

Workload, Work Stress, Role Conflict, and Workplace Deviant Behaviour in Banks: an Empirical Analysis

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Abstract

This study identifies and explains the relationship between workload, work stress, role conflict, and workplace deviant behaviour. This study uses the Affective Events Theory (AET) as a foundation to test a proposed model. All Data were gathered using self-administered questionnaires from a sample of 125 bank employees who work in banks around Faisalabad. Descriptive analysis, correlation analysis, and multiple regression analysis were used in this study. The findings demonstrate a low level of workplace deviant behaviour. The results showed a significant relationship between workload, work stress, role conflict and workplace deviant behavior. The role conflict was the major contributor to workplace deviant behaviour. This study has practical implications where the bank should take initiatives within banks provided.

Keywords: Workload, Work Stress, Role Conflict, Workplace Deviant Behaviour, Faisalabad

Introduction

Deviant behaviour of employees has become a very important issue (Appelbaum et al., 2007). Deviant behaviour means unethical behaviour which is unacceptable by the society (Greenberg, 1997). Deviant behavior also means an activity that violates the rules, regulations and norms of a particular organization (Waseem, 2016). Pakistani government has worked out to improve in public sector, but deviant behaviour still continues to occur in the place of work. Deviant behaviour of employees has been given high priority in many organizations nowadays (Prottas, 2013). Many studies have been conducted to examine the factors that contribute to deviant behaviour. But few studies have been conducted to test the tasks factors such as workload and job conflict with regard to workplace deviant behaviour (Darrat *et al.*, 2010).

Workplace Deviant behaviour in Pakistan has been clearly described by the Ministry of Overseas Pakistanis and Human Resource Development. Based on the Ministry's different reports, the cases of deviant behaviour in the workplace include the use of rude language, disruption, and threaten to other employees. This problem needs to be addressed because it will have a negative impact on the organization. (Waseem, 2016) also stated that it affects employees' self-esteem and their struggle to resolve the issue. There are a variety of forms of deviant behaviour exhibited by the employees in the banking sector (Shahzad et al., 2012). To date, studies on workplace deviant behaviour involving banking employees in Pakistan are also limited. This study is attempts to answer the following question.

- What is the level of workplace deviant behaviour among bank employees in Pakistan?
- What is the level of workload, job stress, and role conflict and role ambiguity?
- Is there any relationship between workload, work stress, role conflict and workplace deviant behaviour among bank employees in Pakistan?

This study can help the management of banks to develop and change the policies that suit the current needs of the banks and the employees. It also helps in to reduce workplace deviant behaviour so that better quality of service can be provided to further enhance the image of banks. Additionally, this study will add in the current literature relating to the administration in financial sectors for researchers to do further research related to this topic.

Literature Review

Workplace Deviant Behaviours

Workplace deviance as a research subject has gained a great deal of interest in current years. Deviant behaviour has been defined as an individual's voluntary behaviour that violates significant organizational norms and in so doing threatens its members and the well-being of an organization (Robinson et al, 1995). For example, to steal of business assets, acting curtly to co-workers, using drugs, taking long breaks (Bolin et al, 2001). Each of these behaviours has various effects to the individuals who are working for the organization as well as to the whole society (Silva et al., 2017). The consequences of deviant behaviour at work can be severe at all the levels of organizations, including productivity, decision-making and others (Appelbaum et. al., 2007). Therefore, Deviant behaviour of employees has been given high priority in many organizations nowadays (Silva et al., 2017) and its results are far reaching (Coccia, 1998). Peterson (2002) investigated a study that in the United States organizational estimated losses has been reached up to \$200 billion annually because of the fallout of workplace deviant behavior.

Workload

Workload means the amount of work which an individual has to finish within a given period of time (Chen et al., 1992; Jex, 1998). Many researchers believe that today's impossible heavy workloads causes to increase stress in the work place (Belal, 2009). Workload is associated with many types of negative outcome. Examples of that include anxiety, fatigue, headache and gastrointestinal problems (Nixon et al., 2011; Ganster et al., 2013).

Work Stress

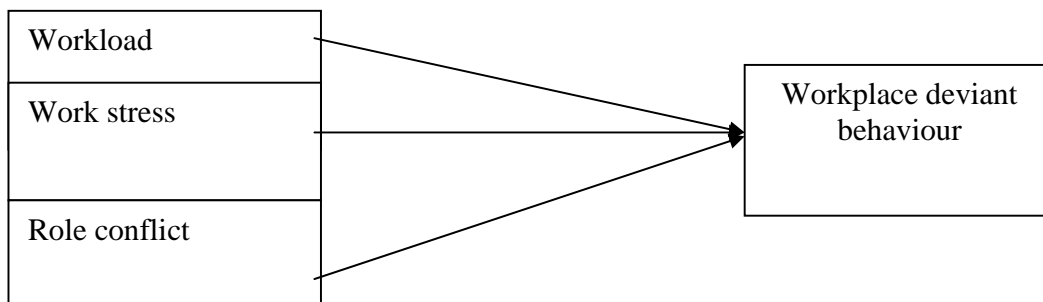
Now a day, work stress has become a common and costly problem in the workplace. Work stress means someone response to anxious tension consequences from job environment. Less satisfaction of employees that are not performing well is because the stress in their mind. Stress occurs when a key responsibility is assigned to individuals without proper authority (Vansell et al., 1981). The result of the Job stress ultimately affects the physical as well as mental health (Goswami, 2015). According to Wilton (2011) the job stress is synchronized with bad quality of life at work, low degree of autonomy and control over individual jobs, their decisions and the work processes.

