennett (1995), organizational deviance refers to employee action directed to the company, including the production of aberrations (e.g. slow down) and property deviance (e.g. stealing from the company). While interpersonal deviance behavior refers to actions performed on other individuals in the workplace, it is including political

deviance (e.g. over something that is not useful) and aggression (e.g. abusive verbal). Hershcovis et al. (2007) have detailed this behavior into the interpersonal deviance directed to supervisors and the other individuals in the organization (e.g. co-workers).

One of the job conditions that could drive employees' injustice perception is poor relationship between employees and their supervisor (low quality leader-member exchange/LMX). According to Bolino and Turnley (2009), individuals with low quality LMX less receive support and development opportunities from their supervisor. Thus, subordinates who have a poor working relationship with their superior receive unfair treatment (Kim et al., 2009). This condition potentially promotes deviant behaviors. Colbert et al. (2004) argued that employees will more likely to engage in workplace deviance behaviors when they perceive their work situation as unfavorable. However, less research has examined the relationship between LMX and three dimensions of workplace deviance behaviors (supervisor-directed deviance, organizational deviance, and interpersonal deviance). We used social exchange theory to explain the relationship between LMX and 3-dimension of workplace deviance behavior.

Further, according to Hershcovis et al. (2007), referring to interactionist perspective, situational factor (such as LMX) alone is not sufficient to predict deviant behaviors at work. Interesting issue is what factor that could strengthen the effect of LMX on workplace deviance behaviors? Colbert et al. (2004) argued that personality variable may affect how individuals react to the perception of an unpleasant situational. Thus, in this study we considered the role of negative affectivity, and examined it as moderating effect on the relationship between LMX and workplace deviance behaviors.

Individuals with high NA experience negative mood across situations and emotions, no matter the specific stimulus, tend to focus on the negative aspects of their work, themselves, the world in general and others (Aquino et al., 1999a). Empirical study found that Individuals with high NA were more distant and likely to engage in withdrawal and hostile behavior (Aquino, Lewis, & Bradfield, 1999b). We argued that when employees with high negative affectivity have poor



relationship with their supervisor (low quality LMX), they would be more engaged in workplace deviance behaviors.

II. THEORETICAL BACKGROUND AND HYPOTHESIS

According to Kaplan (1975, on Bennett & Robinson, 2000:349), workplace deviance refers to “voluntary behavior in that employees either lack motivation to conform to, and/or become motivated to violate, normative expectations of the social context.” Bennett and Robinson (2000) identified that deviant behaviors have two dimensions, those are organizational deviance and interpersonal deviance. Further, Mitchell and Ambrose (2007) identified that deviant behaviors have three dimensions, those are organizational deviance, interpersonal deviance, and supervisor-directed deviance. Colbert et al. (2004) suggested that social pressure, poor working condition, and injustice treatment can promote deviant behavior. Those conditions could be referred to poor quality relationship between subordinate and supervisor (low quality LMX).

LMX theory states that some employees have a good/high quality exchange relationships (in-groups), while several other employees tend to have poor/low quality exchange relationships (out-groups) with their superiors (Bolino & Turnley, 2009). In-groups employees get a better assignment, both parties loyal, have mutual respect each other. While out-groups employees get more ordinary assignments and received little support from their supervisor. As a result, out-groups employees feel more negatively about their work, and face fewer development opportunities (Bolino & Turnley, 2009). This distinction between out-groups and in-groups is often considered unfair by employees (Bolino & Turnley, 2009).

According to social exchange theory, reciprocity is one of this theory's basic. Reciprocity is usually thought as a condition of positive feedback. However, it could also be a negative feedback, where negative treatment is repaid by negative treatment (Harris et al., 2007). Thau et al. (2009) argued that poor treatment by the supervisor indicates an imbalance that should be fixed by the employees by engaging in negative behaviors. Therefore, employees in the poor quality exchange relationship with their supervisor will be more engaged in deviant behaviors – with the targets are their supervisor and their organization (Wulani et al., 2012a). Martin's model (1981; in Bolino & Turnley, 2009) showed that employees in low quality relationships will be reacted with negative attitudes and engaged in antisocial acts. Wulani et al. (2012a) demonstrated that LMX had negative effect on supervisor-directed deviance. Moreover, Lian et al. (2012) found the negative relationship between LMX and supervisor-directed deviance and also between LMX and organizational deviance.

However, the relationship between LMX and workplace deviance behaviors especially interpersonal deviance (directed to co-workers) has less attention from researchers. According to displaced aggression theory, employees could displace their deviant behavior, not directed to their supervisor, but to their

co-workers (Mitchell & Ambrose, 2007). Mitchell and Ambrose (2007) explained that employees are afraid to retaliate toward their supervisors who have the power. As a result, they respond negatively about their poor experience by engaging on interpersonal deviance, which is they directed their deviant behavior to their co-workers.