Role Conflict

Role conflict has been defined as the extent to which a person experiences pressures within one role that are incompatible with pressures that arise within another role (Kopelman, et al., 1983). In the respect of public administration, this might involve the pressure of being a public servant or pressures from the community (Guimarães et al., 2017). The conflict between the starting role for

the human desire for success and because of the pressure exerted on the individual by the two requests and it is not parallel to each other (Kahn et al., 2010).

This study uses the Affective Events Theory (AET) developed by Weiss and Cropanzano (1996) to explain the research model. This theory states that individuals react emotionally to an event. It tells how emotions and feelings affect individual behaviour. Weiss and Beal (2005) has used the AET and found that level of workload, job stress and role conflict is a significant predictor of workplace deviant behaviour. The theory goes on to explain the framework of this study in figure 1.



Based on the literature review the three hypotheses of this study were developed as follows:

H₁: Workload has positive and significant relationship with workplace deviant behaviour

H₂: Work stress has positive and significant relationship with workplace deviant behaviour

H₃: Role conflict has positive and significant relationship with workplace deviant behaviour

Methodology

It is cross-sectional survey design in nature and all data was collected in three months (May-July). An individual unit of analysis employed in the data collection from targeted population who is bank employee. Total 9 banks' branches were selected in Faisalabad city due to time and budget constrain. The participant banks were ABL, MCB, HBL, UBL, Askari bank, Soneri bank, Alfallah bank, NBP, and BOP. This study collected data from 125 respondents based on self-administered questionnaires. The questionnaires were adopted to capture all the information required for the purpose of this research.

Results

A total of 125 questionnaires were returned yielding a response rate of 62.50%. This response rate was standard and acceptable level for quantitative study. Demographic analysis is given in Table 1.

Descriptive analysis

It is used for general observation of the data for all variables. The result showed the mean and standard deviation on Workplace deviant behavior (3.99, 0.64), workload (3.96, 0.61), Work stress (3.89, 0.66), Role conflict (3.69, 0.67).

Table 1: Demographic statistics of Bank Employees

Demographic	Classification	Frequency	Percentage (%)
Gender	Male	92	73.6
	Female	33	26.4
Age	18 – 28	62	49.6
	29 – 39	48	38.4
	40 – 50	11	8.8
	Over 50	4	3.2
Position	Cashier	54	43.2
	General banking officer	49	39.2
	Ops manager/	12	9.6
	Branch manager	10	8.0
Length of service in banking industry	Less than 1 year service	46	36.8
	1-3 year service	53	42.4
	4-6 year service	15	12.0
	Greater than 6 year service	11	8.8
Length of service in current Bank	Less than 1 year service	29	23.2
	1-3 year service	44	35.2
	4-6 year service	32	25.6
	Greater than 6 year service	20	16.0

Table 2: Descriptive statistic

	N	Mean	Std Deviation
Workplace deviant behavior	125	3.99	0.64
Workload	125	3.96	0.61
Work stress	125	3.89	0.66
Role conflict	125	3.69	0.67

The reliability of all the variables were in the range of 0.6 to 0.9 which was considered acceptable as the minimum benchmark of the Cronbach's Alpha value is 0.50.

Correlation analysis

The results show that there is a positive and significant relationship between workload and workplace deviant behaviour ($r = 0.564$, $p < 0.01$). The findings of work stress shows that a significant positive relationship between job stress and deviant behaviour ($r = .445$, $p < 0.01$). There is a positive and significant relationship between role conflict and workplace deviant behaviour with a correlation coefficient ($r = 0.605$, $p < 0.01$). The detail is shown in table 3 below.

Table 3: Correlation matrix of study variables

	1	2	3	4
Workplace Deviant behavior	1			
Workload	.564**	1		
Work stress	.445**	.536**	1	
Role conflict	.605**	.327**	.461**	1

** Significant Correlation at the 0.05 level (2-tailed).

Multiple Regression Analysis

Multiple regression analysis was used to examine the effect of workload, work stress, role conflict on workplace deviant behaviour. Table 4 shows R^2 value is 0.505 indicates that three predictor variables accounted for 50.5% of the variance of workplace deviant behaviour. The F-statistic ($F = 42.130$) is quite large and p-values were highly significant at 1% level. Table 5 results show that if a unit workload increases the level of workplace deviant behaviour also increased by 0.211. One unit job stress increased the level of deviant behaviour also increased by 0.265. Finally, one unit role conflict increases, the level of workplace deviant behaviour also increased by 0.338. First hypothesis H1 has significant relationship between workload and workplace deviant behaviour. Second hypothesis H2 is also supported. It also supports the third hypothesis H3 which found a significant positive relationship between role conflict and workplace deviant behaviour. Among these variables role conflict indicate as the largest contributor to the workplace deviant behaviour.

Table 4: Model Summary

Model	R^2	Adjusted R^2	F	Sig.
1	.505	.535	42.130	.000**

*significant at 5%; ** significant at 1% level

Table 5: Coefficients of Regression Analysis

Independent Variables	Unstandardized Coefficients B	Standardized Coefficients Beta	T	Sig.
(Contant)	1.217		.820	.410
Workload	0.211	0.209	2.453	.017*
Work stress	0.265	0.305	5.105	.000**
Role conflict	0.338	0.420	6.190	.000**

*significant at 5%; ** significant at 1% level

Practical Implications

The bank management should try to reduce the role conflict by giving tasks that match the employees' skills. Further top management should reduce the employees' stress level by providing more encouraging working environment. Religious talks can also be conducted from time to time.

Conclusion

The purpose of this research focused on employees who are from Faisalabad banks in Pakistan. This study only examines the relationship between workload, work stress, role conflict and workplace deviant behaviour. The findings of this study are only applicable to the accessible population of selected employees in the selected banking sector, and hence could not be generalized to other organizations in Pakistan. To reduce deviant behaviour in the workplace should look at other factors that are more extensive and comprehensive.

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