Hypothesis 1a: LMX quality will be negatively related to supervisor-directed deviance.

Hypothesis 1b: LMX quality will be negatively related to organizational deviance.

Hypothesis 1c: LMX quality will be negatively related to interpersonal deviance.

According to Colbert et al. (2004), how individuals react to the perception of an unpleasant condition could be depend on personality variable. One of personality factor that potentially plays a role in predicting deviance behaviors is negative affectivity. Watson dan Clark (1984; on Burke et al., 1993: 402) have been defined negative affectivity as “a mood-dispositional dimension that reflects pervasive individual differences in negative emotionality and self-concept.” According to Watson and Clark (1984: on Aquino et al., 1999), negative affectivity describes the extent of individual experience, both in terms of frequency or intensity, high levels of emotional stress, hostility, fear, and anxiety.

Ho`ge and Bu`ssing (2004) explained that individuals with high negative affectivity tend to overemphasize the presence of stressors at work. As a result, they may have an exaggerated strain response to stressors (Ho`ge & Bu`ssing, 2004). For them, the stressor-strain relationship is stronger than for individuals with low negative affectivity (Ho`ge & Bu`ssing, 2004). While Spector and Fox (2002, in Kaplan et al., 2009) suggested that individuals with high negative affectivity which experience distress will try to eliminate their negative affectivity by retaliating other people and organization.

In conclusion, poor relationship quality between subordinates and their supervisor is a condition which could be perceived by employees as unfairness and unfavorable work situation. For employees with high negative affectivity, this situation could be stressor which more likely to be responded by engaging in deviant behaviors. Those behaviors would be directed to others (supervisors and co-workers) and their organization.

Hypothesis 2a: Negative affectivity moderates the negative relationship between LMX quality and supervisor-directed deviance. The negative relationship between LMX and supervisor-directed deviance will be stronger when negative affectivity is high, than low.

Hypothesis 2b: Negative affectivity moderates the negative relationship between LMX quality and organizational deviance. The negative relationship between LMX and organizational deviance will be stronger when negative affectivity is high, than low.



Hypothesis 2c: Negative affectivity moderates the negative relationship between LMX quality and interpersonal deviance. The negative relationship between LMX and interpersonal deviance will be stronger when negative affectivity is high, than low.

III. METHOD

We tested the hypotheses using data supplied by Wulani, Handoko, Purwanto (2012b). Subject of this study was 663 non-managerial and full-time employees working on various industries in Indonesia. Respondents were asked to fulfill a survey questionnaire. LMX was assessed with the 7-item LMX7 scale (Scandura & Graen, 1984). We used a 5-point scale that ranged from 'never' (1) to 'always' (5). Negative Affectivity (NA) was assessed with the 10-item PANAS scale (Watson et al., 1988). Respondents used a 5-point scale the extent to which each of the 10 indicators represented how they felt in general (Clungston et al., 2000). We assessed organizational deviance with 12 items and interpersonal deviance with 7 items from Bennett and Robinson (2000). Supervisor-directed deviance was assessed with 10 items from Mitchell and Ambrose (2007). Respondents used a seven-point scale that range from 'never' (1) to 'everyday' (7).

IV. RESULTS

Hypotheses were assessed with hierarchical regression analysis (Table 1). Consistent with hypothesis 1b, LMX was negatively related to organizational deviance ($b = -0.109$, $p < .05$). However, hypothesis 1a was unsupported because LMX was unrelated to supervisor-directed deviance ($b = -0.64$, ns.). Further, hypothesis 1c was unsupported because LMX was unrelated to interpersonal deviance ($b = -0.95$, ns.). Negative affectivity (NA) significantly moderated the relationship between LMX and supervisor-directed Deviance ($b = -0.161$, $p < .01$, $\Delta R^2 = .018$, $p < .01$), hence hypothesis 2a was supported. In supporting hypothesis 2c, negative affectivity also significantly moderated the relationship between LMX and interpersonal deviance ($b = -0.187$, $p < .05$, $\Delta R^2 = .007$, $p < .05$).

Table 1. Hierarchical regression results

Variable	Supervisor-directed deviance		Organizational deviance		Interpersonal deviance	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
LMX	-0.64	-.055	-0.109*	-.107*	-0.95	-.085
NA	.149	.143**	.28**	.279**	.27**	.264
LMXxNA		-0.161**		-.042		-0.187*
ΔR^2		.018**		.000		.007*

Note. Tabled values are standardized. * $p < .05$. ** $p < .01$.

The form of the interactions were assessed by testing the relationship between LMX and deviant behaviors at high (one SD above the mean) and low (one SD below the mean) values of negative affectivity. Figure 1 shows that LMX quality was more strongly associated with supervisor-directed deviance

when negative affectivity was higher ($b = -0.238$, $p < .01$), than lower ($b = .025$, n.s.). Figure 2 shows that LMX quality was more strongly associated with interpersonal deviance when negative affectivity was higher ($b = -0.291$, $p < .05$), than lower ($b = .113$, n.s.). However, contrary to the hypothesis 2b, negative affectivity did not significantly moderate the relationship between LMX and organizational deviance ($b = -.042$, n.s., $\Delta R^2 = .000$, n.s.).

Figure 1. The Moderating effect of Negative Affectivity (NA) on the relationship between LMX and Supervisor-Directed Deviance/WDS

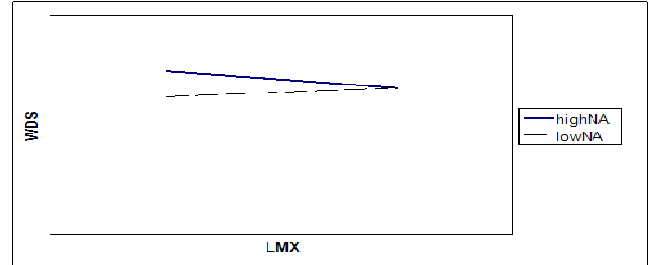
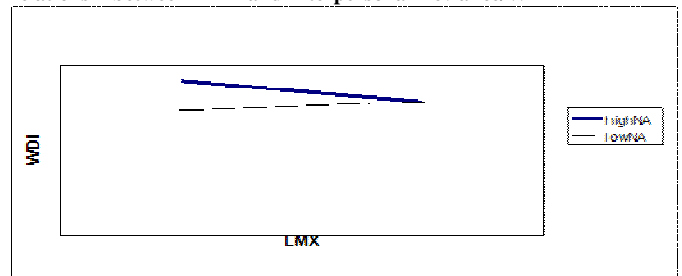


Figure 2. The Moderating effect of Negative Affectivity (NA) on the relationship between LMX and Interpersonal Deviance/WDI



V. CONCLUSION

Consistent with previous studies (e.g. Lian et al., 2012), this research found that LMX was negatively related to organizational deviance. However, this study found that LMX was not related to supervisor-directed deviance and interpersonal deviance. The possible explanation is not all individuals that experience low quality LMX engage in deviance behavior to their supervisor. Some of them may still wish to be members of high exchange quality with their supervisor (Bolino & Turnley, 2009). Therefore they do not respond the negative condition by engaging in supervisor-directed deviance. It also possible that they do not engage in interpersonal deviance because they only retaliate to people who are considered treats them unfair.

Scarliki et al. (1999; on Douglas & Martinko, 2001) found that relationship between fairness and counterproductive behavior was stronger for individual with high negative affectivity, than low negative affectivity. Furthermore, Kaplan, Bradley, Luchman, and Hayes (2009) identified that people with high negative affectivity will response their experience negative emotion by engaging in counterproductive behavior for mollifying their condition. However, this study shown that negative affectivity only significant as a moderating variable on the relationship between LMX and interpersonal deviance,

and LMX and supervisor-directed deviance, but not between LMX and organizational deviance. The results suggest that people with high negative affectivity respond differently with certain types of deviant behaviors to unpleasant situations.

It is possible that not all individuals with high negative affectivity will response their poor experience (in low LMX) with engage in organizational deviance. Johnson et al. (2010) found that although some people with high NA related to low performance, some other of those people will have high performance. It is because of their anxiety enforce them to give their greater effort to the job. In addition, it is possible that some of them aware that to costly if they engaged in counterproductive behavior to their organization. Their characteristics show that they have high level of fear and stressful (Watson and Clark, 1984: on Aquino et al., 1999). Therefore, for some of people with high negative affectivity, their low quality LMX do not related with organizational deviance.

Moreover, our results were consistent with Aquino et al. (1999a), that is employees with high negative affectivity more likely to respond a negative condition by engaging on deviance which directed to other individuals than to organization. According to Hui et al. (2004), affective element will more likely to predict interpersonal deviance. While cognitive element will more likely predict organizational deviance. Consistent with those reasoning, Crothers et al. (2009, in Foster, 2012) identified that the employees' perception about leader unfairness will motivate them to engage in retaliatory behavior against the leader and/or their coworkers.

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